A Look at Coaching and Mentoring

Results of the AACRAO March 2017 60-Second Survey
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Introduction

The March 2017 AACRAO 60-Second Survey focused on the concepts of managerial coaching and mentoring (Appendix A). This survey was open to all AACRAO members instead of the more common model limiting responses to just one per institution. The purpose of this survey was two-fold. First, we aimed to gain an understanding of educational attainment, number of years of experience, and interest in having an AACRAO member as a mentor or serving as a mentor for an AACRAO member. Second, we partnered with one of our members, Sam Carrell, Associate Registrar at the University of Texas at Tyler, to gain an understanding of managerial coaching practices in higher education. Ellinger, Ellinger, and Keller (2003)\(^1\) concluded from their study on the topic that “supervisory coaching behavior is positively associated with employees’ job satisfaction and performance.” Several hundred of the respondents volunteered to complete further research on the topic with Mr. Carrell.

We were fortunate to receive a representative sample of our member population (n=1,095).\(^2\) Responses were collected from institutions representing several combinations of control, size and type (Appendix B) as well as several countries (Appendix C).

Key Findings

- More than half reported holding a master’s degree, and this value does not vary much by institutional control or position level.
- The mean years employed at the current institution is 11.81.
- The mean years working for the current supervisor is 3.59.
- Almost half reported interest in being matched with an AACRAO mentor; nearly the same percentage reported interest in serving as an AACRAO mentor.
- Encouragingly, more than half report that their supervisors model the following coaching behaviors –
  - “Encourages me to broaden my perspectives by helping me see the big picture”
  - “Provides me with constructive feedback”
  - “Provides me with resources so I can perform my job more effectively”

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\(^2\) Confidence level 95%, Margin of Error 3%
o “To help me think through issues, my supervisor asks questions, rather than provides solutions.”

The topic of mentoring is also the focus of one of our Annual Conference pre conference workshops on April 2nd called “Mentor Mapping: Develop the Skills and Network to Enhance and Advance Your Career.”

The remainder of this report contains figures and tables summarizing the results. Questions regarding this or any other AACRAO research should be directed to Wendy Kilgore, AACRAO Director of Research, at wendyk@aacrao.org.
Figure 1: AACRAO Member Educational Attainment

- Associate degree: 2%
- Bachelor’s degree: 19%
- Master’s degree: 61%
- Post-master’s certificate: 2%
- Professional degree (e.g., J.D., M.D.): 1%
- Doctoral degree: 13%
- Other: 1%

Figure 2: AACRAO Member Educational Attainment by Institutional Control

Public (n=565)
- Associate degree: 2%
- Bachelor’s degree: 16%
- Master’s degree: 61%
- Post-master’s certificate: 3%
- Professional degree (e.g., J.D., M.D.): 1%
- Doctoral degree: 16%
- Other: 2%

Private, proprietary (n=36)
- Associate degree: 8%
- Bachelor’s degree: 22%
- Master’s degree: 44%
- Post-master’s certificate: 8%
- Professional degree (e.g., J.D., M.D.): 6%
- Doctoral degree: 11%

Private, not-for-profit (n=494)
- Associate degree: 2%
- Bachelor’s degree: 22%
- Master’s degree: 62%
- Post-master’s certificate: 1%
- Professional degree (e.g., J.D., M.D.): 1%
- Doctoral degree: 10%
- Other: 1%
Figure 3: AACRAO Member Educational Attainment by Position Level

<table>
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<tr>
<th>Position Level</th>
<th>Bachelor’s degree</th>
<th>Master’s degree</th>
<th>Professional degree (e.g., J.D., M.D.)</th>
<th>Doctoral degree</th>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>Entry level (n=16)</td>
<td>25%</td>
<td>56%</td>
<td>6%</td>
<td>6%</td>
<td>6%</td>
</tr>
<tr>
<td>Mid level (n=746)</td>
<td>23%</td>
<td>62%</td>
<td>1%</td>
<td>8%</td>
<td>2%</td>
</tr>
<tr>
<td>Executive (n=333)</td>
<td>10%</td>
<td>61%</td>
<td>2%</td>
<td>2%</td>
<td>1%</td>
</tr>
</tbody>
</table>

Figure 4: Percentage of AACRAO Members Serving as a Manager

- Yes, and at least one employee who I directly supervise is also a manager.
- Yes, and none of the employees who I directly supervise are also managers.
- No, I am not a manager.
Table 1: Years Employed at Current Institution

<table>
<thead>
<tr>
<th></th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std Deviation</th>
<th>Variance</th>
<th>Count</th>
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</thead>
<tbody>
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<td>11.81</td>
<td>9.84</td>
<td>96.74</td>
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*<1 reported as zero

Table 2: Years Working for Current Supervisor

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<th>Count</th>
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<td>3.59</td>
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</table>

*<1 reported as zero

Figure 5: AACRAO Member Level of Interest in Being Paired with and AACRAO Mentor

- Definitely yes: 13%
- Probably yes: 17%
- Might or might not: 17%
- Probably not: 26%
- Definitely not: 30%

Figure 6: AACRAO Member Level of Interest in Serving as a Mentor to Another AACRAO Member

- Definitely yes: 14%
- Probably yes: 9%
- Might or might not: 29%
- Probably not: 29%
- Definitely not: 29%
Figure 7: Supervisor Coaching Behaviors Experienced by AACRAO Members

- **To help me see different perspectives, my supervisor role-plays with me.**
  - 4% (4)
  - 4% (4)
  - 9% (1)
  - 10% (1)
  - 14% (1)
  - 56%

- **My supervisor sets expectations with me and communicates the importance of those expectations to the broader goals of the organization.**
  - 16% (2)
  - 15% (2)
  - 15% (2)
  - 9% (1)
  - 12% (1)
  - 21%

- **To help me think through issues, my supervisor asks questions, rather than provides solutions.**
  - 16% (2)
  - 15% (2)
  - 11% (1)
  - 9% (1)
  - 12% (1)
  - 21%

- **My supervisor provides me with resources so I can perform my job more effectively.**
  - 18% (2)
  - 15% (1)
  - 10% (1)
  - 6% (1)
  - 20%

- **My supervisor solicits feedback from me to ensure that his/her interactions are helpful to me.**
  - 16% (2)
  - 16% (2)
  - 10% (1)
  - 14% (1)
  - 13% (1)
  - 17%

- **My supervisor provides me with constructive feedback.**
  - 16% (2)
  - 19% (1)
  - 10% (1)
  - 10% (1)
  - 16%

- **My supervisor encourages me to broaden my perspectives by helping me to see the big picture.**
  - 21% (2)
  - 21% (2)
  - 11% (1)
  - 9% (1)
  - 8% (1)
  - 23%

- **My supervisor uses analogies, scenarios, and examples to help me learn.**
  - 14% (1)
  - 19% (1)
  - 11% (1)
  - 12% (1)
  - 17%

- **My supervisor sets expectations with me and communicates the importance of those expectations to the broader goals of the organization.**
  - 16% (2)
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  - 9% (1)
  - 12% (1)
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  - 13% (1)
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  - 12% (1)
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  - 14% (1)
  - 19% (1)
  - 11% (1)
  - 12% (1)
  - 17%
Appendix A: AACRAO March 2017 60-Second Survey: A Look at Coaching and Mentoring

Q1 What is the highest level of education you have completed?
- Associate degree
- Bachelor's degree
- Master's degree
- Post-master's certificate
- Professional degree (e.g., J.D., M.D.)
- Doctoral degree
- Other. Please specify. ______________

Q2 Please select the description that most closely matches your position within your institution.
- Entry level
- Mid level
- Executive

Q3 Please answer the following questions regarding the extent to which your respective manager engages with you in the following ways. Please select the option that most closely matches your experience with your current supervisor. (Ellinger, Ellinger, & Keller, 2003) Note: All data will be reported in the aggregate. No personally identifiable information will be included in the report.

<table>
<thead>
<tr>
<th></th>
<th>Almost Never (1)</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>Almost Always (7)</th>
</tr>
</thead>
<tbody>
<tr>
<td>My supervisor uses analogies, scenarios, and examples to help me learn.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
</tr>
<tr>
<td>My supervisor encourages me to broaden my perspectives by helping me to see the big picture.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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</tr>
<tr>
<td>My supervisor provides me with constructive feedback.</td>
<td>☐</td>
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<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>My supervisor provides me with resources so I can perform my job more effectively.</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>To help me think through issues, my supervisor asks questions, rather than provides solutions.</td>
<td>☐</td>
<td>☐</td>
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<tr>
<td>My supervisor sets expectations with me and communicates the importance of those expectations to the broader goals of the organization.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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<td>☐</td>
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<tr>
<td>To help me see different perspectives, my supervisor role-plays with me.</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
<td>☐</td>
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</tr>
</tbody>
</table>
Q4 How long, in years, have you been employed at your current organization? Please answer 0 if less than one full year.

Q5 How long, in years, have you worked for your current direct supervisor? Please answer 0 if less than one full year.

Q6 Are you a manager?
   ○ Yes, and at least one employee who I directly supervise is also a manager.
   ○ Yes, and none of the employees who I directly supervise are also managers.
   ○ No, I am not a manager.

Q7 Do you have any interest in being matched with a mentor within AACRAO?
   ○ Definitely yes
   ○ Probably yes
   ○ Might or might not
   ○ Probably not
   ○ Definitely not

Q8 Do you have any interest in serving as a mentor within AACRAO?
   ○ Definitely yes
   ○ Probably yes
   ○ Might or might not
   ○ Probably not
   ○ Definitely not

Q9 At this time you have the opportunity to volunteer to complete a follow-up survey to assist a fellow AACRAO member (Sam Carrell) with his dissertation. If you choose to do so, the dissertation researcher will be provided your name and email information from your AACRAO profile. They will also be provided with your specific responses to the items from the Ellinger, Ellinger, and Keller (2003) scale, as well as the questions about your role as a manager and tenure with your organization and supervisor. Your data will remain confidential once transmitted to the researcher, and you will be provided with a more detailed informed consent statement to review prior to completing the follow-up survey. If you agree to volunteer to have the listed information sent to the researcher, please indicate that below.
   ○ Yes. I would like to be part of the ongoing research.
   ○ No. Thank you.
Appendix B: Respondent Count by Institution Type, Size and Control

<table>
<thead>
<tr>
<th>Type</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lower Division Only</td>
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<tr>
<td>Undergraduate</td>
<td>137</td>
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<tr>
<td>Undergraduate, graduate and/or professional</td>
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<tr>
<td>Graduate and/or professional</td>
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<tr>
<td>Upper Division w/ graduate</td>
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<tr>
<td>Other</td>
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<tr>
<td><strong>Grand Total</strong></td>
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<th>Control</th>
<th>Count</th>
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<tr>
<td>Private, proprietary</td>
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<td><strong>Grand Total</strong></td>
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</table>

<table>
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<th>Size</th>
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<td>1,000 - 2,499</td>
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<td><strong>Grand Total</strong></td>
<td><strong>1095</strong></td>
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### Appendix C: Respondent Country, State/Province

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**Grand Total** | **1095**