Setting Sail to Mid-Level Advisor Success: Embracing the 'Unsung Heroes' of NACADA:
<u>**2020 NACADA Global Advising Week – Worksheet**</u>

<u>**Challenges of Mid-Level Advisors**</u>
Rosser (2004) study found three issues that impacted mid-level leadership the most: morale, satisfaction, and intent to level.

Morale
▶ Defined by Bany and Johnson (1975 cited in Rosser, 2004, p. 320) as "...the feelings and emotions that arise as members in the organization interact with each other".
▶ Develops when "a group is not able to deal with internal and external problems.
▶ Zeitz, 1983 said, "..the general sense of well-being and enthusiasm for collective endeavors"
▶ Doherty (1988) concept of high morale vs. low morale
  o High morale - "..is manifested when an individual shows determination to do his or her best under any circumstances
  o Low morale - "...implies that the individual sees him or her-self as the one who is powerless or socially unimportant" (as cited in Rosser, 2004, p. 320).

Satisfaction
▶ Benge and Hickey (1984) defined job satisfaction as "the combination of various attitude held by an individual employee a given time.
  o Morale is the overall job satisfaction of a group of employees.
▶ Zeltz (1983 cited in Rosser, 2004) said individual satisfaction is often perceived as the counterpart to the emergent collective trait of more
▶ Gruenburg (1979 cited in Rosser, 2004) "defined satisfaction as the individual's emotional reaction to a particular job
▶ Johnsrud and Edwards (2001 cited in Rosser, 2004) "contend that administrator satisfaction appears to be more related to an individual's feelings about the job, while morale is more related to how one views or feels about the organization." (p. 321).

Intent to Leave
▶ Research on turnover focuses on the intent to leave an organization, rather than the actual turnover (Rosser, 2004, p.322)
▶ Mobley's (1982) research indicates that "individual values, job expectations, satisfaction, commitment, abilities to perform in the position, and leaving intentions explained turnover," (Rosser, 2004, p. 322).
▶ Past research on midlevel administrators and managers indicted the power of affective responses to work, specifically the impact of commitment and satisfaction on turnover intentions (cited in Johnsrud and Edwards 2001; Rosin and Korabik 1995 as cited in Rosser, 2004, p. 322).
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Career Immobility
▶ "The professional ladder makes no pretense in the direction of increasing the authority of title-holders. It is based on the same assumptions that support an ideology of professionalism, assumptions starting that upward mobility in the power hierarchy is of no importance compared to autonomy in the professional is independent of such mobility," (Goldner and Ritti, 1967, p. 491).

Research from NACADA

▶ In July 2005, Ned Connelly from The University of Cincinnati created the "*Survey of Advisor Satisfaction*" because he found there was a lack of research on faculty and professional advisor satisfaction
▶ Survey was administered in July 2005
▶ 1,913 surveys were collected
  ▶ Sent to 4,917 NACADA advisors who identified their primary role as an advisor/counselor or faculty advisor
▶ Published in *NACADA Journal Volume 29 (1) Spring 2009*
▶ Study created a look at how personal and work variables relate to our job satisfaction
▶ Environmental Variables (Extrinsic) looked at:
  ▶ Empowerment
  ▶ Salary
  ▶ Benefit**s**
  ▶ Career Opportunities
  ▶ Professional Development
  ▶ Communication
  ▶ Variety of Work
  ▶ Responsibilities
  ▶ Teamwork
▶ Strongest Correlations of Environmental Variables
  ▶ Variety = 78% agree
  ▶ Teamwork = 73% agree
  ▶ Empowerment = 67% agree
  ▶ Professional Development = 62% agree
  ▶ Career Development = 49% agree
  ▶ Recognition = 44% agree

Attrition from Student Affairs

▶ Marshall, Gardner, Hughes & Lowery (2016)'s study surveyed current study affairs professionals focusing on their "intent to leave" to field; based on three decades of research
▶ Implications
  ▶ Understanding the Field of Student Affairs and New Professionals
  ▶ Tends to place extremely high and (sometimes) unrealistic demands on the time and energy
  ▶ Those entering the field need to obtain accurate information about realities of the job
  ▶ Many participants failed to consider the long-term implications of their career paths
▶ Supervisor and Support
  ▶ Strong supervision is essential to job satisfaction
  ▶ To attrition, supervisors must find ways to adequately compensate employees and offer alternatives to rigorous work week
  ▶ Flextime, telecommuting, compressed work weeks, and other creative staff models to increase job satisfaction
  ▶ 77% of survey participants has mentors in field; most supervisors were not in these roles
    ▶ Lack of leadership and role modeling reported
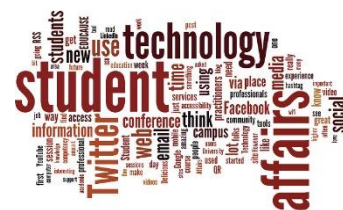
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