

## Chapter 4

### Advising Personnel of Undergraduates

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In this chapter, the responses to two survey questions are examined to better understand the types of personnel currently advising undergraduates. The questions address the different institutional positions filled by persons who advise undergraduates and the use of part-time professional advisors.

The first question asked respondents which of seven campus positions in their advising situation were filled by those advising undergraduates: full-time faculty members, adjunct (part-time) faculty members, full-time professional advisors, adjunct (part-time) professional advisors, paraprofessional advisors, graduate students, and peer advisors. Respondents could also choose an open response item to name personnel not listed as an answer option on the survey. The answers provided to the open response option were categorized as support staff. Respondents could mark more than one response to this question; thus, the number of responses indicating that a variety of personnel holding unique campus positions responsible for advising at an institution falls under the label *multiple positions*.

The following question was used to identify the advisors working in specific situations:

**Who advises undergraduate students in your advising situation? (Check all that apply).**

Responses to this item were examined in two ways. First, responses were categorized into the eight advising personnel positions previously identified and multiple positions. Second, institutional categories were created to report results: full-time professional advisors, full-time faculty advisors, and both full-time professional and faculty advisors. The following rules dictated the categorization of institutions by advising personnel:

- *Full-time professional advisors* identifies institutions where full-time professional advisors, but not full-time faculty members, advise undergraduates; some of these institutions may use adjunct (part-time) faculty advisors.
- *Full-time faculty advisors* identifies institutions where full-time faculty members, but not full-time professional advisors advise undergraduates; some of these institutions may use adjunct (part-time) professional advisors.
- *Both full-time professional and faculty advisors* identifies institutions that employ both full-time professional and faculty personnel to advise undergraduates.

The following question was used to determine the extent to which part-time advisors are working in specific situations:

Which of the following best describes the use of **PART-TIME professional advisors** in your advising situation?  
(Check all that apply).

In response to the item on part-time advisors, survey participants offered one of the following responses: We do not use part-time professional advisors; we employ part-time advisors on a regularly scheduled basis (e.g., 20 hours per week throughout the term); we use part-time professional advisors during peak advising times. They could access an open response option to enter a response not listed as an answer option on the survey. The answers provided to the open response option are categorized as (a) full-time professionals at the institution with limited advising responsibilities as part of other job

responsibilities and (b) graduate students. Respondents could mark more than one response to this question because the use of part-time professional advisors could vary across an institution and college.

### **Executive Summary of Advising Personnel**

The extent to which personnel in different campus positions, including part-time professional advisors, serve undergraduates is reviewed in this chapter. The phrase *in general* refers to a review of results without consideration for other factors, such as size of institution; this information is found in Figures 4.1, 4.5, and 4.9 and Tables 4.1, 4.6, and 4.11. The phrase *categories of institutions* refers to results reviewed in a disaggregated format for factors such as institutional size and type as well as mandatory advising policy. For example, when size of institution is used to disaggregate the data, small, medium, and large institutions are compared to determine similarities or differences in terms of advising personnel. This information is found in the Figures 4.2 to 4.5, 4.6 to 4.8, 4.10 to 4.12 and Tables 4.2 to 4.5, 4.7 to 4.10, and 4.12 to 4.16.

Four overarching findings characterize this study. First, a variety of personnel advise undergraduates. At least five different types of personnel were cited for every category of institution, with the exception of proprietary institutions where only full-time professional advisors and full-time faculty members were reportedly employed. In general, individuals in multiple personnel positions are charged with advising students at 2 of 3 institutions, but the patterns notably vary by institutional type; for example, proprietary institutions are excepted as 30% of respondents reported use of advisors labeled under the multiple positions category, but more (approximately 70 to 75%) from

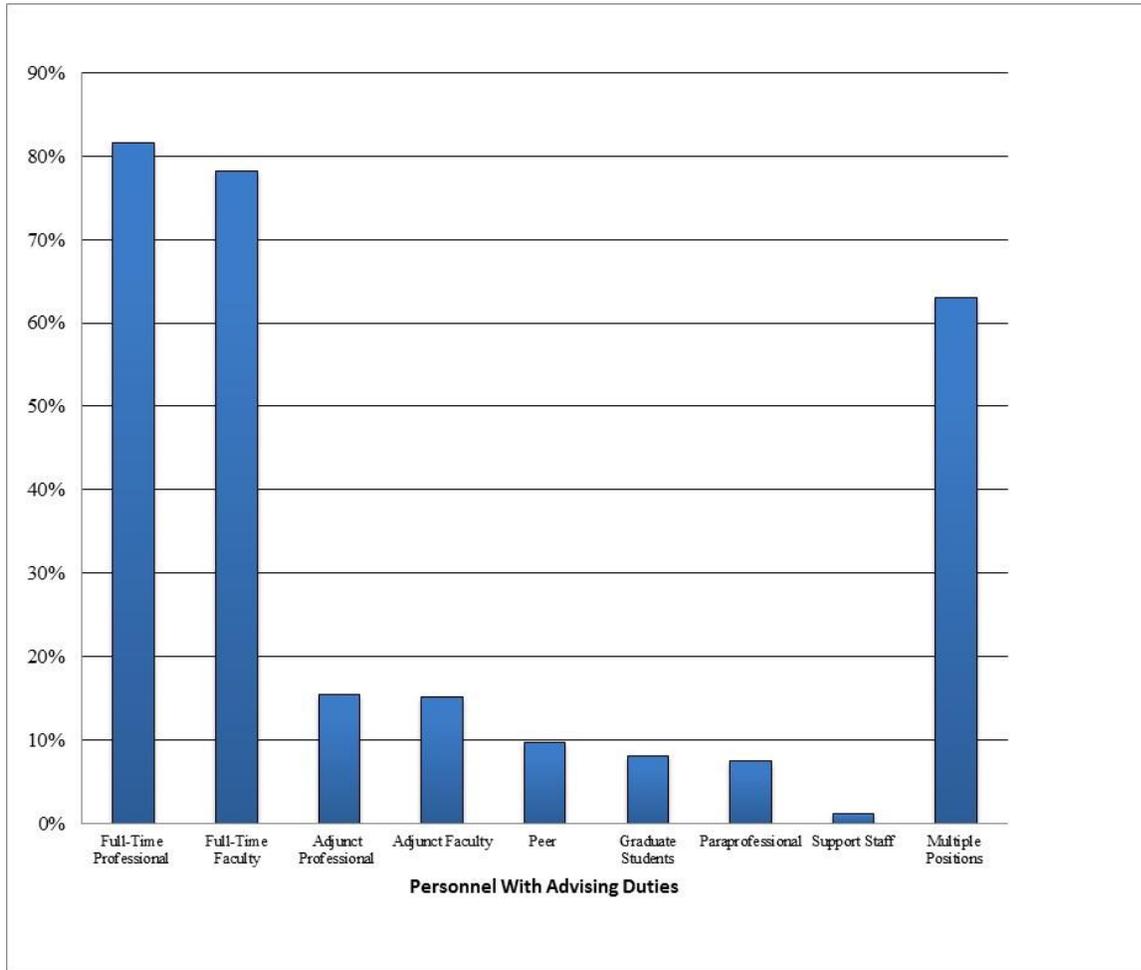
public bachelor, 2-year, and public master institutions indicated that personnel populating a variety of positions advise at their institutions.

Second, in general, full-time professional and faculty advisors are the two most-reported advising personnel; they are employed at 4 of 5 institutions. Disaggregated data show that these two categories represent the two most-used advising personnel with each type employed by at least one half of nonproprietary institutions (where 1 of 3 are full-time faculty members). Differences emerge in the patterns of full-time professional or faculty advisors employed. For example, full-time professional advisors are utilized at more large and medium, public and private doctorate, proprietary institutions, and where advising is mandatory for some or no students. In contrast, full-time faculty members are advising at more small and private bachelor and master institutions as well as where advising is mandatory.

Third, in general, adjunct (part-time) professional advisors and adjunct faculty members each advise undergraduates at 15% of institutions, although the disaggregated data show variability on this measure. For example, more doctorate institutions (approximately 1 of 5) utilize adjunct faculty, and more large (3 of 10) and 2-year (1 of 4) institutions as well as those that mandate advising for some students (1 of 5) use professional adjunct advisors. These findings mirror those garnered from the item on part-time professional advisors. Specifically, part-time professionals are used regularly at more large, 2-year, and public bachelor institutions and during peak advising times at more 2-year institutions and those that mandate advising for some students than at other types.

Fourth, in general, peer advisors, graduate students, and paraprofessionals are each used as advising personnel at approximately 1 of 10 institutions. Peer advisors are used at more large and public doctorate institutions (1 of 4), which also employ the largest percentage of graduate students as advisors (1 of 4); the fewest percentage of graduate students are reportedly employed by small institutions (1 of 33).

**Figure 4.1.** Personnel serving as advisors

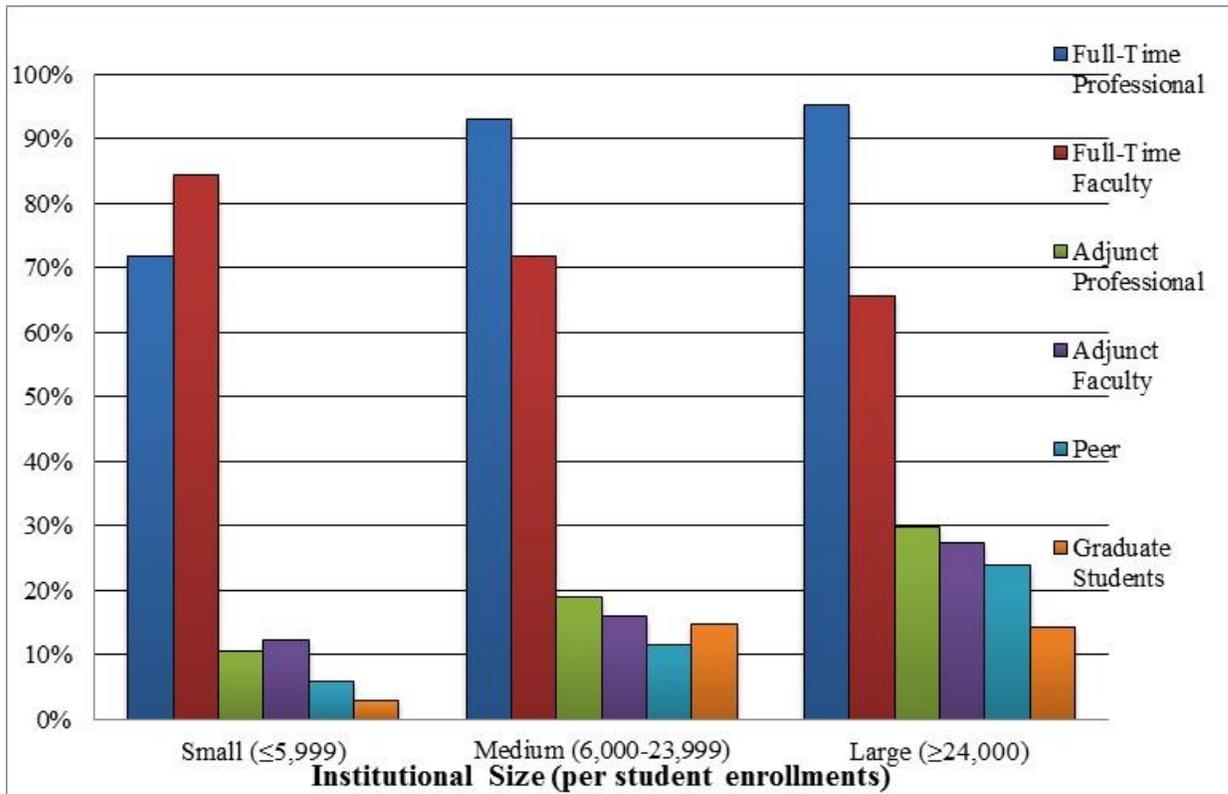


*Note.* Multiple positions refers to multiple individuals employed at various jobs at the institution who also undertake advising duties.

<b>Advisor Category</b>	<b>Percentage</b>
Full-Time Professional	81.6
Full-Time Faculty	78.2
Multiple Positions	63.0
Adjunct Professional	15.5
Adjunct Faculty	15.1
Peer	9.7
Graduate Student	8.1
Paraprofessional	7.5
Support Staff	1.2

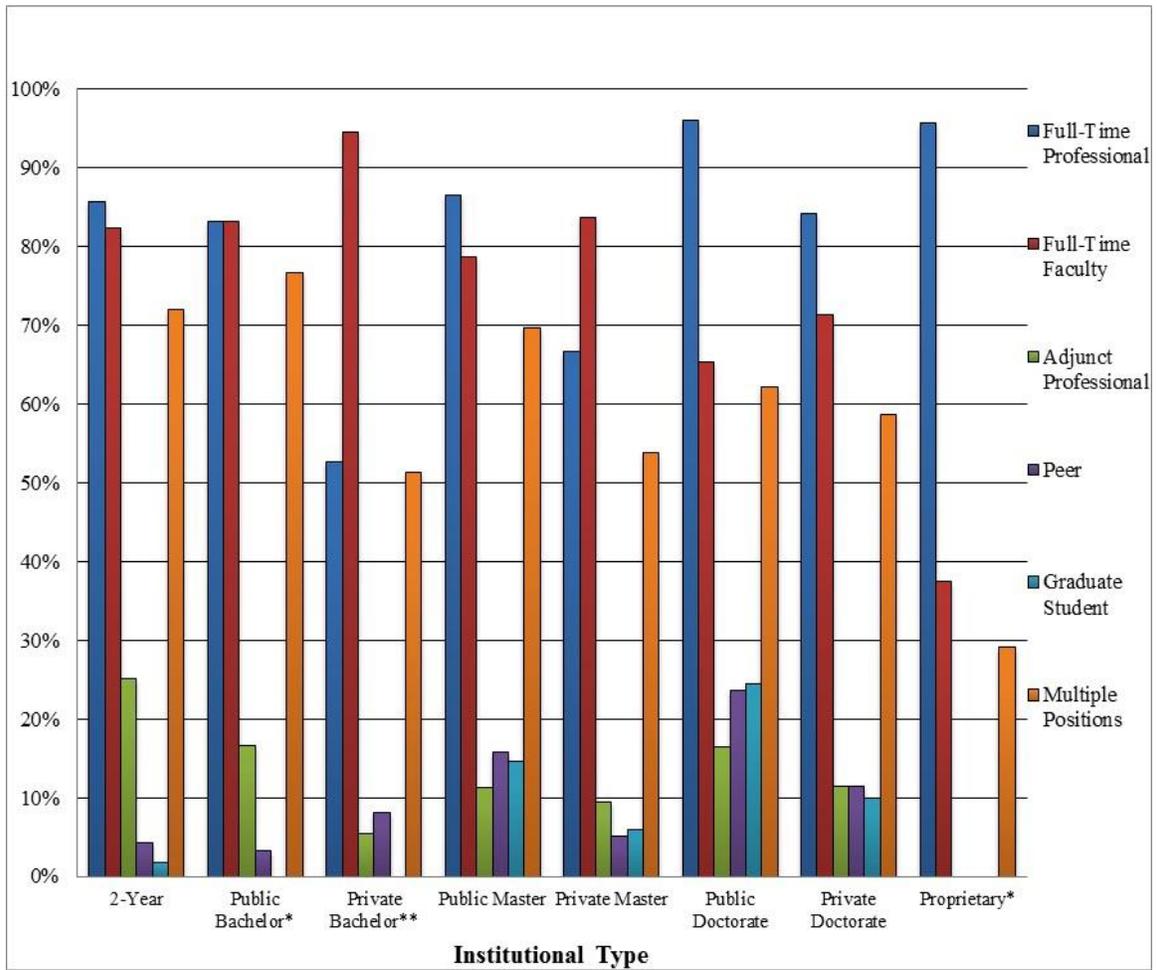


**Figure 4.2.** Advising personnel by institutional size



Advisor Category	Percentage per Institutional Size		
	Small (5,999 or fewer)	Medium (6,000-23,999)	Large (24,000 or more)
Full-Time Professional	72	93	95
Full-Time Faculty	85	72	66
Adjunct Professional	11	19	30
Adjunct Faculty	12	16	27
Peer	6	12	24
Graduate Student	3	15	14

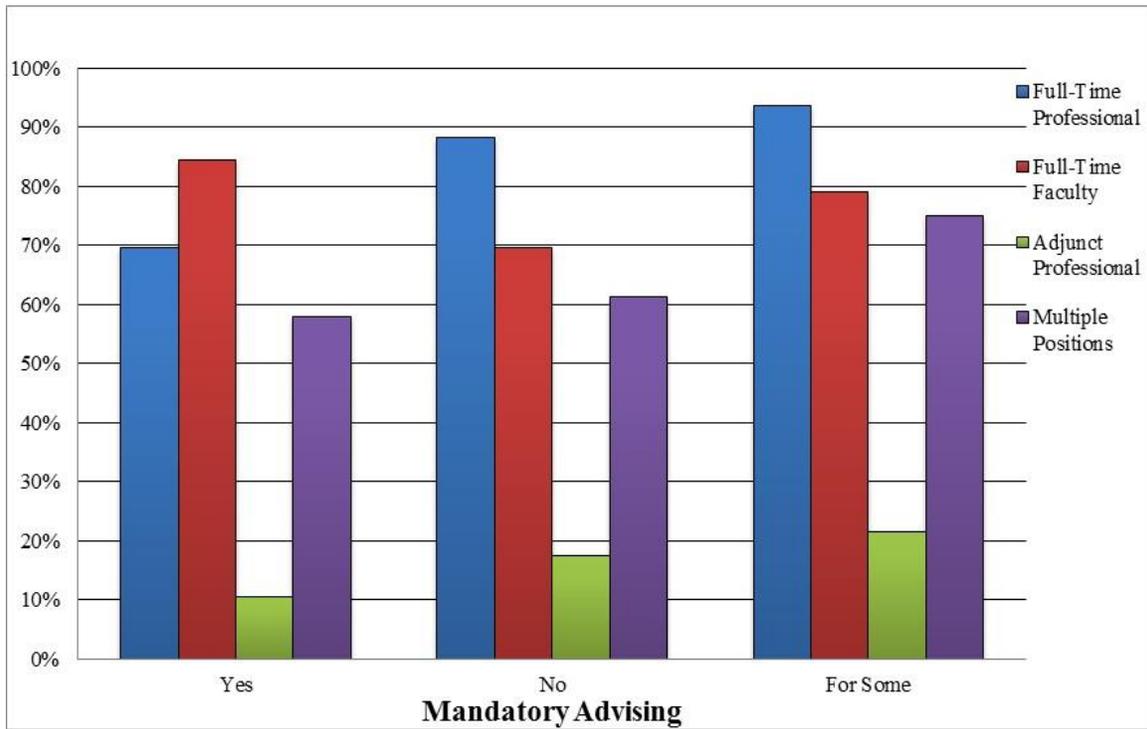
**Figure 4.3.** Advising personnel by institutional type



*Note.* \*Fewer than 50 institutions represented; \*\*fewer than 50 institutions that use part-time professional advisors.

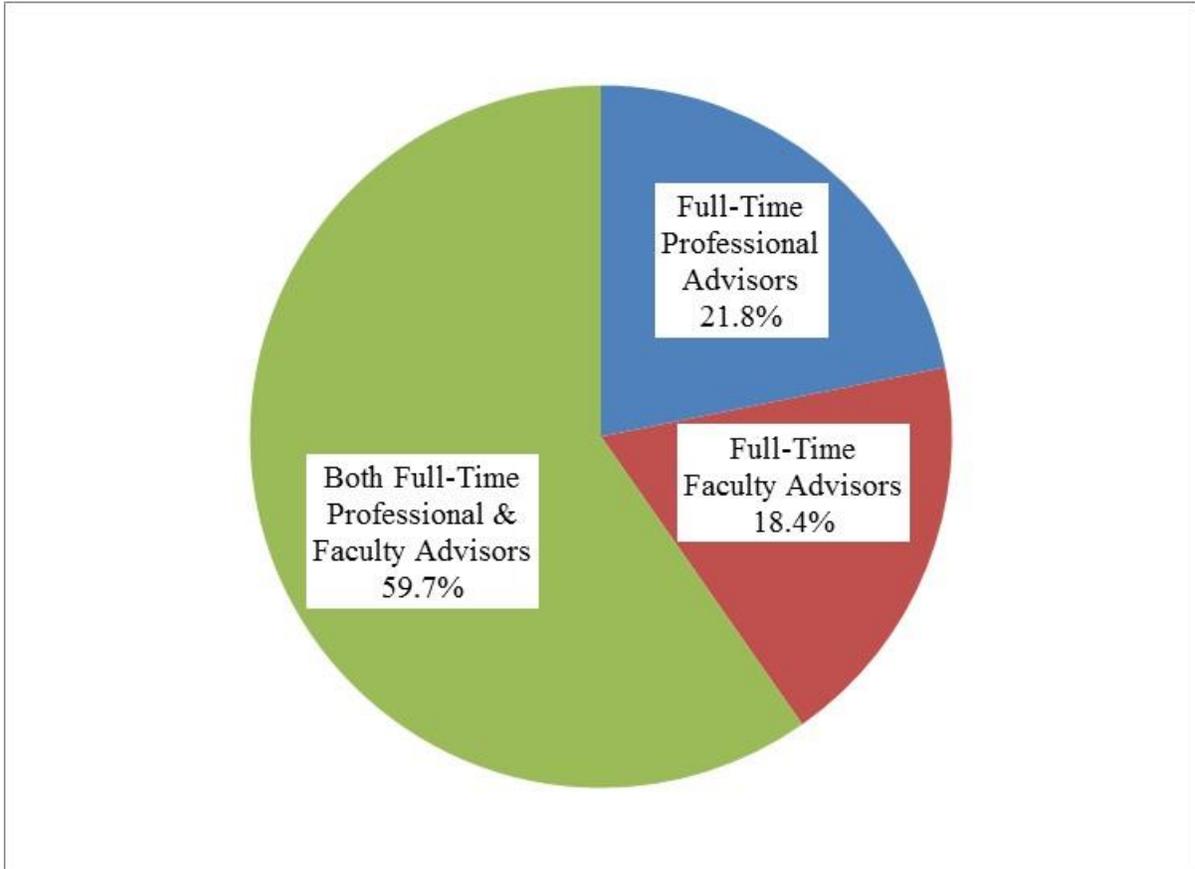
<b>Advisor</b>	<b>Percentage by Institutional Type</b>							
	<b>2- Year</b>	<b>Public Bachelor*</b>	<b>Private Bachelor</b>	<b>Public Master</b>	<b>Private Master</b>	<b>Public Doctorate</b>	<b>Private Doctorate</b>	<b>Proprietar *</b>
Full-Time Professional	86	84	53	87	67	96	84	96
Full-Time Faculty	82	83	95	79	83	65	71	38
Adjunct Professional	25	17	5	11	9	17	11	0
Adjunct Faculty	13	20	14	16	11	21	20	0
Peer	4	3	8	16	5	24	11	0
Graduate Student	2	0	0	15	6	24	10	0

**Figure 4.4.** Advising personnel by mandatory advising



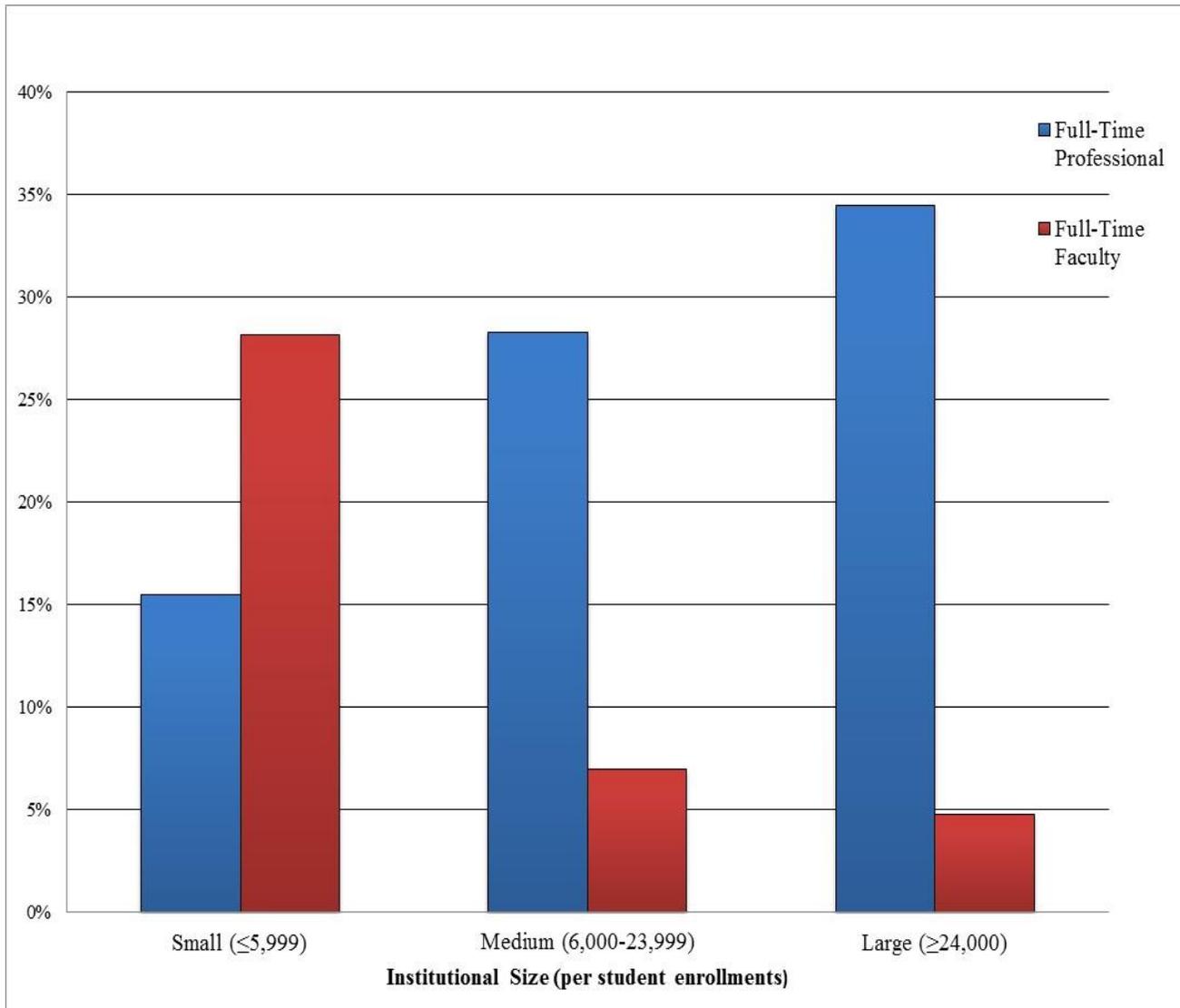
<b>Advisor Category</b>	<b>Percentage per Mandatory Advising Policy</b>		
	<b>Yes</b>	<b>No</b>	<b>For Some</b>
Full-Time Professional	70	88	94
Full-Time Faculty	85	70	79
Adjunct Professional	11	17	22
Multiple Positions	58	61	75

**Figure 4.5.** Full-time faculty and advising professional personnel



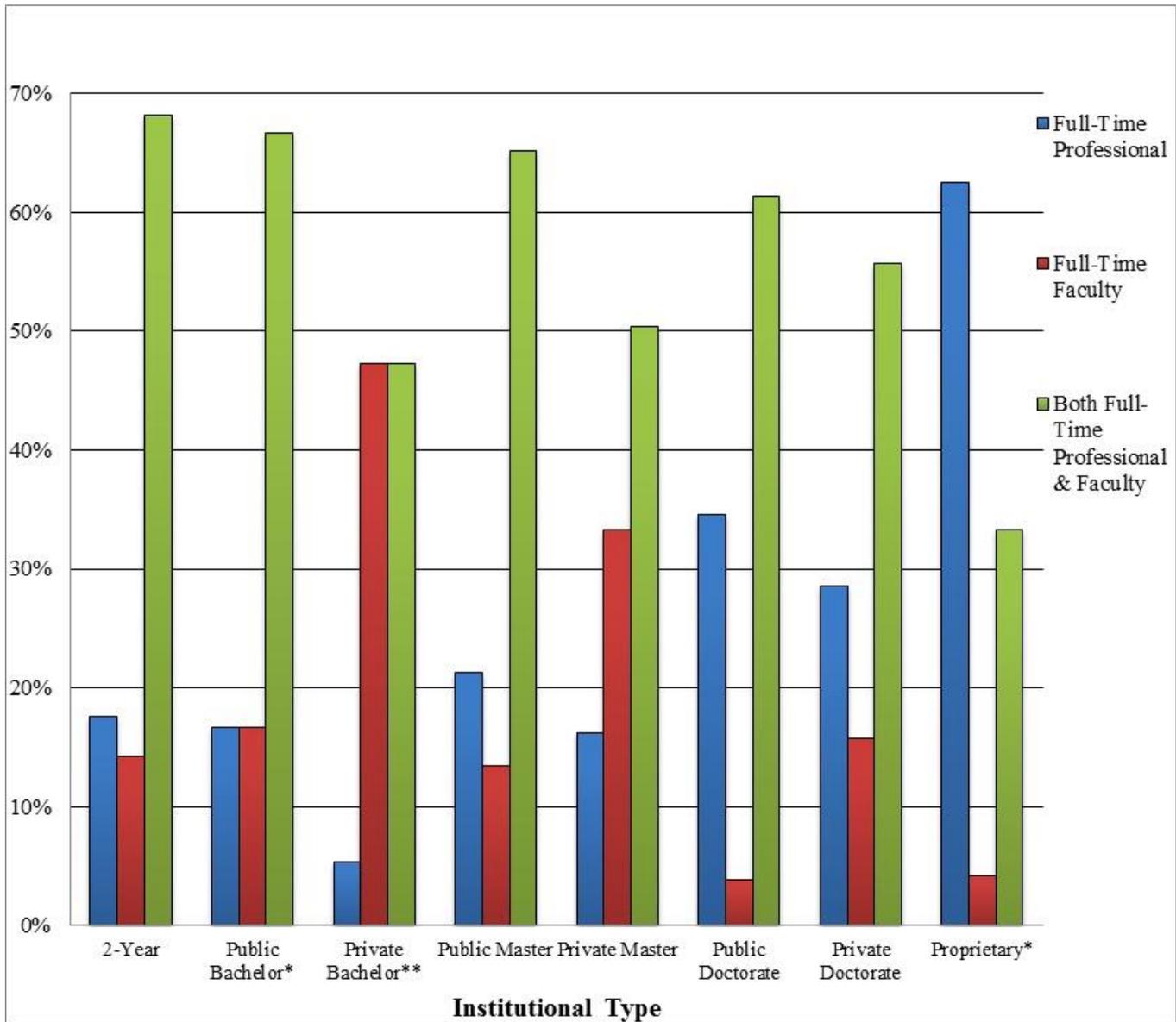
<b>Advising Personnel</b>	<b>Percentage</b>
Full-Time Professional	21.8
Full-Time Faculty	18.4
Both Full-Time Professional and Faculty	58.7

**Figure 4.6.** Full-time advisors by institutional size



Advising Personnel	Percentage by Institutional Size		
	Small (5,999 or fewer)	Medium (6,000-23,999)	Large (24,000 or more)
Full-Time Professional	15.5	28.3	34.5
Full-Time Faculty	28.2	7.0	4.8

**Figure 4.7.** Full-time professional and faculty advisors by institutional type

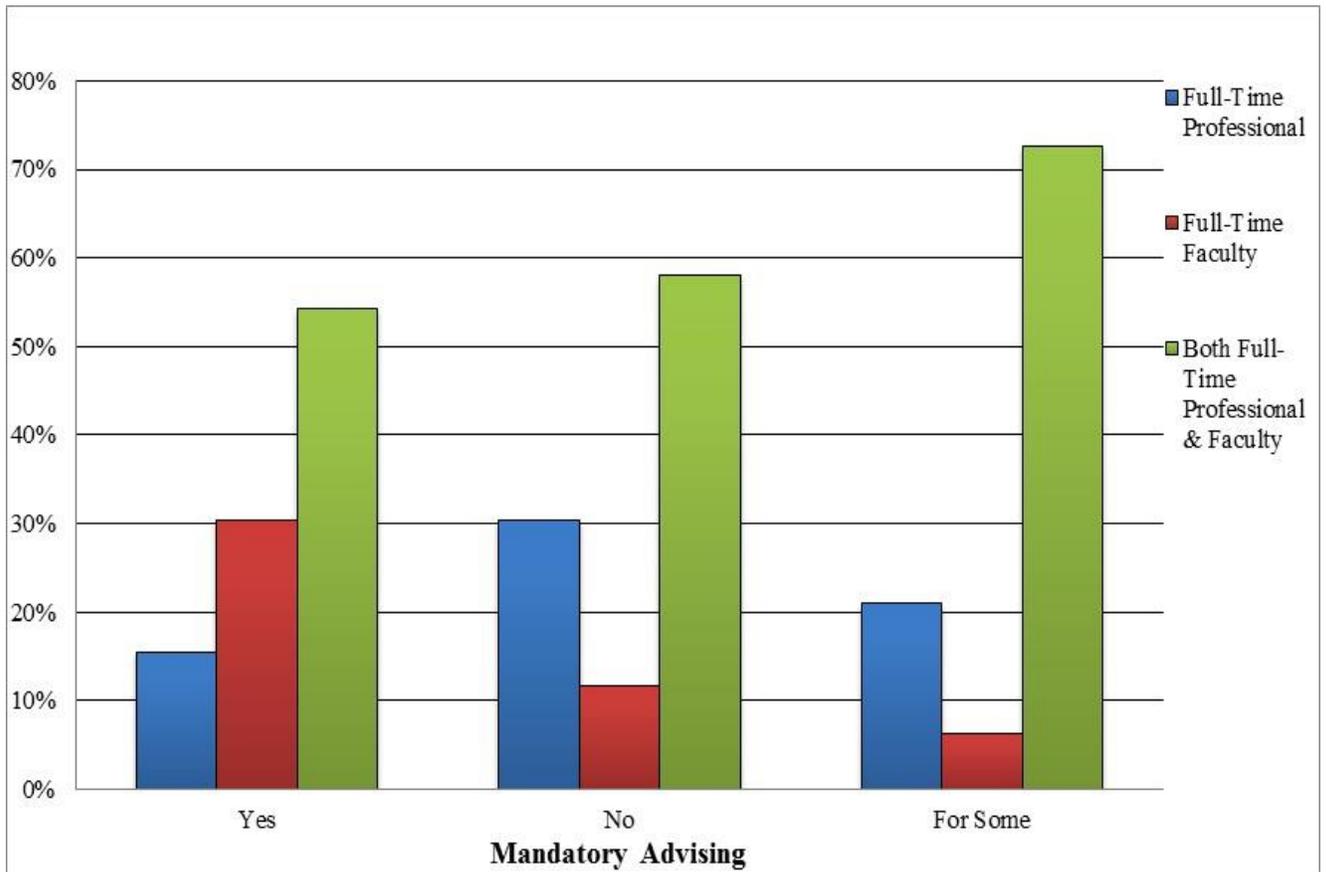


Note. \*Fewer than 50 institutions represented; \*\*fewer than 50 institutions that use part-time professional advisors.

<b>Advising Personnel</b>			
<b>Institutional Type</b>	<b>Full-Time Professional</b>	<b>Full-Time Faculty</b>	<b>Full-Time Professional &amp; Faculty</b>
2-Year	17.6	14.2	68.2
Public Bachelor	16.7	16.7	66.7
Private Bachelor	5.4	47.3	47.3
Public Master	21.3	13.5	65.2
Private Master	16.2	33.3	50.4
Public Doctorate	34.6	3.9	61.4
Private Doctorate	28.6	15.7	55.7
Proprietary	62.5	4.5	33.3

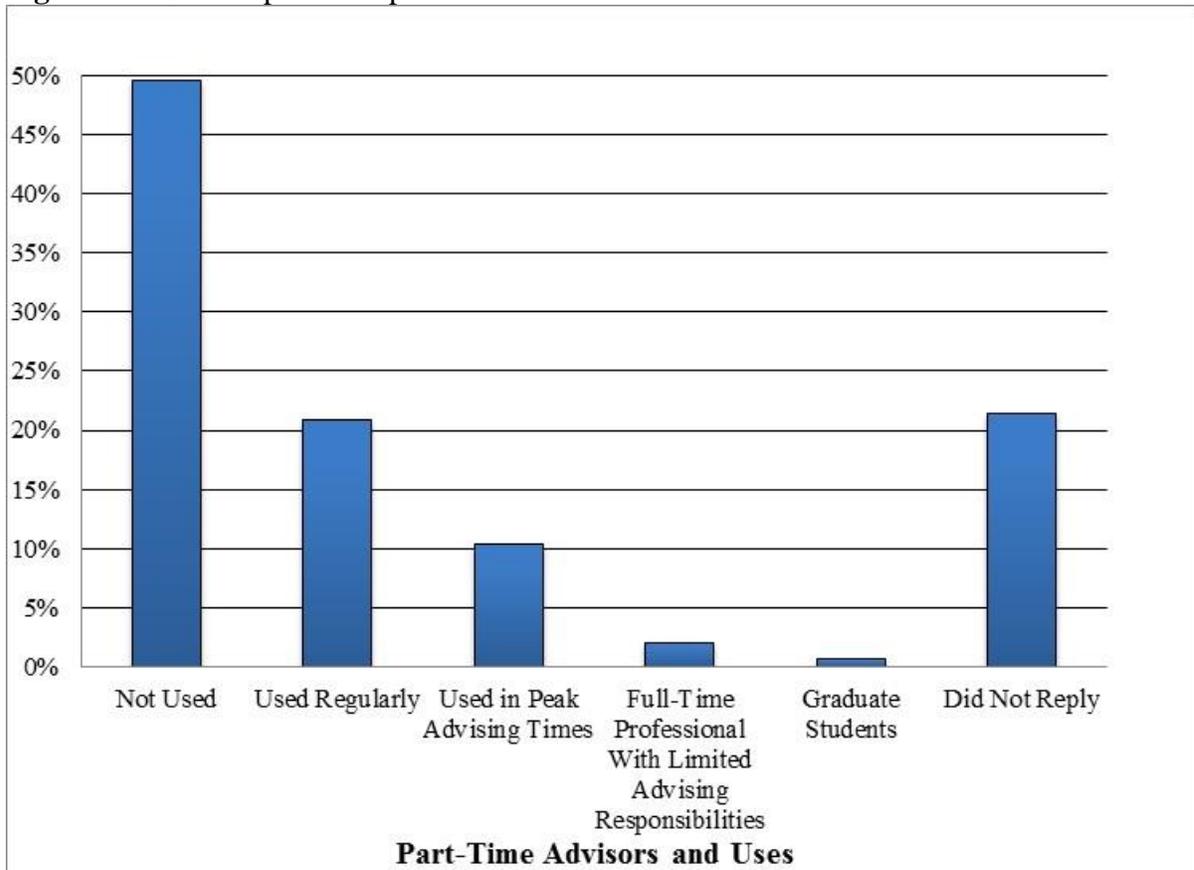
*Note.* Fewer than 50 public bachelor institutions represented; fewer than 50 private bachelor institutions use part-time professional advisors.

**Figure 4.8.** Full-time professional and faculty advisors by mandatory advising policy



Advising Personnel	Percentage per Mandatory Advising Policy		
	Yes	No	For Some
Full-Time Professional	15.5	30.3	21.0
Full-Time Faculty	30.3	11.7	6.3
Full-Time Professional & Faculty	54.2	58.0	72.7

**Figure 4.9.** Uses of part-time professional advisors

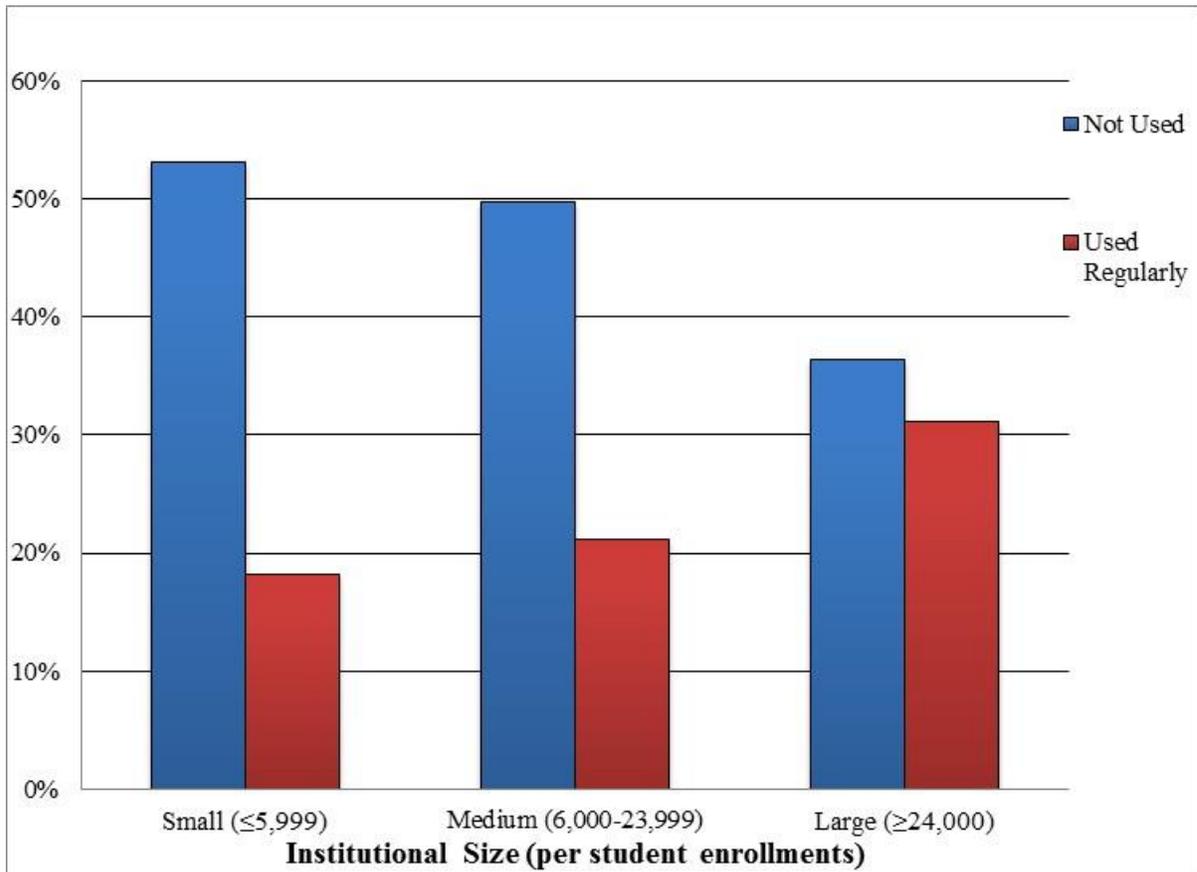


*Note.* The question on part-time advisors was answered only by respondents who indicated use of professional advisors ( $N = 609$ ).

<b>Use of Part-Time Advisors</b>	<b>Percentage of Part-Time Advisors Used</b>
Not Used	49.6
Used Regularly	20.9
Used in Peak Advising Times	10.4
Full-Time Professional With Limited Advising Responsibilities	2.0
Graduate Students	0.7
Did Not Reply	21.4

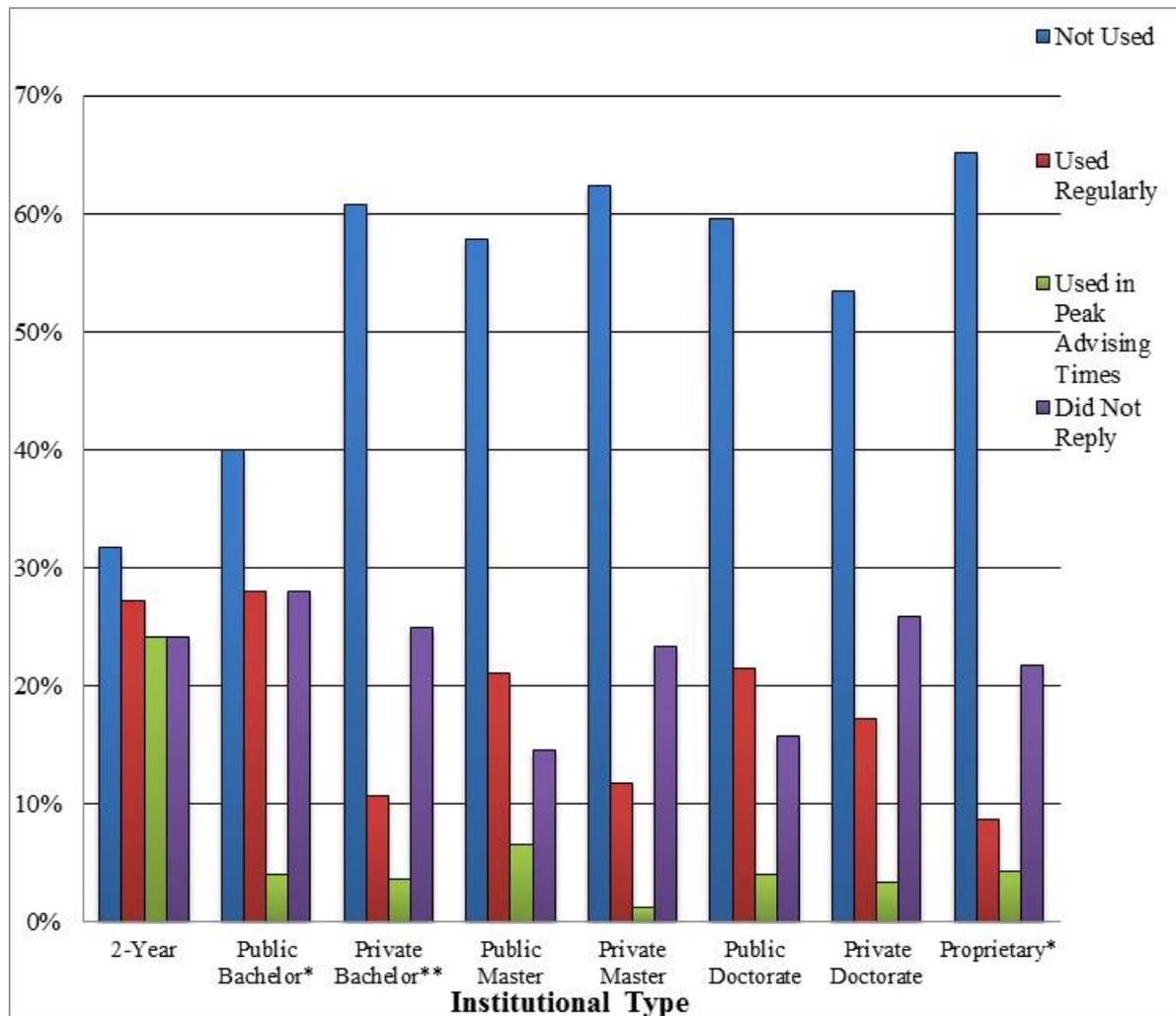
*Note.* The question on part-time advisors was answered only by respondents who indicated use of professional advisors ( $N = 609$ ).

**Figure 4.10.** Use of part-time professional advisors by institutional size



Role of Part-Time Advisor	Percentage by Institutional Size		
	Small (5,999 or fewer)	Medium (6,000-23,999)	Large (24,000 or more)
Not Used	53.9	49.8	36.4
Used Regularly	18.2	21.1	31.2

**Figure 4.11.** Use of part-time professional advisors by institutional type

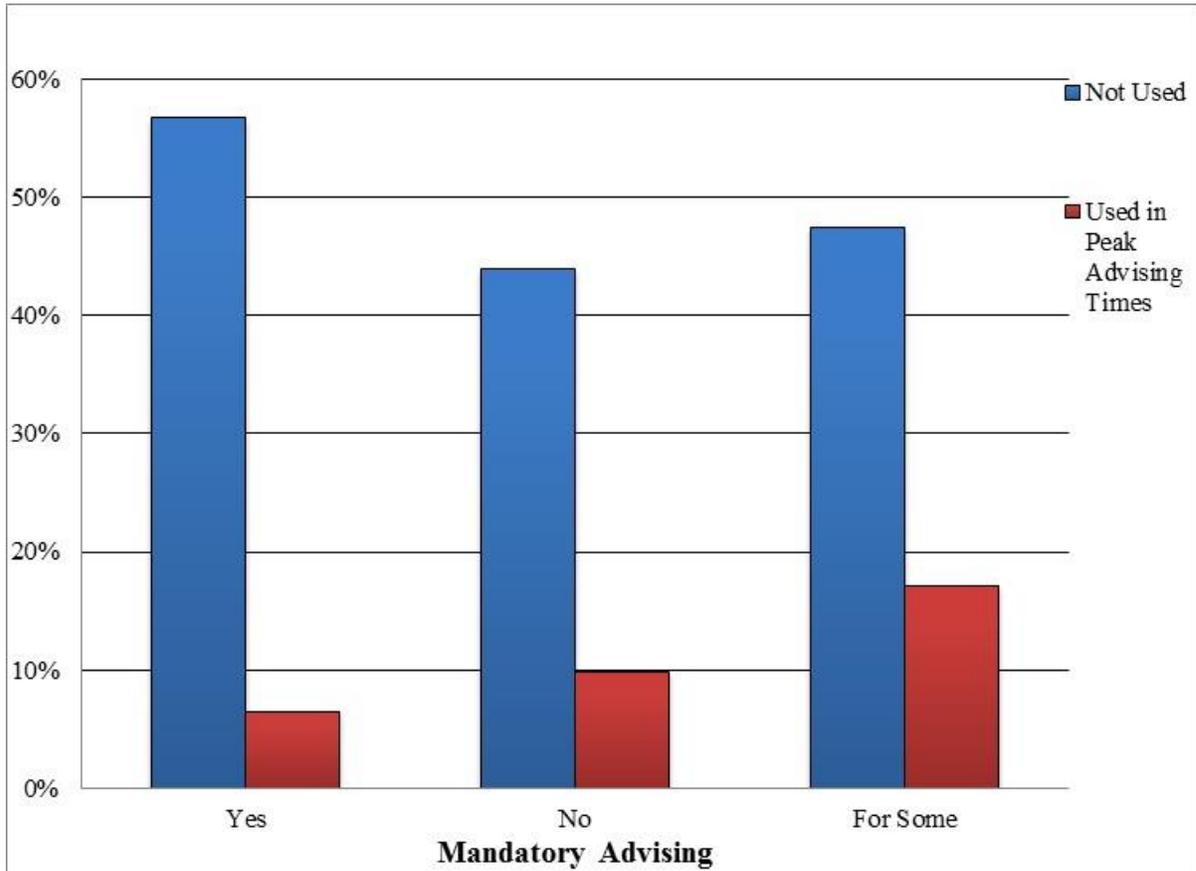


*Note.* \* Fewer than 50 institutions represented; \*\*fewer than 50 institutions that use part-time professional advisors.

Institutional Type	Part-Time Advisor Uses			
	Not Used	Used Regularly	At Peak Times	Did Not Reply
2-Year	31.8	27.2	24.1	24.1
Public Bachelor	40.0	28.0	4.0	28.0
Private Bachelor	60.7	10.7	3.6	25.0
Public Master	57.9	21.1	6.6	14.5
Private Master	62.3	11.7	1.3	23.4
Public Doctorate	59.5	21.5	4.1	15.7
Private Doctorate	53.4	17.2	3.4	25.9
Proprietary	65.2	8.7	4.3	21.7

*Note.* Fewer than 50 public bachelor institutions represented; fewer than 50 private bachelor institutions use part-time professional advisors.

**Figure 4.12.** Use of part-time professional advisors by mandatory advising policy



Uses of Part-Time Advisors	Percentage per Mandatory Advising Policy		
	Yes	No	For Some
Not Used	56.8	44.0	47.5
Used at Peak Times	6.4	9.8	17.1

## Notable Differences

To help readers assess the meaning of the data, differences of 10% or more between categories of institutions (e.g., large vs. small institutions, advising is mandatory vs. advising is not mandatory) are labeled *notable*. For example, full-time professional advisors are used at 95% of large and 72% of small institutions. This difference of 23% is equal to or greater than 10%, so it is labeled *notable*. All results are presented in tables, but bar graphs present data that show two or more notable differences within a category of institution. For example, six of the advising personnel categories differ notably by institutional size, so a bar graph is provided in Figure 4.3.

Furthermore, three of the groups were comprised of fewer than 50 institutions, and thus, a change in the answer of one respondent would result in a change of more than 2%. A difference found among these groups is reported only if it meets or exceeds 10% when one response is added or subtracted. For example, adjunct professional advisors are used at 17% of public bachelor and at 5% of private bachelor institutions. However, only 30 institutions comprise the public bachelor category, and if one fewer respondent from this group had answered that adjunct professional advisors are used, the response rate for public bachelor would decrease to 13%, creating a difference between the two groups of less than 10%. Therefore, it is not labeled *notable*. The following three groups are comprised of fewer than 50 representatives and the corresponding percentage change associated with one response: public bachelor institutions ( $n = 30$ ; 3.3%), proprietary institutions ( $n = 24$ ; 4.2%), and respondents who answered at the department level ( $n = 31$ ; 3.2%).

Furthermore, only respondents who reported that professional advisors ( $n = 603$ ) were used in their advising situation (including in situations in which faculty members also advise) were asked about the use of part-time professional advisors. The following four groups are comprised of fewer than 50 representatives and thus are associated with the corresponding percentage change of one response: public bachelor ( $n = 25$ ; 4.0%), private bachelor ( $n = 28$ ; 3.6%), proprietary institutions ( $n = 23$ ; 4.3%), and respondents who answered at the department level ( $n = 27$ ; 3.7%). Inferences involving groups with small sample sizes should be made cautiously.

## Summary Advising Personnel

In this section, the summary of findings for each advising personnel question is presented separately. Both in general and disaggregated findings are summarized. As in the Executive Summary, *in general* refers to a review of results without consideration for other factors, such as size of institution; this information is found in Figures 4.1, 4.5, and 4.9 and Tables 4.1, 4.6, and 4.11. *Categories of institutions* refers to results reviewed in a disaggregated format for factors such as institutional size and type as well as mandatory advising policy; this information is found in Figures 4.2 to 4.4, 4.6 to 4.8, and 4.10 to 4.12 as well as Tables 4.2 to 4.5, 4.7 to 4.10, and 4.12 to 4.16.

### All Advising Personnel Positions

In general, at the majority of institutions, full-time professional advisors (4 of 5), full-time faculty advisors (4 of 5), and a variety of campus personnel working in multiple positions (2 of 3) advise undergraduates. Adjunct professional and faculty advisors are each employed at approximately 15% of institutions, and the remaining personnel types (i.e., peers, graduate students, paraprofessional advisors, and support staff) are each reportedly used at no more than 1 of 10 institutions (see Figure 4.1 and Table 4.1).

Across categories of institutions, persons identified as working in multiple positions advise at the majority of nonproprietary institutions. More respondents indicated use of full-time professional and faculty advisors, and at least one half of all institutional types, with the exception of proprietary schools, which use faculty advisors, employ both professional and faculty. In a notable result, full-time professional advisors are employed at more large and medium, public and private doctorate, and proprietary institutions as well as where advising is mandatory for some or no students than are their

faculty counterparts. Conversely, full-time faculty advisors are used at notably more small and private bachelor and master institutions as well as those that mandate advising than are professional advisors. Adjunct professional and faculty advisors reportedly advise in similar percentages of institutions, and peer advisors, graduate students, paraprofessional advisors, and support staff are the least used advising personnel regardless of institutional size and mandatory advising policy.

The percentages and rank order of institutions of advising personnel, except paraprofessional advisors, notably differ by institutional size and type, mandatory advising policy, and advising situation (see Figures 4.2 to 4.4 and Tables 4.2 to 4.5).

According to respondents, personnel in multiple positions are used to advise undergraduates at

- fewer proprietary institutions than all other institution types by 21 to 47%; it is the only institutional category in which fewer than one half of respondents cited persons across multiple positions as advisors.
- more public bachelor and 2-year compared to five other institution types.
- more public master than four of the other institution types.
- more public doctorate universities than proprietary and private bachelor institutions by 33 and 11%.
- more institutions that mandate advising for some students than those that mandate it for all or none.

According to respondents, full-time professional advisors are used to advise undergraduates at

- more medium and large than small institutions by at least 20%.
- fewer private bachelor than all other institution types with differences of 30 to 43% compared with six other types.
- fewer private master institutions than all other institution types (except private bachelor) with differences of at least 20% with four institution types.
- more public doctorate compared to 2-year and private institutions with differences of 29 and 43%.

- at 24% more institutions that mandate it for some students than where it is mandatory for everyone.

According to respondents, full-time faculty members advise undergraduates at

- more small institutions than large ones.
- more private bachelor than all other institution types, with a difference of 24 to 30% when compared to doctorate universities.
- fewer proprietary institutions compared to all other institution types by 27 to 57%.
- fewer public doctorate than five of the other institution types.
- fewer private doctorate compared to two other institution types.
- more institutions where advising is mandatory than where it is not mandatory.

According to respondents, adjunct professional advisors are used at 30% of large universities, 25% of 2-year institutions, and 22% of institutions where advising is mandatory for some students. Adjunct faculty advisors are used at 27% of large and approximately 20% of private and public doctorate universities.

Respondents also indicated that peers advise at 24% of both large and 21% of public doctorate institutions. Graduate students advise at 24% of public doctorate universities and at 3% of small institutions. No respondent from a proprietary institution reported the use of adjunct, peer, or graduate student advisors; only 1 cited use of paraprofessional advisors. Additionally, the percentages and rank order of respondents who reported the use of full-time professional advisors, full-time faculty advisors, and multiple positions notably differ by advising situation (see Table 4.5).

### **Full-Time Professional, Faculty, or Both Types of Advisors**

In general, the majority of institutions (3 of 5) employ both full-time professional and faculty advisors, and at approximately 1 of 5 institutions either type advise undergraduates (see Figure 4.5 and Table 4.6).

Furthermore, across all categories, both full-time professional advisors and faculty members comprise the advisors at more than one half of the institutions, with the exception of proprietary and private bachelor institutions. The most respondents who cited use of full-time professional advisors came from proprietary institutions, and the most who declared sole use of full-time faculty advisors came from private bachelor institutions.

Notable data show that more full-time professional advisors than full-time faculty members advise students at large and medium, public and private doctorate, proprietary institutions, and those where advising is not mandatory or required of only some students. Conversely, more full-time faculty members than full-time professionals advise at small, private bachelor and master institutions as well as those where advising is mandatory.

However, the percentages and rank order of institutions for advising personnel categories notably differ by institutional size and type, mandatory advising policy, and advising situation (see Figures 4.6 to 4.8 and Tables 4.7 to 4.10).

According to respondents, both full-time professional and faculty advisors work at

- fewer proprietary institutions by 23 to 35% than five other institution types.
- more 2-year and public than at proprietary and private institutions; however, the difference between public and private doctorate is not notable.
- more institutions where advising is mandatory for some students rather than mandated for all or none.

According to respondents, full-time professional advisors are the responsible parties at

- more medium and large than small institutions.
- more proprietary institutions than all other types by 28 to 58%.
- more doctorate institutions than all other nonproprietary types.

- fewer private bachelor than types ranked among the top three by 24 to 58%.
- more institutions where advising is not mandatory compared to those where it is mandatory.

According to respondents, full-time faculty members advise undergraduates at

- more small institutions by at least 20%.
- more private bachelor institutions by 30 to 43% over the six types ranked lowest by respondents for using faculty.
- more private master institutions than all other institution types except for private bachelor.
- fewer public doctorate than four other institution types.
- more institutions where advising is mandatory by 24% over institutions where it is mandatory for some students.

Additionally, the percentages and rank order of advising personnel arrangements notably differ by advising situation (see Table 4.10).

### **Part-Time Professional Advisors**

Only respondents who reported that professional advisors are used were asked about the use of part-time professional advisors ( $n = 603$ ). However, 21% ( $n = 129$ ) of eligible respondents did not reply to this question. The nonresponse rate of 1 in 5 was consistent across categories of institutions.

In general, one half of institutions do not use part-time professional advisors, 1 of 5 regularly use them, and 1 of 10 use them during peak advising times (see Figure 4.9 and Table 4.11). Furthermore, across all categories of institutions, most respondents indicated that their institutions did not use part-time professional advisors. However, the percentages of respondents who indicated that their institutions used part-time professional advisors notably differ by institution size and type as well as mandatory advising policies (see Figures 4.10 to 4.12 and Tables 4.12 to 4.14).

According to participants, part-time professional advisors are used regularly at more large and medium than small institutions. They are also used at more public bachelor and 2-year compared to proprietary and private institutions; however, the difference between public bachelor and private doctorate institutions is not notable.

According to participants, part-time professional advisors are used during peak advising times at more 2-year institutions by at least 20% over six other institution types. More respondents from institutions where advising is mandatory for some students cited peak usage than did those from places where it is mandatory for all or none.

More participants who indicated employment of part-time professional advisors came from small and medium institutions as well as where advising is mandatory over where it is not. However, fewer from 2-year and public bachelor institutions selected the *not used* survey option by at least 20% than did those from the other institution types. The difference between the four institutions with representatives that gave an affirmative response to this item and those two groups who ranked it the lowest differ by at least 20%; however, the difference that separates the top and bottom ranked cohorts (i.e., data from public bachelor and private doctorate) is not notable.

Additionally, the percentages of respondents who reported the regular use of part-time professional advisors, their use during peak advising times, and not using them notably differ by advising situation (see Table 4.16).

## **Results**

In this section, each advising personnel question is presented separately, and for each question, results are presented in general terms. The results are also disaggregated by size and type of institution, mandatory advising policy, advising situation, and advising personnel (for use of part-time professional advisors).

### **General Findings**

In general, at nearly 2 of 3 institutions personnel from multiple positions advise undergraduates. Full-time professional advisors and full-time faculty advisors are each used at approximately 4 of 5 institutions, and at approximately 15% of institutions adjunct professional advisors and adjunct faculty advisors are each employed. The remaining types of personnel (i.e., peer advisors, graduate students, and paraprofessional advisors) were each used at not more than 1 of 10 institutions (see Figure 4.1 and Table 4.1).

### **Size of Institution**

Regardless of institutional size, people in multiple positions reportedly advise undergraduates at 60 to 70% of the surveyed institutions. Respondents indicated that full-time professional and full-time faculty advisors are the most used advising personnel. Adjunct professional and faculty advisors are employed at equivalent percentages of institutions within each size category. Fewer peer advisors, graduate students, and paraprofessional advisors are employed at the study institutions.

However, the percentages and rank order of institutions using specific types of advising personnel, except for paraprofessional advisors and those in multiple positions, notably differ by institution size (see Figure 4.2 and Table 4.2). Specifically, although

full-time professional advisors are used at the majority of institutions (at least 7 of 10), regardless of institution size, more respondents from medium (more than 9 of 10) and large (more than 9 of 10) than small (more than 7 of 10) institutions reported their employment by 21 and 24%, respectively. Respondents from medium and large institutions indicated that they are used more than full-time faculty advisors by 21 and 30%, respectively.

Although full-time faculty advisors are used at the majority of institutions (at least 2 of 3), regardless of size, more respondents from small (more than 8 of 10) than medium (7 of 10) and large (2 of 3) institutions reported their employment by 13 and 19%. Faculty advisors comprise the most-used advising personnel at small institutions; that is, 13% more respondents reported their employment than indicated use of full-time professional advisors.

More respondents from large institutions indicated employment of both types of adjunct advisors. Specifically, Adjunct professional advisors are used at more large (3 of 10) than small (1 of 10) and medium (1 of 5) institutions by 19 and 11%, respectively. According to respondents, adjunct faculty advisors are used at more large (nearly 3 of 10) than small (more than 1 of 10) and medium (1 of 6) institutions by 15 and 11%, respectively.

Peer advisors are used at more large (nearly 1 of 4) than small (1 of 20) and medium (more than 1 of 10) institutions by 18 and 12%, respectively. Graduate students advise at more medium and large (15%) than small (approximately 3%) institutions by approximately 12%.

## **Institution Type**

Individuals across multiple positions advise undergraduates at the majority (7 of 8) of institutions, and for all institution types, more full-time professional and faculty advisors are employed over other personnel. However, the percentages and rank order of institutions notably differed by type of institution and advising personnel (see Figure 4.3 and Table 4.3).

According to respondents, various people in multiple positions are used to advise undergraduates at

- fewer proprietary institutions (3 of 10) than all other institution types by 21 to 47%.
- more public bachelor and 2-year institutions (approximately 3 of 4) than five of the other institution types by 15 to 47% and 10 to 42%, respectively.
- more public master institutions (7 of 10) than four of the other institution types by 11 to 40%.
- more public doctorate universities (3 of 5) than private bachelor (1 of 2) and proprietary (3 of 10) institutions by 11 and 32%.

According to respondents, full-time professional advisors work with undergraduates at

- fewer private bachelor institutions (1 of 2) than at all other institution types by 14 to 43%.
- fewer private master institutions (2 of 3) than at all other institutions (except for private bachelor) by 16 to 29%.
- more public doctorate universities (more than 9 of 10) than 2-year (more than 8 of 10) and all of the private institutions by 10 to 43%.

According to respondents, full-time faculty members advise undergraduates at

- more private bachelor institutions (more than 9 of 10) than all other institution types (except for public bachelor) by 11 to 57%.
- fewer proprietary (1 of 3) than all other institution types by 27 to 57%.
- fewer public doctorate universities (2 of 3) than at five of the other institution types by 14 to 30%.

- fewer private doctorate universities (7 of 10) than at three of the other institution types by 11 to 24%.

No one from proprietary institutions reported the use of either professional or faculty adjunct, peer, or graduate-student advisors, and only one reported use of paraprofessional advisors. Therefore, proprietary institutions are not included in the review of results for these types of advising personnel.

According to respondents, adjunct professional advisors are used to advise undergraduates at more 2-year institutions (1 of 4) than at four of the other institution types by 14 to 20%. Adjunct faculty members advise at more public doctorate universities (1 of 5) than private master institutions (1 of 10) by 10%.

Peer advisors advise other undergraduates at more public doctorate universities (1 of 4) than at all other institution types (except for public master institutions) by 13 to 21% and at more public master than 2-year and private master institutions by 12 and 11%, respectively.

Graduate students advise undergraduates at more public doctorate universities (1 of 4) than at three of the other four institution types that reported using graduate students by 14 to 22%. No respondent from proprietary or public and private bachelor institutions indicated that graduate students are hired to advise.

### **Mandatory Advising**

For all three mandatory advising categories, those in multiple positions advise undergraduates at the majority of institutions, but more respondents cited that full-time professional and faculty members advise than others who deliver advising. Similar percentages of adjunct professional and faculty advisors are employed within each mandatory advising category. The fewest cited use of peers, graduate students, and

paraprofessional advisors, who are reportedly used at similar percentages within institutions in each mandatory advising category.

However, the percentages and rank order of institutions notably differ by mandatory advising policy for those identified as multiple positions as well as full-time professional advisors, full-time faculty advisors, and adjunct professional advisors (see Figure 4.4 and Table 4.4).

Although those in multiple positions are used to advise undergraduates at nearly 3 of 5 institutions, regardless of mandatory advising policy, they are cited by more respondents from institutions where advising is mandatory for some students (3 of 4) than by those from institutions where advising is mandatory (almost 3 of 5) or not (more than 3 of 5) by 17 and 14%, respectively.

Although both full-time professional and full-time faculty advisors are used at more than 7 of 10 institutions, regardless of mandatory advising policy, full-time professional advisors are used at more institutions where advising is not mandatory (nearly 9 of 10) and those where it is mandatory for some students (more than 9 of 10) than where it is mandatory (7 of 10) by 18 and 24%, respectively. Conversely, full-time faculty advisors are used at more institutions where advising is mandatory (7 of 10) than where it is not mandated (by 15%). Adjunct professional advisors are used at more institutions that mandate advising for some students (more than 1 of 5) than those that mandate it for everyone (1 of 10) by 11%.

### **Advising Situation**

Despite their advising situation, respondents reported that full-time professional and faculty advisors are the primary advisors at the majority of institutions. They reported

that adjunct professional and faculty advise in similar percentages within and across advising situations. Peers, graduate students, and paraprofessionals are reportedly employed the least among those who advise and at similar percentages both within and across advising situations.

However, the percentages and rank order of respondents who reported the use of full-time professional advisors, full-time faculty advisors, and people in multiple positions notably differ by advising situation (see Table 4.5). Specifically, more respondents reporting at the institutional level (7 of 10) indicated that people in multiple positions advise than do those from the college, school, or division (approximately 1 of 2) and department (more than 2 of 5) levels by 22 and 27%, respectively.

Although the majority of respondents, regardless of advising situation, cited use of full-time professional advisors at the majority of institutions (at least 7 of 10), the most responded from the institutional (4 of 5) and college, school, or division (nearly 9 of 10) levels than from the department (7 of 10) level by 11 and 17%, respectively. They comprise the most-reported personnel by respondents from the college, school, or division level by 25%.

Although the majority of respondents (at least 3 of 5), regardless of advising situation, reported use of full-time faculty advisors, most represented the institution (more than 4 of 5) and department (nearly 4 of 5) levels, not the college, school, or division levels (more than 3 of 5) by 22 and 17%, respectively. Faculty members also comprise the most-reported advising personnel at the department level by 10%.

### **Full-Time Professional, Full-Time Faculty, or Both**

## **General Findings**

In general, at 3 of 5 institutions, both full-time professional and faculty advisors comprise the personnel arrangement. At approximately 1 of 5 institutions either full-time professional or faculty members are used to advise students (see Figure 4.5 and Table 4.6).

## **Size of Institution**

For all three sizes of institutions, both full-time professional and faculty advisors comprise the advising personnel arrangement used at the majority of colleges and universities (56 to 65%). However, the percentages and rank order of institutions notably differ by institutional size and use of full-time professional advisors and full-time faculty advisors (see Figure 4.6 and Table 4.7).

Full-time professional advisors are used at more medium (more than 1 of 4) and large (1 of 3) than small (more than 1 of 10) institutions by 12 and 19%, respectively. They comprise the second-most reported advising personnel arrangement at medium and large institutions. Conversely, full-time faculty advisors are used at more small (more than 1 of 4) than at medium (approximately 1 of 10) and large (1 of 20) institutions by 21 and 23%, respectively. They comprise the second-most reported advising personnel arrangement at small institutions.

## **Institutional Type**

Both full-time professional and faculty advisors make up the most-used advising personnel arrangement for all types of institutions (except for proprietary). Together, they are used at the majority of institutions regardless of institution type (except for private bachelor and proprietary). However, the percentages and rank order of institutions

notably differ by institutional type for the use of all three personnel arrangements (see Figure 4.7 and Table 4.8).

According to respondents, both full-time professional and faculty advisors are used at fewer proprietary institutions (1 of 3) than at all other institution types by 14 to 35%. They comprise a greater percentage of personnel at 2-year and public institutions than at proprietary and private institutions; however, the difference between public and private doctorate categories is not notable.

According to respondents, full-time professional advisors are used at

- more proprietary institutions (3 of 5) than all other institution types by 28 to 58%. They comprise the most-used personnel only at proprietary institutions.
- more public and private doctorate universities than all other institution types (except for proprietary), although the difference between private doctorate and public bachelor (due to sample size) is not notable. They comprise the second-most used advising personnel arrangement at doctorate universities.
- fewer private bachelor institutions (1 of 20) than all other institution types (except for public bachelor) by 11 to 58%.

According to respondents, full-time faculty advisors are used at

- more private bachelor colleges and universities (nearly 1 of 2) than all other institution types by 14 to 43%. They also comprise the most-used advising personnel arrangement (tied with both professional and faculty) at private bachelor institutions.
- more private master institutions (1 of 3) than at all other institution types (except private bachelor) by 16 to 29%, where they also comprise the second-most used personnel arrangement.
- fewer public doctorate universities (approximately 1 of 20) than four of the other institution types by 10 to 44%, where they are the least-used advising personnel.

### **Mandatory Advising**

For all three mandatory advising policy categories, both full-time professional and faculty advisors are used at the majority of colleges and universities (54 to 73%).

However, the percentages and rank order of institutions notably differ by mandatory

advising policy for all three types of advising personnel arrangements (see Figure 4.8 and Table 4.9).

According to survey respondents,

- both full-time professional and faculty advisors are used at more institutions where advising is mandatory for some students (3 of 4) than at those where advising is mandatory (more than 1 of 2) and not mandatory (nearly 2 of 3) by 19 and 15%, respectively.
- full-time professional advisors are used at more institutions where advising is not mandatory (3 of 10) than where it is (more than 1 of 10) by 14%. It is also the second-most reported advising personnel arrangement at institutions where advising is not mandatory or mandatory for some students.
- full-time faculty advisors are used at more institutions where advising is mandatory (3 of 10) than where it is not (more than 1 of 10) and mandatory for some students (more than 1 of 20) by 18 and 24%, respectively. It is also the second-most reported advising personnel arrangement at institutions where advising is mandatory.

### **Advising Situation**

More respondents from all three advising situations reported both full-time professional and faculty advisors (48 to 65%). However, the percentages and rank order of respondents notably vary by the use of three types of advising personnel arrangements (see Table 4.10).

More participants reporting from the institutional level (2 of 3) than those who answered at the college, school, or division (nearly 1 of 2) and department (nearly 1 of 2) levels indicated by 16 and 17%, respectively, that both full-time professional and faculty advise.

More respondents who answered at the college, school, or division (nearly 2 of 5) than from the institution (approximately 1 of 5) and department (1 of 5) levels, by 22 and 17%, indicated employment of full-time professional advisors. Furthermore,

professionals comprise the second-most reported advising personnel arrangement by those reporting from the college, school, or division level.

More respondents who answered at the department (3 of 10) than those from the institution (1 of 5) and college, school, or division (more than 1 of 10) levels, by 12 and 18%, indicated that full-time faculty members advise undergraduates. Faculty members are the second-most reported advising personnel employed at the department and institution levels.

### **Use of Part-Time Professional Advisors**

Only respondents who reported that professional advisors work in their advising situation were asked about the use of part-time professional advisors ( $N = 603$ ). However, 78.6% ( $n = 474$ ) of eligible respondents provided an answer. The percentages reported below are based on the 603 respondents who reported the use of professional advisors either as the only advisors or in conjunction with others.

### **General Findings**

In general, 1 of 2 respondents from institutions employing full-time professional advisors indicated that part-time professionals are not used. Part-time professional advisors are used regularly at 1 of 5 institutions and during peak advising times at 1 of 10 institutions. However, 1 of 5 respondents eligible to answer this question did not reply (see Figure 4.9 and Table 4.11).

### **Size of Institution**

Most respondents from all three sizes of institutions say their institutions do not use part-time professional advisors. Fewer indicate using them regularly and during peak

advising times. However, the percentages of institutions that reportedly use part-time professional advisors notably differ by institutional size (see Figure 4.10 and Table 4.12).

More large universities (3 of 10) employ part-time professional advisors regularly than do small and medium institutions (1 of 5) by 13 and 10%, respectively. Respondents indicated that fewer part-time professional advisors are employed at small and medium (1 of 2) than at large (1 of 3) institutions, by 17 and 14%, respectively.

### **Institutional Type**

Most respondents from all institutional types indicated that part-time professional advisors are not used. Fewer reported use of them regularly and the least reported their use during peak advising times. However, the percentages of institutions using part-time professional advisors notably differ by institutional type (see Figure 4.11 and Table 4.13).

According to respondents, part-time professional advisors were used

- regularly at more 2-year and public bachelor institutions (more than 1 of 4) than at proprietary and all private institutions by 10 to 18% and 11 to 19%, respectively (the difference between public bachelor and private doctorate is not notable).
- during peak advising times at more 2-year institutions (1 of 4) than at all other institution types by 17 to 23%.
- at fewer 2-year (3 of 10) and public bachelor (2 of 5) institutions than all other institution types by 21 to 30% and 13 to 25%, respectively (although the difference between public bachelor and private doctorate is not notable).

More respondents from private doctorate universities (1 of 4) did not reply to this question than those from public master and public doctorate universities (both more than 1 of 10) by 11 and 10%, respectively.

### **Mandatory Advising**

Regardless of mandatory advising policies, most institutions do not use part-time professional advisors; however, even fewer use them regularly, and the fewest reported

using them during peak advising times. However, the percentages of institutions for the use of part-time professional advisors notably differ by mandatory advising policy (see Figure 4.12 and Table 4.14). Specifically, institutions where advising is mandatory for some students (nearly 1 of 5) use part-time professional advisors in peak advising times more than those where advising is mandatory (more than 1 of 20) by 11%. More than 1 of 2 respondents from institutions that mandate advising reported that part-time advisors are not used—13% more than reported non-use at institutions where advising is not mandatory (more than 2 of 5).

### **Advising Personnel**

One of 2 respondents from institutions employing full-time professional advisors and both full-time professional and faculty advisors reported that part-time professional advisors are not used. Fewer than 1 of 4 indicated they are used regularly, and 1 of 10 reported their employment during peak advising (see Table 4.15).

### **Advising Situation**

Those from all three advising situations reported that part-time professional advisors are not used more than used regularly or during peak advising times. However, the percentages of respondents reporting the different uses of part-time professional advisors notably differ by advising situation (see Table 4.16).

A greater proportion of respondents who answered at the institution level reported the regular use of part-time professional advisors (1 of 4) than those who answered at the college, school, or division (more than 1 of 10) and department (1 of 10) levels by 12 and 14%, respectively. More also reported using part-time professional advisors during peak advising times (1 of 10) than those who answered at the college, school, or division and

department levels (approximately 1 of 20) by 11 and 10%, respectively. However, a smaller percentage who answered at the institution level reported that part-time professional advisors are not used than those who answered at the college, school, or division and department levels by 21 and 24%, respectively.