

Beyond Foundations: Developing as a Master Advisor

Chapter 12 - Reward systems and career ladders for Advisors

Reader Learning Outcomes

Readers will use knowledge gained about student success to

- Articulate the distinction between extrinsic and intrinsic rewards;
- Contribute to the design of reward systems appropriate for their institutional environment;
- Describe how incentives contribute to and or diminish motivation as part of a rewards system;
- Describe career ladders and identify appropriate career ladder structures for the institutional environment.

Aiming for Excellence discussion questions and activities

- Discuss with a group of advisors on your campus intrinsically and extrinsically motivating rewards. Involve both faculty and primary-role advisors in this conversation.
- Journal daily for two weeks about the most intrinsically rewarding activities and experiences at work. What motivates you to advise?
- Develop an outline of the reward design process for a department or unit and discuss it with the program director or supervisor.
- Contact an advising colleague at a similar postsecondary institution with a career ladder and ask about the process used to develop it. Follow up by asking the impact of the structure on advising.
- Develop and distribute a survey that explores preferred incentives among advisors. Host a discussion group to review the results.
- Identify strategic priorities and outcomes within your unit or department and identify the behaviors essential to achieving each. What incentives might encourage these behaviors and increase the intrinsic motivation to pursue them?
- Offer an on-campus workshop focused on designing reward systems or career ladders in academic advising.
- Organize a task force to explore the creation of a reward or career ladder system.
- Ask human resource personnel for examples of career ladders used on campus. Also discuss any policies or procedures related to incentive or reward systems.
- Acquire a copy of your current job description from the human resource office. Review and update the description based on your current duties. How have your duties and responsibilities changed since you were first hired for advising? Do they match up with the career evolution of other advisors? Does the nature of the changing duties suggest the need for a career ladder?