

the American College President 2012



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the
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2012



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With generous support from
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© February 2012



American Council on Education
One Dupont Circle NW
Washington, DC 20036

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Acknowledgments

The American Council on Education (ACE) is grateful to the TIAA-CREF Institute for its support of the American College President Study. At ACE, this study and report are true group efforts. In the Center for Policy Analysis, Young Kim oversaw data collection and Bryan Cook managed and directed the project from the analysis stage through production of the report. Other ACE staff who provided assistance include Mikyung Ryu and Diana Córdova, who helped revise the survey instrument, and staff in the publications office, who provided editorial and design assistance. We would also like to acknowledge the valuable input of our colleague Peter Eckel, at the Association of Governing Boards.

Last but certainly not least, this report would not be possible without the thoughtful responses of the college and university presidents who completed the survey. ACE extends its special thanks to those leaders.

Foreword to the American College President Study

Molly Corbett Broad and Roger W. Ferguson, Jr.

Leading an institution of higher education in the 21st century is no easy task. Colleges and universities face unprecedented challenges in achieving their missions as our nation looks to them to provide the educated citizenry we need to compete globally. The presidents of these institutions play a critical role in ensuring their organizations' success. Who are these exceptional leaders? What paths have they taken to their roles? What are the top trends that impact the president's role? The report published in the following pages helps to answer these questions.

The American Council on Education (ACE), with generous support from the TIAA-CREF Institute, is pleased to present the 2012 American College President Study. This is the only study to provide a comprehensive, in-depth look at presidents from all sectors of American higher education. It presents information on presidents' education, career path, and length of service, as well as personal characteristics such as age, marital status, and religious affiliation. It also includes information on race/ethnicity and gender.

ACE has produced the report five times since it first launched in 1986. The latest edition derives from a 2011 survey of more than 1,600 college and university presidents nationwide. Each study contributes to deepened awareness and increased knowledge about the leadership of our colleges and universities. It is a critical resource for those who seek to learn from the past and chart an effective course forward.

As the nation's premier higher education association and the only organization that convenes presidents from all sectors within the academy, ACE is strongly committed to supporting effective leadership in higher education. Indeed, one of ACE's top strategic priorities is to help ensure that higher education has diverse, skilled, and ample leadership and it is in that spirit that ACE conducts the American College President Study.

TIAA-CREF is a long-term and dedicated partner to ACE and is proud to champion its efforts. Its support of the American College President Study is part of a broader set of joint initiatives between the TIAA-CREF Institute and ACE that arise from our mutual commitment to enhance leadership and organizational success in higher education. Other TIAA-CREF Institute-sponsored initiatives include the ACE Institute for Chief Academic Officers and Presidential Roundtables. These collaborations help ensure the continued health and vitality of our nation's colleges and universities and are important expressions of TIAA-CREF's commitment to higher education.

Together, we are pleased to present this, the latest American College President Study. We hope you find its contents and the unique perspective it provides both interesting and helpful. ACE and TIAA-CREF will foster dialogue about the study's findings to include future roundtables and the TIAA-CREF Institute Higher Education Leadership Conference. We want this good work to motivate and inform strategies and policies to effectively shape the future of the college presidency. We believe this work can strengthen the foundations of excellence on which American colleges and universities are built, contributing further to a better country and a better world.

Executive Summary

This is the seventh report in the American College President Study series. Conducted by the American Council on Education (ACE) since 1986, the report details the personal and professional backgrounds, demographic information, career paths, and experiences of college and university presidents.¹

The American College President Study is the only longitudinal, comprehensive source of demographic data on college and university presidents from all sectors of American higher education. The report includes information on presidents of public and private institutions, categorized using the 2010 revision of the classification system developed by the Carnegie Foundation for the Advancement of Teaching.² Colleges and universities are aggregated into five groups, by highest degree program: doctorate-granting universities, master's colleges and universities, bachelor's colleges (a term considered here to be synonymous with "baccalaureate," the offi-

cial Carnegie term for this institutional category), associate colleges, and special focus institutions. Special focus institutions offer degrees ranging from the bachelor's to the doctorate, with at least 50 percent of the degrees awarded in a single discipline.

This study, conducted in 2011, includes information from 1,662 college and university presidents. Participation in the survey has ranged from 2,105 presidents in 1986 to 2,423 in 1990, 2,297 in 1995, 2,380 in 1998, 2,594 in 2001, and 2,149 in 2006.

Highlights of the findings of the 2012 edition of the American College President Study include:

Presidents in 2011 and 2006

- The percentage of presidents who are women rose from 23 percent of the total in 2006 to 26 percent in 2011.
- The proportion of presidents who are racial or ethnic minorities declined slightly, from 14 percent in 2006 to 13 percent in 2011.

1 Throughout this report, the term "president" is used to refer to all college and university chief executive officers, regardless of whether their official title is president, chancellor, or some other designation.

2 Previous reports of the American College President Study used Carnegie classifications that were available and current at the time. The 2011 report uses the 2010 Carnegie classification. Some institutions likely have shifted category because of changes to the data and definitions used by the Carnegie Foundation for the Advancement of Teaching. The American College President Study does not attempt to track these shifts, and so comparisons over time by institutional type may have been affected by changes to the Carnegie classification. The authors do not believe that these changes have had a major impact on the results presented in this report.

When minority-serving institutions are excluded, only 9 percent of presidents belong to racial/ethnic minority groups, which represents no change from 2006.

- The average age of presidents increased slightly from 60 years old in 2006 to 61 in 2011. Tellingly, the proportion of presidents age 61 or older grew from 49 percent in 2006 to 58 percent in 2006, suggesting many presidents will retire in coming years.
- Only 72 percent of women presidents are currently married, compared with 90 percent of their male counterparts. Eighteen percent of women presidents are either divorced or were never married (excluding members of religious orders). Only 4 percent of male presidents fall into these categories.
- Likewise, 72 percent of women presidents have children, compared with 90 percent of men. Nonetheless, women presidents were more likely than men to alter their careers to care for their families.
- Length of service decreased in 2011, when presidents reported serving an average of seven years in that position, down from an 8.5-year average in 2006.
- Fewer than one in five (19 percent) presidents served as a president in their immediate prior position, compared with 21 percent in 2006.
- The chief academic officer (CAO) position continues to be the most typical precursor to the presidency. Thirty-four percent of presidents served as provost or CAO

prior to becoming president, up from 31 percent in 2006.

- After leveling off in previous surveys, the percentage of presidents entering that role from outside academe has increased. In 2011, 20 percent of presidents' immediate prior positions were outside academe, up sharply from 13 percent in 2006 and 15 percent in 2001. Generally, however, less than half of all presidents have some experience outside higher education during their careers.
- Nearly one-third (30 percent) of presidents in 2011 had never been a faculty member.
- Taken together, the findings on age and career path suggest that—as the presidency has become more complex—institutions are increasingly selecting leaders with a great deal of senior executive experience in higher education. This approach could limit opportunities for younger leaders, women, and people of color.

Long-Serving Presidents' Perspectives

- Long-serving presidents reported an increased importance for three areas: fund raising, accountability and assessment of student learning, and budget/financial management.
- Accountability and assessment of student learning was the most-cited driver of change for both public (59 percent) and private (54 percent) institution presidents.
- In 2006, 59 percent of presidents said they spent the majority of their time with internal constituents when they first became presi-

dents. Today, only 16 percent said internal constituents receive the majority of their focus.

- Reflecting the increasing demands of the position, one-third or more of long-serving presidents identified seven issues or activities that take up more of their time today than when they began their presidency—chief among them fundraising.

Presidents' Duties

- Presidents were most likely to cite relations with faculty, legislators, and governing boards as their greatest challenges.
- Presidents indicated they spent most of their time on fund raising, budgeting, community relations, and planning.
- Presidents take greatest satisfaction in working with students, administrators, and faculty. Fund raising, community relations, and academic issues were the activities garnering highest satisfaction.
- Many presidents remain active in their academic disciplines. Since becoming president, more than 34 percent regularly taught at least one course (up from 20 percent in 2006); 20 percent had written for scholarly publications (up from 17 percent in 2006).

Recently Hired Presidents

- Nearly one-third of all newly hired presidents were women, compared with 26 percent of the total pool. The share of new appointees who are women has increased slightly since these data were first collected in 1998.

- Thirty-nine percent of new presidents at associate colleges were women—a larger proportion than at any other institutional type, but nevertheless representing a decrease from 2006 (28 percent).
- Fewer new presidents belong to minority groups (12 percent) compared with the total presidential population (13 percent). As among women, the share of new appointees from racial/ethnic minority groups is relatively unchanged since 1998.
- New appointees who came from a previous presidency is unchanged from 2006 (21 percent) but down from 29 percent in 1998. Newly hired presidents who most recently had served as provost are down from 37 percent in 2006 to 32 percent in 2011.

The Presidential Search Process

- Search consultants were used to recruit nearly 60 percent of recently hired presidents, up from 49 percent in 2006.
- One in five presidents indicated they did not have a clear understanding of some aspect of the campus or job when they took the position.
- Seventy-six percent of all presidents had a written contract when they were hired.
- More than 74 percent of presidents sought negotiating advice from someone prior to accepting an offer. Typically, they turned to colleagues in higher education, followed by spouse/partner/family and attorneys.

Chapter 1

Introduction and Methodology

College and university presidents lead complex organizations in the midst of increasing pressure and diverse constituencies. While they do not lead alone, presidents are central to the well-being of their institutions and higher education as a whole. They are tasked with providing intellectual leadership, embodying institutional values, and shaping wide-ranging policy. They must succeed as fundraisers and advocates. Presidents work with past, current, and future students while spending time with boards, agencies, and legislators. The job requires intellectual rigor, administrative finesse, and social acumen in equal measure.

The American College President Study is the only source of demographic data tracking college and university presidents from all sectors of American higher education. The report includes evaluations and judgments from presidents about their jobs and the hiring process. The study began in 1986 (and was first published as *The American College President: A Contemporary Profile*, 1988), with follow-up reports published in 1993, 1998, 2000, 2002, and 2007.

Like its predecessors, this report provides information on presidents of public and private, regionally accredited, degree-granting institutions. The

institutions are divided into five types, consistent with Carnegie’s “basic classification” of 2010. Colleges and universities are aggregated into five groups, by highest degree program: doctorate-granting universities, master’s colleges and universities, bachelor’s colleges, associate colleges, and special focus institutions that offer degrees ranging from the bachelor’s to the doctorate and award at least 50 percent of their degrees in a single discipline. Data were also collected from leaders of certain institutions not included in the Carnegie classification, including tribal colleges and for-profit institutions. These data are included in the summary totals but not in the analyses by institution type or sector. However, when the report compares presidents of minority-serving institutions (MSIs) with non-MSIs, we included tribal colleges in the MSI category.

Information on presidents’ education, career paths, and length of service is presented along with personal characteristics such as age, marital status, and religious affiliation. Data on race/ethnicity and gender also are included. In previous studies, presidents provided information about the hiring process, such as the use of search consultants, the composition of search committees, and the negotia-

tion of contracts. Many of those questions are part of the 2011 report.

Specifically, this document offers an overview of several issues, including:

- Demographic and personal characteristics of presidents, with special attention paid to women and minorities.
- Changes in the characteristics of presidents and the nature of the presidency itself.
- Differences in characteristics among presidents in various sectors.
- The academic and professional experience of presidents.
- The presidential search and acceptance process, and the experiences of recently hired presidents.

Additional detailed tables are included in **Appendices B through E**.

Methodology

In 1986, ACE's Center for Leadership Development established an ongoing research program to collect data on college presidents. This report, now administered by the ACE Center for Policy Analysis, continues in the footsteps of previous studies. As in earlier iterations, this sixth American College President Study solicited information from all presidents of regionally accredited, degree-granting, U.S. higher education institutions. The study included institutional presidents, chancellors, and heads of college or university systems.

Surveys were mailed to 3,318 presidents and CEOs on May 31, 2011 (see **Appendix A** for survey instrument). For the first time, the survey was launched completely online. Nonresponding presidents received reminder emails in June, July, and

August. Additionally, in August a paper version of the survey was sent to nonrespondents, giving them the option of responding online or through the paper survey. Respondents held office in the academic year 2011-12 and are referred to throughout this report as "2012 presidents."

The 1,662 responses analyzed in this report include those of 1,462 presidents who provided new information for the 2006 survey, as well as demographic information on 200 presidents who were known to be in the same position as in 2006 but who did not respond directly to the 2011 survey. Thus, the response rate for new 2011 participants is 44 percent, and 50 percent for all those included in the 2011 data file. These response rates provide a high level of confidence for analysts who use these data to estimate national trends. **Table 1** shows the number and proportion of responses by sector. Response rates exceed 55 percent at all institution types except private associate colleges and special focus institutions.

This study's response rate was slightly lower than those of previous studies. It should be noted that this was not a statistical sample and thus may not reflect the results achievable if all presidents had reported. These statistical limitations should be considered when comparisons are made to past results. Further, changes to the Carnegie classification system may affect year-to-year comparisons within specific institutional types. However, we do not believe those changes have dramatically altered the trends presented.

Table 1**Number, Distribution, and Response Rates of Population and Survey Respondents, by Institutional Type and Control: 2011**

| | Population* | | Survey Respondents | | Response Rates |
|--------------------|-------------|---------|--------------------|---------|----------------|
| | Number | Percent | Number | Percent | Percent |
| Public | | | | | |
| Doctorate-Granting | 161 | 11.3 | 89 | 10.7 | 55.3 |
| Master's | 261 | 18.4 | 172 | 20.8 | 65.9 |
| Bachelor's | 73 | 5.1 | 51 | 6.2 | 69.9 |
| Associate | 863 | 60.8 | 502 | 60.6 | 58.2 |
| Special Focus | 62 | 4.4 | 14 | 1.7 | 22.6 |
| Total | 1,420 | 100.0 | 828 | 100.0 | 58.3 |
| Private | | | | | |
| Doctorate-Granting | 89 | 6.9 | 58 | 8.0 | 65.2 |
| Master's | 299 | 23.2 | 213 | 29.2 | 71.2 |
| Bachelor's | 449 | 34.9 | 267 | 36.6 | 59.5 |
| Associate | 70 | 5.4 | 27 | 3.7 | 38.6 |
| Special Focus | 381 | 29.6 | 164 | 22.5 | 43.0 |
| Total | 1,288 | 100.0 | 729 | 100.0 | 56.6 |
| Total | | | | | |
| Doctorate-Granting | 250 | 7.5 | 147 | 8.8 | 58.8 |
| Master's | 560 | 16.9 | 385 | 23.2 | 68.8 |
| Bachelor's | 522 | 15.7 | 318 | 19.1 | 60.9 |
| Associate | 933 | 28.1 | 529 | 31.8 | 56.7 |
| Special Focus | 443 | 13.4 | 178 | 10.7 | 40.2 |
| Other** | 610 | 18.4 | 105 | 6.3 | 17.2 |
| Total | 3,318 | 100.0 | 1,662 | 100.0 | 50.1 |

* Population of institutions by Carnegie classification.

** Other includes for-profit and tribal institutions and other institutions not included in the Carnegie classification.

Chapter 2

Summary Profile of the American College President: 2011, Compared with 2006

The demographic profile of the typical college or university president is slowly changing but continues to be primarily white (87 percent) and male (74 percent) (see

Table 2

Characteristics of Presidents: 2011 and 2006

| | 2011 Percent | 2006 Percent |
|--|-----------------|-----------------|
| Demographics | | |
| Women | 26.4 | 23.0 |
| Minority | 12.6 | 13.6 |
| Currently married | 85.0 | 83.2 |
| Has children | 85.3 | 85.7 |
| Education | | |
| Has PhD or EdD | 76.8 | 75.0 |
| Has formal religious training | * | 31.3 |
| Presidents' top three fields of study: | | |
| Education or higher education | 37.7 | 43.0 |
| Social sciences | 11.9 | 13.8 |
| Humanities | 14.2 | 13.7 |
| Career History | | |
| Prior position | | |
| President/CEO | 19.5 | 21.4 |
| Chief academic officer | 34.0 | 31.4 |
| Senior executive | 22.5 | 29.6 |
| Outside higher education | 11.4 | 13.1 |
| Never been a faculty member | 30.4 | 31.1 |
| Ever worked outside higher education | 47.8 | 63.0 |
| | Average | Average |
| Age (in years) | 60.7 | 59.9 |
| Years in present job | 7.0 | 8.5 |
| Years in prior position | * | 6.7 |
| Years as full-time faculty | * | 8.2 |

* Data were not collected, or were collected in a non-comparable format, in the 2011 survey.

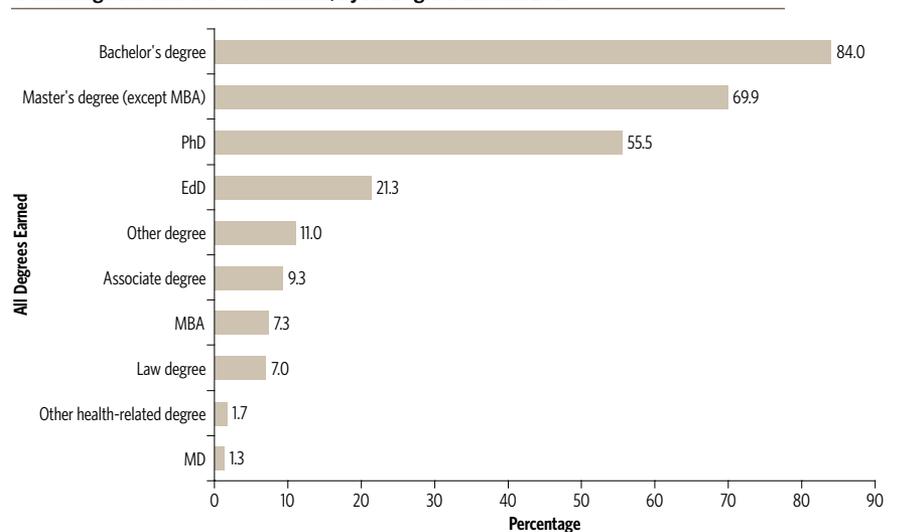
Table 2). The typical president in 2011 was 61 years of age, the highest earned degree was a Ph.D. (see **Figure 1**), and the average length of service was seven years. (See **Appendix B** for detailed data by gender and selected minority groups.)

Education and Career Path

Seventy percent of presidents had experience as faculty members. Presidents spent an average of seven years in a faculty role, and one in five (19.5 percent) served as a president prior to accepting his or her current position (see **Figure 2**). Eleven percent of presidents' immediate prior positions were outside higher education.

Figure 1

Percentage Distribution of Presidents, by All Degrees Earned: 2011



Thirty-eight percent of college and university presidents received their highest earned degree in the field of education (see **Figure 3**). Presidents were approximately three times more likely to have their highest degree in education than in humanities (14 percent) or social sciences (12 percent), the next two most-common fields. Religion/theology represented 7 percent of the group, with 15 percent of presidents earning a pro-

fessional degree in law, medicine and health fields, or business. Eleven percent of presidents earned their highest degree in STEM³ fields.

Family Circumstances

Eighty-five percent of presidents are currently married. Fourteen percent of presidents' spouses are employed or compensated by the same institution, with another 36 percent employed outside the institution. While 85 percent of presidents reported having children, only 21 percent have children under age 18.

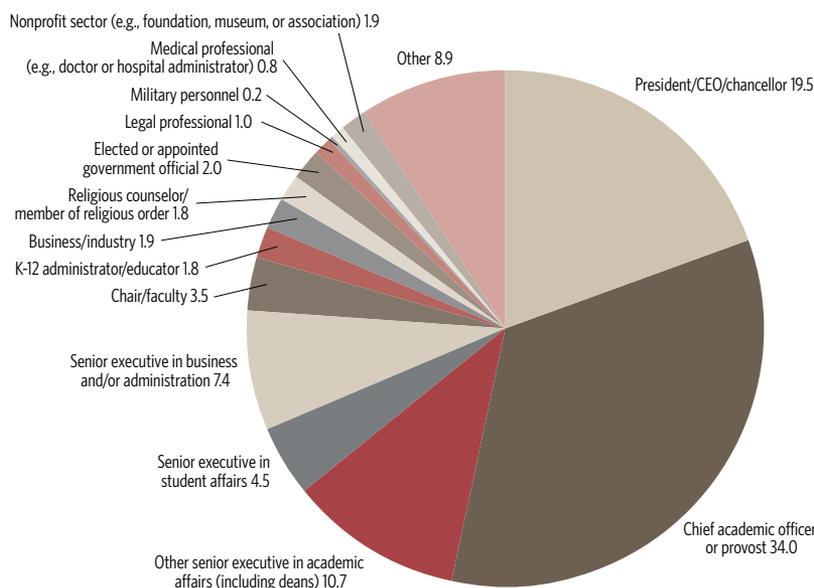
In terms of religious affiliations, about 78 percent of college presidents are Christian; 52 percent identified themselves as Protestant and 26 percent reported they were Catholic (see **Figure 4**).

Key Changes Since 2006

The percentage of college presidents who are women increased 3 percentage points, from 23 percent in 2006 to 26 percent in 2011. The percentage of minority presidents declined slightly, from 14 percent in 2006 to 13 percent in 2011 (see **Table 2**).

Figure 2

Percentage Distribution of Presidents, by Immediate Prior Position: 2011



³ For the purpose of this study STEM fields are defined as Biological sciences, computer science, engineering, and mathematics.

These trends suggest that higher education institutions have slowly expanded senior leadership opportunities for women but regressed in creating these opportunities for minorities. As discussed in chapters 3 and 4, these changes have not taken place consistently across different timeframes and types of institutions.

Presidents in 2011 were slightly older than their counterparts from five years ago. The average age of presidents rose from 60 years old to 61. Further, the share of presidents older than 60 grew from 49 percent to 58 percent (see **Figure 5**). Although some presidents may continue to serve their institutions well into their 70s (5 percent of 2011 presidents were age 71 or older), these data do suggest that a significant number of institutions could lose presidents to retirement in the coming years.

After declining from 15 percent in 2001 to 13 percent in 2006, the share of presidents coming from outside higher education increased to 20 percent in 2011. Twenty percent of 2011 presidents were serving in a subsequent presidency, and 34 percent had served as provost or CAO in their immediate prior positions, compared with 21 percent and 31 percent of 2006 presidents, respectively.

Taken together, these findings on age and career path suggest that, as

Figure 3

Percentage Distribution of Presidents, by Field of Study for Highest Degree Earned: 2011

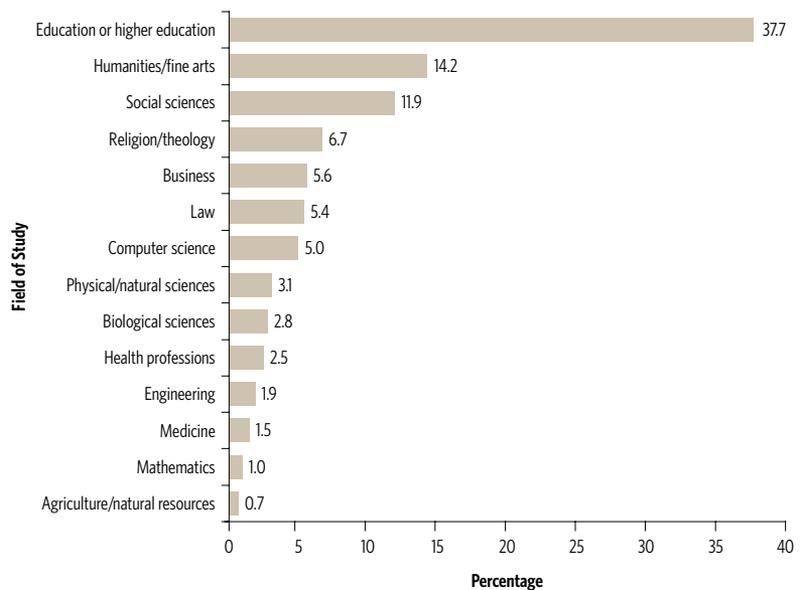


Figure 4

Percentage Distribution of Presidents, by Religious Preference: 2011

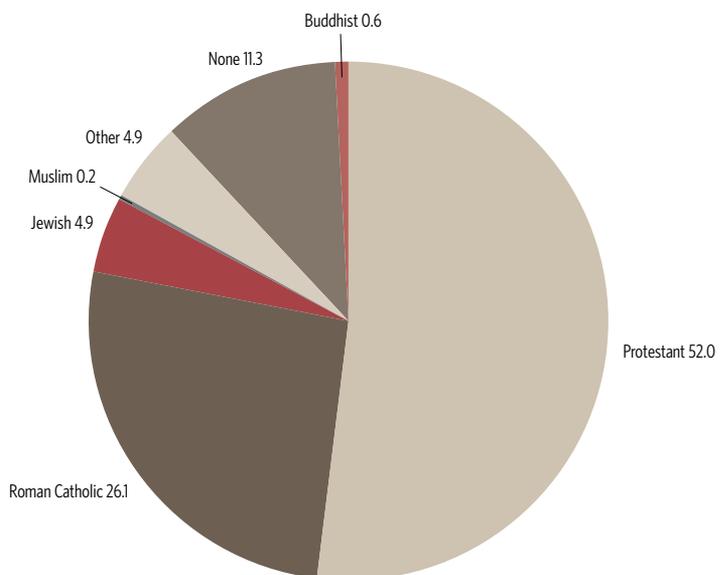
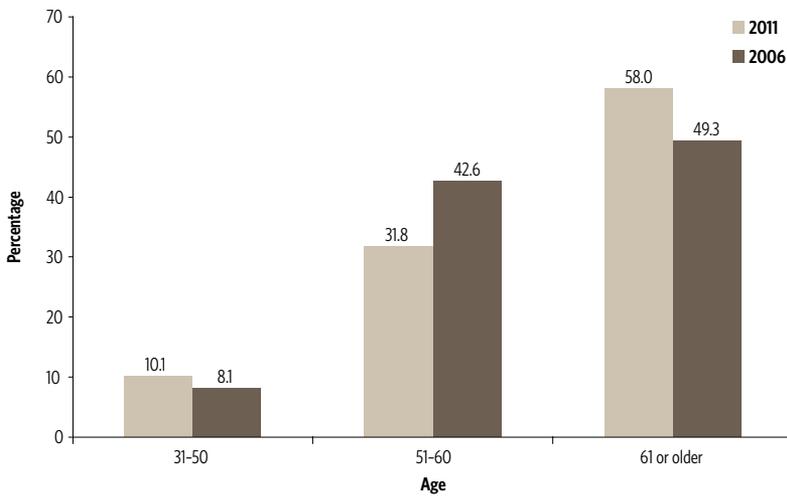


Figure 5

Percentage Distribution of Presidents, by Age: 2011 and 2006



the presidency becomes more complex, institutions are increasingly selecting leaders with a great deal of experience in senior executive roles in higher education.

On average, presidents had been in the job seven years in 2011, compared with more than eight years in 2006, suggesting that presidential job turnover has increased.

Table 3 provides summary data for presidents in 2011 by gender and race/ethnicity. It also includes information on recently hired presidents, as well as comparisons with presidents in 2006 where available. (Subsequent chapters discuss these data in detail.)

Table 3**Percentage Distribution of Presidents, by Gender and Race/Ethnicity, Including Recently Hired Presidents: 2011, 2006, and 1986***

| | All Presidents, 2011 Percent | Recently Hired Presidents, 2011 Percent | All Presidents, 2006 Percent | Recently Hired Presidents, 2006 Percent | All Presidents, 1986 Percent |
|----------------------|---------------------------------|--|---------------------------------|--|---------------------------------|
| Women and Men | | | | | |
| African-American | 5.9 | 5.3 | 5.9 | 6.5 | 5.0 |
| Asian American | 1.5 | 2.0 | 0.9 | 1.6 | 0.4 |
| White | 87.2 | 88.3 | 86.4 | 87.1 | 91.9 |
| Hispanic | 3.8 | 2.9 | 4.5 | 4.2 | 2.2 |
| American Indian | 0.8 | 0.5 | 0.7 | 0.3 | 0.5 |
| Other | 0.8 | 1.0 | 1.5 | 0.3 | * |
| Total | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Men | | | | | |
| African-American | 5.3 | 5.2 | 5.3 | 4.7 | 5.1 |
| Asian American | 1.7 | 2.8 | 0.9 | 1.3 | 0.4 |
| White | 88.6 | 87.9 | 88.0 | 89.7 | 92.1 |
| Hispanic | 3.2 | 2.8 | 3.8 | 3.9 | 1.9 |
| American Indian | 0.7 | 0.3 | 0.5 | 0.4 | 0.5 |
| Other | 0.5 | 1.0 | 1.5 | 0.0 | * |
| Total | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Women | | | | | |
| African-American | 7.7 | 5.8 | 8.1 | 11.7 | 3.9 |
| Asian American | 1.2 | 0 | 1.0 | 2.6 | 0.8 |
| White | 83.0 | 89.3 | 81.1 | 79.2 | 89.4 |
| Hispanic | 5.6 | 3.3 | 6.7 | 5.2 | 5.1 |
| American Indian | 0.9 | 0.8 | 1.5 | 0.0 | 0.8 |
| Other | 1.6 | 0.8 | 1.7 | 1.3 | * |
| Total | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |

* Recently hired presidents category was not available for 1986.

Chapter 3

Profile of Women Presidents: 2011, Compared with 2006

From 2006 to 2011, the proportion of women presidents increased from 23 percent of all presidents to 26 percent (see **Table 4**).

Institutions Served

Women are most likely to head associate colleges, followed by master’s colleges and universities and bachelor’s colleges. The largest increase in the percentage of presidents who were women occurred at doctorate-granting institutions, where women represented 14 percent of presidents in 2006 and 23 percent of presidents in 2011. Despite the increase in female presidents at doctorate-granting institutions, women continued to be least likely to preside over those institutions. Excluding associate institutions, women represent 22 percent of college presidents.

Increases in the percentage of presidencies held by women varied by institutional control as well. The largest increases in women-held presidencies since 2006 were at public and private doctorate-granting institutions. With the exception of public bachelor’s and special focus institutions, every other type of institution has seen an increase in the share of women who are presidents. Public bachelor’s institutions saw the share of female presidents decrease from 34 percent in 2006 to 28 percent in 2011.

Career Path and Length of Service

Women presidents in 2011 spent less time than male colleagues in their current positions—an average of 6.5 years for women, compared with 7.2 years for men. While women were less likely than men to have been a president in their prior position, they were more likely to have served as provost or CAO prior to assuming the presidency (see **Table 5** and **Figure 6**).

Table 4

Percentage of Presidencies Held by Women, by Institutional Type: Selected Years, 1986 to 2011

| Institutional Type | 1986 Percent | 1998 Percent | 2001 Percent | 2006 Percent | 2011 Percent |
|---------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Public and Private | | | | | |
| Doctorate-Granting | 3.8 | 13.2 | 13.3 | 13.8 | 22.3 |
| Master’s | 10.0 | 18.7 | 20.3 | 21.5 | 22.8 |
| Bachelor’s | 16.1 | 20.4 | 18.7 | 23.2 | 22.9 |
| Associate | 7.9 | 22.4 | 26.8 | 28.8 | 33.0 |
| Special Focus | 6.6 | 14.8 | 14.8 | 16.6 | 20.5 |
| All Institutional Types | 9.5 | 19.3 | 21.1 | 23.0 | 26.4 |
| Public | | | | | |
| Doctorate-Granting | 4.3 | 15.2 | 15.7 | 16.2 | 23.9 |
| Master’s | 8.2 | 17.8 | 20.9 | 22.7 | 22.9 |
| Bachelor’s | 8.6 | 23.4 | 18.2 | 34.4 | 27.5 |
| Associate | 5.8 | 22.1 | 27.0 | 29.1 | 32.3 |
| Special Focus | 4.8 | 14.9 | 22.0 | 29.7 | 21.4 |
| All Institutional Types | 6.0 | 20.2 | 23.9 | 26.6 | 29.4 |
| Private | | | | | |
| Doctorate-Granting | 2.9 | 9.5 | 8.7 | 7.6 | 20.7 |
| Master’s | 12.4 | 19.7 | 19.6 | 20.3 | 22.5 |
| Bachelor’s | 16.6 | 20.0 | 18.8 | 21.1 | 22.3 |
| Associate | 21.8 | 25.0 | 27.6 | 32.6 | 40.7 |
| Special Focus | 7.0 | 14.8 | 13.7 | 13.6 | 17.8 |
| All Institutional Types | 13.9 | 18.4 | 17.5 | 18.7 | 21.9 |

Table 5
Characteristics of Presidents, by Gender: 2011

| | Men Percent | Women Percent |
|--|------------------------|--------------------------|
| Demographics | | |
| Minority | 12.8 | 20.4 |
| Currently married | 90.1 | 71.6 |
| Has children | 90.2 | 72.1 |
| Altered career for family | 18.8 | 26.5 |
| Education | | |
| Has PhD or EdD | 74.6 | 82.7 |
| Presidents' top three fields of study: | | |
| Education or higher education | 34.6 | 46.4 |
| Humanities/fine arts | 13.4 | 16.0 |
| Social sciences | 12.2 | 10.9 |
| Career History | | |
| Prior position | | |
| President/CEO | 20.8 | 16.0 |
| CAO/provost or other senior executive in academic affairs* | 42.1 | 51.9 |
| Other senior campus executive** | 12.5 | 10.1 |
| Outside higher education | 12.4 | 8.5 |
| Never been a faculty member | 32.3 | 25.2 |
| Ever worked outside higher education | 47.5 | 48.2 |
| | Average | Average |
| Age (in years) | 60.9 | 60.2 |
| Years in present job | 7.2 | 6.5 |
| Years primarily in the classroom/lab | 6.4 | 7.4 |

* Excludes department chairs and faculty.

** Reflects sum of all senior executive and administrative positions outside academic affairs.

Education

Women presidents were more likely than their male counterparts to have earned a doctorate. Education was the most common field of study for both women and men presidents (46 and 35 percent, respectively), followed by humanities (16 and 13 percent, respectively) and social sciences (11 and 12 percent, respectively).

Family Circumstances

One of the more striking differences between women and men presidents

continues to be marital status (see **Figure 7**) and child-rearing responsibilities. In 2011, most male presidents were currently married (90 percent), compared with 72 percent of female presidents. In 2006, 63 percent of women presidents were married. The proportion of currently married women presidents has increased as the number of women presidents has increased, but it continues to lag far behind the proportion of married male presidents.

Figure 6

Percentage Distribution of Presidents, by Gender and Immediate Prior Position: 2011

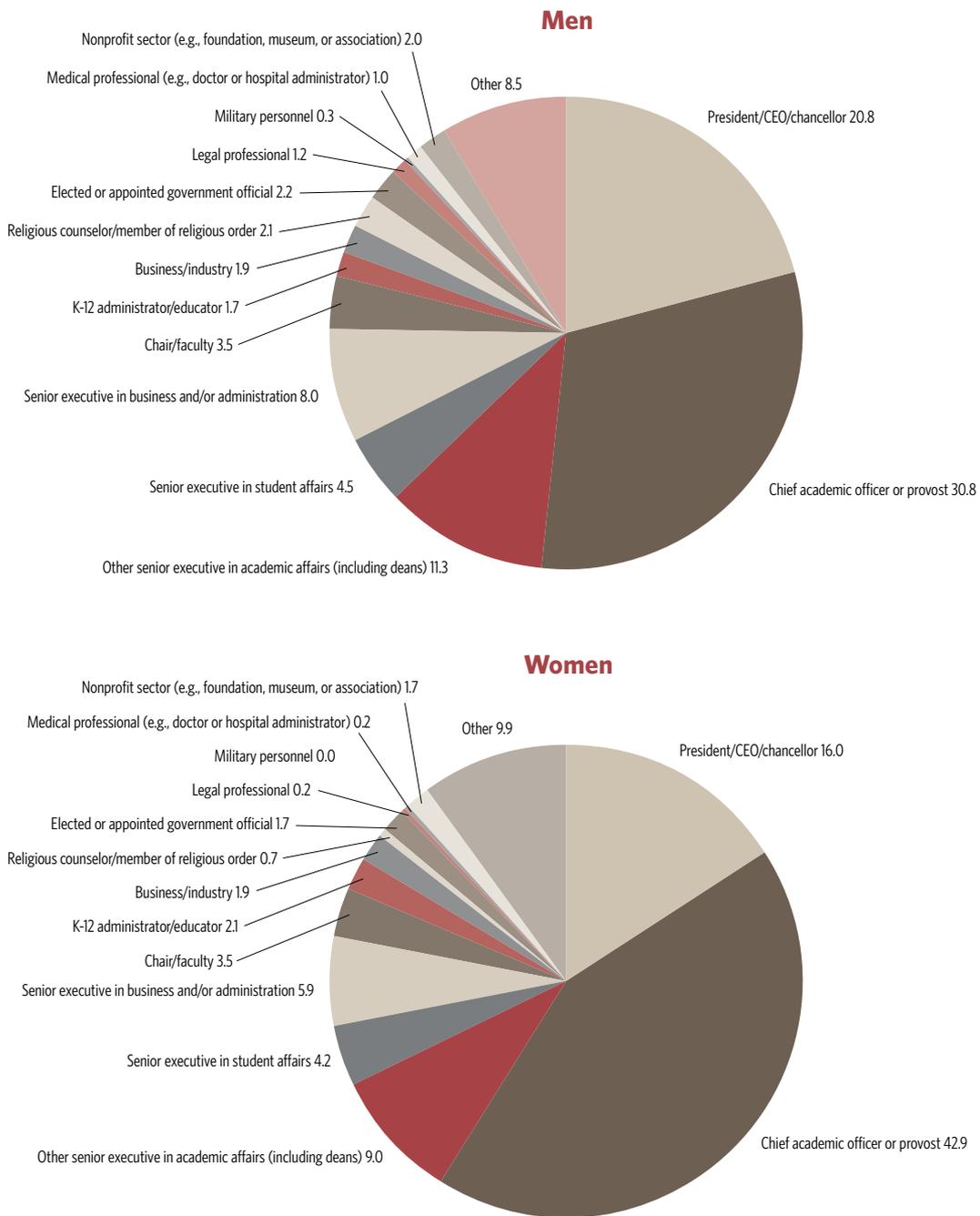
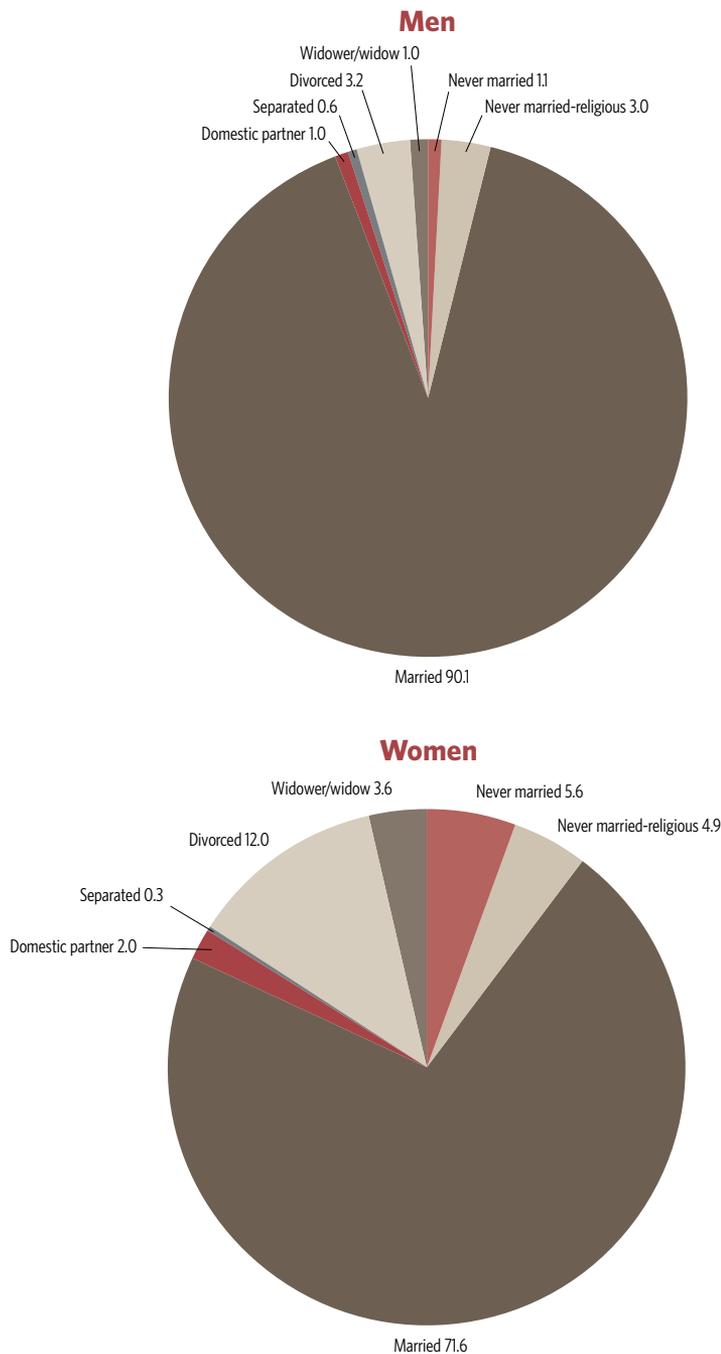


Figure 7
Percentage Distribution of Presidents, by Gender and Marital Status: 2011



Six percent of women presidents have never been married, compared with 1 percent of men.⁴ The proportion of women presidents who never married was 10 percent in 2006. Additionally, fewer women presidents are reporting that they were divorced, separated, or widowed—16 percent in 2011 compared with 19 percent in 2006. In 2011, only 5 percent of male presidents were divorced, separated, or widowed.

Consistent with the differences in marital status, women presidents are less likely than males to have children (72 percent and 90 percent, respectively). Despite being less likely than men to be married or have children, women presidents were more likely to have altered their careers to raise children or care for their spouse (see **Table 5**). Ten percent of women presidents had either left the job market or worked part-time due to family responsibilities, compared with just 3 percent of men presidents.

If the proportion of women who serve as senior administrators and full-time faculty provide a standard for equity, then women, as presidents, remain underrepresented. Fifty-seven percent of faculty and senior administrative staff in higher education are women.⁵ Of that group, only 20 percent are women of color. While it may appear that women in senior and faculty positions are slowly closing the gender gap, the potential pool from which many women presidents emerge still indicates that more leadership development, mentoring, and networking are needed to increase the representation of women presidents, especially for women of color.

4 Another 5 percent of women presidents have never married because they are members of a religious order prohibiting marriage. Presidents who did not marry because of their religious vocation are excluded from the subsequent analysis.
 5 Calculated from the National Center for Education Statistics, 2010 Integrated Postsecondary Education Data System (IPEDS), (Washington, DC: U.S. Department of Education).

Chapter 4

Profile of Minority Presidents: 2011, Compared with 2006

Members of racial/ethnic minority groups represented a slightly smaller share of presidents in 2011 than they did in 2006. Minorities accounted for 14 percent of college presidents in 2006, but just 13 percent by 2011. In 2011, 6 percent of all presidents were African-American. Another 4 percent were Hispanic, 2 percent were Asian American, and 1 percent each were American Indian and those who identified as “other” (see **Table 6**). The share of presidents who come from each of the major racial/ethnic minority groups changed very little between 2006 and 2011. For example, the share of presidents who are African-American remained unchanged from 2006. Hispanics account for the decline in minority presidents, as that percentage dropped from 5 percent in 2006 to 4 percent in 2011.⁶

Minority presidents were more likely than white presidents to be women (see **Table 7**). More than one-third of Hispanic presidents and African-American presidents were women, compared to only 25 percent of white presidents. Since 2006, the percentage of women among minority presidents has increased (see **Table 8**). However, since the total number of minority

Table 6

Percentage Distribution of Presidents, by Race/Ethnicity: Selected Years, 1986 to 2011

| Race/Ethnicity | 1986 Percent | 1990 Percent | 1995 Percent | 1998 Percent | 2001 Percent | 2006 Percent | 2011 Percent |
|------------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| White | 91.9 | 90.4 | 89.3 | 88.7 | 87.2 | 86.4 | 87.2 |
| African-American | 5.0 | 5.5 | 5.9 | 6.3 | 6.3 | 5.9 | 5.9 |
| Asian American | 0.4 | 0.4 | 0.8 | 0.9 | 1.2 | 0.9 | 1.5 |
| Hispanic | 2.2 | 2.6 | 2.9 | 3.2 | 3.7 | 4.5 | 3.8 |
| American Indian | 0.5 | 0.8 | 0.8 | 0.9 | 1.1 | 0.7 | 0.8 |
| Other | ** | ** | ** | ** | 0.5 | 1.5 | 0.8 |
| Total Minority* | 8.1 | 9.6 | 10.7 | 11.3 | 12.8 | 13.5 | 12.6 |
| Total* | 100.0 | 99.7 | 99.7 | 100.0 | 100.0 | 99.9 | 100.0 |

* Total may not sum due to rounding.

** Other was not collected during these years.

presidents has not grown substantially, the proportion of all presidencies held by minority women is still quite low. Since 2006, African-American women have increased their proportion by 2 percentage points among African-American presidents. Hispanic women have shown a 4 percentage point increase among Hispanic presidents.

Institutions Served

Minority presidents were most highly represented at public master’s and bachelor’s institutions, where they led more than 20 percent of institutions in those categories (see **Table 9**). Minorities were least well-represented at private doctorate-granting and master’s institutions, where they held the presi-

6 Because of the very small number of Asian-American and American Indian/Native American presidents, the tables and figures in this chapter do not present detailed information for these groups.

dency at only 5 percent and 6 percent of institutions, respectively. In general, public institutions were much more likely than private institutions to be led by a minority president (17 percent and 8 percent, respectively).

Not surprisingly, presidents of minority-serving institutions are more likely than leaders of other colleges and universities to belong to a minority group (53 percent). Exclud-

ing historically black colleges and universities (HBCUs)⁷, Hispanic-serving institutions (HSIs)⁸, and tribally controlled colleges⁹, 9 percent of all colleges and universities are led by minority presidents (see **Figure 8**).

Table 7

Characteristics of Presidents, by Race/Ethnicity: 2011

| | African-American Percent | Hispanic Percent | White Percent |
|--|--------------------------|------------------|----------------|
| Demographics | | | |
| Women | 34.0 | 38.7 | 25.1 |
| Currently married | 76.0 | 76.0 | 85.9 |
| Has children | 87.6 | 82.0 | 85.2 |
| Education | | | |
| Has PhD or EdD | 85.6 | 74.2 | 76.3 |
| Presidents' top three fields of study: | | | |
| Education or higher education | 41.2 | 32.3 | 37.7 |
| Social sciences | 16.5 | 9.7 | 12.2 |
| Humanities | 12.4 | 17.7 | 14.2 |
| Career History | | | |
| Prior position | | | |
| President/CEO | 17.2 | 16.4 | 19.7 |
| CAO/provost or other senior executive in academic affairs* | 48.4 | 44.3 | 44.6 |
| Other senior campus executive** | 11.9 | 16.4 | 22.5 |
| Outside higher education | 10.9 | 9.8 | 11.5 |
| | Average | Average | Average |
| Age (in years) | 61.8 | 59.4 | 60.8 |
| Years in present job | 7.3 | 7.3 | 6.9 |

* Excludes department chairs and faculty.

** Reflects sum of all senior executive and administrative positions outside academic affairs.

Family Circumstances

Family circumstances and structures also differed between minority and white presidents (see **Table 7**). African-American and Hispanic presidents were less likely to be married than their white counterparts. Seventy-six percent of African-American and Hispanic presidents were married, compared with 86 percent of white presidents in 2011. The proportion of Hispanic and African-American presidents who are divorced (10 and 13 percent, respectively) also differs

Table 8

Percentage Distribution of Presidents, by Race/Ethnicity and Gender: 2011 and 2006

| Category | 2011 Percent | 2006 Percent |
|-------------------------|--------------|--------------|
| African-American | | |
| Women | 34.0 | 32.0 |
| Men | 66.0 | 68.0 |
| Total | 100.0 | 100.0 |
| Hispanic | | |
| Women | 38.7 | 34.8 |
| Men | 61.3 | 65.2 |
| Total | 100.0 | 100.0 |
| White | | |
| Women | 25.1 | 22.0 |
| Men | 74.9 | 78.0 |
| Total | 100.0 | 100.0 |

7 Accredited postsecondary institutions whose primary mission was to education African or black Americans prior to 1964 were designated as HBCUs according to the Higher Education Act of 1965. As institutions' enrollments have changed, exceptions have been made to the founding date to accommodate additional institutions with similar missions.

8 Institutions must apply for HSI status. To be a HSI, several criteria must be met, one of which this study employed—the full-time equivalent is at least 25 percent Hispanic students. In addition to this criterion, this study also includes institutions that are HACU (Hispanic Association of Colleges and Universities) members.

9 Tribal colleges are designated as tribally controlled and usually located on reservations. These institutions must also be members of the American Indian Higher Education Consortium.

from white presidents (5 percent) (see **Appendix B**).

These differences result from the greater proportion of minority presidents who are women. Women presidents are more likely to report having never married or being divorced (6 percent and 12 percent, respectively) compared with male presidents (1 percent and 3 percent, respectively). African-American presidents also were more likely to have children (88 percent) than white presidents (85 percent). Minority presidents did not differ significantly in age from their white counterparts. The average ages of African-American (62), white (61), and Hispanic (59) presidents were within three years of one another.

The spouses of African-American and Hispanic presidents were more likely than those of white presidents to have paid employment. Forty-seven percent of the spouses of African-American presidents and 39 percent of the spouses of Hispanic presidents worked outside the institution, compared with 35 percent of the spouses of white presidents (see **Appendix B**).

Education and Length of Service

While education was the most common field in which both minority presidents and white presidents earned their highest degree, African-American and white presidents were more likely to have earned their degrees in education (41 percent and 38 percent respectively, compared with 32 percent of Hispanic presidents). African-American and Hispanic presidents have closed the gap with their white counterparts in years at their

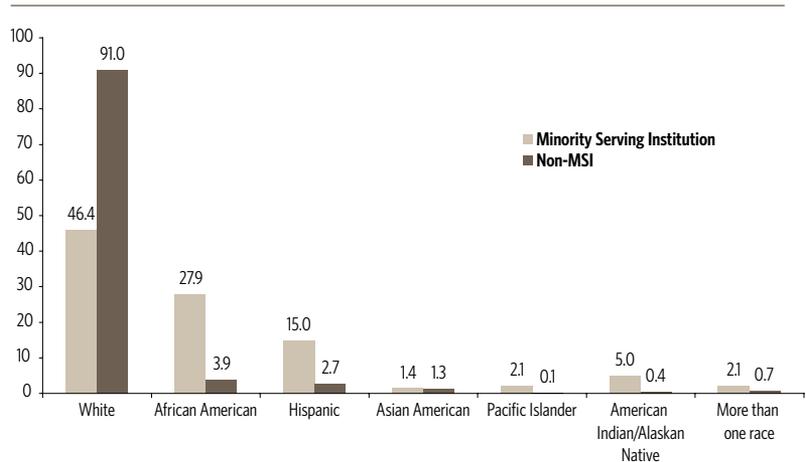
Table 9

Percentage of Presidents Who Were Racial/Ethnic Minorities, by Institutional Type and Control: Selected Years, 1986 to 2011

| Institutional Type | 1986 Percent | 1998 Percent | 2001 Percent | 2006 Percent | 2011 Percent |
|---------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Public and Private | | | | | |
| Doctorate-Granting | 2.4 | 7.1 | 8.6 | 11.4 | 12.9 |
| Master's | 12.6 | 14.7 | 12.8 | 12.9 | 12.5 |
| Bachelor's | 6.4 | 10.0 | 12.1 | 13.1 | 11.9 |
| Associate | 8.6 | 12.4 | 13.9 | 13.9 | 12.7 |
| Special Focus | 5.1 | 8.8 | 11.7 | 15.2 | 9.6 |
| All Institutional Types | 8.1 | 11.3 | 12.6 | 13.5 | 12.7 |
| Public | | | | | |
| Doctorate-Granting | 2.8 | 8.7 | 11.3 | 14.5 | 18.0 |
| Master's | 17.3 | 25.6 | 20.3 | 21.8 | 20.9 |
| Bachelor's | 11.5 | 25.0 | 29.7 | 27.6 | 21.6 |
| Associate | 8.1 | 13.1 | 14.9 | 14.4 | 12.9 |
| Special Focus | 2.4 | 19.2 | 25.0 | 29.7 | 14.3 |
| All Institutional Types | 9.0 | 16.1 | 16.8 | 17.3 | 16.5 |
| Private | | | | | |
| Doctorate-Granting | 1.4 | 4.1 | 3.3 | 4.8 | 5.2 |
| Master's | 6.8 | 1.9 | 3.9 | 5.0 | 5.6 |
| Bachelor's | 5.9 | 7.9 | 9.3 | 10.3 | 10.1 |
| Associate | 11.3 | 3.7 | 7.0 | 6.7 | 7.4 |
| Special Focus | 5.7 | 7.2 | 9.6 | 13.5 | 9.1 |
| All Institutional Types | 4.6 | 5.9 | 7.8 | 9.3 | 8.3 |

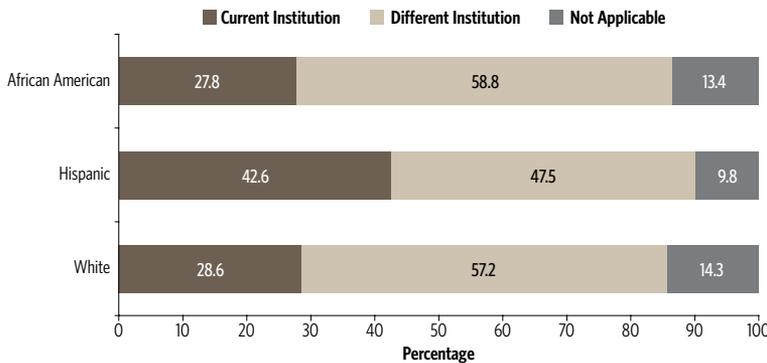
Figure 8

Distribution of Presidents at Minority-Serving Institutions (MSIs) and Non-MSIs, by Race/Ethnicity: 2011



present job. In 2011, African-American, Hispanic, and white presidents had all served in their current presidency for seven years, on average.

Figure 9
Percentage Distribution of Presidents, by Previous Employer and Race/Ethnicity: 2011



Career Path

Minority presidents traveled differing career paths to the presidency. Hispanic presidents were more likely than African-American presidents to have served in a leadership role at the same institution prior to assuming the presidency. Twenty-eight percent of African-American presidents had been promoted from within his or her current institution, compared with 43 percent of Hispanic presidents (see **Figure 9**). The share of presidents who had either served in a prior presidency or who had been provost or chief academic officer prior to assuming the presidency varied for the three largest racial/ethnic groups (see **Appendix B**). Additionally, there were significant differences in the other, less-common routes that individuals took to the presidency. Hispanic and African-American presidents were much more likely than white presidents to have

been the chief student affairs officer (13 percent and 7 percent, respectively, for Hispanics and African-Americans compared with 4 percent for whites). White and African-American presidents were more likely than Hispanics to have been the chief financial or administrative officer (8 percent and 5 percent, respectively, for whites and African-Americans, compared with 3 percent for Hispanics). Finally, Hispanics and whites were somewhat more likely than African-Americans to have come directly from a position outside higher education. African-Americans were the least likely of the three groups to have ever worked outside higher education.

Minority presidents were more likely than white presidents to hold a tenured faculty position in their current roles (see **Appendix B**). This finding may be related to the fact that minority presidents were more likely to serve at public institutions, where faculty tenure for administrators is more common than at private institutions.

Minority presidents continued to be underrepresented relative to the higher education workforce, in which minorities accounted for 24 percent of faculty and senior staff in 2009.¹⁰ Until colleges and universities improve the board/trustees' presidential hiring practices as well as the pipeline of minority faculty and senior staff through ongoing, customized leadership programs, progress in recruiting minority presidents will continue to be slow.

¹⁰ Calculated from the National Center for Education Statistics, 2009 Integrated Postsecondary Education Data System (IPEDS), *Digest of Education Statistics* (Washington, DC: U.S. Department of Education, August 2010), Table 256.

Chapter 5

College Presidents and the Institutions They Serve

The portrait of the average president masks important differences among the leaders of higher education by the type of institution they serve. Institutions vary in size, values, and mission. College presidents often are selected because they embody the values of, and are prepared to meet the particular challenges associated with, one of these groups of institutions.

Presidents tend to come from the ranks of their own or similar institutions. Presidential characteristics differ between public and private institutions and among institutional type. While little progress was made in the area of racial and ethnic diversity, 2011 saw women constitute a growing share of presidencies overall, particularly at doctorate-granting institutions. (**Appendix D** provides detailed data by institutional sector and control.)

Doctorate-Granting Universities

Presidents of doctorate-granting universities are responsible for large, complex organizations. As a group, they enroll more than 5.8 million students, and their average head count enrollment is more than 19,000 students. Almost 60 percent of these doctorate-granting universities are public institutions¹¹.

Presidents of doctorate-granting institutions constituted 9 percent of survey respondents. The response rate for presidents of doctorate-granting institutions was 59 percent.

With the exception of special focus institutions, the demographic characteristics of presidents in this sector changed most of all sectors between 2006 and 2011. By 2011, 22 percent of the presidents of doctorate-granting institutions were women (compared with 14 percent in 2006), and 13 percent were members of a racial or ethnic minority group (compared with 11 percent in 2006) (see **Table 10**). When doctorate-granting universities that are also minority-serving institutions (MSIs) are excluded, the share of these institutions led by minorities drops to 9 percent (see **Figure 10**).

Presidents of public doctorate-granting universities were more likely than presidents of private doctorate-granting universities to be a member of a racial or ethnic minority group. Eighteen percent of the presidents of public doctorate-granting institutions identified themselves as an ethnic or racial minority. Only 5 percent of private doctorate-granting institution presidents identified themselves as a minority. Private doctorate-granting institutions reported the lowest pro-

11 These statistics are based on the basic classification tables for the 2010 Carnegie Classification and the National Center for Education Statistics, IPEDS 2010 Fall Enrollment survey.

Table 10**Characteristics of Presidents at Doctorate-Granting Universities: 2011 and 2006**

| | Public 2011 Percent | Private 2011 Percent | Total 2011 Percent | Total 2006 Percent |
|--|------------------------------------|-------------------------------------|------------------------------------|------------------------------------|
| Demographics | | | | |
| Women | 23.9 | 20.7 | 22.3 | 13.8 |
| Minority | 18.0 | 5.2 | 12.8 | 11.4 |
| Currently married | 91.5 | 78.4 | 86.7 | 85.5 |
| Has children | 87.6 | 81.0 | 85.2 | 87.6 |
| Education | | | | |
| Has PhD or EdD | 89.9 | 84.5 | 87.9 | 77.7 |
| Has formal religious training | NA | NA | NA | 10.3 |
| Presidents' top three fields of study: | | | | |
| Social sciences | 27.3 | Social sciences 29.3 | Social sciences 27.7 | Social sciences 25.5 |
| Education or higher education | 12.5 | Education or higher education 17.2 | Education or higher education 15.5 | Humanities/fine arts 12.8 |
| Humanities/fine arts | 9.1 | Humanities/fine arts 12.1 | Humanities/fine arts 10.1 | Education or higher education 11.2 |
| Career History | | | | |
| Prior position | | | | |
| President/CEO | 18.2 | 24.1 | 20.9 | 27.5 |
| CAO/provost or other senior executive in academic affairs* | 61.4 | 56.9 | 59.5 | 54.5 |
| Other senior campus executive** | 4.6 | 3.4 | 4.0 | 6.5 |
| Outside higher education | 8.9 | 10.3 | 8.9 | 7.0 |
| Never been a faculty member | NA | NA | NA | 12.1 |
| Ever worked outside higher education | 30.0 | 54.9 | 38.8 | 50.0 |
| | Average | Average | Average | Average |
| Age (in years) | 63.3 | 61.7 | 62.7 | 61.8 |
| Years in present job | 5.8 | 6.8 | 6.2 | 7.6 |
| Years in prior position | NA | NA | NA | 6.6 |
| Years as full-time faculty | NA | NA | NA | 16.3 |

* Excludes department chairs and faculty.

** Reflects sum of all senior executive positions outside academic affairs.

NA: Data were not collected, or were collected in a non-comparable format, in the 2011 survey.

portion of minority presidents (see **Table 10**).

Similarly, women were more likely to be presidents of public—versus private—doctorate-granting universities. Women were presidents of 24 percent of public doctorate-granting universities and 21 percent of private doctorate-granting universities.

Eighty-seven percent of all presidents of doctorate-granting universities were married in 2011—an increase from 2006 when 86 percent of these presidents were married. Presidents at private doctorate-granting institutions were less likely to be married than those at public doctorate-granting institutions (78 percent compared with 92 percent, respectively).

The discrepancy in marital status between presidents of public and private doctorate-granting institutions can be explained in part by the number of presidents in the private sector whose religious vows preclude them from marriage. Fourteen percent of presidents at private doctorate-granting institutions described their marital status as unmarried because they were members of a religious order.

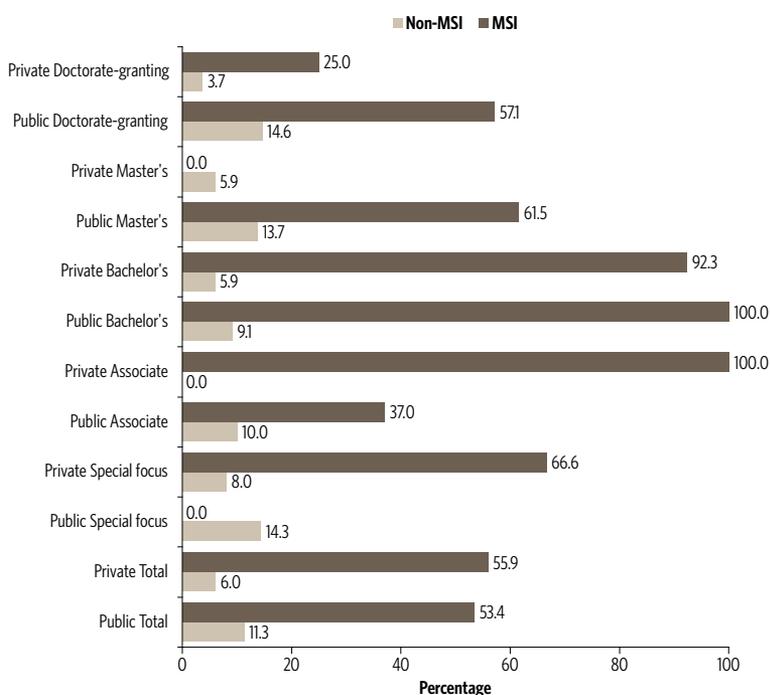
Older, experienced chief executives were most likely to be hired by doctorate-granting institutions. Presidents of doctorate-granting universities were slightly older than presidents in other sectors—the average age was 63 years, and 70 percent were over age 60, up from 61 percent in 2006. In both 2011 and 2006, 3 percent of the presidents in this sector were under 51 years of age (see **Appendix E**). These data suggest that while the share of younger presidents has stagnated, while retirements could still have a significant

impact on the leadership of doctorate-granting universities in the near future.

The proportion of presidents at doctorate-granting institutions serving in a subsequent presidency continues to decline. In 2006 and 2001, 28 percent of presidents at doctorate-granting institutions had been a president or CEO in their previous job, compared with just 21 percent in 2011. This suggests that after years of hiring sitting presidents, doctorate-granting institutions increasingly are recruiting from outside the current presidency ranks. In 2011, 42 percent of presidents from doctorate-granting institutions had served as provost or CAO in their immediate prior position. Few doctorate-granting institutions look outside higher education for their leadership, as just 9 percent of these institutions hired presidents from outside education. However, in 2006 the share of

Figure 10

Percentage of Presidents Who Are Minorities, by Minority-Serving Institution (MSI) and Institutional Control and Type: 2011



presidents from outside higher education at doctorate-granting institutions was only 7 percent, indicating that increasingly schools are willing to search beyond the academy.

Presidents of doctorate-granting universities in 2011 were somewhat more likely than those in 2006 to have been employed by the same institution in their prior position. In 2011, 30 percent of the presidents of doctorate-granting institutions had been employed by the same institution in their previous job, compared with 26 percent in 2006 (see **Appendix D**).

The fields in which most presidents of doctorate-granting institutions held their highest degree differed from those of other presidents. Presidents of doctorate-granting institutions were more likely than presidents of other institutions to hold degrees in mathematics, science, engineering, or medicine (20 percent, compared with 13 percent of all presidents). Twenty-eight percent of presidents at doctorate-granting institutions held degrees in the social sciences; only 16 percent had earned their highest degree in education, compared with 38 percent of all presidents. Eighty-two percent of the presidents of doctorate-granting institutions also spent a number of years primarily in the classroom—a larger proportion than for presidents of other types of institutions.

Finally, presidents of private doctorate-granting institutions had served in their positions longer than their public counterparts. Nearly one-quarter of private doctorate-granting university presidents had served in their current positions for more than 10 years, compared with 14 percent of public doctorate-granting university presidents.

Master's Colleges and Universities

Master's colleges and universities are evenly divided between the public and private sectors. More than 4.5 million students are enrolled at these institutions, and the average head count enrollment is more than 6,600 students. Master's institutions in the private sector typically have smaller enrollment than public sector institutions.

Presidents of master's colleges and universities represented 23.2 percent of all respondents. The response rate from these presidents was 69 percent.

In 2011, 23 percent of the presidents in this sector were women, compared with 22 percent in 2006. The 2011 proportion of minority presidents held steady from the 2006 level of 13 percent (see **Table 9**).

Only six percent of the presidents of private master's institutions identified themselves as a minority, compared with 21 percent of presidents of public master's institutions. The comparatively large proportion of public master's institutions headed by minorities is due in part to the concentration of HBCUs in this sector. When MSIs are excluded, 14 percent of public master's institutions, and 12 percent of all master's institutions, are headed by minorities (see **Figure 10**). Women held similar proportions of presidencies at public and private master's colleges and universities. Twenty-three percent of the presidents of public institutions were women, as were 23 percent of those at private institutions.

Presidents in this sector in 2011 were older than presidents at bachelor's and associate institutions. They also were older than presidents in this sector had been previously, with 65

Table 11**Characteristics of Presidents at Master's Colleges and Universities: 2011 and 2006**

| | Public 2011 Percent | Private 2011 Percent | Total 2011 Percent | Total 2006 Percent |
|--|------------------------------------|-------------------------------------|------------------------------------|------------------------------------|
| Women | 22.9 | 22.5 | 22.8 | 21.5 |
| Minority | 20.9 | 5.6 | 12.4 | 12.9 |
| Currently married | 90.1 | 77.5 | 83.2 | 78.5 |
| Has children | 84.6 | 78.7 | 81.2 | 79.2 |
| Education | | | | |
| Has PhD or EdD | 89.0 | 81.7 | 85.0 | 86.8 |
| Has formal religious training | NA | NA | NA | 23.5 |
| Presidents' top three fields of study: | | | | |
| Education or higher education | 28.1 | Education or higher education 27.6 | Education or higher education 28.1 | Education or higher education 36.8 |
| Humanities/fine arts | 21.6 | Humanities/fine arts 21.9 | Humanities/fine arts 21.6 | Social sciences 19.0 |
| Social sciences | 18.7 | Social sciences 17.1 | Social sciences 17.7 | Humanities/fine arts 18.7 |
| Career History | | | | |
| Prior position | | | | |
| President/CEO | 24.0 | 18.1 | 20.5 | 21.6 |
| CAO/provost or other senior executive in academic affairs* | 55.1 | 41.9 | 47.7 | 44.6 |
| Other senior campus executive** | 10.8 | 15.2 | 13.7 | 18.3 |
| Outside higher education | 4.8 | 14.3 | 10.0 | 11.1 |
| Never been a faculty member | NA | NA | NA | 26.3 |
| Ever worked outside higher education | 44.4 | 50.3 | 47.5 | 54.6 |
| | Average | Average | Average | Average |
| Age (in years) | 62.6 | 61.6 | 62.0 | 61.1 |
| Years in present job | 6.8 | 8.2 | 7.5 | 9.0 |
| Years in prior position | NA | NA | NA | 6.4 |
| Years as full-time faculty | NA | NA | NA | 8.8 |

* Excludes department chairs and faculty.

** Reflects sum of all senior executive and administrative positions outside academic affairs.

NA: Data were not collected, or were collected in a non-comparable format, in the 2011 survey.

percent in 2011 over 60 years of age, compared with 56 percent in 2006. However presidents in this sector were also slightly younger. In 2006, 4 percent of presidents in this sector were age 50 or younger. In 2011, the share increased to 6 percent. These findings

indicate that the middle age range of presidents in this sector (ages 51 to 60 years old) are disappearing. As at doctorate-granting universities, retirements may soon have a significant impact on the leadership of master's institutions.

Table 12**Characteristics of Presidents at Bachelor's Colleges: 2011 and 2006**

| | Public 2011 Percent | Private 2011 Percent | Total 2011 Percent | Total 2006 Percent |
|--|------------------------------------|-------------------------------------|------------------------------------|------------------------------------|
| Women | 27.5 | 22.3 | 22.9 | 23.2 |
| Minority | 21.6 | 10.1 | 12.2 | 13.1 |
| Currently married | 88.6 | 86.7 | 87.0 | 86.7 |
| Has children | 88.2 | 88.4 | 88.1 | 86.4 |
| Education | | | | |
| Has PhD or EdD | 84.3 | 76.0 | 76.3 | 78.4 |
| Has formal religious training | NA | NA | NA | 20.4 |
| Presidents' top three fields of study: | | | | |
| Education or higher education | 32.0 | Education or higher education 30.8 | Education or higher education 31.5 | Education or higher education 30.8 |
| Humanities/fine arts | 16.0 | Humanities/fine arts 20.3 | Humanities/fine arts 19.0 | Humanities/fine arts 22.6 |
| Social sciences | 14.0 | Religion/theology 11.3 | Social sciences 11.3 | Social sciences 15.8 |
| Career History | | | | |
| Prior position | | | | |
| President/CEO | 7.8 | 14.4 | 13.5 | 17.7 |
| CAO/provost or other senior executive in academic affairs* | 52.9 | 42.4 | 44.2 | 44.5 |
| Other senior campus executive** | 15.7 | 11.8 | 12.3 | 21.9 |
| Outside higher education | 11.9 | 13.7 | 13.1 | 11.5 |
| Never been a faculty member | NA | NA | NA | 32.2 |
| Ever worked outside higher education | 40.9 | 42.5 | 42.0 | 58.1 |
| | Average | Average | Average | Average |
| Age (in years) | 62.8 | 59.6 | 60.1 | 59.7 |
| Years in present job | 6.4 | 6.5 | 6.7 | 8.1 |
| Years in prior position | NA | NA | NA | 6.8 |
| Years as full-time faculty | NA | NA | NA | 8.5 |

* Excludes department chairs and faculty.

** Reflects sum of all senior executive positions outside academic affairs.

NA: Data were not collected, or were collected in a non-comparable format, in the 2011 survey.

Presidents of public and private master's institutions differed on marital status, in part because of the larger proportion of private colleges with religious affiliations. Eight percent of presidents at private master's institutions were trained as religious profes-

sionals, compared with only 2 percent of presidents at public master's colleges and universities. This finding helps explain why 78 percent of presidents at private master's colleges and universities were married, compared with 90 percent of those at public

institutions (see **Table 11**). Three percent of public master's colleges and university presidents had never been married, compared with 18 percent of presidents of private master's institutions.

Twenty-four percent of public and 18 percent of private master's institution presidents had previously served as a president. For those who had not been presidents previously, the path that public and private master's institution leaders took to the presidency differed. More than half of public master's institution had come from the provost or another senior academic affairs position; only 16 percent came from a different senior executive role in higher education or from outside higher education. At private master's institutions, the path to the presidency was more diverse. Forty-two percent of these presidents had held a senior executive position in academic affairs, 15 percent had held another senior position at a college or university (most typically in business or administration), and 14 percent worked outside higher education. Private master's institution presidents were also more likely than their public-institution counterparts to have never been a faculty member (41 percent and 21 percent, respectively) and to have worked outside higher education at some point in their careers (50 percent and 44 percent, respectively).

Bachelor's Colleges

Bachelor's colleges enroll just over 1.5 million students, with an average head count enrollment of about 1,800 students. Approximately 17 percent of bachelor's colleges are public, so the following results primarily reflect

the characteristics of presidents of private colleges. Many public bachelor's colleges also are special-mission institutions such as historically black colleges and universities (HBCUs).¹² Sixty-one percent of bachelor's college presidents responded to the survey.

In the first presidents' survey in 1986, the proportion of women presidents in this sector was relatively high at 16 percent. After increasing to 20 percent in 1998, the proportion remained steady with 19 percent in 2001, but then increased to 23 percent in 2006. The share of women presidents remains at 23 percent in 2011.

In 2011, the percentage of minority presidents leading bachelor's colleges was similar to the proportion at master's institutions, but less than at doctorate-granting institutions. The proportion of minority presidents in the bachelor's sector decreased from 13 percent in 2006 to 12 percent in 2011 (see **Table 12**). When MSIs are excluded, 7 percent of bachelor's colleges are headed by members of racial or ethnic minority groups in 2011.

The small number of public bachelor's institutions had the largest representation of minority presidents compared to other sectors. Twenty-two percent of the presidents of public bachelor's colleges were members of a minority group, compared with 12 percent overall. Public bachelor's colleges also had a higher proportion of women presidents than private bachelor's institutions, (28 and 22 percent, respectively). While the percentage of private bachelor's colleges led by women increased slightly from 21 percent in 2006, the share of female-led public bachelor's colleges declined from 34 percent.

¹² These institutions, commonly led by minority presidents, are detailed at the end of this chapter.

Like presidents of other types of institutions, most presidents of bachelor's colleges were married. Eighty-nine percent of presidents of public institutions were married or had been married at some time, compared with 87 percent of presidents of private bachelor's colleges. As at master's institutions, the difference is explained in part by the greater presence in the private sector of presidents whose religious vows preclude them from marrying.

Following the trend seen in other sectors, presidents in 2011 were both younger and older than their counterparts in 2006. Twelve percent of bachelor's college presidents were under 51 years of age, compared with 9 percent in 2006. Conversely, 55 percent were age 61 or older, up from 48 percent in 2006.

The trend of more presidents having previous CEO experience is not present among presidents of bachelor's colleges. Fourteen percent of these presidents in 2011 had been a president in their immediate prior position, compared with 18 percent in 2006. Presidents of private bachelor's institutions were more likely to have previous CEO experience (14 percent) than those of public institutions (8 percent). As such, the path to the presidency in this sector, as at master's institutions, is more diverse at public institutions than at private institutions. Almost one-fifth of public bachelor's college presidents came from executive positions outside academic affairs (primarily administration or finance), and 12 percent came from outside higher education.

More public and private bachelor's college presidents received their highest earned degree in education than

in any other field. Presidents with humanities degrees were the second most common.

Associate Colleges

Nationally, total enrollment at associate colleges is more than 8.4 million students; the average head-count enrollment in credit-bearing courses is more than 4,400 students. Fifty-seven percent of associate college presidents responded to the survey.

Because of the large number of public community colleges, data on these presidents dominate the statistics that describe associate college presidents. They account for 61 percent of all public college and university presidents in this survey and nearly one-third of all presidents. In contrast, private associate colleges constitute a small, diverse sector that includes institutions with both academic and vocational missions.

The most striking change in this sector since 2006 has been the continued increase in the number of women presidents. In 1986, 6 percent of public community college presidents were women. By 2006, the share of women heading these colleges had increased to 29 percent. In 2011, women comprise 33 percent of associate college presidents, the highest of any sector (see **Table 13**).

Similar to other sectors, the proportion of minority presidents in the associate college sector declined, dropping from 14 percent to 13 percent between 2006 and 2011 (see **Table 13**). Because many minority-serving institutions are associate colleges—and many of these institutions are headed by minorities—they raise the overall percentage of minority leaders in this sector.

Table 13**Characteristics of Presidents at Associate Colleges: 2011 and 2006**

| | Public 2011 Percent | Private 2011 Percent | Total 2011 Percent | Total 2006 Percent |
|--|------------------------------------|-------------------------------------|------------------------------------|------------------------------------|
| Women | 32.3 | 40.7 | 33.0 | 28.8 |
| Minority | 12.9 | 7.4 | 12.9 | 13.9 |
| Currently married | 87.2 | 84.6 | 86.8 | 83.2 |
| Has children | 85.6 | 92.3 | 85.5 | 86.8 |
| Education | | | | |
| Has PhD or EdD | 85.5 | 55.6 | 81.1 | 78.7 |
| Has formal religious training | NA | NA | NA | 5.7 |
| Presidents' top three fields of study: | | | | |
| Education or higher education | 66.5 | Education or higher education 40.7 | Education or higher education 63.4 | Education or higher education 70.0 |
| Computer science | 7.8 | Humanities/fine arts 18.5 | Computer science 7.9 | Humanities/fine arts 9.5 |
| Humanities/fine arts | 7.0 | Business 14.8 | Humanities/fine arts 7.7 | Social sciences 5.9 |
| Career History | | | | |
| Prior position | | | | |
| President/CEO | 24.2 | 7.7 | 23.2 | 26.3 |
| CAO/provost or other senior executive in academic affairs* | 45.9 | 30.8 | 44.4 | 43.4 |
| Other senior campus executive** | 13.6 | 15.4 | 13.3 | 18.9 |
| Outside higher education | 5.4 | 23.0 | 6.9 | 9.4 |
| Never been a faculty member | NA | NA | NA | 37.7 |
| Ever worked outside higher education | 43.9 | 61.5 | 45.6 | 67.0 |
| | Average | Average | Average | Average |
| Age (in years) | 60.0 | 55.3 | 59.6 | 59.1 |
| Years in present job | 6.9 | 5.4 | 6.9 | 8.5 |
| Years in prior position | NA | NA | NA | 6.5 |
| Years as full-time faculty | NA | NA | NA | 5.1 |

* Excludes department chairs and faculty.

** Reflects sum of all senior executive and administrative positions outside academic affairs.

NA: Data were not collected, or were collected in a non-comparable format, in the 2011 survey.

When minority-serving institutions are excluded, 10 percent of associate colleges are led by minority presidents. Considering the size of this sector, changes in the numbers of women presidents significantly affected the

national “portrait” of the American college president in 2011.

Presidents of associate colleges are younger than their peers in other sectors, but these presidents also are slightly older than they were in 2006. The average age of associate college

presidents in 2011 is 60, up from 59 in 2006. However, 13 percent of associate college presidents are age 50 or younger, up from 10 percent in 2006.

Perhaps surprisingly, associate college presidents are more likely than presidents of doctorate-granting universities to have previously led another institution (23 percent and 21 percent, respectively). Unlike the other institutions described, where about half of presidents come from senior positions in academic affairs, community college presidents have a somewhat more diverse route to the presidency. Many (44 percent) still come from academic affairs, but 13 percent come from other executive positions (primarily in finance or administration or student affairs) and 7 percent come from outside higher education.

A diverse path to the presidency certainly exists at the associate level, but there are some traditional aspects to their CEOs. Between 2006 and 2011, the proportion of presidents who spent time in the classroom as faculty members increased. In 2006, 38 percent of presidents had not had classroom experience, compared with 30 percent in 2011.

Special Focus Institutions

Special focus institutions are difficult to analyze as a group because they represent diverse missions. Examples of these free-standing (i.e., independently non-affiliated) institutions included in this category are military academies, medical/dental colleges, seminaries and religious institutions, professional schools, other graduate schools, and tribally controlled colleges and universities. These institutions together serve approximately 600,000 students, with an average head count of just under 800 students. Their survey response rate was 40 percent.

Because special focus institutions may select presidents based on reasons related to their institutional missions, it is difficult to interpret the averages. For example, the most typical training for presidents of public special focus institutions was either medicine, health professions, or humanities. Yet presidents of private special focus institutions were most likely to have been trained in religion or theology.

A significant proportion of the presidents at private special focus institutions—25 percent—reported having worked outside higher education

immediately prior to their current presidency. This proportion was higher than those in any other sector.

Data describing presidents of special focus institutions are included in the appendices, but because of the unique characteristics of special focus institutions and the relatively low response rate of presidents of such institutions, these appendices do not make comparisons with the overall survey population.

Special Designation Minority Institutions

Three types of postsecondary institutions have special recognition in federal law: historically black colleges and universities (HBCUs), Hispanic-serving institutions (HSIs), and tribally controlled colleges and universities.¹³ The presidents of these colleges have unique leadership roles for the com-

munities they serve. However, 77 percent of HSIs were led by non-Hispanic presidents. In contrast, only 5 percent of HBCU presidents were not African-American.

Two characteristics differentiated the presidents of these institutions from all presidents. First, presidents of HBCUs tended to be older and to have served in their positions longer than presidents in other sectors. Presidents of HBCUs had served an average term of eight years and were, on average, 63 years old. Second, presidents of HSIs were more likely to have been employed by the same institution immediately prior to becoming president than had all presidents. Thirty-six percent of HSI presidents had been promoted to the presidency from within the institution, compared with 29 percent of all presidents.

¹³ Data on presidents of tribally controlled colleges and universities were too sparse to report, given the promise of respondent confidentiality.

Chapter 6

Perspectives of Long-Serving Presidents

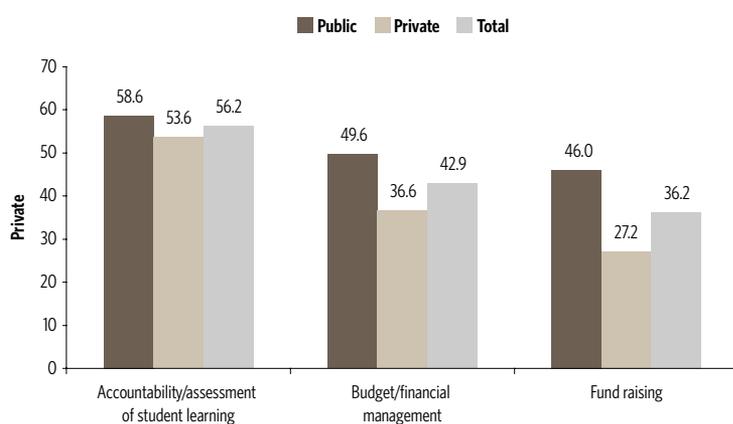
To mark the 20th anniversary of the first American College President Study, the 2006 survey included a special set of questions for leaders who had been presidents for 10 years or more. Because these questions generated a significant amount of interest, we decided to maintain a few of them as a regular part of the study. This section was completed by 574 presidents, or more than one-third of those who responded. (Complete results are available in **Appendices C and E**.)

Long-serving presidents were asked to select the three issues or activities that had increased in importance the most during their tenure (see **Figure 11**). The most frequently cited responses, by a significant margin, were accountability/assessment of student learning (56 percent) and budget/financial management (43 percent), followed by fund raising (36 percent). Of the 17 additional options listed, only enrollment management (24 percent) garnered mentions by more than 20 percent of respondents.

Responses from long-serving presidents differed somewhat by institutional control. Public institution presidents were more likely than their private sector colleagues to select accountability/assessment and

Figure 11

Top Three Areas of Increased Importance to Long-Serving Presidents, by Institutional Control: 2011



budget/financial management as areas of increased importance (59 percent versus 53 percent and 50 percent versus 37 percent, respectively). With the exception of fund raising and enrollment management (which was selected by at least one-quarter of both public and private institution leaders), no other issues were in the top three for more than 20 percent of public institution presidents. In addition to the four areas already mentioned, 24 percent of private college leaders identified technology planning as an area of increased importance.

Long-serving presidents also were asked to select the top five things they found most frustrating as a new president. In this case, there was little dis-

inction between public and private institution presidents. Presidents, regardless of sector, identified never enough money, problems inherited from the previous leadership, and faculty resistance to change among their top five frustrations. The one area where public and private presidents differed was presidents at public institutions cited policy makers as a major frustration, while presidents at private institutions identified difficulty in cultivating leadership in others as a frustration.

It is also interesting to note the trends that presidents did not select. Despite high-profile incidents in athletic programs, only 5 percent of presidents identified athletics as a frustration of the presidency. This was the least selected option for this question.

When ACE convenes presidents, they often speak about how their role is now more concerned with the external constituents who affect their institution, leaving less time for internal constituents such as students and faculty. Responses from the long-serving presidents confirm this trend. Fifty-nine percent of long-serving presidents said that they spent the majority of their time with internal constituents when they first became presidents; today, only 16 percent said that internal constituents receive the majority of their time. This shift in focus toward external constituents is quite consistent across institutional types; differ-

ences by institutional type and control were not substantial.

Finally, long-serving presidents were asked to indicate whether they spend more, less, or about the same amount of time today as when they became presidents on a list of 20 issues and activities. **Table 14** lists the seven items that take up more time today for at least one-third of long-serving presidents. These topics range from fund raising (67 percent) to entrepreneurial ventures (47 percent). No items were cited as taking less time today. It appears that, as the demands on presidents have grown, they have delegated more of the work on academic issues to provosts and other senior officials in academic affairs.

The responses from the long-serving presidents suggest that the presidency has become more complex, more time-consuming, more externally focused, and more driven by the need for increased funding.

Table 14

Areas Requiring More and Less Time of Long-Serving Presidents: 2011

| | Total Percent |
|---|------------------|
| More Time | |
| Fund raising | 67.4 |
| Accountability/assessment of student learning | 65.7 |
| Budget/financial management | 56.6 |
| Capital improvement projects | 56.5 |
| Enrollment management | 53.6 |
| Community relations | 48.6 |
| Entrepreneurial ventures | 47.2 |

Note: Items included were cited by one-third or more of respondents.

Chapter 7

Duties and Responsibilities of the College President

The American College President Study solicited information on presidents' duties for the first time in 1998, with a follow-up in 2001 and 2006. The 2011 study continued to expand on these questions by updating how presidents used their time, what challenges they faced as leaders of postsecondary institutions, and the areas in which presidents enjoy working the most and offer the greatest reward.

Primary Challenges and Uses of Time

Presidents were asked to identify which constituency presented the greatest challenge to them as presidents (see **Table 15**). Leaders of public institutions most often identified relationships with legislators and policy makers as their greatest challenge (69 percent), followed by faculty (50 percent), and then the system office or state coordinating board (43 percent). This finding is not surprising given the dual challenges of diminished state appropriations and increased accountability at public colleges nationwide. Presidents of private colleges were most likely to identify faculty (64 percent), governing boards (35 percent), and donors/benefactors (29 percent) as presenting the greatest challenge.

More than three-quarters of presidents of public doctorate-granting institutions identified relations with legislators and policy makers as their greatest challenge. These presidents often are the primary advocates for access and research in higher education in their state and are likely to address legislative issues directly. Alternately, 68 percent of presidents of private bachelor's institutions identified faculty as their primary challenge.

Presidents also identified the three areas that occupied the most significant amount of their time. The most frequently identified presidential duty was budget and financial management, which was selected by 58 percent of the presidents. Fund raising was ranked second (47 percent), followed by community relations (23 percent) and strategic planning (22 percent) (see **Table 16**). Differences between public- and private-sector presidents were seen in the areas of fund raising, community relations,

Table 15

Presidents' Top Three Constituents Presenting Challenges, by Institutional Control: 2011

| Rank | Public | Percent | Private | Percent | Total | Percent |
|------|--|---------|------------------------|---------|---------------------------|---------|
| 1 | Legislators/Policy makers | 69.2 | Faculty | 64.0 | Faculty | 56.2 |
| 2 | Faculty | 50.2 | Governing board | 35.2 | Legislators/Policy makers | 50.8 |
| 3 | System office/ State coordinating board | 42.8 | Donors/ Benefactors | 29.2 | Governing board | 29.3 |

and government relations. Two-thirds of presidents at private colleges, which rely heavily on private funds, identified fund raising as a time-consuming activity. Not surprisingly, the share of public institution presidents naming fund raising as one of their most time-consuming tasks was lower, but nonetheless 34 percent of presidents of public colleges did identify fund raising as a primary task. This may reflect the growing importance of private fund raising in the public sector as state subsidies comprise a declining portion of overall institutional funding. However, because public college presidents continue to rely on state appropriations for funding, 22 percent of presidents of public institutions cite relations with legislators and policy makers as a time-consuming activity. Only 3 percent of presidents at private colleges cited relations with legislators or policy makers as a primary task.

The time-consuming responsibilities of presidents differed by type of institutions as well as by control. Presidents of private doctorate-granting (75 percent), private bachelor's (72 per-

cent), private master's (67 percent), and private special focus institutions (54 percent) spend most of their time on fund raising. Public special focus (64 percent), public master's (64 percent), public bachelor's (71 percent), public doctorate (58 percent), public associate (59 percent), and private associate (58 percent) presidents spent most of their time on budgeting and financial management (see **Table 17**).

Satisfactions of the Presidency

Previous editions of the American College President Study only asked presidents about the most challenging and time-consuming aspects of their jobs. To present a more balanced picture of the presidency, beginning in 2006 the study includes questions about the activities and constituencies that offer presidents the greatest levels of satisfaction.

Fortunately, several of the activities that presidents enjoy the most are also areas which they said occupy the greatest amount of their time. Presidents selected community relations, fund raising, and strategic planning as among their most enjoyable activities (see **Table 18**), and each of these duties was also one of the most time-consuming. Presidents also mentioned academic affairs as one of the most enjoyable areas, but only 12 percent of presidents selected it as one of the activities that occupies a significant portion of their time (see **Table 16**).

Presidents differed in the activities that they most enjoy. At public institutions, community relations topped the list (selected by 48 percent of presidents), while private institution presidents were most likely to select fund raising (48 percent). It is difficult to

Table 16
Presidents' Primary Uses of Time, by Institutional Control: 2011

| Area | Public Percent | Private Percent | Total Percent |
|------------------------------|----------------|-----------------|---------------|
| Budget/financial management | 60.5 | 55.0 | 57.9 |
| Fund raising | 33.8 | 66.2 | 47.0 |
| Community relations | 32.1 | 12.3 | 22.7 |
| Strategic planning | 16.9 | 28.5 | 22.2 |
| Personnel issues | 26.5 | 15.9 | 21.6 |
| Governing board relations | 17.9 | 24.7 | 20.7 |
| Enrollment management | 13.0 | 25.7 | 19.6 |
| Faculty issues | 16.6 | 13.1 | 15.0 |
| Government relations | 22.3 | 2.6 | 13.1 |
| Capital improvement projects | 15.0 | 10.4 | 12.6 |
| Academic issues | 8.5 | 14.7 | 12.2 |

Note: Because presidents were asked to select the top three areas, percent totals are greater than 100.

Table 17**Presidents' Top Three Uses of Time, by Institutional Control and Type: 2011**

| Institutional Control and Type | First | Percent | Second | Percent | Third | Percent |
|--------------------------------|-----------------------------|---------|-----------------------------|---------|-----------------------|---------|
| Public doctorate | Budget/financial management | 57.5 | Fund raising | 53.8 | Government relations | 26.2 |
| Private doctorate | Fund raising | 74.5 | Budget/financial management | 56.9 | Strategic planning | 29.4 |
| Public master's | Budget/financial management | 63.8 | Fund raising | 46.7 | Community relations | 27.0 |
| Private master's | Fund raising | 67.4 | Budget/financial management | 56.7 | Enrollment management | 34.2 |
| Public bachelor's | Budget/financial management | 70.5 | Government relations | 27.3 | Fund raising | 38.6 |
| Private bachelor's | Fund raising | 71.9 | Budget/financial management | 58.9 | Strategic planning | 29.4 |
| Public associate | Budget/financial management | 59.3 | Community relations | 37.8 | Personnel issues | 34.6 |
| Private associate | Budget/financial management | 57.7 | Fund raising | 53.8 | Personnel issues | 38.5 |
| Public special focus | Budget/financial management | 64.3 | Fund raising | 57.1 | Strategic planning | 50.0 |
| Private special focus | Fund raising | 53.9 | Budget/financial management | 46.1 | Strategic planning | 32.8 |

Note: Because presidents were asked to select the top three areas, percent totals are greater than 100.

know why this difference exists, but it may be that presidents are most likely to find enjoyment in activities that they either worked on in previous positions, or that they anticipated would be a major component of their role. For example, public institution presidents may be less likely to enjoy fund raising than private institution presidents (28 percent said it was one of their most enjoyable activities) because they had less prior experience raising money, or because they had not anticipated the amount of time that they would need to devote to this activity.

Presidents were also asked to select the constituent groups that provide the greatest reward to them as presidents (see **Figure 12**). Presidents were most likely to choose students as one of their most rewarding constituencies (77 percent), followed by administra-

tion/staff (60 percent), and faculty (40 percent). Reflecting their enjoyment of community relations, 47 percent of public institution presidents selected community residents as one of the groups that offer the greatest reward. Similarly, private institution presidents—who were more likely to select fund raising as an enjoyable activity—selected donors/benefactors as one the constituencies that they enjoyed working with (38 percent). Private institution presidents also were

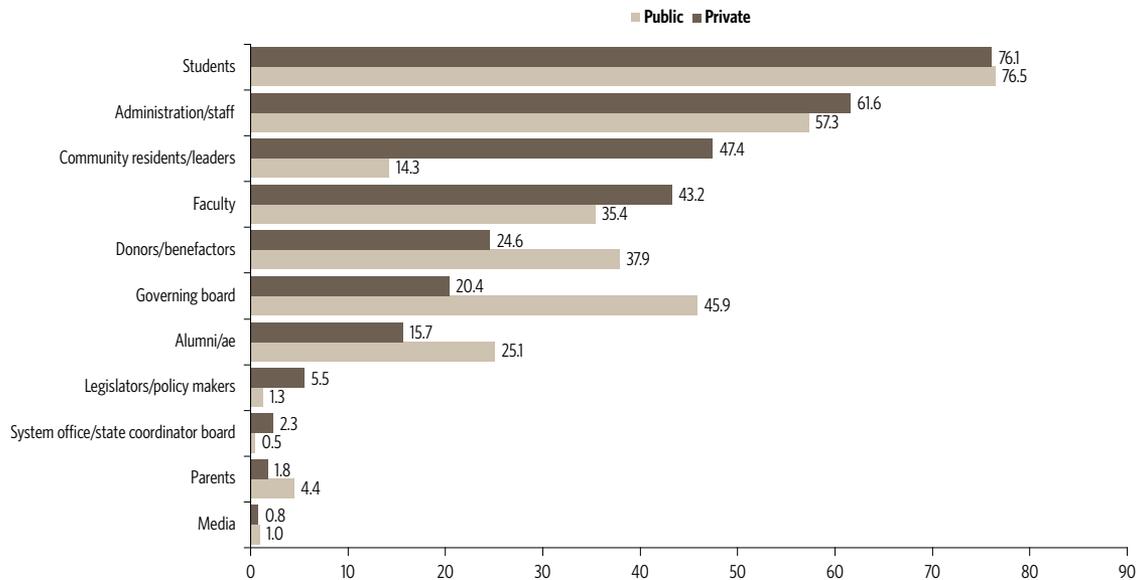
Table 18**Areas Presidents Enjoyed the Most, by Institutional Control and Type: 2011**

| Rank | Area | Public | Private | Total |
|------|------------------------------|--------|---------|-------|
| 1 | Community relations | 47.8 | 25.8 | 37.2 |
| 2 | Strategic planning | 30.0 | 43.1 | 36.4 |
| 3 | Fund raising | 27.9 | 47.5 | 35.4 |
| 4 | Academic issues | 29.5 | 32.2 | 31.1 |
| 5 | Capital improvement projects | 28.8 | 28.1 | 27.5 |

Note: Because presidents were asked to select the top three areas, percent totals are greater than 100.

Figure 12

Presidents' Most Rewarding Constituents, by Institutional Control: 2011



more likely to enjoy working with their governing board than public institution presidents (46 percent versus 20 percent), perhaps reflecting the very different structures, operating styles, and oversight strategies of public and private institution boards.

Other Duties

Presidents engage in a number of activities beyond the immediate duties of the presidential office (see **Figure 13**). Some remain active in the classroom, many are active in the leadership of other organizations, while others pursue opportunities to write or conduct research in their academic field.

Approximately 20 percent of the presidents regularly wrote for scholarly publications since becoming president. Twenty-four percent of the presidents of doctorate-granting and special focus public institutions (which include professional schools) wrote for publications in their academic discipline (see **Appendix D**).

Some presidents were directly involved in teaching. On average, 31 percent of presidents at public institutions and 34 percent at private institution presidents taught a course by themselves. In addition, about a quarter of the presidents taught a class as part of a team.

Figure 13

Presidents' Other Activities, by Institutional Control: 2011

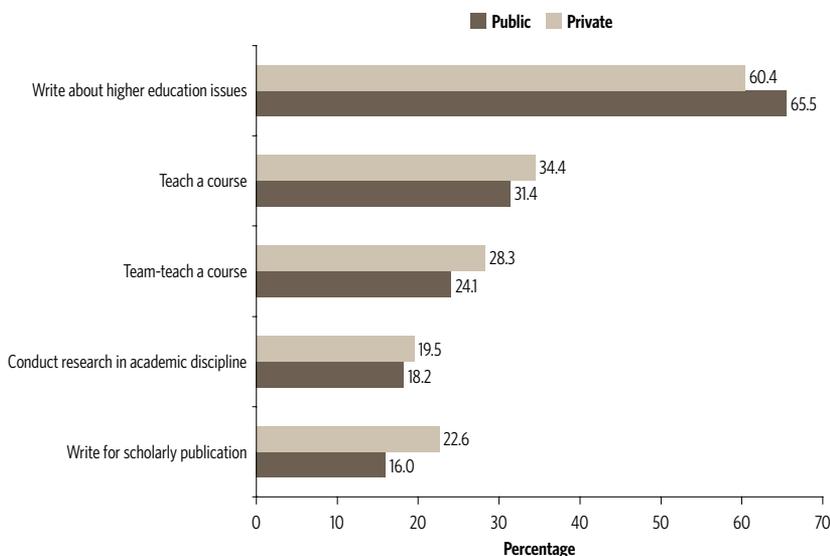


Table 19**Presidential Leadership Outside Higher Education, by Institutional Control and Type: 2011**

| Institutional type | Nonprofit Percent | Publicly held corporation Percent | Privately held firm Percent | PreK or K-12 school Percent | Different college/ university Percent | Economic development board Percent | Professional/ Higher Education Organization/ Association Percent |
|---------------------------|------------------------------|--|--|--|--|---|---|
| Public doctorate | 81.9 | 30.6 | 15.3 | 1.4 | 2.8 | 45.8 | 51.4 |
| Private doctorate | 83.7 | 20.4 | 16.3 | 4.1 | 16.3 | 26.5 | 55.1 |
| Public master's | 83.5 | 15.0 | 10.5 | 8.3 | 6.0 | 51.9 | 49.6 |
| Private master's | 89.5 | 10.5 | 11.0 | 8.7 | 17.4 | 32.0 | 52.9 |
| Public bachelor's | 91.9 | 10.8 | 2.7 | 10.8 | 2.7 | 67.6 | 45.9 |
| Private bachelor's | 86.9 | 8.1 | 14.1 | 7.6 | 11.6 | 27.3 | 49.0 |
| Public associate | 88.9 | 11.4 | 10.1 | 5.1 | 6.8 | 68.6 | 49.1 |
| Private associate | 72.7 | 4.5 | 18.2 | 9.1 | 13.6 | 22.7 | 50.0 |
| Public special focus | 100.0 | 7.7 | 7.7 | 7.7 | 15.4 | 76.9 | 46.2 |
| Private special focus | 79.8 | 14.9 | 8.5 | 5.3 | 11.7 | 14.9 | 33.0 |
| Total Public | 87.2 | 14.0 | 10.2 | 5.6 | 6.1 | 62.3 | 49.5 |
| Total Private | 85.7 | 10.9 | 12.4 | 7.2 | 13.9 | 26.5 | 47.9 |

As community leaders, many presidents also serve on the governing boards of nonprofit organizations, corporations, and other colleges and universities. Eighty-nine percent of all presidents served on at least one external board, which is about the same as 2006. Presidents were most likely to serve on the board of a nonprofit organization. In 2011, 87 percent of presi-

dents served on boards of nonprofit organizations, 49 percent served on a higher education organization boards, and 46 percent served on an economic development board. Thirteen percent of presidents served on the board of a publically held corporation and 10 percent served on the board of another college or university.

Chapter 8

Presidential Career Paths and Recently Hired Presidents

Although the career history of each college and university president is unique, some commonalities exist in the employment patterns of these leaders.

Prior Positions

In 2011, just less than one in five presidents had served as a president immediately prior to his or her current position, while 11 percent had held a position outside higher education immediately prior to becoming president. These figures represent a moderate growth since 1986, when 17 percent of presidents had previously served in that role and 10 percent came from outside higher education (see **Table 20**). Most presidents come from senior leadership positions in academic affairs, primarily the provost or CAO position; 34 percent of all presidents had most recently served as a provost, up from 31 percent in 2006. More than half of all 2011 presidents were either presidents or provosts in their most recent prior position, similar to findings in the 2006 study. These data suggest that—as the presidency has become more challenging and complex—institutions may have become more conservative in their hiring decisions, preferring to tap proven leaders with top-level administrative experience.

Public community colleges, public master’s institutions, and private doctorate-granting universities were most likely to hire presidents whose immediate prior position was president (24 percent) (see **Table 21**). The private sector, overall, was more likely to hire presidents from outside higher education. In 2011, 28 percent of private college and university presidents came from outside higher education, compared with 14 percent of all presidents in the public sector. Further, as noted in Chapter 5, private institutions are more likely to choose individuals from higher education executive positions outside academic affairs.

Presidents at public institutions were just as likely to have been promoted from within the same institution as their private institution counterparts. For example, one-third of presidents at public doctorate-granting universities had held a position at the same institution prior to becoming president, the same share as presidents at private doctorate-granting institutions (see **Figure 14**). Special focus institutions were most likely to hire from within the institution (32 percent). Overall, master’s and bachelor’s institutions were least likely to hire from within the institution (28 and 25 percent, respectively) (see **Appendix D**).

Length of Presidential Service

Length of service describes the amount of time presidents have served in their current position at a particular point in time. It does not equal total time as president, because presidents are not surveyed when leaving their position to gather total time served. Forty-eight percent of all presidents at public institutions and 43 percent at private institutions had served for five years or fewer in 2011. The average length of time spent in the current presidency was 6.7 years for presidents of public institutions and 7.4 years for presidents of private institutions (see **Table 22**). This is lower than the aver-

ages in 2006, when public institution presidents averaged 8.1 years in office and private institution presidents

Presidents of private master's colleges reported the highest average number of years of service (8.2 years), while presidents of private associate institutions reported the lowest average number of years of service (5.4 years).

On average, women presidents had served fewer years than men (6.5 and 7.2 years, respectively). As in 2006, American Indian presidents reported the highest average number of years of service in 2011, compared to presidents of other races/ethnicities (see **Table 22**).

Table 20

Presidents' Immediate Prior Position: Selected Years, 1986 to 2011

| Prior Position | 1986 ⁺ Percent | 2001 Percent | 2006 Percent | 2011 Percent |
|--|------------------------------|-----------------|-----------------|-----------------|
| Higher Education (total) | 75.8 | 85.3 | 86.9 | 79.6 |
| President/CEO | 17.3 | 20.4 | 21.4 | 19.5 |
| Chief academic officer | 22.5 | 27.8 | 31.4 | 34.0 |
| Senior executive | 18.4 | 32.7 | 29.6 | 22.6 |
| Executive/administrative | * | * | * | * |
| Dean | 15.6 | * | * | * |
| Chair/faculty | * | 4.4 | 4.1 | 3.5 |
| Other** | 2.0 | * | 0.5 | 0.0 |
| Outside Higher Education (total) | 10.1 | 14.7 | 13.1 | 11.4 |
| Elected or appointed government official | * | * | * | 2.0 |
| K-12 administrator | 0.0 | 0.9 | 1.6 | 1.8 |
| Private business | 2.0 | 2.0 | 2.3 | 1.9 |
| Religious*** | 3.3 | 1.7 | 1.9 | 1.8 |
| Legal | * | * | 0.7 | 1.0 |
| Local/state/federal government | 1.2 | 1.8 | 1.6 | * |
| Medical professional | * | * | 0.4 | 0.8 |
| Military | 0.5 | 0.4 | 0.3 | 0.2 |
| Nonprofit organizations | * | * | 1.5 | 1.9 |
| Other**** | 3.1 | 7.9 | 2.8 | 8.9 |

* Data not available based on question wording. Prior iterations of the American College Presidents Study have used varying categories for campus administrative positions.

** Reflects the sum of assistants to the president and mid-level campus administrators.

*** Combined categories Member of Religious Order and Religious Counselor.

**** Reflects the sum of Retired and Other.

+ In 1986, 14.1 percent of respondents chose "other." It is not possible to determine whether these positions were in or out of higher education.

New Appointees

New presidents were defined as those hired since January 2009. One-quarter of all presidents included in the study met this criterion. This group of new hires suggests ways in which the characteristics of college and university presidents might be changing. With the exception of special focus institutions (8 percent), between 10 percent and 20 percent of the presidents at institutions were hired between 2011 and 2009.

The proportion of recently hired presidents who served as presidents in their previous positions remained unchanged at 21 percent between 2006 and 2011 (see **Table 23**). The percentage of recent appointees promoted from CAO/provost positions to

Table 21

Percentage Distribution of Presidents, by Immediate Prior Positions and Institutional Type: 2011

| Prior Position | Doctorate-Granting | | Master's | | Baccalaureate | | Associate | | Special Focus | | Total | |
|--------------------------------------|--------------------|---------|----------|---------|---------------|---------|-----------|---------|---------------|---------|--------|---------|
| | Public | Private | Public | Private | Public | Private | Public | Private | Public | Private | Public | Private |
| President/CEO | 18.2 | 24.1 | 24.0 | 18.1 | 7.8 | 14.4 | 24.2 | 7.7 | 21.4 | 12.3 | 22.4 | 15.4 |
| CAO/provost | 43.2 | 39.7 | 42.5 | 28.6 | 49.0 | 28.8 | 39.4 | 23.1 | 21.4 | 24.5 | 40.6 | 28.3 |
| Senior executive in academic affairs | 18.2 | 17.2 | 12.6 | 13.3 | 3.9 | 13.6 | 6.5 | 7.7 | 21.4 | 8.6 | 9.1 | 12.4 |
| Other senior executive* | 4.6 | 3.4 | 10.8 | 15.2 | 15.7 | 11.8 | 13.6 | 15.4 | 0.0 | 7.3 | 11.9 | 11.5 |
| Chair/faculty | 1.1 | 0.0 | 1.2 | 3.8 | 3.9 | 4.5 | 1.6 | 7.7 | 21.4 | 7.4 | 1.9 | 4.8 |
| Outside higher education** | 14.8 | 15.5 | 9.0 | 21.0 | 19.6 | 26.9 | 14.6 | 38.5 | 14.3 | 39.9 | 13.9 | 27.6 |
| Total | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |

* Reflects the sum of all senior executive positions outside academic affairs.

** Includes the sum of Other.

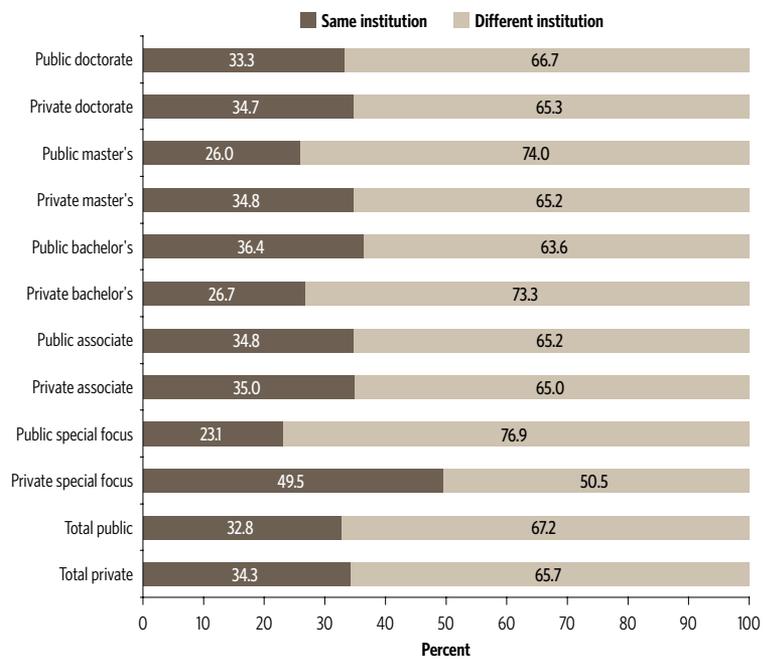
Note: Sum of each row may not equal 100 due to rounding.

the presidency decreased during that time—from 37 percent of new presidents in 2006 to 32 percent in 2011. Despite this decrease, senior executive positions in academic affairs remain the most common path to the presidency.

There also were some important differences between recently hired presidents and all presidents within specific types of institutions (see **Figure 15**). Associate institutions were most likely to have presidents with immediate prior presidential experience and most likely to hire from the presidential ranks in recent years. While 21 percent of all presidents at doctorate-granting institutions had been presidents in their immediate prior position, slightly fewer (19 percent) of new presidents at these institutions were previously presidents. Recently hired presidents at master’s, bachelor’s, and special focus institutions were more likely to come from another presidency than all presidents.

Figure 14

Percentage Distribution of Presidents' Immediate Prior Place of Employment, by Institutional Control and Type: 2011



The vast majority of college and university presidents continued to gain most of their professional experience within higher education. Six percent of recently hired presidents and

Table 22
Mean Number of Years in Current Presidency,
by Control, Type, and Demographic Characteristics:
2011 and 2006

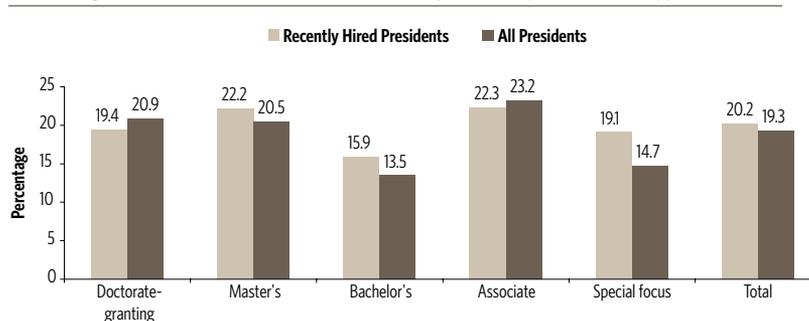
| Category | Public | Private | Total |
|--------------------|--------|---------|-------|
| 2011 | | | |
| Doctorate-granting | 5.8 | 6.8 | 6.2 |
| Masters | 6.8 | 8.2 | 7.5 |
| Bachelor's | 6.4 | 6.5 | 6.7 |
| Associate | 6.9 | 5.4 | 6.9 |
| Special Focus | 5.9 | 8.0 | 7.6 |
| Men | 7.0 | 7.4 | 7.2 |
| Women | 6.1 | 7.3 | 6.5 |
| African-American | 7.4 | 7.2 | 7.3 |
| Asian American | 5.1 | 10.5 | 6.9 |
| White | 6.7 | 7.2 | 6.9 |
| Hispanic/Latino | 6.9 | 9.9 | 7.3 |
| American Indian | 8.6 | 9.2 | 8.8 |
| Total | 6.7 | 7.4 | 7.0 |
| 2006 | | | |
| Doctorate-granting | 7.4 | 8.3 | 7.6 |
| Masters | 8.1 | 9.9 | 9.0 |
| Bachelor's | 6.9 | 8.2 | 8.1 |
| Associate | 8.4 | 10.8 | 8.5 |
| Special Focus | 6.7 | 9.8 | 9.4 |
| Men | 8.5 | 9.1 | 8.8 |
| Women | 6.9 | 9.4 | 7.7 |
| African-American | 8.2 | 10.1 | 8.8 |
| Asian American | 3.9 | 9.2 | 5.3 |
| White | 8.2 | 9.1 | 8.6 |
| Hispanic/Latino | 7.0 | 8.5 | 7.3 |
| American Indian | 7.8 | 14.8 | 9.8 |
| Total | 8.1 | 9.1 | 8.5 |

11 percent of all presidents came to their position immediately from outside higher education. However, over the course of their administrative careers, 50 percent of recently hired presidents versus 48 percent of all presidents reported having spent some time working outside higher education.

Not surprisingly, new presidents in the 2011 survey were younger, on average, than all presidents. Newly hired presidents at master's and doctorate-granting colleges and universities were the oldest group, with an average age of 58.9 years. The average age of new presidents was 57.1 years—three years younger than the average age of all presidents, which was 60.7 years in 2011.

Women continue to be hired into the presidency at lower rates than they are represented in the total campus administration and senior faculty population. However, women comprise a slightly larger share of newly hired presidents (29 percent) than all presidents (26 percent). Women presidents were most highly represented at associate colleges, where 39 percent of new hires were women. In contrast, the percentage of women hired by bachelor's

Figure 15
Percentage of Presidents with Prior Presidential Experience, by Institutional Type: 2011



institutions was 19 percent, a smaller share than the overall percentage of women (23 percent) currently leading these institutions (see **Figure 16**). The share of new appointees who are women has increased since these data were first collected in 1998 (25 percent) (see **Table 23**).

Unlike women, minorities are being hired at slightly lower rates than their total representation in the campus presidency. Twelve percent of recently hired presidents were minorities, compared with 13 percent of all presidents in the study. Further, the share of new appointees who are minorities has declined since 1998 (see **Table 23**). The percentage of newly hired presidents who were minorities varied, but did not exceed 20 percent in any sector. Doctorate-granting universities, which hired new minority presidents at the highest rate of 16 percent, were the only institutions (along with certain special focus institutions) where the percentage of minorities among new hires was greater than the total minority percentage. If current hiring rates for minority presidents continue, minority representation among all presidents is unlikely to increase significantly.

Figure 16
Percentage of Recently Hired Presidents and All Presidents Who Were Women, by Institutional Type: 2011

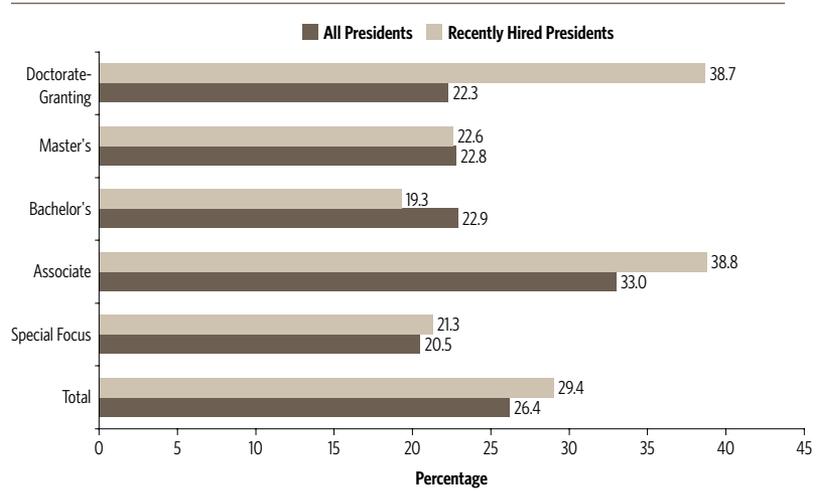


Figure 17
Percentage of Recently Hired Presidents and All Presidents Who Were Minorities, by Institutional Type: 2011

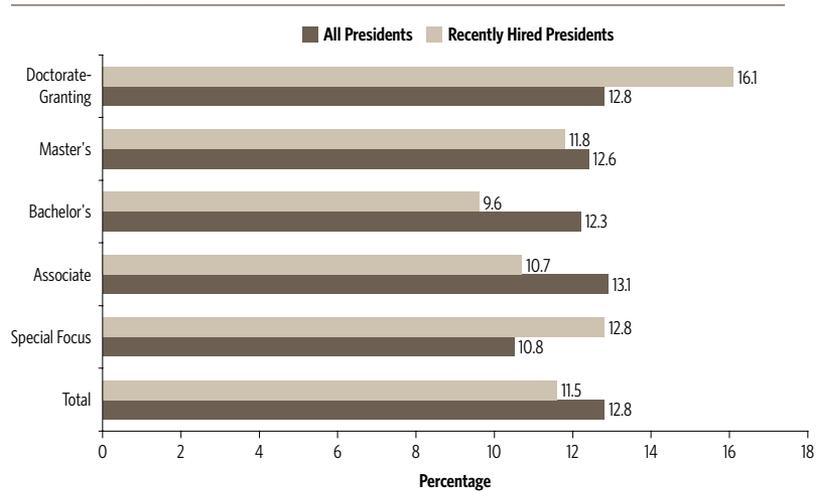


Table 23

Characteristics of Recently Hired Presidents: 2011, 2006, 2001, and 1998

| | 2011 Percent | 2006 Percent | 2001 Percent | 1998 Percent |
|---|-----------------|------------------------------------|------------------------------------|----------------------|
| Demographics | | | | |
| Women | 29.4 | 24.6 | 23.9 | 24.5 |
| Minority | 11.5 | 12.9 | 14.4 | 13.2 |
| Currently married | 85.6 | 85.9 | 82.3 | 82.9 |
| Has children | 85.1 | 85.4 | 85.1 | NA |
| Education | | | | |
| Has PhD or EdD | 75.7 | 72.2 | 74.8 | 81.2 |
| Has formal religious religious training | NA | 11.3 | 14.3 | 15.3 |
| Presidents' top three fields of study: | | | | |
| Education or higher education | 42.1 | Education or higher education 42.3 | Education or higher education 41.4 | Education 36.8 |
| Social sciences | 14.9 | Social sciences 16.8 | Social sciences 16.0 | Other 15.7 |
| Humanities/fine arts | 12.7 | Humanities/fine arts 12.3 | Humanities/fine arts 13.4 | Social sciences 13.9 |
| Career History | | | | |
| Prior position | | | | |
| President/CEO | 20.7 | 21.3 | 18.5 | 28.6 |
| CAO/provost | 32.3 | 37.1 | 32.9 | 17.4 |
| Senior executive in academic affairs | 9.1 | 12.6 | 8.7 | NA |
| Outside higher education | 6.1 | 10.2 | 19.5 | 5.8 |
| Never been a faculty member | NA | 30.1 | 30.6 | 28.8 |
| Ever worked outside higher education | 50.4 | 67.2 | 63.9 | 51.0 |
| | | Average | Average | Average |
| Age (in years) | 57.2 | 56.7 | 54.7 | 55.1 |
| Years in prior position | NA | 7.1 | 6.5 | 6 |
| Years as full-time faculty | NA | 9.8 | 8.3 | 8.9 |

NA: Data was not collected in the 1998 survey

Chapter 9

Presidential Search and Selection

Presidential hiring is a complex process that requires an open exchange of information between the candidates and the hiring institution. This exchange often is the key element in determining the success or failure of a college presidency. Detailing a variety of challenges presidents typically face upon assuming a new job, the 2000 edition reported that a significant minority of presidents had not been informed about many critical campus issues prior to accepting the position.¹⁴ This 2011 survey updates key information on presidential search and selection.

Characteristics of the Search Process

Search consultants have become common participants in the hiring process. Overall, 56 percent of 2011 presidents were recruited with the assistance of a search consultant. In 1998, the first time this study asked about the presidential search process, 38 percent of presidents reported the use of a consultant in their hiring process. By 2006, the percentage had increased to 49 percent.

Overall, doctorate-granting universities were most likely to use search consultants. Eighty-one percent of public doctorate-granting institutions

used consultants, as did 71 percent of private doctorate-granting institutions. Private special focus institutions were the least likely to use search consultants, with a little more than one-third of institutions employing such assistance (see **Figure 18**).

The use of search consultants in presidential recruitment has increased steadily over time. Among presidents recruited prior to 1983, 31 percent reported the use of a consultant. In contrast, 61 percent of presidents hired since 2007 have used a search consultant in their hiring process (see **Table 24**).

Institutional Disclosure

Information sharing and disclosure have been identified as key components of a successful presidential

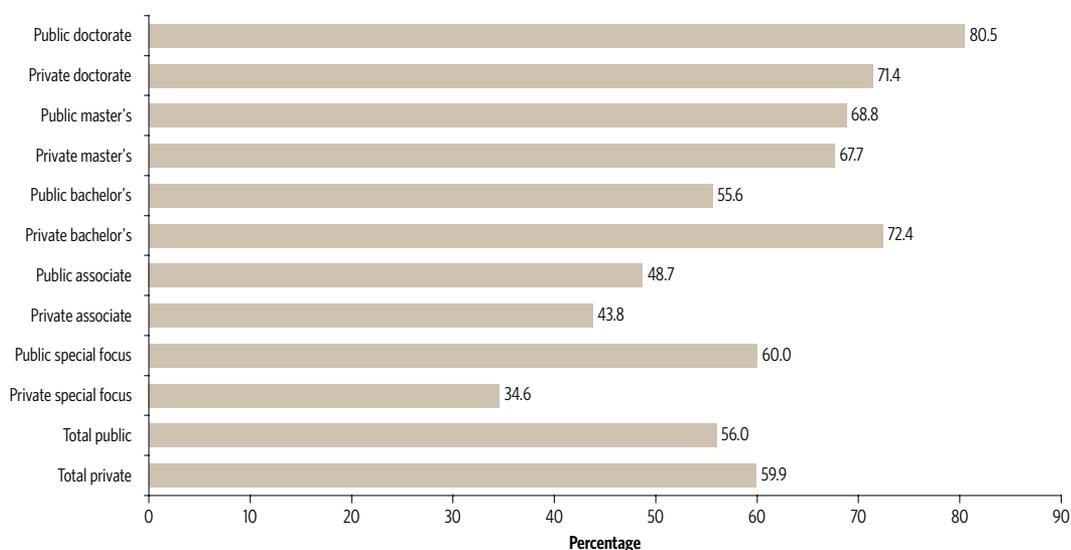
Table 24
Percentage of Presidential Searches that Used a Search Consultant: 2011

| Year Assumed Presidency | Used a Search Consultant |
|-------------------------|--------------------------|
| 1969-1983 | 31.2 |
| 1984-1988 | 15.8 |
| 1989-1993 | 37.0 |
| 1994-1998 | 42.4 |
| 1999-2003 | 56.5 |
| 2004-2006 | 58.7 |
| 2007-2011 | 61.0 |

¹⁴ Marlene Ross and Madeleine Green, *The American College President: 2000 Edition* (Washington, DC: American Council on Education, 2000), 42.

Figure 18

Percentage of Institutions that Used a Search Consultant, by Institutional Control and Type: 2011



search.¹⁵ More than three-quarters of presidents reported being sufficiently familiar with the institution's conditions, and its expectations for the president, before being hired. However, nearly one-quarter of presidents indicated not receiving a full and accurate disclosure of the institution's financial condition. One in four reported that, during the search process, they did not receive a realistic assessment of the institution's status. More than one-fifth of presidents in 2011 indicated that

they did not clearly understand their spouse's role upon accepting the job.

Presidents of private institutions experienced the most difficulty obtaining financial information about their institutions prior to accepting the job. More than one-quarter of presidents at private institutions reported not receiving a full and accurate disclosure of the institution's financial condition, compared with 20 percent of presidents of public institutions.

Table 25

Percentage of Presidents Who Received a Written Contract: 2011

| Year Assumed Presidency | Received a Written Contract |
|-------------------------|-----------------------------|
| 1969-1983 | 43.8 |
| 1984-1988 | 31.6 |
| 1989-1993 | 58.2 |
| 1994-1998 | 71.2 |
| 1999-2003 | 75.9 |
| 2004-2006 | 76.0 |
| 2007-2011 | 80.0 |

Negotiations and Contracts

Over 44 percent of presidents reported seeking negotiating advice from someone prior to accepting an offer of employment. The majority of presidents sought advice from colleagues in the field of higher education or family members.

In 2011, 76 percent of all presidents indicated they had received a written contract with their job offer. The most common contract length reported

¹⁵ Robert H. Atwell, Madeleine Green, and Marlene Ross, *The Well-Informed Candidate: A Brief Guide for Candidates for College and University Presidencies* (Washington, DC: American Council on Education, 2001).

in 2011 was three years (37 percent). Twenty-nine percent reported receiving a five-year or longer contract, and 18 percent reported receiving a one-year contract. The proportion of presidents receiving a written contract has been between 75 and 80 percent since 1999 (see **Table 25**).

At least half of all responding presidents reported the following conditions of employment: pension or retirement benefits, automobile, and life insurance. More than one-third reported the following additional conditions: deferred compensation, salary increase based on merit, presidential house, entertainment budget, club membership, health and wellness, and professional development.

Presidents of private colleges were more likely than presidents of public institutions to receive some types of benefits. Using a standard of more than 10 percentage points difference,

the five conditions of employment that were more typical of presidents in the private sector included: performance-based bonuses, salary increases based on merit, presidential house and housekeeper, entertainment budget, club memberships, involuntary separation agreement, and sabbaticals. Presidents of public institutions were more likely to receive retiree health insurance.

The American College President Study also asks about the relationship of presidents' spouse/domestic partner to the institution. Most spouses/partners are either employed outside the institution (36 percent) or participate in campus activities without monetary compensation (51 percent). Only 14 percent of spouses/partners are employed by their partners' institutions or compensated for their role as host/fundraiser.

Chapter 10

Summary and Conclusions

As with the 2006 study, the most sobering conclusion to be drawn from the data continues to be little to no change in the diversity of top leadership positions at America's colleges and universities. Women continue to increase their representation within the ranks of college and university presidents, but at a slow rate. However, racial minorities actually saw a slight decline in 2011. This decrease was consistent across all types of institutions. Despite some shifts, the 2011 profile of the typical college president remains similar to that of presidents in 2006: a white, married male who had earned a doctorate and had served as president at his institution for an average of seven years. Nearly 80 percent identified themselves as either Protestant or Catholic. Most had served as faculty members, and many had served as a president or senior executive in higher education prior to accepting their current position.

Another persistent demographic trend is the aging of the presidency. In 1986, 42 percent of presidents were 50 years old or younger and 14 percent were 61 or older. In 2006, these proportions were almost reversed; only 8 percent were 50 or younger and 49 percent are 61 or older. In 2011, the share of presidents who are 50 or

younger has increased slightly from 2006 to 10 percent, but the percentage of those who are 61 or older increased to 58 percent. This shift suggests that there will be significant turnover in presidential leadership due to retirements in the near term, presenting an opportunity to further diversify the academic presidency.

The most common road to the presidency continues to be the traditional route of academic affairs; 41 percent of recently hired presidents had been a chief academic officer or other senior executive in academic affairs in their most recent prior position. Despite several high-profile examples to the contrary, the share of college and university presidents who have come to the presidency directly from outside higher education is only 11 percent. Presidents continue to come from the ranks of their own or similar institutions at significant rates, but nearly half reported some past employment outside higher education.

The perspectives of long-serving presidents captured in the survey illustrate how complex and challenging the academic presidency has become in the last 20 years. Presidents manage myriad tasks while leading and answering to a diverse set of both internal and, increasingly, external constituencies. Presidents consistently

cite relations with faculty, legislators, and policy makers as their greatest challenges. In addition, fund raising and budgeting continue to occupy a significant portion of presidential time. Fortunately, some of the activities that take up the largest shares of a president's time—such as fund raising and community relations—are also among the activities they enjoy the most. Further, some of the groups that they find the most challenging, such as faculty, are also among those they find the most rewarding.

Future Prospects

In higher education, as with many other sectors of society, change appears to be the only constant of the modern era. With the pace of change not seemingly poised to stop or slow down anytime soon, it becomes incumbent on the office of the presidency to adapt itself to changing times and the changing face (literally) of our nation.

Leadership that is not only effective but reflective of the world around it will be key to managing the challenges of today and the unrevealed challenges of tomorrow. Rapidly ballooning enrollments, escalating fiscal pressures, the change engines of tech-

nological advances, a wide array of constituents, and a tumultuous political climate all make it more important than ever for college and university presidents to understand and be responsive to their communities and the contexts in which higher education takes place.

As students, faculty, and staff become more diverse, developing a more diverse pool of senior leaders will only gain importance. Because the job is so challenging, institutions may prefer to seek out older leaders, with proven track records in similar positions. But this preference likely works to the disadvantage of younger leaders, women, and minorities. The anticipated mass retirements of the Baby Boom generation may present a challenge or even a perceived temporary shortage of leadership. But it also presents an opportunity to diversify the leadership of American higher education.

ACE's leadership development programs will continue to help develop a more diverse pool of institutional leaders, and increase the number of women and minorities ascending to the presidency.

Appendix A
Survey Instrument
American College President Survey 2011

Chief Executive Officer (CEO) Identifying Information

1. Your Name: _____
2. Position Title:
- President/CEO/chancellor
 - Senior executive/provost/dean
 - Other (please specify): _____
3. Contact info (intended solely for the purpose of this research)
- Phone (xxx-xxx-xxxx): _____
 - Email: _____

Your Current Position

4. Overall, how satisfied are you in your position as president/CEO?
- Very satisfied
 - Somewhat satisfied
 - Not very satisfied
 - Dissatisfied
5. As president/CEO, to whom do you report?
- System head
 - Governing board
 - State commissioner/superintendent
 - Corporate/church board or leader
 - Other (please specify): _____
6. Date appointed to current president/CEO position (m/d/yyyy) (If you don't remember the exact date, please approximate): _____
7. Is the position an interim appointment?
- Yes
 - No
8. Do you hold a tenured faculty position at your current institution at this time?
- Yes
 - No
9. Who is the "second in command" on campus?
- The Chief Academic Officer (i.e., provost, vice president for academic affairs)
 - The Chief Financial Officer
 - Many/a few VPs of fairly equal status
 - Other (please specify): _____

Your Predecessor

10. Which of the following best describes the career status of your predecessor?
- Retired and holds no other position
 - Moved to another college or university presidency
 - Moved to a senior higher education campus/system position (non-president)
 - Became a CEO of a higher education-related (non-campus) organization, association, or state system
 - Honorary chancellor at current institution
 - Went to the faculty
 - Became a consultant
 - Employed outside of higher education (corporate, nonprofit, etc.)
 - Don't know
 - Other (please specify): _____
11. How many years did your predecessor serve as president/CEO?
- 1 year or less
 - 2 to 5
 - 6 to 10
 - 11 to 15
 - 16 or more
 - Don't know

Your Career

12. When do you anticipate stepping down from your current position?
- Within the next year or two
 - 3-5 years from now
 - 6-9 years from now
 - 10 or more years from now
 - Don't know
13. What next steps are you considering after you leave your current position? (Check **ALL** that apply.)
- Retire and hold no other position
 - Move to another college or university presidency
 - Move to a senior higher education campus/system position (non-president)
 - Become a CEO of a higher education-related (non-campus) organization, association, or state system
 - Go to the faculty
 - Become a consultant
 - Seek employment outside of higher education (corporate, nonprofit, etc.)
 - Become an honorary chancellor at current institution
 - Don't know
 - Other (please specify): _____

Prior Positions

14. Position held immediately prior to assuming current CEO assignment:

- President/CEO/chancellor
- Chief academic officer or provost
- Other senior executive in Academic Affairs (including deans)
- Senior executive in Student Affairs
- Senior executive in Business and/or Administration
- Chair/faculty
- K-12 administrator/educator
- Business/industry
- Religious counselor/member of religious order
- Elected or appointed government official
- Legal professional
- Military personnel
- Medical professional (e.g., doctor or hospital administrator)
- Nonprofit sector (e.g., foundation, museum, or association)
- Other (please specify): _____

15.1. Institution of position held immediately before assuming your current CEO assignment: (If “did not work at a college or university,” skip to question number 16.)

- Did not work at a college or university
- Same institution as current job
- Different institution from current job

15.2. Institutional TYPE of position held immediately prior to your current CEO position (even if it’s the same institution) (as determined by the Basic Carnegie Classification):

- Doctorate-granting university
- Master’s college or university
- Baccalaureate college
- Associate’s college (community college)
- Special-focus institution
- Tribal college

15.3. Institutional CONTROL of position held immediately prior to your current CEO position (even if it’s the same institution):

- Public
- Private, nonprofit
- Private, for-profit

Career History

16. Choose the path that most accurately describes your career progression as an administrator:
- Moved through the ranks to president while staying at one institution
 - Moved through the ranks to president by changing institutions once or twice
 - Moved through the ranks to president by changing institutions three or more times
 - Became president after moving in and out of higher education
 - Became president after spending my career mostly/completely outside higher education
- 17.1. Have you ever held a full-time position at a college or university overseas (for at least one year)? (If “no,” skip to question number 18.)
- Yes
 - No
- 17.2. Duration of your employment at a college or university overseas: ___ year(s)
- 17.3. During your employment overseas, what was your legal status?
- Was a U.S. citizen (by birth or by naturalization)
 - Was not a U.S. citizen
 - Other (please specify): _____
18. Have you ever altered your career progression to care for a dependent, spouse, or parent?
- No
 - Yes, left my position
 - Yes, worked part time/reduced schedule
 - Yes, postponed seeking tenure
 - Yes, postponed job search or promotion
 - Yes, other (please specify): _____
19. Have you ever altered your career progression for your spouse or partner’s career?
- Yes
 - No
 - Not applicable
20. Has your spouse/partner altered his or her career progression for your career?
- Yes
 - No
 - Not applicable
21. Including your current one, how many presidencies have you held?
- 1
 - 2
 - 3
 - 4
 - 5 or more
22. Over the course of your career, for how many years were you (Type a number even if your response is 0 year):
- Primarily in the classroom/lab: ___ year(s)
 - Primarily a full-time administrator: ___ year(s)
 - Had duties split between academic and administrative responsibilities: ___ year(s)
 - Employed full time outside of higher education: ___ year(s)

23. Before your first presidency, in how many presidential searches were you a (Type a number even if your response is 0):
- Semi-finalist (“airport interview”): ____
 - Finalist (“on-campus interview”): ____
24. How many formal, off-campus leadership development training programs did you participate in prior to first becoming a president (e.g., ACE Fellows Program, AASCU’s Millennium Institute, Harvard’s Institute for Educational Management (IEM), HERS Bryn Mawr Summer Institute, Kellogg Fellows Program, etc.)?
- 0
 - 1
 - 2
 - 3 or more

Your Education

25. Please check all the degrees you have earned: (Check **ALL** that apply.)

- Associate
- Bachelor’s
- Master’s (except MBA)
- MBA
- PhD
- EdD
- MD
- Other health-related degree (e.g., DDS, DVM)
- Law (e.g., JD, LLB, LLD, JSD)
- Other (e.g., theology, doctor of ministry, master of divinity)

Please specify: _____

26. Please indicate the major field of study for your highest earned degree:

- Agriculture/natural resources
- Biological sciences
- Business
- Computer science
- Education or higher education
- Engineering
- Humanities/fine arts
- Law
- Mathematics
- Health professions
- Medicine
- Physical/natural sciences
- Religion/theology
- Social sciences

Your Background

27. Gender:

- Male
- Female

28. Year of birth: 19 ____

29. Are you Hispanic or Latino(a)?

- Yes
- No

30. What is your race? (Check **ALL** that apply.)

- White
- African American
- Asian
- Pacific Islander
- American Indian/Alaskan Native

31. Marital status:

- Never married (member of religious order)
- Never married
- Married
- Domestic partner
- Separated
- Divorced
- Widower/widow

32.1. Do you have children? (If “no,” skip to question number 33.)

- Yes
- No

32.2. Do you have children under the age of 18?

- Yes
- No

33. Please indicate your religious preference:

- Buddhist
- Christian (Protestant)
- Christian (Roman Catholic)
- Jewish
- Muslim
- None
- Other (please specify): _____

The Search and Acceptance Process

34. Was a search consultant used in the search that resulted in your selection for this presidency?

- Yes
- No

35. Before accepting the position, from whom did you seek advice in negotiating the terms of employment?

(Check **ALL** that apply.)

- Attorney
- Colleagues in the field of higher education
- Colleagues outside of higher education
- Financial planner/accountant/other financial expert
- Spouse/partner/family
- Did not seek advice
- Other (please specify):

36.1. Do you have a written contract? (If “no,” skip to question number 37.)

- Yes
- No

36.2. What is the term of your current contract? (Type a number.) ____ year(s)

37. Do you feel that the disclosure in the search process provided:

(a) A realistic assessment of the current challenges facing the institution?

- Yes
- No

(b) A full and accurate disclosure of the institution’s financial condition?

- Yes
- No

(c) A clear understanding of your spouse or domestic partner’s role, if applicable?

- Yes
- No
- Not applicable

(d) A clear understanding of the board’s expectations?

- Yes
- No

(e) A clear understanding of the institution’s expectations?

- Yes
- No

38. Which of the following are parts of your agreed-upon conditions of employment? (Check **ALL** that apply.)

- Automobile (with or without a driver)
- Permission to pursue paid consulting opportunities
- Ability for paid corporate directorships
- Deferred compensation
- Pension/retirement contributions
- Performance-based bonuses
- Salary increase based on merit
- Presidential house
- Housing allowance
- Housekeeper
- Entertainment budget
- Club membership(s)
- Health and wellness
- Life insurance
- Retiree health insurance
- Long term care insurance
- Involuntary separation agreement
- Retention (time-based) bonuses
- Sabbaticals
- Professional development
- Professional retirement planning assistance

39.1. Do you have a formal annual performance evaluation? (If “no,” skip to question number 40.1.)

- Yes
- No

39.2. Who performs the evaluation?

- Board chair
- Board or sub-committee of board
- Independent/outside consultant
- System head
- Other (please specify): _____

40.1. Do you have periodic reviews every few years as part of your contract renewal? (If “no,” skip to question number 41.)

- Yes
- No

40.2. Who performs the periodic evaluation?

- Board chair
- Board or sub-committee of board
- Independent/outside consultant
- System head
- Other (please specify): _____

Your Spouse or Partner

41. Please describe the employment status of your spouse or domestic partner: (Check **ALL** that apply.)
- Compensated by institution for role as host, fund raiser, and/or spouse or domestic partner
 - Employed at your institution, in capacity not related to president
 - Unpaid participant in campus activities
 - Employed outside of your institution
 - Not applicable. No spouse or domestic partner

Your Duties and Institution

42. In which of the following areas did you feel insufficiently prepared for your first presidency? (Check **ALL** that apply.)
- Academic issues (e.g., curriculum changes)
 - Accountability/assessment of student learning
 - Athletics
 - Budget/financial management
 - Capital improvement projects
 - Enrollment management
 - Entrepreneurial ventures
 - Faculty issues
 - Personnel issues (excluding faculty)
 - Fund raising
 - Community relations
 - Governing board relations
 - Government relations
 - Media/public relations
 - Risk management/legal issues
 - Crisis management
 - Strategic planning
 - Student life/conduct issues
 - Technology planning
 - Campus internationalization
43. Select the top **THREE** areas that you enjoy working in the most as a college president.
- Academic issues (e.g., curriculum changes)
 - Accountability/assessment of student learning
 - Athletics
 - Budget/financial management
 - Capital improvement projects
 - Enrollment management
 - Entrepreneurial ventures
 - Faculty issues
 - Personnel issues (excluding faculty)
 - Fund raising
 - Community relations
 - Governing board relations
 - Government relations
 - Media/public relations
- (continued on page 60)*

- Risk management/legal issues
- Crisis management
- Strategic planning
- Student life/conduct issues
- Technology planning
- Campus internationalization

44. Select the top **THREE** areas that occupy most of your time.

- Academic issues (e.g., curriculum changes)
- Accountability/assessment of student learning
- Athletics
- Budget/financial management
- Capital improvement projects
- Enrollment management
- Entrepreneurial ventures
- Faculty issues
- Personnel issues (excluding faculty)
- Fund raising
- Community relations
- Governing board relations
- Government relations
- Media/public relations
- Risk management/legal issues
- Crisis management
- Strategic planning
- Student life/conduct issues
- Technology planning
- Campus internationalization

45. Select the top **THREE** constituent groups that provide the greatest reward to you as president.

- Administration and staff
- Alumni/ae
- Community residents/leaders
- Donors/benefactors
- Faculty
- Governing board
- Legislators and policy makers
- Media
- Parents
- Students
- System office or state coordinating board

46. Select the top **THREE** constituent groups that provide the greatest challenge to you as president.

- Administration and staff
- Alumni/ae
- Community residents/leaders
- Donors/benefactors
- Faculty
- Governing board

(continued on page 61)

- Legislators and policy makers
- Media
- Parents
- Students
- System office or state coordinating board

47. What **FIVE** things do you find most frustrating?

- Never enough money
- The belief by others that you are infinitely accessible (emails, meetings, etc.)
- Unclear expectations and metrics of success for you in this position
- The difficulty of cultivating leadership in others (e.g., faculty, chairs, deans, etc.)
- Unresponsive campus governance structures
- Board/board members
- Campus politics
- Cabinet dynamics
- Policy makers
- Unrealistic expectations to solve everyone's problems
- Problems inherited from the previous leadership
- Too many demands/not enough time
- Faculty resistance to change
- Athletics
- Work-life balance
- Lack of time to think/reflect
- Workforce management/recruitment, retention, and retirement

48. Since becoming president, do you perform any of the following regularly? (Check **ALL** that apply.)

- Conduct research in your academic discipline
- Teach a course by yourself
- Team teach a course
- Write for scholarly publication in your academic discipline
- Write about higher education issues

49.1. Are you a member of any external boards (e.g., board of trustees, board of governors, board of managers, executive board, etc.)? (If "no," skip to question number 50.1.)

- Yes
- No

49.2. On how many external board do you currently sit? (Type a number.) ____

49.3. Please indicate the TYPE of external boards on which you serve as a member at the present time: (Check **ALL** that apply.)

- Nonprofit
- Publicly-held corporation
- Privately-held firm
- PreK or K-12 school
- Different college or university
- Economic development board
- Professional/higher education organization/association
- Other (please specify): _____

50.1. Did you begin your very first presidency prior to January 1, 2002? (If “no,” skip to the supplementary questions on the productivity of higher education institutions, which begin at question 51.)

- Yes
- No

| | More | Same | Less | NA |
|---|--------------------------|--------------------------|--------------------------|--------------------------|
| Academic issues (e.g., curriculum changes) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Accountability/assessment of student learning | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Athletics | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Budget/financial management | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Capital improvement projects | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Enrollment management | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Entrepreneurial ventures | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Faculty issues | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Personnel issues (excluding faculty) | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Fund raising | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Community relations | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Governing board relations | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Government relations | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Media/public relations | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Risk management/legal issues | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Crisis management | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Strategic planning | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Student life/conduct issues | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Technology planning | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| Campus internationalization | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Long-serving Presidents

50.2. Select the top **THREE** areas that have increased in their level of importance since you first became a college president.

- Academic issues (e.g., curriculum changes)
- Accountability/assessment of student learning
- Athletics
- Budget/financial management
- Capital improvement projects
- Enrollment management
- Entrepreneurial ventures
- Faculty issues
- Personnel issues (excluding faculty)
- Fund raising
- Community relations
- Governing board relations
- Government relations
- Media/public relations
- Risk management/legal issues
- Crisis management
- Strategic planning
- Student life/conduct issues
- Technology planning
- Campus internationalization

50.3. What **FIVE** things did you find most frustrating when you first became president?

- Never enough money
- The belief by others that you are infinitely accessible (emails, meetings, etc.)
- Unclear expectations and metrics of success for you in this position
- The difficulty of cultivating leadership in others (e.g., faculty, chairs, deans, etc.)
- Unresponsive campus governance structures
- Board/board members
- Campus politics
- Cabinet dynamics
- Policy makers
- Unrealistic expectations to solve everyone's problems
- Problems inherited from the previous leadership
- Too many demands/not enough time
- Faculty resistance to change
- Athletics
- Work-life balance
- Lack of time to think/reflect
- Workforce management/recruitment, retention, and retirement

50.4. What percent of your time do you currently spend off campus or on external activities?

- 25% or less
- 26 to 50%
- 51 to 75%
- More than 75%

50.5. Compared to when you first began your presidency, which of the following best describes the distribution of your time?

- Now spend more time externally as opposed to internal, campus issues
- Now spend more time on internal campus issues than on external issues
- No change in distribution of time

50.6. Would you say you spend more time, less time, or the same amount of time on the following issues today than you did when you first became a college president? (*Please answer all items.*)

Supplementary Questions on the Productivity of Higher Education Institutions

ACE is engaged in a new initiative to increase the productivity of American higher education in order to dramatically raise the proportion of Americans with quality postsecondary credentials. Please answer a few questions below to help ACE understand presidential views of institutional productivity.

51. As you think about the role of your institution in increasing the proportion of Americans with high-quality degrees and credentials, how do you feel about the current productivity level of your institution?

- Very satisfied
- Moderately satisfied
- Not satisfied
- Strongly dissatisfied

52. To what extent is 'increasing the proportion of Americans with high-quality degrees and credentials' an important objective for your institution?

- One of the top two or three priorities
- A priority but not a top priority
- Not a priority

53. How well informed are you regarding effective strategies for your institution to increase productivity?

- Very informed
- Moderately informed
- Informed just a little
- Not informed at all

54. What steps has your institution taken to increase its productivity to raise the percentage of citizens with quality degrees and credentials? (Check **ALL** that apply.)

- Nothing in particular
- Refocused the institution's strategic priorities
- Developed a campus-wide task force
- Hired external consultant(s) to assess opportunities
- Engaged the board on the issue
- Charged the faculty with this challenge
- Increased teaching loads
- Altered student recruitment and admission strategies
- Strengthened remedial programs and services
- Made student retention a priority
- Focused on student learning outcomes
- Expanded the use of information technology
- Increased administrative efficiency and financial stability
- Developed new external partnerships/strengthened existing ones
- Other (please specify): _____

Appendix B

Characteristics of Presidents, by Gender and Race/Ethnicity: 2011 and 2006 (in percentages)

| Category | Men | Women | White | African American | Hispanic | Asian American | Other - Multiple Race | 2011 Total | 2006 Total |
|---------------------------------------|-------|-------|-------|------------------|----------|----------------|-----------------------|------------|------------|
| A. Background and Demographics | | | | | | | | | |
| Gender | | | | | | | | | |
| Men | - | - | 74.9 | 66.0 | 61.3 | 80.0 | 46.2 | 73.6 | 77.0 |
| Women | - | - | 25.1 | 34.0 | 38.7 | 20.0 | 53.8 | 26.4 | 23.0 |
| Total % | - | - | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Race/ethnicity | | | | | | | | | |
| White | 88.6 | 83.0 | - | - | - | - | - | 87.2 | 86.4 |
| African American | 5.3 | 7.7 | - | - | - | - | - | 5.9 | 5.9 |
| Hispanic | 3.2 | 5.6 | - | - | - | - | - | 3.8 | 4.6 |
| Asian American | 1.6 | 1.1 | - | - | - | - | - | 1.5 | 0.9 |
| American Indian | 0.7 | 0.9 | - | - | - | - | - | 0.8 | 0.7 |
| Other - multiple race | 0.5 | 1.6 | - | - | - | - | - | 0.8 | 1.5 |
| Total % | 100.0 | 100.0 | - | - | - | - | - | 100.0 | 100.0 |
| Age | | | | | | | | | |
| 31-40 | 0.6 | 0.2 | 0.4 | 1.1 | 1.6 | 0.0 | 0.0 | 0.5 | 0.6 |
| 41-50 | 9.7 | 9.5 | 8.9 | 8.0 | 13.1 | 34.8 | 41.7 | 9.6 | 7.5 |
| 51-60 | 29.3 | 38.8 | 33.0 | 21.8 | 23.0 | 30.4 | 8.3 | 31.8 | 42.6 |
| 61-70 | 55.6 | 46.5 | 53.1 | 60.9 | 59.0 | 26.1 | 41.7 | 53.2 | 42.6 |
| 71 or older | 4.8 | 5.0 | 4.5 | 8.0 | 3.3 | 8.7 | 8.3 | 4.8 | 6.7 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Median | 62.0 | 61.0 | 62.0 | 63.0 | 62.0 | 58.0 | 60.5 | 62.0 | 60.0 |
| Mean | 60.9 | 60.2 | 60.8 | 61.8 | 59.4 | 57.0 | 58.3 | 60.7 | 59.9 |
| Marital status | | | | | | | | | |
| Never married | 1.1 | 5.6 | 2.5 | 2.7 | 3.2 | 0.0 | 0.0 | 3.4 | 4.2 |
| Never married-religious | 3.0 | 4.9 | 3.5 | 1.3 | 3.2 | 0.0 | 0.0 | 2.5 | 3.3 |
| Married | 90.1 | 71.6 | 85.9 | 76.0 | 76.0 | 90.9 | 81.8 | 85.0 | 83.2 |
| Domestic partner | 1.0 | 2.0 | 1.3 | 1.3 | 2.0 | 0.0 | 0.0 | 1.2 | 1.1 |
| Separated | 0.6 | 0.3 | 0.5 | 0.0 | 0.0 | 0.0 | 0.0 | 0.5 | 0.2 |
| Divorced | 3.2 | 12.0 | 5.0 | 13.3 | 10.0 | 4.5 | 18.2 | 5.7 | 6.1 |
| Widower/widow | 1.0 | 3.6 | 1.3 | 5.3 | 4.0 | 4.5 | 0.0 | 1.7 | 1.8 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Children | | | | | | | | | |
| Yes | 90.2 | 72.1 | 85.2 | 87.6 | 82.0 | 80.0 | 92.3 | 85.3 | 85.7 |
| No | 9.8 | 27.9 | 14.8 | 12.4 | 18.0 | 20.0 | 7.7 | 14.7 | 14.3 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |

| Category | Men | Women | White | African American | Hispanic | Asian American | Other - Multiple Race | 2011 Total | 2006 Total |
|-----------------------|-------|-------|-------|------------------|----------|----------------|-----------------------|------------|------------|
| Children's age | | | | | | | | | |
| Under the age of 18 | 23.6 | 11.9 | 20.4 | 19.3 | 27.6 | 37.5 | 30.0 | 20.8 | 17.0 |
| 18 and older | 76.4 | 88.1 | 79.6 | 80.7 | 72.4 | 62.5 | 70.0 | 79.2 | 83.0 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |

| | | | | | | | | | |
|-----------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Religious preference | | | | | | | | | |
| Buddhist | 0.6 | 0.7 | 0.4 | 1.1 | 1.6 | 8.0 | 0.0 | 0.6 | 0.9 |
| Protestant | 55.5 | 42.7 | 52.5 | 72.0 | 13.1 | 48.0 | 58.3 | 52.0 | 54.2 |
| Roman Catholic | 23.5 | 33.4 | 25.4 | 12.9 | 73.8 | 12.0 | 8.3 | 26.1 | 26.6 |
| Jewish | 4.8 | 5.0 | 5.6 | 0.0 | 0.0 | 0.0 | 0.0 | 4.9 | 5.1 |
| Muslim | 0.3 | 0.2 | 0.2 | 0.0 | 0.0 | 4.0 | 0.0 | 0.2 | 0.0 |
| Other | 4.4 | 5.5 | 4.3 | 8.6 | 3.3 | 8.0 | 16.7 | 4.9 | 3.6 |
| None | 11.0 | 12.6 | 11.6 | 5.4 | 8.2 | 20.0 | 16.7 | 11.3 | 9.7 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |

B. Current Position

| | | | | | | | | | |
|-------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Current position | | | | | | | | | |
| President/CEO/chancellor | 98.1 | 97.9 | 98.2 | 99.0 | 95.2 | 96.0 | 100.0 | 98.0 | 97.8 |
| Senior executive/provost/dean | 1.1 | 0.9 | 1.0 | 0.0 | 1.6 | 4.0 | 0.0 | 1.0 | 1.3 |
| Other | 0.8 | 1.2 | 0.9 | 1.0 | 3.2 | 0.0 | 0.0 | 0.9 | 0.9 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |

| | | | | | | | | | |
|--|-------|-------|-------|-------|-------|-------|-------|-------|---|
| Satisfaction in current position as president/CEO | | | | | | | | | |
| Very satisfied | 81.1 | 82.7 | 81.3 | 86.3 | 83.7 | 86.4 | 72.7 | 81.6 | * |
| Somewhat satisfied | 17.8 | 16.8 | 17.6 | 13.7 | 16.3 | 13.6 | 27.3 | 17.5 | * |
| Not very satisfied | 1.1 | 0.5 | 1.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.9 | * |
| Dissatisfied | 0.1 | 0.0 | 0.1 | 0.0 | 0.0 | 0.0 | 0.0 | 0.1 | * |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | * |

| | | | | | | | | | |
|-----------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|------|
| Reports to: | | | | | | | | | |
| System head | 19.3 | 26.0 | 19.5 | 21.9 | 52.0 | 40.9 | 18.2 | 21.2 | 21.4 |
| Governing board | 75.1 | 69.1 | 75.3 | 71.2 | 42.0 | 45.5 | 81.8 | 73.4 | 74.5 |
| State commissioner/superintendent | 1.0 | 0.3 | 0.8 | 1.4 | 0.0 | 0.0 | 0.0 | 0.8 | * |
| Corporate/church board or leader | 1.5 | 0.8 | 1.3 | 1.4 | 2.0 | 4.5 | 0.0 | 1.3 | * |
| Other | 3.1 | 3.9 | 3.2 | 4.1 | 4.0 | 9.1 | 0.0 | 3.3 | * |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | * |

Note: Totals may not sum to 100.0 because of rounding. Variance in percentage totals may occur because of differing numbers of respondents for each appendix.

| Category | Men | Women | White | African American | Hispanic | Asian American | Other - Multiple Race | 2011 Total | 2006 Total |
|----------------------------------|-------|-------|-------|------------------|----------|----------------|-----------------------|------------|------------|
| Years in current position | | | | | | | | | |
| <1 | 6.9 | 9.8 | 7.7 | 6.5 | 9.8 | 12.5 | 7.7 | 7.6 | 2.8 |
| 1 | 9.8 | 9.8 | 10.1 | 7.5 | 3.3 | 20.8 | 7.7 | 9.7 | 7.7 |
| 2 | 7.5 | 8.6 | 7.9 | 9.7 | 6.6 | 0.0 | 7.7 | 7.7 | 6.6 |
| 3 | 7.7 | 8.4 | 7.4 | 9.7 | 13.1 | 16.7 | 15.4 | 8.0 | 6.3 |
| 4 | 12.9 | 12.9 | 13.1 | 11.8 | 9.8 | 8.3 | 15.4 | 13.0 | 6.6 |
| 5 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 7.8 |
| 6-10 | 30.9 | 28.7 | 30.7 | 32.3 | 27.9 | 16.7 | 30.8 | 30.4 | 31.2 |
| 11-15 | 16.1 | 16.1 | 16.0 | 12.9 | 21.3 | 16.7 | 15.4 | 16.0 | 17.7 |
| 16-20 | 3.0 | 2.1 | 2.5 | 3.2 | 6.6 | 4.2 | 0.0 | 2.7 | 8.0 |
| >20 | 5.2 | 3.5 | 4.6 | 6.5 | 1.6 | 4.2 | 0.0 | 4.8 | 5.2 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Median | 6.0 | 6.0 | 6.0 | 6.0 | 6.0 | 3.5 | 4.0 | 6.0 | 7.0 |
| Mean | 7.2 | 6.5 | 6.9 | 7.3 | 7.3 | 6.9 | 5.4 | 7.0 | 8.5 |

| | | | | | | | | | |
|-------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Interim position | | | | | | | | | |
| Yes | 2.4 | 4.1 | 2.7 | 0.0 | 4.1 | 18.2 | 0.0 | 2.8 | 2.8 |
| No | 97.6 | 95.9 | 97.3 | 100.0 | 95.9 | 81.8 | 100.0 | 97.2 | 97.2 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |

| | | | | | | | | | |
|------------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Tenured in current position | | | | | | | | | |
| Yes | 29.8 | 27.5 | 28.4 | 30.1 | 40.0 | 47.6 | 27.3 | 29.1 | 29.4 |
| No | 70.2 | 72.5 | 71.6 | 69.9 | 60.0 | 52.4 | 72.7 | 70.9 | 70.7 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |

| | | | | | | | | | |
|---------------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|---|
| "Second in Command" on campus | | | | | | | | | |
| Chief academic officer | 62.9 | 58.9 | 62.0 | 69.4 | 53.1 | 68.2 | 72.7 | 61.9 | * |
| Chief financial officer | 5.4 | 7.5 | 5.6 | 8.3 | 14.3 | 4.5 | 0.0 | 6.0 | * |
| Many/a few VPs of fairly equal status | 23.5 | 25.1 | 24.2 | 15.3 | 26.5 | 22.7 | 18.2 | 23.9 | * |
| Other | 8.1 | 8.5 | 8.2 | 6.9 | 6.1 | 4.5 | 9.1 | 8.2 | * |
| Total | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | * |

C. Your Predecessor

| | | | | | | | | | |
|--|-------|-------|-------|-------|-------|-------|-------|-------|---|
| Career status of your predecessor | | | | | | | | | |
| Retired and holds no other position | 40.1 | 42.9 | 40.7 | 38.9 | 51.0 | 45.5 | 27.3 | 41.0 | * |
| Moved to another college or university presidency | 18.0 | 17.1 | 17.9 | 18.1 | 18.4 | 13.6 | 18.2 | 17.7 | * |
| Moved to a senior higher education campus/system position (non-president) | 5.5 | 8.1 | 5.7 | 9.7 | 8.2 | 4.5 | 9.1 | 6.1 | * |
| Became a CEO of a higher education-related (non-campus) organization, association, or state system | 1.8 | 2.3 | 2.0 | 2.8 | 2.0 | 0.0 | 0.0 | 1.9 | * |
| Honoric chancellor at current institution | 2.1 | 1.0 | 2.1 | 0.0 | 0.0 | 0.0 | 0.0 | 1.8 | * |
| Went to the faculty | 5.1 | 3.9 | 5.0 | 2.8 | 6.1 | 4.5 | 0.0 | 4.8 | * |
| Became a consultant | 4.2 | 4.7 | 4.5 | 1.4 | 2.0 | 4.5 | 9.1 | 4.4 | * |
| Employed outside of higher education | 9.0 | 6.0 | 8.5 | 6.9 | 4.1 | 0.0 | 0.0 | 8.1 | * |
| Don't know | 3.6 | 2.6 | 3.2 | 8.3 | 0.0 | 4.5 | 0.0 | 3.3 | * |
| Other | 10.6 | 11.4 | 10.3 | 11.1 | 8.2 | 22.7 | 36.4 | 10.8 | * |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | * |

| Category | Men | Women | White | African American | Hispanic | Asian American | Other - Multiple Race | 2011 Total | 2006 Total |
|--|-------|-------|-------|------------------|----------|----------------|-----------------------|------------|------------|
| Years predecessor served as president/CEO | | | | | | | | | |
| 1 year or less | 4.1 | 4.4 | 4.2 | 5.5 | 2.0 | 5.0 | 0.0 | 4.1 | * |
| 2 to 5 | 28.4 | 31.0 | 28.8 | 31.5 | 20.0 | 45.0 | 36.4 | 29.1 | * |
| 6 to 10 | 29.0 | 30.7 | 29.3 | 27.4 | 40.0 | 25.0 | 18.2 | 29.4 | * |
| 11 to 15 | 18.0 | 14.7 | 17.1 | 19.2 | 22.0 | 15.0 | 9.1 | 17.0 | * |
| 16 or more | 19.9 | 18.6 | 20.0 | 16.4 | 16.0 | 10.0 | 27.3 | 19.7 | * |
| Don't know | 0.7 | 0.5 | 0.6 | 0.0 | 0.0 | 0.0 | 9.1 | 0.6 | * |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | * |

D. Your Career

| Stepping down from current position | | | | | | | | | |
|--|-------|-------|-------|-------|-------|-------|-------|-------|---|
| Within the next year or two | 17.6 | 15.9 | 17.7 | 11.1 | 16.0 | 4.5 | 9.1 | 17.1 | * |
| 3-5 years from now | 33.5 | 39.0 | 34.4 | 41.7 | 48.0 | 22.7 | 18.2 | 35.0 | * |
| 6-9 years from now | 21.0 | 22.1 | 21.5 | 22.2 | 12.0 | 18.2 | 27.3 | 21.1 | * |
| 10 or more years from now | 14.4 | 9.7 | 13.7 | 6.9 | 8.0 | 22.7 | 18.2 | 13.2 | * |
| Don't know | 13.5 | 13.3 | 12.7 | 18.1 | 16.0 | 31.8 | 27.3 | 13.5 | * |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | * |

| Consideration after leaving current position | | | | | | | | | |
|---|------|------|------|------|------|------|------|------|---|
| Retire and hold no other position | 35.7 | 33.0 | 36.1 | 26.4 | 32.0 | 22.7 | 27.3 | 35.0 | * |
| Move to another college or university presidency | 19.8 | 22.4 | 20.1 | 19.4 | 24.0 | 27.3 | 45.5 | 20.6 | * |
| Move to a senior higher education campus/system position (non-president) | 4.1 | 6.4 | 4.7 | 4.2 | 10.0 | 4.5 | 0.0 | 4.7 | * |
| Become a CEO of a higher education-related organization, association, or state system | 6.4 | 8.2 | 6.8 | 8.3 | 6.0 | 9.1 | 18.2 | 5.9 | * |
| Go to the faculty | 17.1 | 14.9 | 16.2 | 13.9 | 28.0 | 9.1 | 9.1 | 16.4 | * |
| Become a consultant | 26.5 | 31.7 | 26.4 | 48.6 | 40.0 | 9.1 | 45.5 | 27.9 | * |
| Seek employment outside of higher education | 13.2 | 15.5 | 14.3 | 13.9 | 8.0 | 4.5 | 0.0 | 13.8 | * |
| Become an honorific chancellor at current institution | 5.4 | 2.6 | 5.2 | 0.0 | 0.0 | 9.1 | 0.0 | 4.6 | * |
| Don't know | 19.4 | 25.3 | 21.3 | 12.5 | 26.0 | 13.6 | 27.3 | 20.9 | * |
| Other | 6.5 | 5.7 | 6.4 | 8.3 | 2.0 | 9.1 | 9.1 | 6.3 | * |

Note: Totals may not sum to 100.0 because of rounding. Variance in percentage totals may occur because of differing numbers of respondents for each appendix.

| Category | Men | Women | White | African American | Hispanic | Asian American | Other - Multiple Race | 2011 Total | 2006 Total |
|---|-------|-------|-------|------------------|----------|----------------|-----------------------|------------|------------|
| E. Prior Positions | | | | | | | | | |
| Last prior position | | | | | | | | | |
| Within higher education | | | | | | | | | |
| President/CEO/chancellor | 20.8 | 16.0 | 19.7 | 17.2 | 16.4 | 12.0 | 41.7 | 19.5 | 21.4 |
| Chief academic officer or provost | 30.8 | 42.9 | 33.8 | 40.9 | 36.1 | 40.0 | 25.0 | 34.0 | 31.4 |
| Other senior executive in academic affairs (including deans) | 11.3 | 9.0 | 10.8 | 7.5 | 8.2 | 12.0 | 0.0 | 10.7 | 12.4 |
| Senior executive in student affairs | 4.5 | 4.2 | 3.9 | 6.5 | 13.1 | 8.0 | 8.3 | 4.5 | 4.1 |
| Senior executive in business and/or administration | 8.0 | 5.9 | 7.8 | 5.4 | 3.3 | 4.0 | 8.3 | 7.4 | * |
| Chair/faculty | 3.5 | 3.5 | 3.3 | 6.5 | 4.9 | 8.0 | 0.0 | 3.5 | 4.1 |
| Outside higher education | | | | | | | | | |
| K-12 administrator/educator | 1.7 | 2.1 | 1.7 | 3.2 | 1.6 | 0.0 | 0.0 | 1.8 | 1.6 |
| Business/industry | 1.9 | 1.9 | 2.1 | 1.1 | 0.0 | 4.0 | 0.0 | 1.9 | 2.3 |
| Religious counselor/member of religious order | 2.1 | 0.7 | 2.0 | 1.1 | 0.0 | 0.0 | 0.0 | 1.8 | 1.9 |
| Elected or appointed government official | 2.2 | 1.7 | 2.0 | 2.2 | 4.9 | 0.0 | 0.0 | 2.0 | 1.6 |
| Legal professional | 1.2 | 0.2 | 0.8 | 1.1 | 3.3 | 0.0 | 8.3 | 1.0 | 0.7 |
| Military personnel | 0.3 | 0.0 | 0.2 | 0.0 | 0.0 | 4.0 | 0.0 | 0.2 | 0.3 |
| Medical professional (e.g., doctor or hospital administrator) | 1.0 | 0.2 | 0.8 | 0.0 | 0.0 | 4.0 | 0.0 | 0.8 | 0.4 |
| Nonprofit sector (e.g., foundation, museum, or association) | 2.0 | 1.7 | 1.9 | 2.2 | 0.0 | 0.0 | 0.0 | 1.9 | 1.5 |
| Other | 8.5 | 9.9 | 9.2 | 5.4 | 8.2 | 4.0 | 8.3 | 8.9 | 2.6 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | * |
| Place of prior position | | | | | | | | | |
| Same institution | 29.0 | 29.7 | 28.6 | 27.8 | 42.6 | 24.0 | 23.1 | 29.0 | 27.9 |
| Different institution | 56.2 | 59.0 | 57.2 | 58.8 | 47.5 | 60.0 | 61.5 | 57.1 | 63.9 |
| NA | 14.8 | 11.3 | 14.3 | 13.4 | 9.8 | 16.0 | 15.4 | 13.9 | 8.3 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Institutional type of position held prior to current CEO position | | | | | | | | | |
| Doctorate-granting university | 25.9 | 21.6 | 23.9 | 35.3 | 25.5 | 25.0 | 33.3 | 24.6 | * |
| Master's college or university | 25.3 | 17.6 | 23.5 | 16.2 | 21.3 | 40.0 | 22.2 | 23.4 | * |
| Bachelor's college | 15.6 | 13.5 | 15.3 | 10.3 | 19.1 | 5.0 | 0.0 | 14.9 | * |
| Associate college (community college) | 30.8 | 42.4 | 33.9 | 36.8 | 34.0 | 30.0 | 33.3 | 34.0 | * |
| Special-focus institution | 2.4 | 4.0 | 3.2 | 1.5 | 0.0 | 0.0 | 0.0 | 2.9 | * |
| Tribal college | 0.0 | 0.9 | 0.1 | 0.0 | 0.0 | 0.0 | 11.1 | 0.2 | * |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | * |
| Institutional control of position held prior to current CEO position | | | | | | | | | |
| Public | 56.7 | 62.9 | 57.5 | 61.8 | 70.2 | 55.0 | 77.8 | 58.5 | * |
| Private, nonprofit | 40.3 | 32.2 | 39.1 | 35.3 | 19.1 | 45.0 | 22.2 | 38.0 | * |
| Private, for-profit | 3.0 | 4.9 | 3.4 | 2.9 | 10.6 | 0.0 | 0.0 | 3.5 | * |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | * |

| Category | Men | Women | White | African American | Hispanic | Asian American | Other - Multiple Race | 2011 Total | 2006 Total |
|--|-------|-------|-------|------------------|----------|----------------|-----------------------|------------|------------|
| F. Career History | | | | | | | | | |
| Path of career progression as an administrator | | | | | | | | | |
| Moved through the ranks to president while staying at one institution | 15.6 | 20.3 | 17.0 | 11.0 | 24.0 | 0.0 | 9.1 | 16.7 | * |
| Moved through the ranks to president by changing institutions once or twice | 33.0 | 34.1 | 33.9 | 30.1 | 22.0 | 40.9 | 18.2 | 33.3 | * |
| Moved through the ranks to president by changing institutions three or more times | 30.9 | 34.1 | 30.6 | 39.7 | 44.0 | 40.9 | 54.5 | 31.8 | * |
| Became president after moving in and out of higher education | 8.6 | 4.4 | 7.4 | 8.2 | 6.0 | 4.5 | 9.1 | 7.4 | * |
| Became president after spending my career mostly/completely outside higher education | 12.0 | 7.2 | 11.1 | 11.0 | 4.0 | 13.6 | 9.1 | 10.8 | * |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | * |
| Full-time position at a college or university overseas | | | | | | | | | |
| Yes | 4.2 | 3.3 | 3.3 | 4.1 | 8.2 | 27.3 | 18.2 | 4.0 | * |
| No | 95.8 | 96.7 | 96.7 | 95.9 | 91.8 | 72.7 | 81.8 | 96.0 | * |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | * |
| Duration of employment at a college or university overseas | | | | | | | | | |
| 1 to 2 years | 55.0 | 61.5 | 56.4 | 33.3 | 75.0 | 60.0 | 50.0 | 57.4 | * |
| 3 to 4 years | 27.5 | 15.4 | 28.2 | 0.0 | 25.0 | 20.0 | 0.0 | 24.1 | * |
| 5 to 6 years | 7.5 | 7.7 | 7.7 | 0.0 | 0.0 | 0.0 | 50.0 | 7.4 | * |
| 7 or more years | 10.0 | 15.4 | 7.7 | 66.7 | 0.0 | 20.0 | 0.0 | 11.1 | * |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | * |
| Median | 2.0 | 2.0 | 2.0 | 14.0 | 1.5 | 2.0 | 3.0 | 2.0 | * |
| Mean | 3.6 | 3.6 | 3.3 | 12.7 | 1.8 | 3.0 | 3.0 | 3.6 | * |
| Legal status while working overseas | | | | | | | | | |
| Was a U.S. citizen (by birth or by naturalization) | 80.5 | 92.3 | 90.2 | 100.0 | 50.0 | 40.0 | 100.0 | 83.6 | * |
| Was not a U.S. citizen | 19.5 | 7.7 | 9.8 | 0.0 | 50.0 | 60.0 | 0.0 | 16.4 | * |
| Other | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | * |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | * |
| Altered career progression to care for dependent, spouse, or parent | | | | | | | | | |
| No | 81.2 | 73.5 | 80.7 | 68.1 | 75.8 | 76.0 | 69.2 | 79.4 | 92.4 |
| Yes, left the job market | 1.6 | 3.7 | 2.1 | 1.1 | 1.6 | 4.0 | 0.0 | 2.1 | 1.5 |
| Yes, worked part-time/reduced schedule | 1.7 | 6.0 | 2.8 | 1.1 | 3.2 | 0.0 | 7.7 | 2.8 | 2.3 |
| Yes, postponed seeking tenure | 12.0 | 7.7 | 10.0 | 19.1 | 17.7 | 12.0 | 15.4 | 10.8 | * |
| Yes, postponed job search or promotion | 2.5 | 6.3 | 3.2 | 6.4 | 0.0 | 8.0 | 7.7 | 3.5 | * |
| Yes, other | 1.0 | 2.8 | 1.3 | 4.3 | 1.6 | 0.0 | 0.0 | 1.5 | 3.8 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Altered career progression for spouse or partner's career | | | | | | | | | |
| Yes | 9.5 | 21.0 | 12.0 | 12.0 | 8.0 | 22.7 | 36.4 | 12.6 | * |
| No | 87.9 | 72.1 | 84.1 | 84.0 | 88.0 | 72.7 | 63.6 | 83.5 | * |
| Not applicable | 2.7 | 6.9 | 3.9 | 4.0 | 4.0 | 4.5 | 0.0 | 3.9 | * |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | * |

Note: Totals may not sum to 100.0 because of rounding. Variance in percentage totals may occur because of differing numbers of respondents for each appendix.

| Category | Men | Women | White | African American | Hispanic | Asian American | Other - Multiple Race | 2011 Total | 2006 Total |
|---|-------|-------|-------|------------------|----------|----------------|-----------------------|------------|------------|
| Spouse or partner altered career progression for your career | | | | | | | | | |
| Yes | 60.3 | 46.9 | 57.6 | 44.0 | 46.0 | 52.4 | 81.8 | 56.7 | * |
| No | 36.1 | 42.8 | 37.1 | 50.7 | 44.0 | 42.9 | 18.2 | 37.8 | * |
| Not applicable | 3.6 | 10.3 | 5.3 | 5.3 | 10.0 | 4.8 | 0.0 | 5.5 | * |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | * |

| Number of presidencies held (including current position) | | | | | | | | | |
|---|-------|-------|-------|-------|-------|-------|-------|-------|---|
| One | 73.3 | 77.4 | 73.9 | 78.7 | 79.6 | 86.4 | 63.6 | 74.6 | * |
| Two | 19.1 | 18.2 | 19.1 | 17.3 | 14.3 | 13.6 | 36.4 | 18.8 | * |
| Three | 5.0 | 3.8 | 4.9 | 2.7 | 6.1 | 0.0 | 0.0 | 4.7 | * |
| Four | 1.6 | 0.5 | 1.4 | 1.3 | 0.0 | 0.0 | 0.0 | 1.3 | * |
| Five or more | 0.9 | 0.0 | 0.7 | 0.0 | 0.0 | 0.0 | 0.0 | 0.6 | * |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | * |

| Number of years primarily in the classroom/lab | | | | | | | | | |
|---|-------|-------|-------|-------|-------|-------|-------|-------|---|
| Never been a faculty member | 32.3 | 25.2 | 30.9 | 29.3 | 28.0 | 22.7 | 18.2 | 30.4 | * |
| 1 | 3.1 | 2.1 | 2.8 | 2.7 | 2.0 | 4.5 | 0.0 | 2.8 | * |
| 2 | 4.8 | 3.9 | 4.7 | 1.3 | 6.0 | 0.0 | 9.1 | 4.5 | * |
| 3 | 5.1 | 3.9 | 4.7 | 5.3 | 6.0 | 4.5 | 9.1 | 4.8 | * |
| 4 | 3.3 | 4.1 | 3.1 | 5.3 | 6.0 | 13.6 | 18.2 | 3.5 | * |
| 5 | 6.1 | 10.5 | 6.8 | 13.3 | 6.0 | 4.5 | 9.1 | 7.2 | * |
| 6-10 | 21.0 | 24.7 | 22.2 | 22.7 | 22.0 | 27.3 | 0.0 | 22.0 | * |
| 11-15 | 12.7 | 13.4 | 13.0 | 9.3 | 10.0 | 18.2 | 18.2 | 12.8 | * |
| 16-20 | 8.5 | 6.9 | 7.9 | 9.3 | 10.0 | 4.5 | 9.1 | 8.3 | * |
| >20 | 3.1 | 5.4 | 3.9 | 1.3 | 4.0 | 0.0 | 9.1 | 3.7 | * |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | * |
| Median | 5.0 | 6.0 | 5.0 | 5.0 | 5.0 | 5.5 | 4.0 | 5.0 | * |
| Mean | 6.4 | 7.4 | 6.7 | 5.9 | 7.0 | 6.3 | 8.1 | 6.7 | * |

| Number of years primarily a full-time administrator | | | | | | | | | |
|--|-------|-------|-------|-------|-------|-------|-------|-------|---|
| None | 10.7 | 9.3 | 10.3 | 9.3 | 10.0 | 22.7 | 0.0 | 10.4 | * |
| 1 to 2 | 1.0 | 1.8 | 1.2 | 2.7 | 0.0 | 0.0 | 9.1 | 1.2 | * |
| 3 to 5 | 4.7 | 4.4 | 4.7 | 2.7 | 6.0 | 9.1 | 0.0 | 4.6 | * |
| 6 to 10 | 12.1 | 12.6 | 12.5 | 6.7 | 14.0 | 18.2 | 9.1 | 12.2 | * |
| 11 to 15 | 17.7 | 20.1 | 17.9 | 17.3 | 20.0 | 27.3 | 18.2 | 18.3 | * |
| 16 to 20 | 14.5 | 16.7 | 14.5 | 26.7 | 14.0 | 4.5 | 36.4 | 15.2 | * |
| >20 | 39.3 | 35.2 | 38.9 | 34.7 | 36.0 | 18.2 | 27.3 | 38.1 | * |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | * |
| Median | 17.0 | 16.0 | 17.0 | 19.0 | 15.5 | 11.0 | 16.0 | 17.0 | * |
| Mean | 17.9 | 16.8 | 17.7 | 17.7 | 17.0 | 11.5 | 16.1 | 17.6 | * |

| Category | Men | Women | White | African American | Hispanic | Asian American | Other - Multiple Race | 2011 Total | 2006 Total |
|--|-------|-------|-------|------------------|----------|----------------|-----------------------|------------|------------|
| Had duties split between academic and administrative duties | | | | | | | | | |
| None | 54.5 | 47.0 | 53.4 | 50.7 | 36.0 | 50.0 | 27.3 | 52.4 | * |
| 1 to 2 | 9.0 | 9.3 | 9.1 | 10.7 | 10.0 | 4.5 | 9.1 | 8.9 | * |
| 3 to 5 | 14.7 | 18.8 | 15.7 | 14.7 | 14.0 | 9.1 | 36.4 | 15.8 | * |
| 6 to 10 | 11.4 | 12.6 | 11.1 | 12.0 | 26.0 | 18.2 | 27.3 | 11.9 | * |
| 11 to 15 | 5.0 | 6.9 | 5.2 | 8.0 | 8.0 | 13.6 | 0.0 | 5.5 | * |
| 16 to 20 | 1.9 | 2.8 | 2.3 | 0.0 | 4.0 | 0.0 | 0.0 | 2.1 | * |
| >20 | 3.5 | 2.6 | 3.2 | 4.0 | 2.0 | 4.5 | 0.0 | 3.2 | * |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | * |
| Median | 0.0 | 1.0 | 0.0 | 0.0 | 3.5 | 0.5 | 4.0 | 0.0 | * |
| Mean | 3.6 | 4.1 | 3.6 | 4.2 | 5.0 | 4.5 | 3.6 | 3.7 | * |

| | | | | | | | | | |
|--|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Years employed outside higher education | | | | | | | | | |
| Never | 52.5 | 51.8 | 51.9 | 44.0 | 66.0 | 63.6 | 45.5 | 52.2 | 37.0 |
| 1 | 3.3 | 3.1 | 3.5 | 2.7 | 0.0 | 0.0 | 0.0 | 3.2 | 4.5 |
| 2 | 4.6 | 6.2 | 4.8 | 8.0 | 6.0 | 4.5 | 0.0 | 5.1 | 8.0 |
| 3 | 3.8 | 4.9 | 4.0 | 4.0 | 4.0 | 9.1 | 18.2 | 4.1 | 6.9 |
| 4 | 2.7 | 4.9 | 3.4 | 2.7 | 2.0 | 4.5 | 9.1 | 3.3 | 5.0 |
| 5 | 3.4 | 4.1 | 3.5 | 4.0 | 4.0 | 0.0 | 18.2 | 3.6 | 4.7 |
| 6-10 | 9.4 | 12.6 | 10.2 | 10.7 | 10.0 | 9.1 | 9.1 | 10.2 | 14.3 |
| 11-15 | 5.2 | 4.4 | 4.9 | 8.0 | 6.0 | 4.5 | 0.0 | 5.0 | 7.4 |
| 16-20 | 4.1 | 4.1 | 4.0 | 9.3 | 0.0 | 0.0 | 0.0 | 4.1 | 4.3 |
| >20 | 11.0 | 3.9 | 9.7 | 6.7 | 2.0 | 4.5 | 0.0 | 9.1 | 8.0 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Median | 0.0 | 0.0 | 0.0 | 2.0 | 0.0 | 0.0 | 3.0 | 0.0 | 3.0 |
| Mean | 5.9 | 4.2 | 5.6 | 6.0 | 2.6 | 3.4 | 2.5 | 5.4 | 6.0 |

| | | | | | | | | | |
|--|-------|-------|-------|-------|-------|-------|-------|-------|---|
| Semifinalist in presidential searches | | | | | | | | | |
| None | 61.5 | 66.0 | 63.8 | 45.3 | 66.0 | 54.5 | 63.6 | 62.6 | * |
| 1 | 12.1 | 11.3 | 11.2 | 22.7 | 14.0 | 18.2 | 0.0 | 12.0 | * |
| 2 | 8.8 | 6.9 | 8.2 | 12.0 | 4.0 | 4.5 | 9.1 | 8.2 | * |
| 3 | 5.7 | 8.4 | 6.4 | 8.0 | 4.0 | 4.5 | 9.1 | 6.4 | * |
| 4 to 5 | 6.6 | 4.3 | 5.9 | 5.3 | 6.0 | 4.5 | 18.2 | 6.1 | * |
| 6 to 7 | 2.4 | 1.8 | 2.1 | 4.0 | 0.0 | 4.5 | 0.0 | 2.2 | * |
| >7 | 3.0 | 1.3 | 2.3 | 2.7 | 6.0 | 9.1 | 0.0 | 2.5 | * |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | * |
| Median | 0.0 | 0.0 | 0.0 | 1.0 | 0.0 | 0.0 | 0.0 | 0.0 | * |
| Mean | 1.2 | 1.0 | 1.1 | 1.6 | 1.1 | 1.7 | 1.2 | 1.2 | * |

Note: Totals may not sum to 100.0 because of rounding. Variance in percentage totals may occur because of differing numbers of respondents for each appendix.

| Category | Men | Women | White | African American | Hispanic | Asian American | Other - Multiple Race | 2011 Total | 2006 Total |
|--|-------|-------|-------|------------------|----------|----------------|-----------------------|------------|------------|
| Finalist in presidential searches | | | | | | | | | |
| None | 52.6 | 53.2 | 52.8 | 44.0 | 64.0 | 59.1 | 45.5 | 52.7 | * |
| 1 | 18.4 | 20.5 | 18.8 | 29.3 | 10.0 | 4.5 | 18.2 | 19.0 | * |
| 2 | 12.8 | 11.8 | 12.8 | 12.0 | 8.0 | 9.1 | 18.2 | 12.6 | * |
| 3 | 7.7 | 8.2 | 8.0 | 5.3 | 6.0 | 18.2 | 9.1 | 7.8 | * |
| 4 to 5 | 6.7 | 4.9 | 5.9 | 6.7 | 12.0 | 9.1 | 9.1 | 6.2 | * |
| 6 to 7 | 0.9 | 1.3 | 1.0 | 2.7 | 0.0 | 0.0 | 0.0 | 1.0 | * |
| >7 | 1.0 | 0.3 | 0.8 | 0.0 | 0.0 | 0.0 | 0.0 | 0.8 | * |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | * |
| Median | 0.0 | 0.0 | 0.0 | 1.0 | 0.0 | 0.0 | 1.0 | 0.0 | * |
| Mean | 1.1 | 1.0 | 1.1 | 1.1 | 1.0 | 1.2 | 1.2 | 1.1 | * |

| | | | | | | | | | |
|--|-------|-------|-------|-------|-------|-------|-------|-------|---|
| Formal, off-campus leadership development program participation | | | | | | | | | |
| None | 54.7 | 41.5 | 53.3 | 22.7 | 34.0 | 50.0 | 54.5 | 50.9 | * |
| 1 | 26.4 | 32.1 | 27.9 | 28.0 | 32.0 | 27.3 | 27.3 | 28.0 | * |
| 2 | 12.8 | 15.4 | 12.4 | 25.3 | 20.0 | 13.6 | 18.2 | 13.6 | * |
| 3 or more | 6.1 | 11.0 | 6.3 | 24.0 | 14.0 | 9.1 | 0.0 | 7.5 | * |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | * |

G. Education

| | | | | | | | | | |
|------------------------------|------|------|------|------|------|------|-------|------|---|
| All degrees earned | | | | | | | | | |
| Associate degree | 9.2 | 9.5 | 9.5 | 7.2 | 11.3 | 4.0 | 15.4 | 9.3 | * |
| Bachelor's degree | 84.6 | 82.2 | 84.4 | 84.5 | 75.8 | 88.0 | 100.0 | 84.0 | * |
| Master's degree (except MBA) | 69.6 | 70.4 | 69.5 | 74.2 | 74.2 | 68.0 | 69.2 | 69.9 | * |
| MBA | 7.2 | 7.4 | 7.3 | 6.2 | 1.6 | 20.0 | 7.7 | 7.3 | * |
| PhD | 54.7 | 57.5 | 55.3 | 61.9 | 46.8 | 68.0 | 38.5 | 55.5 | * |
| EdD | 19.9 | 25.2 | 21.0 | 23.7 | 27.4 | 12.0 | 38.5 | 21.3 | * |
| MD | 1.5 | 0.7 | 1.3 | 2.1 | 0.0 | 4.0 | 0.0 | 1.3 | * |
| Other health-related degree | 1.8 | 1.4 | 1.8 | 1.0 | 1.6 | 0.0 | 7.7 | 1.7 | * |
| Law degree | 8.3 | 3.5 | 7.0 | 6.2 | 3.2 | 4.0 | 30.8 | 7.0 | * |
| Other degree | 12.5 | 6.9 | 11.3 | 5.2 | 9.7 | 8.0 | 7.7 | 11.0 | * |

| | | | | | | | | | |
|---|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Major field of study for highest degree earned | | | | | | | | | |
| Agriculture/natural resources | 1.0 | 2.1 | 0.8 | 1.0 | 0.0 | 0.0 | 0.0 | 0.7 | 0.7 |
| Biological sciences | 3.1 | 0.0 | 2.6 | 2.1 | 8.1 | 4.0 | 7.7 | 2.8 | 2.5 |
| Business | 5.6 | 5.6 | 5.5 | 3.1 | 9.7 | 8.0 | 0.0 | 5.6 | 4.9 |
| Computer science | 4.9 | 5.6 | 4.4 | 10.3 | 9.7 | 12.0 | 0.0 | 5.0 | * |
| Education or higher education | 34.6 | 46.4 | 37.7 | 41.2 | 32.3 | 32.0 | 30.8 | 37.7 | 43.0 |
| Engineering | 2.4 | 0.7 | 1.9 | 0.0 | 3.2 | 12.0 | 0.0 | 1.9 | 2.1 |
| Health professions | 2.2 | 3.2 | 2.6 | 3.1 | 0.0 | 0.0 | 0.0 | 2.5 | 2.2 |
| Humanities/fine arts | 13.4 | 16.0 | 14.2 | 12.4 | 17.7 | 8.0 | 23.1 | 14.2 | 13.7 |
| Law | 6.2 | 3.0 | 5.4 | 3.1 | 3.2 | 4.0 | 30.8 | 5.4 | 4.7 |
| Mathematics | 0.7 | 1.6 | 0.9 | 1.0 | 0.0 | 0.0 | 0.0 | 1.0 | 1.0 |
| Medicine | 1.7 | 0.9 | 1.5 | 1.0 | 0.0 | 8.0 | 0.0 | 1.5 | 1.6 |
| Physical/natural sciences | 4.0 | 0.9 | 3.4 | 1.0 | 1.6 | 4.0 | 0.0 | 3.1 | 3.0 |
| Religion/theology | 8.0 | 3.0 | 6.9 | 4.1 | 4.8 | 4.0 | 7.7 | 6.7 | 7.0 |
| Social sciences | 12.2 | 10.9 | 12.2 | 16.5 | 9.7 | 4.0 | 0.0 | 11.9 | 13.8 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |

| Category | Men | Women | White | African American | Hispanic | Asian American | Other - Multiple Race | 2011 Total | 2006 Total |
|---|-------|-------|-------|------------------|----------|----------------|-----------------------|------------|------------|
| H. The Search and Acceptance Process | | | | | | | | | |
| Search consultant was used | | | | | | | | | |
| Yes | 56.2 | 55.9 | 56.6 | 67.1 | 44.9 | 45.5 | 54.5 | 56.2 | 48.7 |
| No | 43.8 | 44.1 | 43.4 | 32.9 | 55.1 | 54.5 | 45.5 | 43.8 | 51.3 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Who did you consult for advice? | | | | | | | | | |
| Attorney | 22.4 | 29.6 | 25.1 | 35.1 | 6.0 | 13.6 | 18.2 | 24.5 | * |
| Colleagues in the field | 53.9 | 66.6 | 57.2 | 66.2 | 54.0 | 40.9 | 63.6 | 57.2 | * |
| Colleagues outside the field | 13.6 | 14.5 | 14.5 | 9.5 | 10.0 | 4.5 | 27.3 | 14.0 | * |
| Financial planner/accountant/other financial expert | 5.8 | 5.1 | 5.1 | 10.8 | 8.0 | 13.6 | 18.2 | 5.7 | * |
| Spouse/partner/family | 49.6 | 56.4 | 52.3 | 48.6 | 48.0 | 36.4 | 45.5 | 51.5 | * |
| Did not seek advice | 29.1 | 17.1 | 25.7 | 12.2 | 30.0 | 50.0 | 27.3 | 25.8 | * |
| Other | 3.2 | 3.3 | 3.2 | 5.4 | 4.0 | 0.0 | 0.0 | 3.2 | * |
| Written contract | | | | | | | | | |
| Yes | 75.7 | 76.8 | 76.4 | 78.7 | 72.0 | 72.7 | 63.6 | 76.1 | 71.5 |
| No | 24.3 | 23.2 | 23.6 | 21.3 | 28.0 | 27.3 | 36.4 | 23.9 | 28.5 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Length of written contract | | | | | | | | | |
| 1 | 17.7 | 17.5 | 17.1 | 11.1 | 29.0 | 37.5 | 0.0 | 17.6 | 18.1 |
| 2 | 7.7 | 9.6 | 8.1 | 6.7 | 6.5 | 12.5 | 14.3 | 8.2 | 7.7 |
| 3 | 34.1 | 42.5 | 36.6 | 40.0 | 35.5 | 18.8 | 57.1 | 36.6 | 32.6 |
| 4 | 9.2 | 7.9 | 9.0 | 11.1 | 6.5 | 0.0 | 14.3 | 8.8 | 9.5 |
| Between 1-5 yrs/rolling | * | * | * | * | * | * | * | * | 5.1 |
| 5 or more | 31.3 | 22.5 | 29.3 | 31.1 | 22.6 | 31.2 | 14.3 | 28.8 | 24.6 |
| At will/indefinite | * | * | * | * | * | * | * | * | 2.5 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| The search process disclosed the current challenges facing the institution | | | | | | | | | |
| Yes | 76.6 | 71.1 | 76.4 | 64.9 | 64.6 | 71.4 | 81.8 | 74.9 | * |
| No | 23.4 | 28.9 | 23.6 | 35.1 | 35.4 | 28.6 | 18.2 | 25.1 | * |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | * |
| The search process disclosed the institution's financial condition | | | | | | | | | |
| Yes | 77.5 | 75.0 | 77.4 | 70.3 | 68.0 | 90.5 | 81.8 | 76.7 | 75.4 |
| No | 22.5 | 25.0 | 22.6 | 29.7 | 32.0 | 9.5 | 18.2 | 23.3 | 24.6 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| The search process disclosed the spouse or domestic partner's role | | | | | | | | | |
| Yes | 56.8 | 41.4 | 54.2 | 41.3 | 32.0 | 42.9 | 54.5 | 52.5 | 54.5 |
| No | 23.6 | 16.2 | 20.9 | 32.0 | 20.0 | 38.1 | 0.0 | 21.7 | 24.5 |
| NA | 19.7 | 42.4 | 25.0 | 26.7 | 48.0 | 19.0 | 45.5 | 25.8 | 20.9 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |

Note: Totals may not sum to 100.0 because of rounding. Variance in percentage totals may occur because of differing numbers of respondents for each appendix.

| Category | Men | Women | White | African American | Hispanic | Asian American | Other - Multiple Race | 2011 Total | 2006 Total |
|--|-------|-------|-------|------------------|----------|----------------|-----------------------|------------|------------|
| The search process disclosed the board's expectations | | | | | | | | | |
| Yes | 81.4 | 78.7 | 81.2 | 73.0 | 78.7 | 85.7 | 72.7 | 80.4 | 81.2 |
| No | 18.6 | 21.3 | 18.8 | 27.0 | 21.3 | 14.3 | 27.3 | 19.6 | 18.8 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| The search process disclosed the institution's expectations | | | | | | | | | |
| Yes | 79.8 | 78.4 | 80.2 | 74.7 | 69.4 | 85.7 | 72.7 | 79.3 | 80.0 |
| No | 20.2 | 21.6 | 19.8 | 25.3 | 30.6 | 14.3 | 27.3 | 20.7 | 20.0 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Agreed-upon conditions of employment | | | | | | | | | |
| Automobile (with or without a driver) | 71.8 | 62.7 | 68.8 | 84.9 | 70.8 | 50.0 | 54.5 | 69.3 | * |
| Permission to pursue paid consulting opportunities | 28.5 | 26.2 | 27.1 | 37.0 | 29.2 | 18.2 | 36.4 | 27.8 | 70.1 |
| Ability for paid corporate directorships | 24.9 | 23.0 | 23.6 | 41.1 | 18.8 | 31.8 | 18.2 | 24.4 | 7.1 |
| Deferred compensation | 36.2 | 35.4 | 36.3 | 42.5 | 22.9 | 27.3 | 45.5 | 35.9 | 24.0 |
| Pension/retirement contributions | 84.6 | 85.2 | 85.0 | 80.8 | 91.7 | 63.6 | 81.8 | 84.5 | 59.3 |
| Performance-based bonuses | 24.9 | 25.9 | 25.6 | 24.7 | 29.2 | 9.1 | 18.2 | 25.1 | 13.8 |
| Salary increase based on merit | 45.1 | 43.1 | 45.2 | 43.8 | 43.8 | 31.8 | 27.3 | 44.5 | 34.0 |
| Presidential house | 39.2 | 31.7 | 37.9 | 38.4 | 39.6 | 22.7 | 18.2 | 37.3 | 27.6 |
| Housing allowance | 30.9 | 23.8 | 28.3 | 42.5 | 12.5 | 27.3 | 36.4 | 28.9 | 20.2 |
| Housekeeper | 23.4 | 20.9 | 22.3 | 32.9 | 31.2 | 13.6 | 9.1 | 22.8 | 17.5 |
| Entertainment budget | 43.8 | 29.9 | 39.7 | 41.1 | 41.7 | 40.9 | 45.5 | 40.1 | 35.0 |
| Club membership(s) | 44.6 | 34.4 | 43.0 | 46.6 | 20.8 | 22.7 | 36.4 | 41.9 | 34.5 |
| Health and wellness | 35.3 | 27.2 | 32.5 | 32.9 | 47.9 | 31.8 | 54.5 | 33.1 | * |
| Life insurance | 70.4 | 70.9 | 70.9 | 69.9 | 72.9 | 45.5 | 63.6 | 70.4 | 49.5 |
| Retiree health insurance | 20.5 | 25.4 | 21.3 | 19.2 | 31.2 | 40.9 | 9.1 | 21.7 | 13.2 |
| Long term care insurance | 17.8 | 17.7 | 18.2 | 17.8 | 14.6 | 18.2 | 18.2 | 18.1 | * |
| Involuntary separation agreement | 26.4 | 20.9 | 25.3 | 27.4 | 14.6 | 36.4 | 0.0 | 24.9 | 15.3 |
| Retention (time-based) bonuses | 11.3 | 9.5 | 10.8 | 11.0 | 10.4 | 18.2 | 9.1 | 10.7 | 5.4 |
| Sabbaticals | 19.1 | 18.3 | 19.0 | 21.9 | 16.7 | 13.6 | 18.2 | 19.0 | 14.8 |
| Professional development | 37.3 | 46.8 | 39.2 | 47.9 | 47.9 | 27.3 | 45.5 | 39.8 | * |
| Professional retirement planning assistance | 7.1 | 6.6 | 7.4 | 4.1 | 6.2 | 4.5 | 0.0 | 7.0 | * |
| Formal annual performance evaluation | | | | | | | | | |
| Yes | 86.5 | 89.3 | 87.3 | 89.3 | 92.0 | 81.8 | 90.9 | 87.3 | * |
| No | 13.5 | 10.7 | 12.7 | 10.7 | 8.0 | 18.2 | 9.1 | 12.7 | * |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | * |
| Person/persons that performs the evaluation | | | | | | | | | |
| Board chair | 14.9 | 11.8 | 14.4 | 9.1 | 8.7 | 16.7 | 10.0 | 14.0 | * |
| Board or subcommittee of board | 61.8 | 57.2 | 62.0 | 66.7 | 30.4 | 27.8 | 70.0 | 60.3 | * |
| Independent/outside consultant | 0.3 | 0.6 | 0.2 | 1.5 | 0.0 | 0.0 | 10.0 | 0.4 | * |
| System head | 19.2 | 22.7 | 18.6 | 15.2 | 52.2 | 55.6 | 10.0 | 20.3 | * |
| Other | 3.9 | 7.8 | 4.8 | 7.6 | 8.7 | 0.0 | 0.0 | 5.0 | * |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | * |

| Category | Men | Women | White | African American | Hispanic | Asian American | Other - Multiple Race | 2011 Total | 2006 Total |
|---|-------|-------|-------|------------------|----------|----------------|-----------------------|------------|------------|
| Periodic reviews every few years as part of contract renewal | | | | | | | | | |
| Yes | 60.4 | 56.1 | 59.2 | 65.3 | 56.0 | 54.5 | 81.8 | 59.4 | * |
| No | 39.6 | 43.9 | 40.8 | 34.7 | 44.0 | 45.5 | 18.2 | 40.6 | * |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 81.8 | 100.0 | 100.0 | * |

| | | | | | | | | | |
|--|-------|-------|-------|-------|-------|-------|-------|-------|---|
| Person/persons that performs the periodic reviews | | | | | | | | | |
| Board chair | 13.0 | 9.4 | 12.3 | 8.2 | 10.7 | 16.7 | 11.1 | 12.0 | * |
| Board or subcommittee of board | 60.7 | 59.6 | 61.7 | 65.3 | 39.3 | 25.0 | 66.7 | 60.1 | * |
| Independent/outside consultant | 6.3 | 3.3 | 6.1 | 2.0 | 0.0 | 0.0 | 0.0 | 5.8 | * |
| System head | 16.4 | 19.7 | 15.3 | 18.4 | 46.4 | 58.3 | 22.2 | 17.4 | * |
| Other | 3.6 | 8.0 | 4.7 | 6.1 | 3.6 | 0.0 | 0.0 | 4.6 | * |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | * |

I. Your Spouse or Partner

| | | | | | | | | | |
|--|------|------|------|------|------|------|------|------|------|
| Employment status of spouse or domestic partner | | | | | | | | | |
| Compensated by institution as spouse | 7.0 | 1.0 | 5.9 | 2.7 | 2.0 | 0.0 | 0.0 | 5.4 | 3.4 |
| Otherwise employed at institution | 9.2 | 7.3 | 8.8 | 4.0 | 0.0 | 22.7 | 27.3 | 8.6 | 6.2 |
| Unpaid participant | 56.3 | 36.6 | 52.7 | 32.0 | 51.0 | 36.4 | 18.2 | 50.9 | 34.4 |
| Employed outside of institution | 32.8 | 44.9 | 35.4 | 46.7 | 38.8 | 36.4 | 36.4 | 36.1 | 26.8 |
| NA (no spouse or partner) | 9.2 | 24.8 | 12.3 | 26.7 | 20.4 | 13.6 | 18.2 | 13.5 | 8.3 |

J. Duties and Institution

| | | | | | | | | | |
|---|------|------|------|------|------|------|------|------|------|
| Areas insufficiently prepared for first presidency | | | | | | | | | |
| Academic issues (e.g. curriculum changes) | 20.1 | 15.8 | 18.4 | 16.9 | 26.7 | 26.3 | 25.0 | 18.8 | 8.9 |
| Accountability/assessment of student learning | 22.3 | 16.0 | 19.9 | 16.9 | 31.1 | 26.3 | 37.5 | 20.3 | 10.1 |
| Athletics | 22.9 | 26.9 | 23.5 | 26.2 | 44.4 | 36.8 | 12.5 | 24.3 | 12.1 |
| Budget/financial management | 24.2 | 23.4 | 23.7 | 15.4 | 35.6 | 15.8 | 50.0 | 23.9 | 14.7 |
| Capital improvement projects | 25.7 | 32.3 | 26.0 | 33.8 | 53.3 | 21.1 | 62.5 | 27.4 | 15.3 |
| Enrollment management | 21.3 | 16.6 | 19.8 | 13.8 | 35.6 | 26.3 | 25.0 | 20.0 | 10.5 |
| Entrepreneurial ventures | 26.7 | 26.6 | 25.8 | 30.8 | 35.6 | 36.8 | 37.5 | 26.7 | 14.6 |
| Faculty issues | 18.9 | 12.5 | 16.9 | 12.3 | 20.0 | 21.1 | 25.0 | 17.0 | 8.7 |
| Personnel issues (excluding faculty) | 14.5 | 11.7 | 13.1 | 12.3 | 17.8 | 26.3 | 25.0 | 13.7 | 7.6 |
| Fund raising | 39.5 | 41.6 | 39.5 | 40.0 | 46.7 | 47.4 | 37.5 | 40.0 | 22.8 |
| Community relations | 13.4 | 11.4 | 12.3 | 9.2 | 20.0 | 42.1 | 12.5 | 12.8 | 5.7 |
| Governing board relations | 21.6 | 22.6 | 21.1 | 24.6 | 33.3 | 26.3 | 50.0 | 21.9 | 12.3 |
| Government relations | 21.6 | 22.8 | 22.0 | 15.4 | 24.4 | 31.6 | 37.5 | 21.9 | 10.8 |
| Media/public relations | 16.3 | 18.5 | 16.8 | 15.4 | 20.0 | 21.1 | 37.5 | 17.0 | 8.8 |
| Risk management/legal issues | 30.5 | 27.4 | 29.7 | 16.9 | 37.8 | 52.6 | 25.0 | 29.7 | 17.4 |
| Crisis management | 19.1 | 21.2 | 20.1 | 9.2 | 31.1 | 21.1 | 12.5 | 19.8 | 12.2 |
| Strategic planning | 16.0 | 12.0 | 14.6 | 7.7 | 28.9 | 15.8 | 25.0 | 14.8 | 10.6 |
| Student life/conduct issues | 14.7 | 11.7 | 13.5 | 10.8 | 24.4 | 26.3 | 12.5 | 13.8 | * |
| Technology planning | 34.9 | 29.6 | 33.6 | 32.3 | 37.8 | 21.1 | 50.0 | 33.6 | * |
| Campus internationalization | 24.2 | 25.5 | 24.4 | 24.6 | 33.3 | 31.6 | 25.0 | 24.7 | * |

Note: Totals may not sum to 100.0 because of rounding. Variance in percentage totals may occur because of differing numbers of respondents for each appendix.

| Category | Men | Women | White | African American | Hispanic | Asian American | Other - Multiple Race | 2011 Total | 2006 Total |
|---|------|-------|-------|------------------|----------|----------------|-----------------------|------------|------------|
| Areas that are enjoyed the most | | | | | | | | | |
| Academic issues (e.g., curriculum changes) | 29.9 | 34.5 | 30.5 | 43.8 | 36.0 | 22.7 | 9.1 | 31.1 | 26.9 |
| Accountability/assessment of student learning | 6.5 | 10.6 | 6.3 | 21.9 | 18.0 | 13.6 | 9.1 | 7.6 | 5.1 |
| Athletics | 7.8 | 3.6 | 6.9 | 8.2 | 2.0 | 0.0 | 9.1 | 6.6 | 3.6 |
| Budget/financial management | 21.7 | 25.8 | 23.0 | 15.1 | 24.0 | 27.3 | 9.1 | 22.7 | 14.9 |
| Capital improvement projects | 31.1 | 18.0 | 28.3 | 24.7 | 12.0 | 13.6 | 9.1 | 27.5 | 21.5 |
| Enrollment management | 16.4 | 16.2 | 16.3 | 15.1 | 24.0 | 18.2 | 18.2 | 16.3 | 10.1 |
| Entrepreneurial ventures | 24.3 | 22.4 | 24.4 | 19.2 | 18.0 | 18.2 | 36.4 | 23.7 | 15.4 |
| Faculty issues | 6.2 | 6.4 | 6.2 | 1.4 | 8.0 | 13.6 | 9.1 | 6.2 | 5.6 |
| Personnel issues (excluding faculty) | 1.8 | 1.8 | 1.4 | 2.7 | 4.0 | 4.5 | 9.1 | 1.8 | 2.5 |
| Fund raising | 36.1 | 32.7 | 36.0 | 31.5 | 24.0 | 45.5 | 18.2 | 35.4 | 27.5 |
| Community relations | 35.2 | 42.0 | 37.1 | 32.9 | 50.0 | 36.4 | 36.4 | 37.2 | 31.4 |
| Governing board relations | 13.3 | 13.4 | 13.9 | 11.0 | 8.0 | 0.0 | 9.1 | 13.2 | 14.7 |
| Government relations | 10.9 | 8.8 | 10.2 | 12.3 | 6.0 | 22.7 | 27.3 | 10.3 | 8.9 |
| Media/public relations | 8.8 | 5.9 | 7.7 | 12.3 | 6.0 | 9.1 | 0.0 | 8.0 | 4.6 |
| Risk management/legal issues | 0.9 | 0.3 | 0.6 | 0.0 | 2.0 | 0.0 | 0.0 | 0.7 | 0.3 |
| Crisis management | 1.7 | 1.5 | 1.8 | 2.7 | 2.0 | 0.0 | 0.0 | 1.7 | 2.1 |
| Strategic planning | 33.0 | 45.6 | 36.9 | 26.0 | 34.0 | 31.8 | 45.5 | 36.4 | 20.6 |
| Student life/conduct issues | 4.6 | 3.9 | 4.0 | 9.6 | 6.0 | 9.1 | 9.1 | 4.6 | 4.9 |
| Technology planning | 2.5 | 2.3 | 2.0 | 2.7 | 10.0 | 9.1 | 9.1 | 2.4 | 1.2 |
| Campus internationalization | 6.2 | 4.9 | 5.7 | 5.5 | 6.0 | 4.5 | 27.3 | 5.8 | * |

| | | | | | | | | | |
|---|------|------|------|------|------|------|------|------|------|
| Areas that occupy most time | | | | | | | | | |
| Academic issues (e.g., curriculum changes) | 12.4 | 11.3 | 11.4 | 15.1 | 26.0 | 13.6 | 9.1 | 12.2 | 10.2 |
| Accountability/assessment of student learning | 4.6 | 5.7 | 4.6 | 6.8 | 8.0 | 18.2 | 0.0 | 4.9 | 2.6 |
| Athletics | 4.4 | 3.1 | 3.9 | 5.5 | 4.0 | 0.0 | 0.0 | 4.0 | 2.3 |
| Budget/financial management | 59.4 | 54.1 | 57.9 | 54.8 | 70.0 | 45.5 | 63.6 | 57.9 | 34.8 |
| Capital improvement projects | 12.5 | 12.9 | 13.0 | 9.6 | 4.0 | 13.6 | 9.1 | 12.6 | 11.4 |
| Enrollment management | 20.8 | 16.5 | 19.2 | 28.8 | 20.0 | 18.2 | 18.2 | 19.6 | 10.6 |
| Entrepreneurial ventures | 6.3 | 5.7 | 6.2 | 2.7 | 2.0 | 18.2 | 27.3 | 6.1 | 3.9 |
| Faculty issues | 14.3 | 17.0 | 15.0 | 13.7 | 10.0 | 18.2 | 9.1 | 15.0 | 10.8 |
| Personnel issues (excluding faculty) | 20.5 | 24.5 | 20.6 | 24.7 | 24.0 | 22.7 | 27.3 | 21.6 | 13.9 |
| Fund raising | 48.1 | 43.8 | 49.1 | 39.7 | 20.0 | 36.4 | 27.3 | 47.0 | 37.7 |
| Community relations | 22.1 | 24.0 | 23.1 | 15.1 | 32.0 | 13.6 | 27.3 | 22.7 | 20.9 |
| Governing board relations | 19.9 | 22.9 | 21.6 | 17.8 | 16.0 | 4.5 | 18.2 | 20.7 | 16.5 |
| Government relations | 12.0 | 15.7 | 13.0 | 11.0 | 12.0 | 18.2 | 18.2 | 13.1 | 9.2 |
| Media/public relations | 5.5 | 4.1 | 5.0 | 5.5 | 10.0 | 4.5 | 9.1 | 5.1 | 3.7 |
| Risk management/legal issues | 2.4 | 4.9 | 3.0 | 5.5 | 4.0 | 0.0 | 9.1 | 3.1 | 1.9 |
| Crisis management | 4.1 | 4.1 | 3.8 | 8.2 | 6.0 | 4.5 | 0.0 | 4.2 | 5.9 |
| Strategic planning | 21.9 | 22.4 | 22.5 | 17.8 | 18.0 | 27.3 | 9.1 | 22.2 | 20.9 |
| Student life/conduct issues | 3.6 | 3.1 | 3.1 | 5.5 | 4.0 | 13.6 | 9.1 | 3.4 | 2.6 |
| Technology planning | 0.8 | 2.1 | 0.9 | 1.4 | 4.0 | 4.5 | 9.1 | 1.1 | 1.4 |
| Campus internationalization | 2.4 | 0.5 | 1.8 | 4.1 | 0.0 | 4.5 | 0.0 | 1.9 | * |

| Category | Men | Women | White | African American | Hispanic | Asian American | Other - Multiple Race | 2011 Total | 2006 Total |
|---|------|-------|-------|------------------|----------|----------------|-----------------------|------------|------------|
| Constituents that provide the greatest reward | | | | | | | | | |
| Administration/staff | 60.6 | 60.3 | 60.3 | 58.1 | 56.0 | 77.3 | 54.5 | 60.4 | 42.8 |
| Alumni/ae | 20.3 | 20.0 | 19.9 | 25.7 | 22.0 | 13.6 | 27.3 | 20.2 | 13.5 |
| Community residents | 29.8 | 36.7 | 31.4 | 31.1 | 38.0 | 22.7 | 36.4 | 31.6 | 25.7 |
| Donors/benefactors | 29.3 | 29.2 | 30.6 | 27.0 | 16.0 | 9.1 | 18.2 | 29.5 | 22.5 |
| Faculty | 38.8 | 43.8 | 39.7 | 37.8 | 50.0 | 68.2 | 36.4 | 40.0 | 30.1 |
| Governing board | 34.2 | 25.9 | 32.6 | 23.0 | 18.0 | 27.3 | 45.5 | 31.9 | 25.1 |
| Legislators/policy makers | 3.8 | 2.8 | 3.2 | 9.5 | 2.0 | 13.6 | 0.0 | 3.5 | 4.1 |
| Media | 1.0 | 0.8 | 0.9 | 0.0 | 2.0 | 0.0 | 0.0 | 0.9 | 0.4 |
| Parents | 3.5 | 1.3 | 3.0 | 2.7 | 0.0 | 4.5 | 0.0 | 3.0 | 1.9 |
| Students | 76.7 | 76.9 | 76.7 | 83.8 | 88.0 | 54.5 | 81.8 | 76.9 | 53.5 |
| System office/state coordinating board | 1.4 | 1.8 | 1.4 | 0.0 | 4.0 | 9.1 | 0.0 | 1.5 | 0.9 |
| Constituents that present the greatest challenge | | | | | | | | | |
| Administration/staff | 23.7 | 22.3 | 23.2 | 23.3 | 20.0 | 50.0 | 9.1 | 23.2 | 16.7 |
| Alumni/ae | 16.0 | 14.1 | 15.3 | 23.3 | 16.0 | 5.0 | 9.1 | 15.5 | 12.4 |
| Community residents | 18.0 | 18.8 | 18.0 | 12.3 | 14.0 | 40.0 | 27.3 | 18.1 | 12.4 |
| Donors/benefactors | 23.8 | 17.0 | 22.6 | 19.2 | 22.0 | 10.0 | 9.1 | 21.9 | 18.5 |
| Faculty | 56.8 | 53.6 | 56.2 | 52.1 | 52.0 | 75.0 | 45.5 | 56.2 | 39.6 |
| Governing board | 30.6 | 26.0 | 29.2 | 34.2 | 26.0 | 20.0 | 18.2 | 29.3 | 22.6 |
| Legislators/policy makers | 48.9 | 56.0 | 50.7 | 42.5 | 60.0 | 40.0 | 81.8 | 50.8 | 31.0 |
| Media | 20.3 | 23.9 | 21.1 | 26.0 | 18.0 | 10.0 | 36.4 | 21.4 | 14.5 |
| Parents | 15.1 | 14.1 | 15.4 | 5.5 | 14.0 | 20.0 | 0.0 | 14.7 | 9.2 |
| Students | 11.3 | 11.1 | 11.4 | 13.7 | 6.0 | 15.0 | 9.1 | 11.2 | 9.7 |
| System office/state coordinating board | 23.5 | 28.6 | 24.1 | 21.9 | 48.0 | 15.0 | 45.5 | 24.9 | 17.9 |
| Things that you find most frustrating | | | | | | | | | |
| Never enough money | 61.8 | 63.8 | 61.9 | 72.6 | 64.0 | 50.0 | 54.5 | 62.5 | * |
| Belief that you are infinitely accessible in the position | 32.0 | 26.1 | 29.7 | 42.5 | 34.0 | 30.0 | 27.3 | 30.4 | * |
| Unclear expectations and metrics of success | 9.1 | 8.5 | 8.8 | 8.2 | 14.0 | 10.0 | 0.0 | 8.8 | * |
| Difficulty of cultivating leadership in others | 31.2 | 35.7 | 32.1 | 30.1 | 34.0 | 50.0 | 36.4 | 32.2 | * |
| Unresponsive campus governance structure | 18.6 | 18.3 | 18.5 | 17.8 | 28.0 | 20.0 | 9.1 | 18.5 | * |
| Board/board members | 16.8 | 13.4 | 15.8 | 12.3 | 20.0 | 10.0 | 27.3 | 15.9 | * |
| Campus politics | 25.6 | 28.7 | 26.6 | 27.4 | 18.0 | 20.0 | 9.1 | 26.3 | * |
| Cabinet dynamics | 7.3 | 9.3 | 8.3 | 2.7 | 6.0 | 10.0 | 9.1 | 7.9 | * |
| Policy makers | 20.2 | 22.7 | 20.5 | 20.5 | 30.0 | 20.0 | 36.4 | 21.0 | * |
| Unrealistic expectations to solve everyone's problems | 24.4 | 24.5 | 24.0 | 30.1 | 24.0 | 45.0 | 0.0 | 24.4 | * |
| Problems inherited from the previous leadership | 27.1 | 28.7 | 26.9 | 31.5 | 28.0 | 35.0 | 36.4 | 27.5 | * |
| Too many demands/not enough time | 36.2 | 40.3 | 38.0 | 39.7 | 26.0 | 25.0 | 45.5 | 37.6 | * |
| Faculty resistance to change | 39.3 | 36.7 | 38.4 | 38.4 | 42.0 | 45.0 | 9.1 | 38.6 | * |
| Athletics | 4.7 | 3.1 | 4.5 | 5.5 | 2.0 | 0.0 | 0.0 | 4.2 | * |
| Work-life balance | 34.2 | 27.9 | 32.9 | 30.1 | 24.0 | 30.0 | 72.7 | 32.4 | * |
| Lack of time to think/reflect | 39.5 | 46.5 | 41.7 | 38.4 | 38.0 | 40.0 | 54.5 | 41.5 | * |
| Workforce management/recruitment, retention, and retirement | 12.8 | 13.2 | 13.1 | 8.2 | 14.0 | 15.0 | 27.3 | 13.0 | * |

Note: Totals may not sum to 100.0 because of rounding. Variance in percentage totals may occur because of differing numbers of respondents for each appendix.

| Category | Men | Women | White | African American | Hispanic | Asian American | Other - Multiple Race | 2011 Total | 2006 Total |
|--|-------|-------|-------|------------------|----------|----------------|-----------------------|------------|------------|
| Academic activities outside of presidency | | | | | | | | | |
| Conduct research in academic field | 20.1 | 18.4 | 18.9 | 25.5 | 25.9 | 26.7 | 37.5 | 19.7 | 11.2 |
| Teach a course by yourself | 34.6 | 30.6 | 33.6 | 25.5 | 37.0 | 46.7 | 0.0 | 33.6 | 20.1 |
| Team teach a course | 29.0 | 19.4 | 27.6 | 21.3 | 18.5 | 13.3 | 12.5 | 26.5 | 14.3 |
| Write for scholarly publications | 20.8 | 17.9 | 19.8 | 14.9 | 14.8 | 26.7 | 75.0 | 20.1 | 16.9 |
| Write about higher education issues | 61.5 | 62.2 | 61.2 | 76.6 | 55.6 | 53.3 | 37.5 | 61.7 | * |
| Service on external boards | | | | | | | | | |
| Yes | 86.4 | 85.4 | 85.7 | 92.0 | 91.8 | 72.7 | 90.9 | 86.2 | 85.6 |
| No | 13.6 | 14.6 | 14.3 | 8.0 | 8.2 | 27.3 | 9.1 | 13.8 | 14.4 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Number of external boards | | | | | | | | | |
| 1 | 11.1 | 11.3 | 11.5 | 8.3 | 14.8 | 0.0 | 16.7 | 11.2 | * |
| 2 | 23.1 | 22.1 | 23.0 | 16.7 | 33.3 | 21.4 | 0.0 | 22.8 | * |
| 3 | 25.5 | 22.1 | 24.6 | 20.8 | 22.2 | 21.4 | 16.7 | 24.5 | * |
| >3 | 40.4 | 44.6 | 40.9 | 54.2 | 29.6 | 57.1 | 66.7 | 41.5 | * |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | * |
| Median | 3.0 | 3.0 | 3.0 | 4.0 | 3.0 | 4.0 | 4.0 | 3.0 | * |
| Mean | 3.0 | 3.0 | 3.0 | 3.2 | 2.7 | 3.4 | 3.3 | 3.0 | * |

| Category | Men | Women | White | African American | Hispanic | Asian American | Other - Multiple Race | 2011 Total | 2006 Total |
|--|-------|-------|-------|------------------|----------|----------------|-----------------------|------------|------------|
| Type of external boards | | | | | | | | | |
| Nonprofit | 86.4 | 86.4 | 85.7 | 92.6 | 88.6 | 100.0 | 90.0 | 86.5 | * |
| Publicly traded corporation | 12.2 | 13.3 | 12.5 | 20.6 | 6.8 | 0.0 | 10.0 | 12.5 | * |
| Privately held firm | 12.3 | 9.1 | 11.3 | 14.7 | 13.6 | 12.5 | 0.0 | 11.4 | * |
| Pre-K or K-12 school | 6.5 | 6.9 | 6.2 | 13.2 | 9.1 | 12.5 | 0.0 | 6.6 | * |
| Different college or university | 8.0 | 13.9 | 8.9 | 20.6 | 4.5 | 12.5 | 10.0 | 9.7 | * |
| Economic development board | 45.9 | 45.3 | 46.5 | 36.8 | 45.5 | 31.2 | 40.0 | 45.6 | * |
| Professional/higher education organization/association | 46.4 | 55.0 | 47.6 | 60.3 | 45.5 | 62.5 | 60.0 | 48.5 | * |
| Other | 8.2 | 7.6 | 7.9 | 4.4 | 11.4 | 25.0 | 0.0 | 8.0 | * |
| Began first presidency | | | | | | | | | |
| Prior to Jan 1, 2002 | 40.7 | 36.4 | 40.4 | 36.0 | 32.0 | 36.4 | 18.2 | 39.6 | * |
| After Jan 1, 2002 | 59.3 | 63.6 | 59.6 | 64.0 | 68.0 | 63.6 | 81.8 | 60.4 | * |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | * |

Note: Totals may not sum to 100.0 because of rounding. Variance in percentage totals may occur because of differing numbers of respondents for each appendix.

Appendix C

Characteristics of Long-Serving Presidents (More Than 10 Years), by Gender and Race/Ethnicity: 2011 and 2006 (in percentages)

| Category | Men | Women | White | African American | Hispanic | Asian American | Other - Multiple Race | 2011 Total | 2006 Total |
|---|-------|-------|-------|------------------|----------|----------------|-----------------------|------------|------------|
| Gender | | | | | | | | | |
| Men | - | - | 75.4 | 74.1 | 62.5 | 87.5 | 50.0 | 75.2 | 79.1 |
| Women | - | - | 24.6 | 25.9 | 37.5 | 12.5 | 50.0 | 24.8 | 20.9 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Race/ethnicity | | | | | | | | | |
| White | 89.2 | 87.9 | - | - | - | - | - | 89.8 | 86.8 |
| African American | 4.7 | 5.0 | - | - | - | - | - | 4.8 | 6.1 |
| Hispanic | 2.3 | 4.3 | - | - | - | - | - | 2.8 | 3.7 |
| Asian American | 1.6 | 0.7 | - | - | - | - | - | 1.4 | 0.7 |
| American Indian | 0.9 | 0.7 | - | - | - | - | - | 0.9 | 0.7 |
| Other - multiple race | 0.2 | 0.7 | - | - | - | - | - | 0.4 | 2.0 |
| Total % | 100.0 | 100.0 | - | - | - | - | - | 100.0 | 100.0 |
| Areas that have increased in level of importance | | | | | | | | | |
| Academic issues | 6.9 | 9.4 | 6.4 | 19.2 | 12.5 | 25.0 | 0.0 | 7.4 | 7.3 |
| Accountability/assessment of student learning | 55.7 | 58.7 | 56.9 | 34.6 | 68.8 | 25.0 | 100.0 | 56.2 | 43.2 |
| Athletics | 6.2 | 5.1 | 5.8 | 15.4 | 0.0 | 0.0 | 0.0 | 5.8 | 5.4 |
| Budget/financial management | 43.1 | 43.5 | 41.7 | 53.8 | 50.0 | 62.5 | 100.0 | 42.9 | 24.7 |
| Capital improvement projects | 10.4 | 10.1 | 10.5 | 7.7 | 12.5 | 12.5 | 0.0 | 10.4 | 15.2 |
| Enrollment management | 24.9 | 21.7 | 23.7 | 26.9 | 18.8 | 37.5 | 50.0 | 24.2 | 17.3 |
| Entrepreneurial ventures | 13.3 | 16.7 | 14.3 | 11.5 | 25.0 | 12.5 | 0.0 | 14.3 | 9.8 |
| Faculty issues | 6.6 | 3.6 | 5.8 | 7.7 | 6.2 | 12.5 | 0.0 | 5.8 | 4.0 |
| Personnel issues | 4.0 | 2.9 | 3.0 | 11.5 | 0.0 | 12.5 | 0.0 | 3.7 | 2.6 |
| Fund raising | 35.1 | 38.4 | 36.0 | 38.5 | 56.2 | 12.5 | 50.0 | 36.2 | 44.8 |
| Community relations | 4.5 | 4.3 | 5.0 | 0.0 | 0.0 | 0.0 | 0.0 | 4.4 | 3.5 |
| Governing board relations | 6.4 | 2.9 | 5.8 | 3.8 | 6.2 | 12.5 | 0.0 | 5.7 | 7.3 |
| Government relations | 11.4 | 17.4 | 12.7 | 11.5 | 18.8 | 0.0 | 0.0 | 12.7 | 11.2 |
| Media/public relations | 4.3 | 2.9 | 3.8 | 7.7 | 0.0 | 12.5 | 0.0 | 4.1 | 3.5 |
| Risk management/legal issues | 11.8 | 19.6 | 14.3 | 7.7 | 6.2 | 12.5 | 0.0 | 13.6 | 11.7 |
| Crisis management | 8.5 | 12.3 | 9.7 | 11.5 | 0.0 | 0.0 | 0.0 | 9.4 | 6.3 |
| Strategic planning | 14.7 | 8.0 | 13.5 | 11.5 | 12.5 | 0.0 | 0.0 | 13.1 | 17.8 |
| Student life/conduct issues | 3.3 | 2.2 | 2.8 | 7.7 | 0.0 | 0.0 | 0.0 | 3.0 | 2.4 |
| Technology planning | 20.1 | 16.7 | 20.9 | 7.7 | 6.2 | 12.5 | 0.0 | 19.4 | 17.4 |
| Campus internationalization | 6.6 | 3.6 | 6.2 | 3.8 | 0.0 | 12.5 | 0.0 | 5.8 | * |

| Category | Men | Women | White | African American | Hispanic | Asian American | Other - Multiple Race | 2011 Total | 2006 Total |
|---|------|-------|-------|------------------|----------|----------------|-----------------------|------------|------------|
| Most frustrating things in first presidency | | | | | | | | | |
| Never enough money | 61.2 | 59.6 | 59.4 | 73.1 | 62.5 | 71.4 | 50.0 | 60.5 | * |
| Belief that you are infinitely accessible in the position | 21.1 | 21.3 | 20.7 | 26.9 | 31.2 | 28.6 | 0.0 | 21.5 | * |
| Unclear expectations and metrics of success | 19.2 | 21.3 | 20.1 | 15.4 | 18.8 | 28.6 | 0.0 | 19.5 | * |
| Difficulty of cultivating leadership in others | 34.5 | 38.2 | 34.9 | 42.3 | 25.0 | 42.9 | 100.0 | 35.0 | * |
| Unresponsive campus governance structure | 26.9 | 24.3 | 26.6 | 23.1 | 18.8 | 42.9 | 50.0 | 26.4 | * |
| Board/board members | 20.4 | 21.3 | 20.1 | 26.9 | 25.0 | 57.1 | 0.0 | 20.6 | * |
| Campus politics | 35.9 | 41.2 | 37.1 | 34.6 | 50.0 | 28.6 | 50.0 | 37.2 | * |
| Cabinet dynamics | 14.8 | 15.4 | 16.2 | 7.7 | 0.0 | 14.3 | 0.0 | 15.0 | * |
| Policy makers | 13.8 | 8.1 | 11.0 | 23.1 | 31.2 | 14.3 | 50.0 | 12.5 | * |
| Unrealistic expectations to solve everyone's problems | 26.2 | 22.1 | 23.5 | 30.8 | 50.0 | 28.6 | 0.0 | 25.3 | * |
| Problems inherited from the previous leadership | 43.2 | 55.1 | 48.5 | 23.1 | 31.2 | 28.6 | 0.0 | 45.8 | * |
| Too many demands/not enough time | 29.1 | 36.8 | 32.3 | 11.5 | 18.8 | 42.9 | 50.0 | 31.0 | * |
| Faculty resistance to change | 37.4 | 31.6 | 36.5 | 26.9 | 31.2 | 14.3 | 0.0 | 35.9 | * |
| Athletics | 4.9 | 5.1 | 4.1 | 7.7 | 6.2 | 28.6 | 0.0 | 4.9 | * |
| Work-life balance | 27.4 | 31.6 | 28.4 | 26.9 | 25.0 | 14.3 | 50.0 | 28.3 | * |
| Lack of time to think/reflect | 23.8 | 24.3 | 23.3 | 30.8 | 31.2 | 0.0 | 0.0 | 24.0 | * |
| Workforce management/recruitment, retention, and retirement | 10.0 | 6.6 | 8.1 | 19.2 | 6.2 | 14.3 | 100.0 | 9.0 | * |

| | | | | | | | | | |
|---|-------|-------|-------|-------|-------|-------|-------|-------|---|
| Percent of time spent off campus or on external activities | | | | | | | | | |
| 25% or less | 33.5 | 25.4 | 31.2 | 30.8 | 12.5 | 62.5 | 0.0 | 31.2 | * |
| 26 to 50% | 56.4 | 60.1 | 57.3 | 57.7 | 81.2 | 37.5 | 100.0 | 57.7 | * |
| 51 to 75% | 9.7 | 14.5 | 11.3 | 7.7 | 6.2 | 0.0 | 0.0 | 10.7 | * |
| More than 75% | 0.5 | 0.0 | 0.2 | 3.8 | 0.0 | 0.0 | 0.0 | 0.4 | * |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | * |

| | | | | | | | | | |
|---|-------|-------|-------|-------|-------|-------|-------|-------|---|
| Distribution of time | | | | | | | | | |
| Now spend more time externally | 57.3 | 65.9 | 60.1 | 61.5 | 50.0 | 12.5 | 100.0 | 59.3 | * |
| Now spend more time on internal campus issues | 15.8 | 15.2 | 14.7 | 15.4 | 31.2 | 37.5 | 0.0 | 15.5 | * |
| No change in distribution of time | 26.9 | 18.8 | 25.2 | 23.1 | 18.8 | 50.0 | 0.0 | 25.2 | * |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | * |

Changes in time spent

| | | | | | | | | | |
|------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Academic issues | | | | | | | | | |
| More | 22.2 | 23.4 | 20.9 | 38.5 | 25.0 | 37.5 | 0.0 | 22.4 | 20.4 |
| Same | 48.2 | 42.3 | 47.6 | 38.5 | 56.2 | 50.0 | 0.0 | 47.0 | 42.1 |
| Less | 29.6 | 34.3 | 31.5 | 23.1 | 18.8 | 12.5 | 100.0 | 30.6 | 37.1 |
| NA | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.4 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |

| Category | Men | Women | White | African American | Hispanic | Asian American | Other - Multiple Race | 2011 Total | 2006 Total |
|--|-------|-------|-------|------------------|----------|----------------|-----------------------|------------|------------|
| Accountability/assessment of student learning | | | | | | | | | |
| More | 66.5 | 63.2 | 65.4 | 80.8 | 66.7 | 37.5 | 50.0 | 65.7 | 71.8 |
| Same | 24.6 | 24.3 | 23.9 | 19.2 | 33.3 | 50.0 | 50.0 | 24.6 | 20.4 |
| Less | 8.1 | 11.8 | 9.9 | 0.0 | 0.0 | 12.5 | 0.0 | 8.9 | 6.9 |
| NA | 0.7 | 0.7 | 0.8 | 0.0 | 0.0 | 0.0 | 0.0 | 0.7 | 0.9 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Athletics | | | | | | | | | |
| More | 29.6 | 30.4 | 29.3 | 34.6 | 31.2 | 12.5 | 50.0 | 29.7 | 34.0 |
| Same | 34.2 | 28.3 | 32.3 | 42.3 | 43.8 | 25.0 | 0.0 | 33.1 | 36.0 |
| Less | 14.3 | 10.9 | 13.6 | 11.5 | 12.5 | 25.0 | 0.0 | 13.5 | 12.5 |
| NA | 21.8 | 30.4 | 24.8 | 11.5 | 12.5 | 37.5 | 50.0 | 23.7 | 17.5 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Budget/financial management | | | | | | | | | |
| More | 53.3 | 65.2 | 55.2 | 73.1 | 75.0 | 37.5 | 100.0 | 56.6 | 59.4 |
| Same | 41.4 | 29.7 | 39.6 | 19.2 | 25.0 | 50.0 | 0.0 | 38.3 | 36.3 |
| Less | 4.8 | 5.1 | 4.8 | 7.7 | 0.0 | 12.5 | 0.0 | 4.8 | 4.3 |
| NA | 0.5 | 0.0 | 0.4 | 0.0 | 0.0 | 0.0 | 0.0 | 0.4 | 0.0 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Capital improvement projects | | | | | | | | | |
| More | 54.2 | 63.0 | 57.1 | 53.8 | 43.8 | 37.5 | 0.0 | 56.5 | 71.4 |
| Same | 40.1 | 32.6 | 37.7 | 38.5 | 56.2 | 50.0 | 100.0 | 38.2 | 25.0 |
| Less | 5.5 | 3.6 | 4.8 | 7.7 | 0.0 | 12.5 | 0.0 | 5.0 | 3.1 |
| NA | 0.2 | 0.7 | 0.4 | 0.0 | 0.0 | 0.0 | 0.0 | 0.4 | 0.5 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Enrollment management | | | | | | | | | |
| More | 52.4 | 55.8 | 52.4 | 65.4 | 68.8 | 50.0 | 0.0 | 53.6 | 56.5 |
| Same | 39.7 | 38.4 | 39.6 | 34.6 | 25.0 | 50.0 | 100.0 | 39.1 | 37.1 |
| Less | 7.4 | 4.3 | 7.2 | 0.0 | 6.2 | 0.0 | 0.0 | 6.6 | 6.3 |
| NA | 0.5 | 1.4 | 0.8 | 0.0 | 0.0 | 0.0 | 0.0 | 0.7 | 0.2 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Entrepreneurial ventures | | | | | | | | | |
| More | 45.2 | 53.3 | 48.6 | 32.0 | 50.0 | 37.5 | 50.0 | 47.2 | 58.3 |
| Same | 35.5 | 29.9 | 32.4 | 56.0 | 31.2 | 37.5 | 50.0 | 34.1 | 33.2 |
| Less | 12.6 | 8.8 | 12.1 | 4.0 | 12.5 | 12.5 | 0.0 | 11.7 | 4.2 |
| NA | 6.8 | 8.0 | 6.9 | 8.0 | 6.2 | 12.5 | 0.0 | 7.0 | 4.4 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |

| Category | Men | Women | White | African American | Hispanic | Asian American | Other - Multiple Race | 2011 Total | 2006 Total |
|---|-------|-------|-------|------------------|----------|----------------|-----------------------|------------|------------|
| Faculty issues | | | | | | | | | |
| More | 12.8 | 18.8 | 13.5 | 24.0 | 18.8 | 25.0 | 0.0 | 14.1 | 17.3 |
| Same | 62.7 | 52.9 | 60.5 | 48.0 | 68.8 | 50.0 | 50.0 | 60.5 | 67.0 |
| Less | 24.1 | 28.3 | 25.8 | 24.0 | 12.5 | 25.0 | 50.0 | 25.0 | 15.5 |
| NA | 0.5 | 0.0 | 0.2 | 4.0 | 0.0 | 0.0 | 0.0 | 0.4 | 0.2 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Personnel issues (excluding faculty) | | | | | | | | | |
| More | 18.4 | 22.6 | 18.7 | 23.1 | 18.8 | 37.5 | 0.0 | 19.4 | 24.1 |
| Same | 59.8 | 54.7 | 59.2 | 61.5 | 56.2 | 37.5 | 50.0 | 58.5 | 63.2 |
| Less | 21.8 | 22.6 | 22.1 | 15.4 | 25.0 | 25.0 | 50.0 | 22.1 | 12.3 |
| NA | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.4 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Fund raising | | | | | | | | | |
| More | 65.2 | 73.2 | 67.4 | 76.9 | 75.0 | 25.0 | 0.0 | 67.4 | 78.2 |
| Same | 28.5 | 21.7 | 26.6 | 23.1 | 25.0 | 62.5 | 50.0 | 26.7 | 19.6 |
| Less | 4.6 | 0.7 | 4.0 | 0.0 | 0.0 | 0.0 | 0.0 | 3.6 | 1.3 |
| NA | 1.7 | 4.3 | 2.0 | 0.0 | 0.0 | 12.5 | 50.0 | 2.3 | 0.9 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Community relations | | | | | | | | | |
| More | 47.6 | 52.6 | 49.2 | 60.0 | 50.0 | 12.5 | 0.0 | 48.6 | 51.8 |
| Same | 44.2 | 41.5 | 43.7 | 36.0 | 37.5 | 75.0 | 50.0 | 43.6 | 43.2 |
| Less | 8.2 | 5.9 | 7.1 | 4.0 | 12.5 | 12.5 | 50.0 | 7.7 | 4.9 |
| NA | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.2 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Governing board relations | | | | | | | | | |
| More | 33.1 | 30.9 | 33.3 | 30.8 | 18.8 | 25.0 | 50.0 | 32.7 | 39.8 |
| Same | 58.5 | 60.3 | 58.8 | 61.5 | 62.5 | 62.5 | 0.0 | 58.7 | 53.5 |
| Less | 7.9 | 8.1 | 7.3 | 7.7 | 18.8 | 12.5 | 50.0 | 8.1 | 6.2 |
| NA | 0.5 | 0.7 | 0.6 | 0.0 | 0.0 | 0.0 | 0.0 | 0.5 | 0.5 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Government relations | | | | | | | | | |
| More | 39.1 | 50.4 | 42.3 | 34.6 | 62.5 | 0.0 | 0.0 | 41.8 | 45.6 |
| Same | 45.3 | 41.5 | 43.3 | 61.5 | 31.2 | 87.5 | 100.0 | 44.4 | 42.0 |
| Less | 11.5 | 7.4 | 11.1 | 0.0 | 6.2 | 0.0 | 0.0 | 10.6 | 7.8 |
| NA | 4.1 | 0.7 | 3.2 | 3.8 | 0.0 | 12.5 | 0.0 | 3.2 | 4.7 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |

| Category | Men | Women | White | African American | Hispanic | Asian American | Other - Multiple Race | 2011 Total | 2006 Total |
|-------------------------------------|-------|-------|-------|------------------|----------|----------------|-----------------------|------------|------------|
| Media/public relations | | | | | | | | | |
| More | 27.7 | 34.1 | 27.8 | 44.0 | 43.8 | 37.5 | 0.0 | 29.1 | 34.1 |
| Same | 61.2 | 58.7 | 62.3 | 52.0 | 43.8 | 25.0 | 100.0 | 60.8 | 58.1 |
| Less | 10.9 | 7.2 | 9.9 | 4.0 | 12.5 | 25.0 | 0.0 | 9.9 | 7.4 |
| NA | 0.2 | 0.0 | 0.0 | 0.0 | 0.0 | 12.5 | 0.0 | 0.2 | 0.4 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Risk management/legal issues | | | | | | | | | |
| More | 32.5 | 42.0 | 35.3 | 36.0 | 25.0 | 25.0 | 0.0 | 35.1 | 36.1 |
| Same | 54.7 | 46.4 | 53.2 | 52.0 | 56.2 | 37.5 | 50.0 | 52.2 | 51.5 |
| Less | 12.5 | 11.6 | 11.3 | 12.0 | 18.8 | 37.5 | 50.0 | 12.5 | 11.7 |
| NA | 0.2 | 0.0 | 0.2 | 0.0 | 0.0 | 0.0 | 0.0 | 0.2 | 0.7 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Crisis management | | | | | | | | | |
| More | 20.5 | 28.5 | 22.1 | 23.1 | 18.8 | 25.0 | 0.0 | 22.3 | 22.4 |
| Same | 55.1 | 53.3 | 56.0 | 46.2 | 62.5 | 25.0 | 50.0 | 54.9 | 53.3 |
| Less | 23.9 | 16.8 | 21.1 | 30.8 | 18.8 | 50.0 | 50.0 | 22.1 | 23.3 |
| NA | 0.5 | 1.5 | 0.8 | 0.0 | 0.0 | 0.0 | 0.0 | 0.7 | 1.1 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Strategic planning | | | | | | | | | |
| More | 44.7 | 45.3 | 44.8 | 38.5 | 73.3 | 12.5 | 50.0 | 44.5 | 61.5 |
| Same | 48.1 | 52.6 | 49.2 | 61.5 | 20.0 | 75.0 | 50.0 | 49.6 | 36.2 |
| Less | 7.2 | 2.2 | 6.0 | 0.0 | 6.7 | 12.5 | 0.0 | 5.9 | 2.4 |
| NA | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Student life/conduct issues | | | | | | | | | |
| More | 9.4 | 16.8 | 10.9 | 23.1 | 6.2 | 62.5 | 0.0 | 11.1 | 15.5 |
| Same | 60.1 | 47.4 | 57.2 | 42.3 | 68.8 | 0.0 | 100.0 | 56.9 | 63.1 |
| Less | 29.8 | 35.0 | 31.1 | 34.6 | 25.0 | 37.5 | 0.0 | 31.3 | 21.2 |
| NA | 0.7 | 0.7 | 0.8 | 0.0 | 0.0 | 0.0 | 0.0 | 0.7 | 0.2 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Technology planning | | | | | | | | | |
| More | 40.9 | 44.5 | 41.9 | 30.8 | 56.2 | 50.0 | 0.0 | 42.1 | 61.9 |
| Same | 45.9 | 43.8 | 45.5 | 50.0 | 43.8 | 50.0 | 50.0 | 45.1 | 30.3 |
| Less | 12.7 | 11.7 | 12.3 | 19.2 | 0.0 | 0.0 | 50.0 | 12.5 | 7.6 |
| NA | 0.5 | 0.0 | 0.4 | 0.0 | 0.0 | 0.0 | 0.0 | 0.4 | 0.2 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |

| Category | Men | Women | White | African American | Hispanic | Asian American | Other - Multiple Race | 2011 Total | 2006 Total |
|------------------------------------|-------|-------|-------|------------------|----------|----------------|-----------------------|------------|------------|
| Campus internationalization | | | | | | | | | |
| More | 35.4 | 34.1 | 34.5 | 34.6 | 37.5 | 50.0 | 50.0 | 35.1 | * |
| Same | 42.2 | 38.5 | 40.6 | 53.8 | 50.0 | 50.0 | 50.0 | 41.4 | * |
| Less | 11.3 | 10.4 | 11.8 | 7.7 | 6.2 | 0.0 | 0.0 | 11.2 | * |
| NA | 11.1 | 17.0 | 13.2 | 3.8 | 6.2 | 0.0 | 0.0 | 12.4 | * |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | * |

Appendix D

Characteristics of Presidents, by Institutional Type: 2011 and 2006 (in percentages)

| Category | Institutional Type | | | | | | | | | | Total | |
|---------------------------------------|--------------------|-------|----------|-------|------------|-------|-----------|-------|---------------|-------|-------|-------|
| | Doctorate-Granting | | Master's | | Bachelor's | | Associate | | Special Focus | | 2011 | 2006 |
| | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 |
| A. Background and Demographics | | | | | | | | | | | | |
| Gender | | | | | | | | | | | | |
| Men | 77.7 | 86.2 | 77.2 | 78.5 | 77.1 | 76.8 | 67.0 | 71.2 | 79.5 | 83.4 | 73.6 | 77.0 |
| Women | 22.3 | 13.8 | 22.8 | 21.5 | 22.9 | 23.2 | 33.0 | 28.8 | 20.5 | 16.6 | 26.4 | 23.0 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Race/ethnicity | | | | | | | | | | | | |
| White | 87.2 | 88.7 | 87.4 | 87.1 | 87.7 | 86.9 | 86.9 | 86.1 | 89.2 | 84.8 | 87.2 | 86.4 |
| African American | 6.1 | 6.2 | 7.3 | 6.7 | 7.7 | 8.3 | 5.3 | 4.9 | 3.2 | 2.9 | 5.9 | 5.9 |
| Hispanic | 2.7 | 2.6 | 3.4 | 4.3 | 3.4 | 3.4 | 5.0 | 6.1 | 3.2 | 4.0 | 3.8 | 4.6 |
| Asian American | 2.0 | 0.5 | 1.3 | 0.7 | 0.6 | 0.2 | 1.5 | 1.0 | 2.2 | 2.2 | 1.5 | 0.9 |
| American Indian | 0.0 | 0.0 | 0.5 | 0.2 | 0.3 | 0.0 | 0.6 | 0.4 | 0.5 | 4.0 | 0.8 | 0.7 |
| Other - multiple race | 2.0 | 2.1 | 0.0 | 1.0 | 0.3 | 1.2 | 0.7 | 1.5 | 1.6 | 2.2 | 0.8 | 1.5 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Age | | | | | | | | | | | | |
| 31-40 | 0.0 | 1.0 | 0.5 | 0.5 | 0.3 | 0.5 | 0.8 | 0.4 | 0.0 | 0.7 | 0.5 | 0.6 |
| 41-50 | 2.9 | 2.0 | 5.4 | 3.8 | 11.5 | 8.5 | 12.4 | 9.2 | 12.2 | 11.3 | 9.6 | 7.5 |
| 51-60 | 26.8 | 35.8 | 29.5 | 39.5 | 32.9 | 43.4 | 33.3 | 46.9 | 33.3 | 39.0 | 31.8 | 42.6 |
| 61-70 | 63.8 | 55.9 | 60.6 | 49.3 | 51.0 | 41.9 | 50.6 | 37.3 | 45.0 | 39.7 | 53.2 | 42.6 |
| 71 or older | 6.5 | 5.4 | 4.0 | 6.9 | 4.3 | 5.7 | 2.9 | 6.3 | 9.4 | 9.3 | 4.8 | 6.7 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Median | 63.0 | 62.0 | 63.0 | 61.0 | 61.5 | 60.0 | 61.0 | 60.0 | 61.0 | 60.0 | 62.0 | 60.0 |
| Mean | 62.7 | 61.8 | 62.0 | 61.1 | 60.1 | 59.7 | 59.6 | 59.1 | 60.8 | 59.6 | 60.7 | 59.9 |
| Marital status | | | | | | | | | | | | |
| Never married | 5.9 | 4.0 | 7.8 | 5.8 | 2.8 | 3.1 | 0.4 | 3.7 | 2.0 | 5.2 | 3.4 | 4.2 |
| Never married-religious | 1.5 | 4.0 | 3.2 | 9.0 | 2.5 | 3.1 | 2.5 | 0.3 | 2.0 | 2.4 | 2.5 | 3.3 |
| Married | 86.7 | 85.5 | 83.2 | 78.5 | 87.0 | 86.7 | 86.8 | 83.2 | 82.2 | 84.8 | 85.0 | 83.2 |
| Domestic partner | 0.0 | 0.5 | 0.9 | 0.2 | 1.8 | 0.5 | 0.8 | 1.8 | 2.6 | 1.7 | 1.2 | 1.1 |
| Separated | 0.7 | 0.0 | 0.0 | 0.0 | 0.4 | 0.0 | 0.4 | 0.1 | 2.0 | 1.0 | 0.5 | 0.2 |
| Divorced | 4.4 | 5.5 | 3.8 | 4.7 | 4.2 | 4.1 | 6.4 | 9.0 | 7.9 | 3.5 | 5.7 | 6.1 |
| Widower/widow | 0.7 | 0.5 | 1.2 | 1.8 | 1.4 | 2.6 | 2.7 | 1.9 | 1.3 | 1.4 | 1.7 | 1.8 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Children | | | | | | | | | | | | |
| Yes | 85.2 | 87.6 | 81.2 | 79.2 | 88.1 | 86.4 | 85.5 | 86.8 | 88.4 | 89.0 | 85.3 | 85.7 |
| No | 14.8 | 12.4 | 18.8 | 20.8 | 11.9 | 13.6 | 14.5 | 13.2 | 11.6 | 11.0 | 14.7 | 14.3 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |

| Category | Institutional Type | | | | | | | | | | Total | |
|--|--------------------|-------|----------|-------|------------|-------|-----------|-------|---------------|-------|-------|-------|
| | Doctorate-Granting | | Master's | | Bachelor's | | Associate | | Special Focus | | 2011 | 2006 |
| | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | | |
| Children's age | | | | | | | | | | | | |
| Under the age of 18 | 16.3 | 12.5 | 16.4 | 11.1 | 27.4 | 19.7 | 21.7 | 17.8 | 18.3 | 20.7 | 20.8 | 17.0 |
| 18 and older | 83.7 | 87.5 | 83.6 | 88.9 | 72.6 | 80.3 | 78.3 | 82.2 | 81.7 | 79.3 | 79.2 | 83.0 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Religious preference | | | | | | | | | | | | |
| Buddhist | 0.0 | 0.0 | 0.5 | 0.5 | 0.0 | 0.2 | 1.1 | 1.3 | 1.1 | 2.1 | 0.6 | 0.9 |
| Protestant | 36.8 | 47.2 | 43.1 | 46.0 | 61.7 | 65.9 | 55.8 | 56.0 | 53.2 | 49.7 | 52.0 | 54.2 |
| Roman Catholic | 29.9 | 24.6 | 35.8 | 36.1 | 20.4 | 19.6 | 24.8 | 27.7 | 19.7 | 22.7 | 26.1 | 26.6 |
| Jewish | 9.7 | 10.3 | 5.5 | 5.2 | 4.0 | 4.6 | 2.6 | 2.9 | 8.0 | 7.0 | 4.9 | 5.1 |
| Muslim | 1.4 | 0.0 | 0.0 | 0.0 | 0.3 | 0.0 | 0.2 | 0.0 | 0.0 | 0.0 | 0.2 | 0.0 |
| Other | 5.6 | 3.1 | 2.6 | 2.7 | 4.6 | 2.9 | 5.5 | 2.7 | 4.8 | 7.7 | 4.9 | 3.6 |
| None | 16.7 | 14.9 | 12.5 | 9.5 | 9.0 | 6.8 | 10.0 | 9.4 | 13.3 | 10.8 | 11.3 | 9.7 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| B. Current Position | | | | | | | | | | | | |
| Current position | | | | | | | | | | | | |
| President/CEO/chancellor | 98.6 | 98.5 | 99.0 | 99.3 | 98.5 | 99.5 | 98.0 | 96.2 | 95.7 | 97.1 | 98.0 | 97.8 |
| Senior executive/provost/dean | 0.7 | 1.0 | 0.5 | 0.5 | 0.6 | 0.2 | 1.3 | 2.5 | 2.1 | 1.1 | 1.0 | 1.3 |
| Other | 0.7 | 0.5 | 0.5 | 0.2 | 0.9 | 0.2 | 0.7 | 1.4 | 2.1 | 1.8 | 0.9 | 0.9 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Satisfaction in current position as president/CEO | | | | | | | | | | | | |
| Very satisfied | 79.5 | * | 82.1 | * | 85.0 | * | 81.1 | * | 76.8 | * | 81.6 | * |
| Somewhat satisfied | 17.4 | * | 17.1 | * | 13.9 | * | 18.1 | * | 23.2 | * | 17.5 | * |
| Not very satisfied | 3.0 | * | 0.6 | * | 1.1 | * | 0.8 | * | 0.0 | * | 0.9 | * |
| Dissatisfied | 0.0 | * | 0.3 | * | 0.0 | * | 0.0 | * | 0.0 | * | 0.1 | * |
| Total % | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * |
| Reports to: | | | | | | | | | | | | |
| System head | 25.2 | 29.9 | 26.6 | 28.6 | 10.9 | 10.3 | 28.0 | 25.2 | 6.5 | 11.1 | 21.2 | 21.4 |
| Governing board | 67.2 | 65.7 | 70.2 | 69.4 | 87.0 | 88.8 | 64.6 | 68.2 | 88.2 | 85.1 | 73.4 | 74.5 |
| State commissioner/superintendent | 0.8 | * | 0.9 | * | 0.0 | * | 1.4 | * | 0.0 | * | 0.8 | * |
| Corporate/church board or leader | 2.3 | * | 0.6 | * | 1.1 | * | 1.2 | * | 2.6 | * | 1.3 | * |
| Other | 4.6 | * | 1.7 | * | 1.1 | * | 4.7 | * | 2.6 | * | 3.3 | * |
| Total % | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * |

Note: Totals may not sum to 100.0 because of rounding. Variance in percentage totals may occur because of differing numbers of respondents for each appendix.

| Category | Institutional Type | | | | | | | | | | | |
|--|--------------------|-------|----------|-------|------------|-------|-----------|-------|---------------|-------|-------|-------|
| | Doctorate-Granting | | Master's | | Bachelor's | | Associate | | Special Focus | | Total | |
| | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 |
| Years in current position | | | | | | | | | | | | |
| <1 | 4.2 | 1.8 | 8.1 | 1.9 | 7.7 | 2.2 | 8.6 | 4.2 | 6.3 | 2.1 | 7.6 | 2.8 |
| 1 | 11.1 | 7.1 | 7.9 | 7.2 | 8.6 | 6.8 | 10.1 | 9.1 | 12.2 | 6.3 | 9.7 | 7.7 |
| 2 | 6.2 | 7.7 | 8.4 | 5.9 | 9.2 | 7.6 | 7.0 | 7.1 | 6.3 | 3.8 | 7.7 | 6.6 |
| 3 | 11.8 | 6.5 | 6.3 | 4.3 | 7.7 | 7.9 | 8.6 | 6.7 | 6.3 | 5.0 | 8.0 | 6.3 |
| 4 | 13.2 | 8.2 | 14.4 | 5.6 | 11.7 | 6.8 | 13.2 | 5.8 | 12.2 | 6.7 | 13.0 | 6.6 |
| 5 | 0.0 | 10.0 | 0.0 | 8.0 | 0.0 | 8.4 | 0.0 | 7.7 | 0.0 | 6.3 | 0.0 | 7.8 |
| 6-10 | 36.8 | 31.8 | 27.5 | 32.0 | 34.0 | 31.7 | 28.5 | 28.9 | 30.2 | 37.0 | 30.4 | 31.2 |
| 11-15 | 13.9 | 17.7 | 17.0 | 21.6 | 15.6 | 20.1 | 16.2 | 14.9 | 17.5 | 16.4 | 16.0 | 17.7 |
| 16-20 | 1.4 | 8.8 | 5.2 | 8.3 | 1.8 | 5.4 | 2.6 | 8.8 | 1.6 | 9.2 | 2.7 | 8.0 |
| >20 | 1.4 | 0.6 | 5.2 | 5.3 | 3.7 | 3.3 | 5.1 | 6.9 | 7.4 | 7.1 | 4.8 | 5.2 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Median | 6.0 | 6.0 | 6.0 | 8.0 | 6.0 | 7.0 | 6.0 | 7.0 | 6.0 | 8.0 | 6.0 | 7.0 |
| Mean | 6.2 | 7.6 | 7.5 | 9.0 | 6.7 | 8.1 | 6.9 | 8.5 | 7.6 | 9.4 | 7.0 | 8.5 |
| Interim position | | | | | | | | | | | | |
| Yes | 1.5 | 3.6 | 2.6 | 2.8 | 2.8 | 1.5 | 3.5 | 3.6 | 2.6 | 2.5 | 2.8 | 2.8 |
| No | 98.5 | 96.5 | 97.4 | 97.2 | 97.2 | 98.5 | 96.5 | 96.4 | 97.4 | 97.5 | 97.2 | 97.2 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Tenured in current position | | | | | | | | | | | | |
| Yes | 77.1 | 80.7 | 46.0 | 45.5 | 29.3 | 27.7 | 5.7 | 10.3 | 25.7 | 21.3 | 29.1 | 29.4 |
| No | 22.9 | 19.3 | 54.0 | 54.5 | 70.7 | 72.3 | 94.3 | 89.7 | 74.3 | 78.7 | 70.9 | 70.7 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| "Second in Command" on campus | | | | | | | | | | | | |
| Chief academic officer | 83.3 | * | 77.2 | * | 68.3 | * | 45.2 | * | 53.6 | * | 61.9 | * |
| Chief financial officer | 0.8 | * | 3.5 | * | 4.9 | * | 9.3 | * | 8.6 | * | 6.0 | * |
| Many/a few VPs of fairly equal status | 12.1 | * | 15.0 | * | 20.8 | * | 34.4 | * | 23.8 | * | 23.9 | * |
| Other | 3.8 | * | 4.3 | * | 6.0 | * | 11.1 | * | 13.9 | * | 8.2 | * |
| Total | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * |
| C. Your Predecessor | | | | | | | | | | | | |
| Career status of your predecessor | | | | | | | | | | | | |
| Retired and holds no other position | 38.3 | * | 41.4 | * | 36.5 | * | 47.2 | * | 34.4 | * | 41.0 | * |
| Moved to another college or university presidency | 16.4 | * | 15.7 | * | 20.6 | * | 20.5 | * | 9.9 | * | 17.7 | * |
| Moved to a senior higher education campus/system position (non-president) | 1.6 | * | 6.1 | * | 4.6 | * | 6.8 | * | 9.3 | * | 6.1 | * |
| Became a CEO of a higher education-related (non-campus) organization, association, or state system | 3.1 | * | 1.7 | * | 2.1 | * | 2.1 | * | 1.3 | * | 1.9 | * |
| Honoric chancellor at current institution | 5.5 | * | 2.0 | * | 1.4 | * | 0.2 | * | 3.3 | * | 1.8 | * |
| Went to the faculty | 16.4 | * | 6.1 | * | 3.5 | * | 1.9 | * | 4.0 | * | 4.8 | * |
| Became a consultant | 2.3 | * | 3.5 | * | 7.8 | * | 3.3 | * | 6.0 | * | 4.4 | * |
| Employed outside of higher education | 7.0 | * | 9.6 | * | 9.6 | * | 3.5 | * | 17.2 | * | 8.1 | * |
| Don't know | 1.6 | * | 3.5 | * | 3.5 | * | 3.3 | * | 3.3 | * | 3.3 | * |
| Other | 7.8 | * | 10.4 | * | 10.3 | * | 11.2 | * | 11.3 | * | 10.8 | * |
| Total % | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * |

| Category | Institutional Type | | | | | | | | | | | |
|--|--------------------|------|----------|------|------------|------|-----------|------|---------------|------|-------|------|
| | Doctorate-Granting | | Master's | | Bachelor's | | Associate | | Special Focus | | Total | |
| | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 |
| Years predecessor served as president/CEO | | | | | | | | | | | | |
| 1 year or less | 3.8 | * | 2.9 | * | 2.5 | * | 5.4 | * | 2.0 | * | 4.1 | * |
| 2 to 5 | 26.7 | * | 23.5 | * | 27.1 | * | 31.5 | * | 36.0 | * | 29.1 | * |
| 6 to 10 | 32.8 | * | 30.2 | * | 32.5 | * | 27.8 | * | 26.7 | * | 29.4 | * |
| 11 to 15 | 16.8 | * | 20.3 | * | 19.6 | * | 15.1 | * | 12.7 | * | 17.0 | * |
| 16 or more | 19.8 | * | 23.0 | * | 18.2 | * | 19.2 | * | 20.7 | * | 19.7 | * |
| Don't know | 0.0 | * | 0.0 | * | 0.0 | * | 1.0 | * | 2.0 | * | 0.6 | * |
| Total % | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * |

D. Your Career

Stepping down from current position

| | | | | | | | | | | | | |
|-----------------------------|-------|---|-------|---|-------|---|-------|---|-------|---|-------|---|
| Within the next year or two | 12.3 | * | 14.8 | * | 16.5 | * | 21.9 | * | 13.9 | * | 17.1 | * |
| 3-5 years from now | 33.8 | * | 37.4 | * | 33.8 | * | 37.5 | * | 25.2 | * | 35.0 | * |
| 6-9 years from now | 24.6 | * | 22.0 | * | 22.5 | * | 17.0 | * | 26.5 | * | 21.1 | * |
| 10 or more years from now | 11.5 | * | 11.0 | * | 11.6 | * | 14.5 | * | 16.6 | * | 13.2 | * |
| Don't know | 17.7 | * | 14.8 | * | 15.5 | * | 9.0 | * | 17.9 | * | 13.5 | * |
| Total % | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * |

Consideration after leaving current position

| | | | | | | | | | | | | |
|---|------|---|------|---|------|---|------|---|------|---|------|---|
| Retire and hold no other position | 30.5 | * | 33.6 | * | 38.5 | * | 37.7 | * | 29.6 | * | 35.0 | * |
| Move to another college or university presidency | 18.0 | * | 21.7 | * | 19.4 | * | 23.0 | * | 15.1 | * | 20.6 | * |
| Move to a senior higher education campus/system position (non-president) | 2.3 | * | 3.5 | * | 4.2 | * | 5.3 | * | 8.6 | * | 4.7 | * |
| Become a CEO of a higher education-related organization, association, or state system | 7.0 | * | 6.1 | * | 8.8 | * | 6.0 | * | 8.6 | * | 5.9 | * |
| Go to the faculty | 37.5 | * | 18.3 | * | 13.8 | * | 9.7 | * | 20.4 | * | 16.4 | * |
| Become a consultant | 25.8 | * | 31.6 | * | 30.4 | * | 25.9 | * | 21.1 | * | 27.9 | * |
| Seek employment outside of higher education | 17.2 | * | 11.3 | * | 15.5 | * | 12.3 | * | 17.1 | * | 13.8 | * |
| Become an honorific chancellor at current institution | 3.1 | * | 6.4 | * | 8.1 | * | 1.4 | * | 5.3 | * | 4.6 | * |
| Don't know | 22.7 | * | 21.2 | * | 21.9 | * | 21.2 | * | 16.4 | * | 20.9 | * |
| Other | 3.1 | * | 6.1 | * | 7.8 | * | 6.2 | * | 6.6 | * | 6.3 | * |

E. Prior Positions

Last prior position

| | | | | | | | | | | | | |
|--|------|------|------|------|------|------|------|------|------|------|------|------|
| Within higher education | | | | | | | | | | | | |
| President/CEO/chancellor | 20.9 | 27.5 | 20.5 | 21.6 | 13.5 | 17.7 | 23.2 | 26.3 | 14.7 | 10.1 | 19.5 | 21.4 |
| Chief academic officer or provost | 41.9 | 33.5 | 34.5 | 34.6 | 31.9 | 31.1 | 37.5 | 34.2 | 23.2 | 19.1 | 34.0 | 31.4 |
| Other senior executive in academic affairs (including deans) | 17.6 | 21.0 | 13.2 | 10.0 | 12.3 | 13.4 | 6.9 | 9.2 | 9.5 | 16.7 | 10.7 | 12.4 |
| Senior executive in student affairs | 2.0 | 0.0 | 5.3 | 3.5 | 4.0 | 4.0 | 6.1 | 5.7 | 1.6 | 3.5 | 4.5 | 4.1 |
| Senior executive in business and/or administration | 2.0 | * | 8.4 | * | 8.3 | * | 7.2 | * | 5.3 | * | 7.4 | * |
| Chair/faculty | 0.7 | 4.0 | 2.6 | 3.9 | 4.3 | 3.7 | 2.2 | 1.6 | 8.4 | 11.1 | 3.5 | 4.1 |

Note: Totals may not sum to 100.0 because of rounding. Variance in percentage totals may occur because of differing numbers of respondents for each appendix.

| Category | Institutional Type | | | | | | | | | | | |
|---|--------------------|-------|----------|-------|------------|-------|-----------|-------|---------------|-------|-------|-------|
| | Doctorate-Granting | | Master's | | Bachelor's | | Associate | | Special Focus | | Total | |
| | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 |
| Outside higher education | | | | | | | | | | | | |
| K-12 administrator/educator | 0.0 | 0.0 | 0.8 | 1.2 | 1.8 | 0.5 | 2.2 | 2.4 | 1.6 | 2.1 | 1.8 | 1.6 |
| Business/industry | 1.4 | 1.0 | 1.8 | 1.2 | 1.5 | 3.0 | 1.3 | 2.0 | 4.7 | 4.5 | 1.9 | 2.3 |
| Religious counselor/member of religious order | 2.7 | 0.5 | 2.4 | 0.7 | 2.8 | 2.5 | 0.2 | 0.0 | 3.2 | 8.0 | 1.8 | 1.9 |
| Elected or appointed government official | 3.4 | 3.0 | 1.8 | 2.3 | 3.4 | 1.0 | 1.1 | 1.1 | 2.1 | 1.7 | 2.0 | 1.6 |
| Legal professional | 0.7 | 1.0 | 0.8 | 0.7 | 0.9 | 1.2 | 0.4 | 0.1 | 3.2 | 1.0 | 1.0 | 0.7 |
| Military personnel | 0.0 | 0.0 | 0.0 | 0.2 | 0.3 | 0.3 | 0.6 | 0.1 | 0.0 | 1.4 | 0.2 | 0.3 |
| Medical professional (e.g., doctor or hospital administrator) | 0.7 | 0.0 | 0.0 | 0.0 | 0.9 | 0.0 | 0.0 | 0.3 | 4.7 | 2.4 | 0.8 | 0.4 |
| Nonprofit sector (e.g., foundation, museum, or association) | 0.0 | 0.5 | 2.4 | 1.6 | 1.5 | 2.2 | 0.7 | 1.0 | 5.8 | 2.4 | 1.9 | 1.5 |
| Other | 6.1 | 0.5 | 5.5 | 3.3 | 12.6 | 0.5 | 10.3 | 2.2 | 12.2 | 6.6 | 8.9 | 2.6 |
| Total % | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * |
| Place of prior position | | | | | | | | | | | | |
| Same institution | 29.5 | 26.0 | 27.6 | 23.2 | 25.4 | 22.1 | 31.1 | 31.8 | 31.9 | 32.6 | 29.0 | 27.9 |
| Different institution | 58.9 | 66.3 | 62.1 | 70.1 | 61.0 | 68.0 | 57.6 | 64.1 | 37.8 | 48.2 | 57.1 | 63.9 |
| NA | 11.6 | 7.7 | 10.3 | 6.6 | 13.7 | 10.0 | 11.2 | 4.2 | 30.3 | 19.2 | 13.9 | 8.3 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Institutional type of position held prior to current CEO position | | | | | | | | | | | | |
| Doctorate-granting university | 79.5 | * | 32.2 | * | 23.3 | * | 1.6 | * | 40.2 | * | 24.6 | * |
| Master's college or university | 16.4 | * | 49.2 | * | 27.5 | * | 4.0 | * | 24.3 | * | 23.4 | * |
| Bachelor's college | 3.3 | * | 15.6 | * | 44.9 | * | 2.7 | * | 14.0 | * | 14.9 | * |
| Associate college (community college) | 0.8 | * | 1.6 | * | 2.5 | * | 90.1 | * | 2.8 | * | 34.0 | * |
| Special-focus institution | 0.0 | * | 1.3 | * | 1.7 | * | 1.6 | * | 18.7 | * | 2.9 | * |
| Tribal college | 0.0 | * | 0.0 | * | 0.0 | * | 0.0 | * | 0.0 | * | 0.2 | * |
| Total % | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * |
| Institutional control of position held prior to current CEO position | | | | | | | | | | | | |
| Public | 63.4 | * | 49.4 | * | 24.5 | * | 91.7 | * | 19.6 | * | 58.5 | * |
| Private, nonprofit | 33.3 | * | 48.7 | * | 72.6 | * | 5.6 | * | 71.0 | * | 38.0 | * |
| Private, for-profit | 3.3 | * | 1.9 | * | 3.0 | * | 2.7 | * | 9.3 | * | 3.5 | * |
| Total % | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * |

| Category | Institutional Type | | | | | | | | | | | |
|--|--------------------|-------|----------|-------|------------|-------|-----------|-------|---------------|-------|-------|-------|
| | Doctorate-Granting | | Master's | | Bachelor's | | Associate | | Special Focus | | Total | |
| | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 |
| F. Career History | | | | | | | | | | | | |
| Path of career progression as an administrator | | | | | | | | | | | | |
| Moved through the ranks to president while staying at one institution | 18.5 | * | 14.5 | * | 13.4 | * | 18.9 | * | 20.9 | * | 16.7 | * |
| Moved through the ranks to president by changing institutions once or twice | 37.8 | * | 30.3 | * | 36.4 | * | 36.0 | * | 23.5 | * | 33.3 | * |
| Moved through the ranks to president by changing institutions three or more times | 30.4 | * | 39.3 | * | 30.7 | * | 33.3 | * | 13.1 | * | 31.8 | * |
| Became president after moving in and out of higher education | 5.2 | * | 8.4 | * | 6.7 | * | 5.6 | * | 12.4 | * | 7.4 | * |
| Became president after spending my career mostly/completely outside higher education | 8.1 | * | 7.5 | * | 12.7 | * | 6.2 | * | 30.1 | * | 10.8 | * |
| Total % | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * |
| Full-time position at a college or university overseas | | | | | | | | | | | | |
| Yes | 8.2 | * | 2.6 | * | 5.7 | * | 1.8 | * | 7.2 | * | 4.0 | * |
| No | 91.8 | * | 97.4 | * | 94.3 | * | 98.2 | * | 92.8 | * | 96.0 | * |
| Total % | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * |
| Duration of employment at a college or university overseas | | | | | | | | | | | | |
| 1 to 2 years | 80.0 | * | 50.0 | * | 50.0 | * | 50.0 | * | 50.0 | * | 57.4 | * |
| 3 to 4 years | 0.0 | * | 50.0 | * | 18.8 | * | 37.5 | * | 30.0 | * | 24.1 | * |
| 5 to 6 years | 10.0 | * | 0.0 | * | 6.2 | * | 12.5 | * | 10.0 | * | 7.4 | * |
| 7 or more years | 10.0 | * | 0.0 | * | 25.0 | * | 0.0 | * | 10.0 | * | 11.1 | * |
| Total % | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * |
| Median | 1.0 | * | 2.5 | * | 2.5 | * | 2.0 | * | 2.5 | * | 2.0 | * |
| Mean | 3.7 | * | 2.5 | * | 4.4 | * | 2.3 | * | 4.4 | * | 3.6 | * |
| Legal status while working overseas | | | | | | | | | | | | |
| Was a U.S. citizen (by birth or by naturalization) | 70.0 | * | 88.9 | * | 81.2 | * | 87.5 | * | 90.0 | * | 83.6 | * |
| Was not a U.S. citizen | 30.0 | * | 11.1 | * | 18.8 | * | 12.5 | * | 10.0 | * | 16.4 | * |
| Other | 0.0 | * | 0.0 | * | 0.0 | * | 0.0 | * | 0.0 | * | 0.0 | * |
| Total % | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * |
| Altered career progression to care for dependent, spouse, or parent | | | | | | | | | | | | |
| No | 85.1 | 94.9 | 82.2 | 91.9 | 79.2 | 91.6 | 78.7 | 92.3 | 72.3 | 93.4 | 79.4 | 92.4 |
| Yes, left the job market | 0.0 | 0.0 | 3.1 | 1.6 | 1.2 | 1.5 | 2.8 | 1.9 | 1.6 | 1.7 | 2.1 | 1.5 |
| Yes, worked part time/reduced schedule | 2.0 | 0.6 | 1.8 | 1.2 | 2.1 | 3.0 | 3.5 | 3.1 | 4.3 | 1.1 | 2.8 | 2.3 |
| Yes, postponed seeking tenure | 9.5 | * | 8.6 | * | 12.8 | * | 9.0 | * | 17.6 | * | 10.8 | * |
| Yes, postponed job search or promotion | 1.4 | * | 2.6 | * | 2.1 | * | 5.3 | * | 2.7 | * | 3.5 | * |
| Yes, other | 2.0 | 4.5 | 1.6 | 5.3 | 2.4 | 3.9 | 0.7 | 2.8 | 1.6 | 3.9 | 1.5 | 3.8 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |

Note: Totals may not sum to 100.0 because of rounding. Variance in percentage totals may occur because of differing numbers of respondents for each appendix.

Institutional Type

| Category | Doctorate-Granting | | Master's | | Bachelor's | | Associate | | Special Focus | | Total | |
|--|--------------------|------|----------|------|------------|------|-----------|------|---------------|------|-------|------|
| | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 |
| Altered career progression for spouse or partner's career | | | | | | | | | | | | |
| Yes | 11.9 | * | 10.6 | * | 10.2 | * | 14.6 | * | 12.5 | * | 12.6 | * |
| No | 85.1 | * | 82.5 | * | 85.9 | * | 83.0 | * | 84.9 | * | 83.5 | * |
| Not applicable | 3.0 | * | 6.9 | * | 3.9 | * | 2.5 | * | 2.6 | * | 3.9 | * |
| Total % | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * |

| | | | | | | | | | | | | |
|---|-------|---|-------|---|-------|---|-------|---|-------|---|-------|---|
| Spouse or partner altered career progression for your career | | | | | | | | | | | | |
| Yes | 63.9 | * | 59.2 | * | 58.5 | * | 55.2 | * | 50.0 | * | 56.7 | * |
| No | 32.3 | * | 30.6 | * | 35.9 | * | 41.9 | * | 46.1 | * | 37.8 | * |
| Not applicable | 3.8 | * | 10.1 | * | 5.6 | * | 2.9 | * | 3.9 | * | 5.5 | * |
| Total % | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * |

| | | | | | | | | | | | | |
|---|-------|---|-------|---|-------|---|-------|---|-------|---|-------|---|
| Number of presidencies held (including current position) | | | | | | | | | | | | |
| One | 74.8 | * | 73.7 | * | 78.5 | * | 71.7 | * | 79.7 | * | 74.6 | * |
| Two | 20.7 | * | 19.9 | * | 17.3 | * | 20.5 | * | 11.1 | * | 18.8 | * |
| Three | 3.0 | * | 4.0 | * | 3.2 | * | 5.3 | * | 7.8 | * | 4.7 | * |
| Four | 0.7 | * | 1.4 | * | 1.1 | * | 1.4 | * | 1.3 | * | 1.3 | * |
| Five or more | 0.7 | * | 0.9 | * | 0.0 | * | 1.0 | * | 0.0 | * | 0.6 | * |
| Total % | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * |

| | | | | | | | | | | | | |
|---|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|---|
| Number of years primarily in the classroom/lab | | | | | | | | | | | | |
| Never been a faculty member | 18.0 | 12.1 | 30.3 | 26.3 | 32.9 | 32.2 | 29.9 | 37.7 | 40.5 | 32.0 | 30.4 | * |
| 1 | 0.0 | 1.5 | 2.9 | 0.9 | 1.1 | 1.9 | 4.1 | 2.2 | 3.9 | 0.4 | 2.8 | * |
| 2 | 1.5 | 2.0 | 2.9 | 3.0 | 3.5 | 3.1 | 7.4 | 5.0 | 3.3 | 2.5 | 4.5 | * |
| 3 | 3.8 | 1.5 | 2.9 | 4.4 | 4.2 | 3.6 | 7.0 | 6.8 | 3.3 | 4.3 | 4.8 | * |
| 4 | 2.3 | 4.0 | 2.9 | 3.3 | 3.5 | 3.1 | 4.5 | 4.0 | 3.3 | 4.3 | 3.5 | * |
| 5 | 2.3 | 3.5 | 6.9 | 3.5 | 3.9 | 3.1 | 9.8 | 6.5 | 8.5 | 6.1 | 7.2 | * |
| 6-10 | 28.6 | 17.2 | 24.3 | 22.6 | 22.3 | 18.5 | 20.7 | 22.3 | 15.7 | 18.9 | 22.0 | * |
| 11-15 | 21.1 | 9.6 | 14.5 | 15.2 | 15.2 | 13.0 | 9.2 | 8.8 | 9.2 | 8.9 | 12.8 | * |
| 16-20 | 15.0 | 11.1 | 9.2 | 12.1 | 8.8 | 9.9 | 5.3 | 4.3 | 8.5 | 9.6 | 8.3 | * |
| >20 | 7.5 | 37.4 | 3.2 | 8.6 | 4.6 | 11.5 | 2.2 | 2.4 | 3.9 | 13.2 | 3.7 | * |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | * |
| Median | 10.0 | 14.5 | 6.0 | 7.0 | 6.0 | 6.0 | 4.0 | 3.0 | 3.0 | 6.0 | 5.0 | * |
| Mean | 10.4 | 16.3 | 6.9 | 8.8 | 7.1 | 8.5 | 5.4 | 5.1 | 5.8 | 9.0 | 6.7 | * |

| | | | | | | | | | | | | |
|--|-------|---|-------|---|-------|---|-------|---|-------|---|-------|---|
| Number of years primarily a full-time administrator | | | | | | | | | | | | |
| None | 7.5 | * | 8.6 | * | 14.4 | * | 5.3 | * | 20.3 | * | 10.4 | * |
| 1 to 2 | 0.0 | * | 0.6 | * | 1.1 | * | 0.8 | * | 5.2 | * | 1.2 | * |
| 3 to 5 | 3.0 | * | 4.0 | * | 3.9 | * | 3.1 | * | 11.8 | * | 4.6 | * |
| 6 to 10 | 16.5 | * | 12.4 | * | 13.0 | * | 8.8 | * | 16.3 | * | 12.2 | * |
| 11 to 15 | 21.1 | * | 18.4 | * | 17.6 | * | 17.0 | * | 20.9 | * | 18.3 | * |
| 16 to 20 | 22.6 | * | 16.7 | * | 13.0 | * | 15.4 | * | 11.8 | * | 15.2 | * |
| >20 | 29.3 | * | 39.4 | * | 37.0 | * | 49.6 | * | 13.7 | * | 38.1 | * |
| Total % | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * |
| Median | 16.0 | * | 18.0 | * | 15.5 | * | 20.0 | * | 10.0 | * | 17.0 | * |
| Mean | 16.6 | * | 18.5 | * | 16.4 | * | 20.7 | * | 10.8 | * | 17.6 | * |

| Category | Institutional Type | | | | | | | | | | | |
|--|--------------------|-------|----------|-------|------------|-------|-----------|-------|---------------|-------|-------|-------|
| | Doctorate-Granting | | Master's | | Bachelor's | | Associate | | Special Focus | | Total | |
| | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 |
| Had duties split between academic and administrative duties | | | | | | | | | | | | |
| None | 39.1 | * | 49.1 | * | 53.0 | * | 58.7 | * | 52.9 | * | 52.4 | * |
| 1 to 2 | 6.0 | * | 9.5 | * | 7.8 | * | 11.9 | * | 5.2 | * | 8.9 | * |
| 3 to 5 | 22.6 | * | 15.6 | * | 17.7 | * | 13.1 | * | 14.4 | * | 15.8 | * |
| 6 to 10 | 15.0 | * | 13.0 | * | 12.0 | * | 9.2 | * | 13.1 | * | 11.9 | * |
| 11 to 15 | 9.0 | * | 6.4 | * | 3.9 | * | 3.5 | * | 8.5 | * | 5.5 | * |
| 16 to 20 | 5.3 | * | 2.3 | * | 2.1 | * | 1.4 | * | 2.0 | * | 2.1 | * |
| >20 | 3.0 | * | 4.0 | * | 3.5 | * | 2.2 | * | 3.9 | * | 3.2 | * |
| Total % | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * |
| Median | 3.0 | * | 1.0 | * | 0.0 | * | 0.0 | * | 0.0 | * | 0.0 | * |
| Mean | 5.2 | * | 4.1 | * | 3.7 | * | 2.8 | * | 4.2 | * | 3.7 | * |
| Years employed outside higher education | | | | | | | | | | | | |
| Never | 60.2 | 50.0 | 52.5 | 45.4 | 58.0 | 41.9 | 54.4 | 33.0 | 29.4 | 20.9 | 52.2 | 37.0 |
| 1 | 5.3 | 4.5 | 4.1 | 5.0 | 3.2 | 4.7 | 3.3 | 5.2 | 0.0 | 2.2 | 3.2 | 4.5 |
| 2 | 3.8 | 7.9 | 5.2 | 6.9 | 4.9 | 8.1 | 6.3 | 8.5 | 2.6 | 8.7 | 5.1 | 8.0 |
| 3 | 6.8 | 7.4 | 3.5 | 6.2 | 3.9 | 4.7 | 4.3 | 9.1 | 3.9 | 5.4 | 4.1 | 6.9 |
| 4 | 2.3 | 3.0 | 2.9 | 3.6 | 2.8 | 5.9 | 4.1 | 6.6 | 3.3 | 2.9 | 3.3 | 5.0 |
| 5 | 3.0 | 2.5 | 4.9 | 4.0 | 1.8 | 3.4 | 3.9 | 6.0 | 2.6 | 4.7 | 3.6 | 4.7 |
| 6-10 | 6.0 | 13.4 | 9.3 | 13.0 | 8.1 | 12.3 | 11.9 | 15.9 | 14.4 | 14.8 | 10.2 | 14.3 |
| 11-15 | 2.3 | 4.0 | 6.4 | 6.6 | 5.7 | 6.4 | 3.5 | 6.8 | 9.2 | 13.0 | 5.0 | 7.4 |
| 16-20 | 1.5 | 1.0 | 5.2 | 4.7 | 2.8 | 3.9 | 2.9 | 3.6 | 10.5 | 7.9 | 4.1 | 4.3 |
| >20 | 9.0 | 6.4 | 6.1 | 4.7 | 8.8 | 8.8 | 5.5 | 5.3 | 24.2 | 19.5 | 9.1 | 8.0 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Median | 0.0 | 0.5 | 0.0 | 1.0 | 0.0 | 2.0 | 0.0 | 3.0 | 10.0 | 7.0 | 0.0 | 3.0 |
| Mean | 4.3 | 4.2 | 4.9 | 4.7 | 5.0 | 5.8 | 4.1 | 5.4 | 11.7 | 10.7 | 5.4 | 6.0 |
| Semifinalist in presidential searches | | | | | | | | | | | | |
| None | 59.4 | * | 52.2 | * | 60.4 | * | 65.8 | * | 78.4 | * | 62.6 | * |
| 1 | 8.3 | * | 15.0 | * | 13.1 | * | 11.1 | * | 10.5 | * | 12.0 | * |
| 2 | 10.5 | * | 11.0 | * | 8.8 | * | 6.1 | * | 5.9 | * | 8.2 | * |
| 3 | 9.0 | * | 7.5 | * | 5.7 | * | 7.2 | * | 2.6 | * | 6.4 | * |
| 4 to 5 | 6.8 | * | 7.2 | * | 6.7 | * | 5.7 | * | 2.6 | * | 6.1 | * |
| 6 to 7 | 3.0 | * | 3.5 | * | 2.1 | * | 2.0 | * | 0.0 | * | 2.2 | * |
| >7 | 3.0 | * | 3.7 | * | 3.2 | * | 2.0 | * | 0.0 | * | 2.5 | * |
| Total % | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * |
| Median | 0.0 | * | 0.0 | * | 0.0 | * | 0.0 | * | 0.0 | * | 0.0 | * |
| Mean | 1.4 | * | 1.5 | * | 1.2 | * | 1.1 | * | 0.4 | * | 1.2 | * |

Note: Totals may not sum to 100.0 because of rounding. Variance in percentage totals may occur because of differing numbers of respondents for each appendix.

| Category | Institutional Type | | | | | | | | | | | |
|--|--------------------|------|----------|------|------------|------|-----------|------|---------------|------|-------|------|
| | Doctorate-Granting | | Master's | | Bachelor's | | Associate | | Special Focus | | Total | |
| | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 |
| Finalist in presidential searches | | | | | | | | | | | | |
| None | 42.9 | * | 47.4 | * | 63.3 | * | 44.9 | * | 74.3 | * | 52.7 | * |
| 1 | 23.3 | * | 20.5 | * | 15.5 | * | 19.9 | * | 12.5 | * | 19.0 | * |
| 2 | 17.3 | * | 14.7 | * | 10.2 | * | 13.7 | * | 7.2 | * | 12.6 | * |
| 3 | 7.5 | * | 9.0 | * | 7.8 | * | 8.4 | * | 4.6 | * | 7.8 | * |
| 4 to 5 | 7.5 | * | 6.4 | * | 2.5 | * | 10.0 | * | 1.3 | * | 6.2 | * |
| 6 to 7 | 1.5 | * | 1.4 | * | 0.7 | * | 1.2 | * | 0.0 | * | 1.0 | * |
| > 7 | 0.0 | * | 0.6 | * | 0.0 | * | 1.8 | * | 0.0 | * | 0.8 | * |
| Total % | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * |
| Median | 1.0 | * | 1.0 | * | 0.0 | * | 1.0 | * | 0.0 | * | 0.0 | * |
| Mean | 1.2 | * | 1.2 | * | 0.7 | * | 1.4 | * | 0.5 | * | 1.1 | * |

| Formal, off-campus leadership development program participation | | | | | | | | | | | | |
|--|-------|---|-------|---|-------|---|-------|---|-------|---|-------|---|
| None | 58.6 | * | 49.4 | * | 57.2 | * | 40.8 | * | 66.0 | * | 50.9 | * |
| 1 | 22.6 | * | 31.5 | * | 27.2 | * | 29.7 | * | 22.2 | * | 28.0 | * |
| 2 | 14.3 | * | 11.6 | * | 11.0 | * | 18.9 | * | 7.2 | * | 13.6 | * |
| 3 or more | 4.5 | * | 7.5 | * | 4.6 | * | 10.7 | * | 4.6 | * | 7.5 | * |
| Total % | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * |

G. Education

| All degrees earned | | | | | | | | | | | | |
|------------------------------|------|---|------|---|------|---|------|---|------|---|------|---|
| Associate degree | 2.7 | * | 5.2 | * | 7.0 | * | 16.2 | * | 7.4 | * | 9.3 | * |
| Bachelor's degree | 81.2 | * | 86.0 | * | 86.3 | * | 84.5 | * | 77.7 | * | 84.0 | * |
| Master's degree (except MBA) | 63.1 | * | 70.2 | * | 68.4 | * | 76.3 | * | 60.1 | * | 69.9 | * |
| MBA | 3.4 | * | 9.1 | * | 5.5 | * | 8.2 | * | 6.4 | * | 7.3 | * |
| PhD | 80.5 | * | 71.8 | * | 62.6 | * | 41.0 | * | 36.7 | * | 55.5 | * |
| EdD | 7.4 | * | 13.2 | * | 13.7 | * | 40.3 | * | 6.9 | * | 21.3 | * |
| MD | 2.0 | * | 0.0 | * | 0.3 | * | 0.0 | * | 8.5 | * | 1.3 | * |
| Other health-related degree | 0.7 | * | 0.0 | * | 0.6 | * | 0.4 | * | 11.2 | * | 1.7 | * |
| Law degree | 9.4 | * | 7.8 | * | 9.4 | * | 4.0 | * | 8.0 | * | 7.0 | * |
| Other degree | 6.0 | * | 10.6 | * | 13.4 | * | 4.7 | * | 27.7 | * | 11.0 | * |

| Major field of study for highest degree earned | | | | | | | | | | | | |
|---|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| Agriculture/natural resources | 2.7 | 4.6 | 0.5 | 0.0 | 0.9 | 0.5 | 0.4 | 0.4 | 0.0 | 0.0 | 0.7 | 0.7 |
| Biological sciences | 5.4 | 5.1 | 4.4 | 2.8 | 2.4 | 3.6 | 1.8 | 1.7 | 1.6 | 0.7 | 2.8 | 2.5 |
| Business | 3.4 | 4.1 | 5.7 | 3.8 | 6.4 | 4.9 | 4.9 | 4.8 | 6.3 | 5.7 | 5.6 | 4.9 |
| Computer science | 2.0 | * | 3.6 | * | 3.1 | * | 7.9 | * | 4.2 | * | 5.0 | * |
| Education or higher education | 15.5 | 11.2 | 28.1 | 36.8 | 31.5 | 30.8 | 63.4 | 70.0 | 13.2 | 23.5 | 37.7 | 43.0 |
| Engineering | 8.8 | 10.7 | 1.3 | 1.2 | 2.1 | 1.5 | 0.5 | 0.7 | 1.6 | 1.8 | 1.9 | 2.1 |
| Health professions | 2.7 | 0.5 | 1.6 | 1.4 | 0.9 | 1.5 | 0.7 | 1.4 | 12.1 | 7.5 | 2.5 | 2.2 |
| Humanities/fine arts | 10.1 | 12.8 | 21.6 | 18.7 | 19.0 | 22.6 | 7.7 | 5.9 | 11.6 | 14.6 | 14.2 | 13.7 |
| Law | 7.4 | 9.7 | 6.0 | 4.7 | 7.0 | 6.1 | 2.7 | 2.5 | 7.4 | 4.6 | 5.4 | 4.7 |
| Mathematics | 0.7 | 1.5 | 1.0 | 1.2 | 7.0 | 1.2 | 1.3 | 0.8 | 0.0 | 0.4 | 1.0 | 1.0 |
| Medicine | 2.0 | 4.1 | 0.8 | 0.5 | 0.6 | 0.2 | 0.0 | 0.1 | 7.9 | 7.5 | 1.5 | 1.6 |
| Physical/natural sciences | 6.1 | 6.1 | 2.3 | 4.7 | 3.4 | 2.9 | 0.9 | 1.5 | 9.5 | 2.5 | 3.1 | 3.0 |
| Religion/theology | 5.4 | 4.1 | 5.2 | 5.4 | 10.1 | 8.5 | 2.0 | 0.6 | 17.4 | 24.2 | 6.7 | 7.0 |
| Social sciences | 27.7 | 25.5 | 17.7 | 19.0 | 11.3 | 15.8 | 5.7 | 9.5 | 7.4 | 7.1 | 11.9 | 13.8 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |

| Category | Institutional Type | | | | | | | | | | | |
|---|--------------------|-------|----------|-------|------------|-------|-----------|-------|---------------|-------|-------|-------|
| | Doctorate-Granting | | Master's | | Bachelor's | | Associate | | Special Focus | | Total | |
| | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 |
| H. The Search and Acceptance Process | | | | | | | | | | | | |
| Search consultant was used | | | | | | | | | | | | |
| Yes | 74.4 | 65.1 | 67.9 | 57.9 | 64.0 | 61.4 | 46.6 | 39.7 | 37.9 | 29.8 | 56.2 | 48.7 |
| No | 25.6 | 34.9 | 32.1 | 42.1 | 36.0 | 38.7 | 53.4 | 60.3 | 62.1 | 70.2 | 43.8 | 51.3 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Who did you consult for advice? | | | | | | | | | | | | |
| Attorney | 37.0 | * | 28.9 | * | 26.5 | * | 17.7 | * | 25.5 | * | 24.5 | * |
| Colleagues in the field | 58.5 | * | 58.4 | * | 57.6 | * | 60.0 | * | 46.4 | * | 57.2 | * |
| Colleagues outside the field | 18.5 | * | 11.8 | * | 13.1 | * | 11.3 | * | 20.9 | * | 14.0 | * |
| Financial planner/accountant/other financial expert | 7.4 | * | 6.9 | * | 4.9 | * | 5.1 | * | 4.6 | * | 5.7 | * |
| Spouse/partner/family | 57.8 | * | 46.8 | * | 57.6 | * | 49.1 | * | 54.9 | * | 51.5 | * |
| Did not seek advice | 20.7 | * | 27.2 | * | 23.3 | * | 26.7 | * | 29.4 | * | 25.8 | * |
| Other | 1.5 | * | 3.5 | * | 3.5 | * | 3.3 | * | 2.0 | * | 3.2 | * |
| Written contract | | | | | | | | | | | | |
| Yes | 75.6 | 66.2 | 74.1 | 68.3 | 82.1 | 77.1 | 78.8 | 74.4 | 68.6 | 65.1 | 76.1 | 71.5 |
| No | 24.4 | 33.9 | 25.9 | 31.7 | 17.9 | 22.9 | 21.2 | 25.6 | 31.4 | 34.9 | 23.9 | 28.5 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Length of written contract | | | | | | | | | | | | |
| 1 | 8.5 | 18.1 | 16.8 | 16.1 | 17.9 | 14.4 | 20.2 | 17.9 | 17.9 | 26.8 | 17.6 | 18.1 |
| 2 | 1.2 | 4.3 | 5.9 | 5.1 | 7.1 | 4.7 | 11.5 | 11.4 | 8.3 | 8.5 | 8.2 | 7.7 |
| 3 | 28.0 | 18.1 | 30.2 | 27.6 | 27.2 | 31.1 | 48.9 | 42.3 | 29.8 | 22.2 | 36.6 | 32.6 |
| 4 | 7.3 | 8.6 | 8.9 | 9.8 | 8.7 | 10.1 | 10.6 | 11.6 | 6.0 | 2.6 | 8.8 | 9.5 |
| Between 1-5 yrs/rolling | * | 0.9 | * | 6.3 | * | 4.3 | * | 6.9 | * | 2.0 | * | 5.1 |
| 5 or more | 54.9 | 44.8 | 38.1 | 29.5 | 39.1 | 32.9 | 8.7 | 9.6 | 38.1 | 35.3 | 28.8 | 24.6 |
| At will/indefinite | * | 5.2 | * | 5.5 | * | 2.5 | * | 0.4 | * | 2.6 | * | 2.5 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| The search process disclosed the current challenges facing the institution | | | | | | | | | | | | |
| Yes | 75.9 | * | 71.1 | * | 78.9 | * | 75.6 | * | 72.2 | * | 74.9 | * |
| No | 24.1 | * | 28.9 | * | 21.1 | * | 24.4 | * | 27.8 | * | 25.1 | * |
| Total % | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * |
| The search process disclosed the institution's financial condition | | | | | | | | | | | | |
| Yes | 78.0 | 82.5 | 74.2 | 71.2 | 70.4 | 71.1 | 83.3 | 80.0 | 70.4 | 72.3 | 76.7 | 75.4 |
| No | 22.0 | 17.5 | 25.8 | 28.8 | 29.6 | 28.9 | 16.7 | 20.0 | 29.6 | 27.7 | 23.3 | 24.6 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| The search process disclosed the spouse or domestic partner's role | | | | | | | | | | | | |
| Yes | 62.4 | 64.4 | 52.7 | 54.7 | 58.7 | 61.9 | 49.3 | 49.0 | 46.1 | 48.3 | 52.5 | 54.5 |
| No | 21.1 | 24.7 | 26.9 | 25.1 | 25.3 | 27.6 | 17.5 | 21.6 | 20.4 | 28.0 | 21.7 | 24.5 |
| NA | 16.5 | 10.9 | 20.4 | 20.3 | 16.0 | 10.5 | 33.2 | 29.4 | 33.6 | 23.7 | 25.8 | 20.9 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |

Note: Totals may not sum to 100.0 because of rounding. Variance in percentage totals may occur because of differing numbers of respondents for each appendix.

| Category | Institutional Type | | | | | | | | | | | |
|--|--------------------|-------|----------|-------|------------|-------|-----------|-------|---------------|-------|-------|-------|
| | Doctorate-Granting | | Master's | | Bachelor's | | Associate | | Special Focus | | Total | |
| | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 |
| The search process disclosed the board's expectations | | | | | | | | | | | | |
| Yes | 79.7 | 84.1 | 77.6 | 82.0 | 79.6 | 82.8 | 84.2 | 80.8 | 77.5 | 77.7 | 80.4 | 81.2 |
| No | 20.3 | 15.9 | 22.4 | 18.1 | 20.4 | 17.2 | 15.8 | 19.2 | 22.5 | 22.3 | 19.6 | 18.8 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| The search process disclosed the institution's expectations | | | | | | | | | | | | |
| Yes | 80.5 | 81.0 | 76.7 | 77.2 | 80.7 | 83.7 | 81.6 | 79.9 | 75.5 | 77.6 | 79.3 | 80.0 |
| No | 19.5 | 19.1 | 23.3 | 22.8 | 19.3 | 16.3 | 18.4 | 20.1 | 24.5 | 22.4 | 20.7 | 20.0 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Agreed-upon conditions of employment | | | | | | | | | | | | |
| Automobile (with or without a driver) | 80.6 | * | 85.5 | * | 83.3 | * | 58.2 | * | 37.6 | * | 69.3 | * |
| Permission to pursue paid consulting opportunities | 34.3 | 77.5 | 27.5 | 78.9 | 24.1 | 62.8 | 27.6 | 67.3 | 27.5 | 73.5 | 27.8 | 70.1 |
| Ability for paid corporate directorships | 54.5 | 20.6 | 31.5 | 9.2 | 23.8 | 6.9 | 13.8 | 3.7 | 16.1 | 4.5 | 24.4 | 7.1 |
| Deferred compensation | 56.0 | 41.7 | 39.9 | 24.8 | 41.8 | 28.2 | 28.0 | 19.9 | 25.5 | 14.0 | 35.9 | 24.0 |
| Pension/retirement contributions | 88.1 | 67.7 | 89.3 | 58.5 | 86.9 | 67.1 | 81.5 | 56.3 | 79.2 | 52.1 | 84.5 | 59.3 |
| Performance-based bonuses | 29.9 | 16.2 | 26.9 | 14.3 | 25.9 | 14.5 | 17.6 | 11.1 | 39.6 | 16.4 | 25.1 | 13.8 |
| Salary increase based on merit | 61.9 | 56.4 | 49.7 | 38.6 | 47.2 | 37.0 | 33.3 | 26.7 | 44.3 | 24.3 | 44.5 | 34.0 |
| Presidential house | 67.2 | 56.9 | 55.2 | 38.4 | 66.7 | 54.3 | 7.9 | 5.2 | 10.7 | 11.3 | 37.3 | 27.6 |
| Housing allowance | 25.4 | 17.7 | 33.5 | 28.4 | 28.7 | 18.7 | 24.2 | 17.0 | 40.3 | 20.2 | 28.9 | 20.2 |
| Housekeeper | 42.5 | 39.2 | 34.7 | 25.9 | 44.7 | 34.4 | 3.4 | 2.3 | 2.7 | 5.1 | 22.8 | 17.5 |
| Entertainment budget | 47.0 | 49.0 | 52.9 | 44.9 | 47.9 | 46.5 | 27.0 | 23.4 | 33.6 | 24.7 | 40.1 | 35.0 |
| Club membership(s) | 59.7 | 47.1 | 57.5 | 43.8 | 59.6 | 49.5 | 22.5 | 22.0 | 25.5 | 22.3 | 41.9 | 34.5 |
| Health and wellness | 33.6 | * | 35.5 | * | 35.8 | * | 27.2 | * | 35.6 | * | 33.1 | * |
| Life insurance | 62.7 | 50.0 | 74.9 | 50.0 | 73.4 | 58.5 | 69.2 | 48.2 | 64.4 | 39.0 | 70.4 | 49.5 |
| Retiree health insurance | 26.9 | 19.6 | 19.7 | 14.5 | 17.7 | 9.7 | 26.5 | 15.1 | 14.1 | 6.9 | 21.7 | 13.2 |
| Long term care insurance | 20.1 | * | 19.9 | * | 19.5 | * | 15.5 | * | 18.8 | * | 18.1 | * |
| Involuntary separation agreement | 23.1 | 18.6 | 28.3 | 14.3 | 30.1 | 22.5 | 20.4 | 13.0 | 27.5 | 10.3 | 24.9 | 15.3 |
| Retention (time-based) bonuses | 19.4 | 13.2 | 13.0 | 5.4 | 13.5 | 5.2 | 6.6 | 4.8 | 4.0 | 2.4 | 10.7 | 5.4 |
| Sabbaticals | 20.9 | 19.6 | 24.6 | 19.0 | 29.4 | 21.6 | 11.9 | 9.4 | 11.4 | 10.6 | 19.0 | 14.8 |
| Professional development | 17.2 | * | 33.5 | * | 36.2 | * | 50.3 | * | 43.0 | * | 39.8 | * |
| Professional retirement planning assistance | 7.5 | * | 9.2 | * | 6.7 | * | 6.4 | * | 4.0 | * | 7.0 | * |
| Formal annual performance evaluation | | | | | | | | | | | | |
| Yes | 86.7 | * | 86.5 | * | 87.6 | * | 90.2 | * | 82.8 | * | 87.3 | * |
| No | 13.3 | * | 13.5 | * | 12.4 | * | 9.8 | * | 17.2 | * | 12.7 | * |
| Total % | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * |
| Person/persons that performs the evaluation | | | | | | | | | | | | |
| Board chair | 19.8 | * | 11.4 | * | 19.9 | * | 7.8 | * | 26.4 | * | 14.0 | * |
| Board or sub-committee of board | 56.0 | * | 62.1 | * | 66.7 | * | 55.3 | * | 65.6 | * | 60.3 | * |
| Independent/outside consultant | 0.0 | * | 0.3 | * | 0.4 | * | 0.5 | * | 0.0 | * | 0.4 | * |
| System head | 18.1 | * | 22.8 | * | 10.2 | * | 29.7 | * | 5.6 | * | 20.3 | * |
| Other | 6.0 | * | 3.4 | * | 2.8 | * | 6.8 | * | 2.4 | * | 5.0 | * |
| Total % | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * |

| Category | Institutional Type | | | | | | | | | | | |
|---|--------------------|------|----------|------|------------|------|-----------|------|---------------|------|-------|------|
| | Doctorate-Granting | | Master's | | Bachelor's | | Associate | | Special Focus | | Total | |
| | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 |
| Periodic reviews every few years as part of contract renewal | | | | | | | | | | | | |
| Yes | 67.7 | * | 64.2 | * | 63.2 | * | 54.9 | * | 55.0 | * | 59.4 | * |
| No | 32.3 | * | 35.8 | * | 36.8 | * | 45.1 | * | 45.0 | * | 40.6 | * |
| Total % | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * |
| Person/persons that performs the periodic reviews | | | | | | | | | | | | |
| Board chair | 12.4 | * | 10.2 | * | 14.9 | * | 8.8 | * | 21.7 | * | 12.0 | * |
| Board or subcommittee of board | 56.2 | * | 55.3 | * | 67.4 | * | 57.5 | * | 68.7 | * | 60.1 | * |
| Independent/outside consultant | 2.2 | * | 12.6 | * | 8.0 | * | 0.8 | * | 4.8 | * | 5.8 | * |
| System head | 18.0 | * | 19.5 | * | 7.4 | * | 26.1 | * | 4.8 | * | 17.4 | * |
| Other | 11.2 | * | 2.3 | * | 2.3 | * | 6.9 | * | 0.0 | * | 4.6 | * |
| Total % | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * |

I. Your Spouse or Partner

| Employment status of spouse or domestic partner | | | | | | | | | | | | |
|--|------|------|------|------|------|------|------|------|------|------|------|------|
| Compensated by institution as spouse | 7.4 | 4.9 | 6.7 | 3.8 | 13.8 | 8.3 | 0.4 | 0.4 | 2.0 | 2.7 | 5.4 | 3.4 |
| Otherwise employed at institution | 14.8 | 11.3 | 9.6 | 5.1 | 10.2 | 8.3 | 3.8 | 3.6 | 12.2 | 8.2 | 8.6 | 6.2 |
| Unpaid participant | 59.3 | 44.6 | 56.4 | 39.7 | 58.0 | 41.2 | 45.5 | 27.6 | 39.5 | 26.7 | 50.9 | 34.4 |
| Employed outside of institution | 23.0 | 15.7 | 27.6 | 17.4 | 24.7 | 23.7 | 50.7 | 37.8 | 44.2 | 24.3 | 36.1 | 26.8 |
| NA (no spouse or partner) | 13.3 | 5.4 | 14.5 | 11.6 | 11.0 | 6.9 | 13.0 | 8.5 | 13.6 | 5.8 | 13.5 | 8.3 |

J. Duties and Institution

| Areas insufficiently prepared for first presidency | | | | | | | | | | | | |
|---|------|------|------|------|------|------|------|------|------|------|------|------|
| Academic issues (e.g. curriculum changes) | 19.8 | 7.4 | 15.7 | 8.9 | 21.2 | 12.3 | 16.1 | 6.7 | 29.5 | 11.6 | 18.8 | 8.9 |
| Accountability/assessment of student learning | 13.5 | 8.8 | 21.4 | 10.9 | 21.5 | 10.9 | 17.6 | 9.2 | 28.8 | 11.0 | 20.3 | 10.1 |
| Athletics | 38.7 | 24.0 | 28.1 | 14.7 | 28.5 | 13.3 | 21.5 | 10.3 | 7.6 | 3.4 | 24.3 | 12.1 |
| Budget/financial management | 21.6 | 9.8 | 20.4 | 14.3 | 23.8 | 16.1 | 23.5 | 14.8 | 32.6 | 16.1 | 23.9 | 14.7 |
| Capital improvement projects | 22.5 | 11.3 | 26.8 | 17.4 | 23.8 | 13.0 | 31.2 | 17.9 | 28.8 | 11.6 | 27.4 | 15.3 |
| Enrollment management | 18.0 | 13.2 | 20.1 | 7.6 | 23.5 | 13.7 | 15.6 | 8.1 | 30.3 | 13.7 | 20.0 | 10.5 |
| Entrepreneurial ventures | 33.3 | 11.3 | 28.1 | 15.6 | 28.8 | 19.4 | 27.1 | 13.8 | 15.2 | 11.3 | 26.7 | 14.6 |
| Faculty issues | 16.2 | 7.8 | 16.0 | 7.8 | 17.3 | 12.1 | 15.6 | 8.1 | 24.2 | 7.2 | 17.0 | 8.7 |
| Personnel issues (excluding faculty) | 16.2 | 8.8 | 14.4 | 8.5 | 10.4 | 7.1 | 14.3 | 7.6 | 13.6 | 6.2 | 13.7 | 7.6 |
| Fund raising | 35.1 | 12.8 | 31.0 | 21.4 | 29.2 | 20.4 | 49.3 | 27.6 | 49.2 | 22.6 | 40.0 | 22.8 |
| Community relations | 15.3 | 4.9 | 13.7 | 5.4 | 11.9 | 6.2 | 11.1 | 5.9 | 16.7 | 5.1 | 12.8 | 5.7 |
| Governing board relations | 30.6 | 15.2 | 21.1 | 9.2 | 19.6 | 13.3 | 21.5 | 13.2 | 20.5 | 11.3 | 21.9 | 12.3 |
| Government relations | 23.4 | 11.8 | 19.8 | 13.2 | 23.8 | 12.6 | 23.3 | 9.6 | 18.9 | 7.5 | 21.9 | 10.8 |
| Media/public relations | 28.8 | 10.3 | 16.0 | 6.9 | 14.6 | 9.5 | 15.8 | 8.8 | 18.2 | 8.9 | 17.0 | 8.8 |
| Risk management/legal issues | 24.3 | 16.7 | 33.5 | 18.1 | 34.2 | 19.7 | 25.6 | 17.6 | 28.8 | 13.0 | 29.7 | 17.4 |
| Crisis management | 17.1 | 13.7 | 20.1 | 10.9 | 17.3 | 12.3 | 22.2 | 13.4 | 18.2 | 8.9 | 19.8 | 12.2 |
| Strategic planning | 11.7 | 9.8 | 14.1 | 8.7 | 13.5 | 10.9 | 15.2 | 10.4 | 21.2 | 13.0 | 14.8 | 10.6 |
| Student life/conduct issues | 14.4 | * | 17.9 | * | 14.6 | * | 10.0 | * | 15.2 | * | 13.8 | * |
| Technology planning | 28.8 | * | 39.3 | * | 43.1 | * | 25.3 | * | 33.3 | * | 33.6 | * |
| Campus internationalization | 18.9 | * | 23.0 | * | 23.8 | * | 28.7 | * | 19.7 | * | 24.7 | * |

Note: Totals may not sum to 100.0 because of rounding. Variance in percentage totals may occur because of differing numbers of respondents for each appendix.

| Category | Institutional Type | | | | | | | | | | | |
|---|--------------------|------|----------|------|------------|------|-----------|------|---------------|------|-------|------|
| | Doctorate-Granting | | Master's | | Bachelor's | | Associate | | Special Focus | | Total | |
| | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 |
| Areas that are enjoyed the most | | | | | | | | | | | | |
| Academic issues (e.g., curriculum changes) | 28.8 | 28.4 | 30.9 | 24.3 | 27.4 | 29.2 | 32.3 | 25.4 | 33.3 | 27.7 | 31.1 | 26.9 |
| Accountability/assessment of student learning | 1.5 | 2.5 | 4.3 | 2.2 | 3.6 | 3.3 | 13.4 | 7.9 | 6.0 | 6.2 | 7.6 | 5.1 |
| Athletics | 9.8 | 5.4 | 10.7 | 6.3 | 7.1 | 3.6 | 4.9 | 2.4 | 0.7 | 1.7 | 6.6 | 3.6 |
| Budget/financial management | 19.7 | 18.1 | 24.0 | 11.4 | 20.3 | 15.4 | 24.5 | 15.4 | 20.0 | 15.4 | 22.7 | 14.9 |
| Capital improvement projects | 16.7 | 20.6 | 29.8 | 24.8 | 29.2 | 21.3 | 30.0 | 21.4 | 22.0 | 18.2 | 27.5 | 21.5 |
| Enrollment management | 15.9 | 2.5 | 14.7 | 8.3 | 19.2 | 15.4 | 15.8 | 10.3 | 15.3 | 10.3 | 16.3 | 10.1 |
| Entrepreneurial ventures | 31.8 | 17.7 | 24.6 | 16.3 | 18.1 | 12.1 | 22.0 | 18.0 | 31.3 | 11.0 | 23.7 | 15.4 |
| Faculty issues | 6.1 | 11.3 | 4.3 | 4.2 | 4.6 | 4.3 | 7.0 | 5.2 | 8.0 | 6.2 | 6.2 | 5.6 |
| Personnel issues (excluding faculty) | 0.8 | 1.0 | 0.9 | 1.3 | 1.8 | 2.8 | 2.1 | 3.5 | 3.3 | 2.4 | 1.8 | 2.5 |
| Fund raising | 51.5 | 39.7 | 45.7 | 32.6 | 50.9 | 40.8 | 19.3 | 15.9 | 27.3 | 21.6 | 35.4 | 27.5 |
| Community relations | 31.1 | 24.0 | 30.3 | 31.0 | 29.5 | 25.1 | 52.1 | 42.6 | 27.3 | 18.2 | 37.2 | 31.4 |
| Governing board relations | 7.6 | 11.8 | 10.4 | 13.4 | 17.4 | 19.9 | 10.9 | 12.4 | 23.3 | 17.1 | 13.2 | 14.7 |
| Government relations | 15.2 | 14.7 | 8.4 | 8.0 | 3.6 | 4.0 | 15.8 | 12.8 | 6.7 | 3.1 | 10.3 | 8.9 |
| Media/public relations | 9.8 | 7.4 | 7.8 | 5.1 | 8.2 | 5.7 | 7.0 | 3.6 | 9.3 | 2.7 | 8.0 | 4.6 |
| Risk management/legal issues | 0.0 | 0.0 | 0.6 | 0.2 | 0.7 | 0.2 | 1.0 | 0.3 | 0.7 | 0.3 | 0.7 | 0.3 |
| Crisis management | 0.8 | 2.0 | 1.7 | 2.0 | 2.1 | 2.4 | 1.0 | 1.6 | 3.3 | 2.7 | 1.7 | 2.1 |
| Strategic planning | 32.6 | 24.0 | 34.7 | 22.3 | 43.8 | 25.4 | 30.9 | 16.4 | 46.7 | 20.9 | 36.4 | 20.6 |
| Student life/conduct issues | 7.6 | 4.9 | 4.0 | 6.0 | 7.8 | 6.2 | 2.7 | 3.2 | 4.0 | 4.8 | 4.6 | 4.9 |
| Technology planning | 1.5 | 0.0 | 2.6 | 0.5 | 0.4 | 0.7 | 3.7 | 2.0 | 2.7 | 1.7 | 2.4 | 1.2 |
| Campus internationalization | 9.1 | * | 7.2 | * | 5.3 | * | 3.3 | * | 8.0 | * | 5.8 | * |
| Areas that occupy most time | | | | | | | | | | | | |
| Academic issues (e.g., curriculum changes) | 9.8 | 11.8 | 13.2 | 7.1 | 10.3 | 11.6 | 10.0 | 8.1 | 17.8 | 14.4 | 12.2 | 10.2 |
| Accountability/assessment of student learning | 0.8 | 1.0 | 2.3 | 2.2 | 2.8 | 1.7 | 8.7 | 3.9 | 5.3 | 2.4 | 4.9 | 2.6 |
| Athletics | 16.5 | 8.8 | 5.0 | 2.7 | 4.3 | 3.3 | 1.2 | 0.8 | 0.0 | 0.0 | 4.0 | 2.3 |
| Budget/financial management | 57.1 | 35.3 | 59.6 | 35.5 | 60.3 | 37.7 | 59.5 | 34.3 | 48.7 | 30.5 | 57.9 | 34.8 |
| Capital improvement projects | 9.8 | 5.4 | 9.6 | 11.8 | 9.6 | 9.5 | 19.1 | 14.3 | 7.2 | 10.3 | 12.6 | 11.4 |
| Enrollment management | 14.3 | 2.9 | 27.2 | 12.5 | 27.3 | 13.7 | 11.6 | 10.3 | 16.4 | 9.9 | 19.6 | 10.6 |
| Entrepreneurial ventures | 6.0 | 4.4 | 7.3 | 4.9 | 4.3 | 2.6 | 4.4 | 4.1 | 13.2 | 3.4 | 6.1 | 3.9 |
| Faculty issues | 13.5 | 10.3 | 12.3 | 9.4 | 13.1 | 12.6 | 17.6 | 12.3 | 15.8 | 6.5 | 15.0 | 10.8 |
| Personnel issues (excluding faculty) | 10.5 | 8.3 | 14.3 | 10.7 | 16.0 | 12.1 | 34.0 | 19.0 | 17.1 | 11.3 | 21.6 | 13.9 |
| Fund raising | 60.9 | 54.9 | 57.6 | 43.3 | 65.2 | 56.4 | 25.3 | 19.9 | 50.7 | 36.0 | 47.0 | 37.7 |
| Community relations | 15.8 | 16.7 | 20.2 | 20.3 | 14.2 | 14.9 | 35.5 | 31.1 | 11.8 | 8.6 | 22.7 | 20.9 |
| Governing board relations | 25.6 | 20.1 | 16.1 | 16.5 | 24.8 | 16.1 | 19.9 | 16.4 | 21.7 | 15.4 | 20.7 | 16.5 |
| Government relations | 15.8 | 18.1 | 12.3 | 7.4 | 6.0 | 4.5 | 19.7 | 13.4 | 5.9 | 2.1 | 13.1 | 9.2 |
| Media/public relations | 8.3 | 8.3 | 4.4 | 4.2 | 3.5 | 2.1 | 4.1 | 2.9 | 8.6 | 3.8 | 5.1 | 3.7 |
| Risk management/legal issues | 0.0 | 2.0 | 2.6 | 1.6 | 1.4 | 1.0 | 5.4 | 2.5 | 3.3 | 2.1 | 3.1 | 1.9 |
| Crisis management | 5.3 | 7.8 | 4.7 | 5.8 | 2.1 | 5.0 | 3.3 | 6.0 | 6.6 | 5.1 | 4.2 | 5.9 |
| Strategic planning | 17.3 | 16.2 | 24.9 | 20.5 | 27.7 | 28.0 | 15.6 | 16.7 | 33.6 | 24.3 | 22.2 | 20.9 |
| Student life/conduct issues | 6.0 | 2.9 | 1.2 | 1.8 | 3.2 | 4.0 | 1.9 | 1.5 | 7.9 | 3.8 | 3.4 | 2.6 |
| Technology planning | 0.0 | 1.0 | 1.5 | 0.7 | 0.0 | 1.7 | 1.7 | 1.1 | 1.3 | 2.4 | 1.1 | 1.4 |
| Campus internationalization | 4.5 | * | 2.3 | * | 1.1 | * | 0.4 | * | 4.6 | * | 1.9 | * |

| Category | Institutional Type | | | | | | | | | | Total | |
|---|--------------------|------|----------|------|------------|------|-----------|------|---------------|------|-------|------|
| | Doctorate-Granting | | Master's | | Bachelor's | | Associate | | Special Focus | | 2011 | 2006 |
| | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | | |
| Constituents that provide the greatest reward | | | | | | | | | | | | |
| Administration/staff | 49.6 | 31.9 | 58.0 | 38.4 | 54.1 | 39.1 | 66.5 | 49.3 | 65.8 | 44.5 | 60.4 | 42.8 |
| Alumni/ae | 24.1 | 24.5 | 26.8 | 16.3 | 29.3 | 22.3 | 8.5 | 4.5 | 21.1 | 11.3 | 20.2 | 13.5 |
| Community residents | 24.8 | 17.7 | 23.3 | 22.1 | 18.4 | 14.7 | 52.7 | 43.0 | 15.1 | 9.3 | 31.6 | 25.7 |
| Donors/benefactors | 41.4 | 28.9 | 34.4 | 30.1 | 38.2 | 28.7 | 19.0 | 12.6 | 30.9 | 23.0 | 29.5 | 22.5 |
| Faculty | 47.4 | 42.2 | 35.9 | 26.6 | 32.2 | 29.6 | 41.1 | 29.9 | 52.6 | 28.4 | 40.0 | 30.1 |
| Governing board | 26.3 | 21.6 | 32.1 | 24.1 | 38.5 | 36.3 | 25.6 | 19.5 | 43.4 | 27.4 | 31.9 | 25.1 |
| Legislators/policy makers | 2.3 | 5.4 | 4.1 | 3.4 | 1.1 | 1.4 | 5.6 | 6.8 | 1.3 | 1.4 | 3.5 | 4.1 |
| Media | 0.8 | 1.0 | 0.3 | 0.2 | 1.1 | 0.5 | 1.4 | 0.1 | 0.7 | 0.7 | 0.9 | 0.4 |
| Parents | 6.0 | 4.9 | 3.2 | 1.3 | 5.3 | 3.3 | 1.4 | 1.1 | 0.7 | 1.0 | 3.0 | 1.9 |
| Students | 76.7 | 57.8 | 79.3 | 55.4 | 80.6 | 60.7 | 74.6 | 50.9 | 69.1 | 44.2 | 76.9 | 53.5 |
| System office/state coordinating board | 1.5 | 0.0 | 1.7 | 0.2 | 0.0 | 0.2 | 2.9 | 2.0 | 0.0 | 0.3 | 1.5 | 0.9 |
| Constituents that present the greatest challenge | | | | | | | | | | | | |
| Administration/staff | 17.8 | 10.8 | 20.2 | 15.4 | 20.3 | 16.8 | 25.8 | 19.0 | 30.8 | 16.1 | 23.2 | 16.7 |
| Alumni/ae | 10.9 | 8.3 | 16.4 | 13.8 | 25.7 | 18.5 | 5.5 | 5.5 | 31.5 | 21.2 | 15.5 | 12.4 |
| Community residents | 24.8 | 18.1 | 21.1 | 14.7 | 19.9 | 15.9 | 12.2 | 8.7 | 17.8 | 9.6 | 18.1 | 12.4 |
| Donors/benefactors | 21.7 | 14.2 | 22.0 | 17.4 | 22.8 | 21.8 | 18.4 | 16.3 | 32.2 | 24.0 | 21.9 | 18.5 |
| Faculty | 41.9 | 27.9 | 61.9 | 40.0 | 64.1 | 46.7 | 53.2 | 41.0 | 55.5 | 33.2 | 56.2 | 39.6 |
| Governing board | 43.4 | 29.9 | 29.3 | 21.2 | 30.4 | 21.1 | 23.9 | 22.7 | 31.5 | 21.2 | 29.3 | 22.6 |
| Legislators/policy makers | 57.4 | 42.7 | 49.0 | 28.8 | 34.1 | 25.6 | 65.2 | 38.9 | 35.6 | 14.7 | 50.8 | 31.0 |
| Media | 30.2 | 29.4 | 21.4 | 15.9 | 16.7 | 14.5 | 22.6 | 12.3 | 19.2 | 7.5 | 21.4 | 14.5 |
| Parents | 5.4 | 4.4 | 14.1 | 8.9 | 28.3 | 18.0 | 12.2 | 6.9 | 8.2 | 6.2 | 14.7 | 9.2 |
| Students | 9.3 | 6.9 | 7.9 | 7.6 | 10.1 | 11.1 | 11.5 | 9.5 | 20.5 | 11.6 | 11.2 | 9.7 |
| System office/state coordinating board | 24.0 | 26.0 | 23.2 | 18.3 | 9.1 | 5.9 | 40.3 | 26.3 | 7.5 | 8.2 | 24.9 | 17.9 |

Note: Totals may not sum to 100.0 because of rounding. Variance in percentage totals may occur because of differing numbers of respondents for each appendix.

| Category | Institutional Type | | | | | | | | | | | |
|---|--------------------|-------|----------|-------|------------|-------|-----------|-------|---------------|-------|-------|-------|
| | Doctorate-Granting | | Master's | | Bachelor's | | Associate | | Special Focus | | Total | |
| | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 |
| Things that you find most frustrating | | | | | | | | | | | | |
| Never enough money | 51.1 | * | 63.9 | * | 66.5 | * | 64.0 | * | 58.7 | * | 62.5 | * |
| Belief that you are infinitely accessible in the position | 33.8 | * | 29.9 | * | 30.6 | * | 30.0 | * | 29.3 | * | 30.4 | * |
| Unclear expectations and metrics of success | 7.5 | * | 9.1 | * | 7.1 | * | 9.5 | * | 12.0 | * | 8.8 | * |
| Difficulty of cultivating leadership in others | 29.3 | * | 33.1 | * | 31.0 | * | 32.9 | * | 34.0 | * | 32.2 | * |
| Unresponsive campus governance structure | 15.8 | * | 21.7 | * | 22.1 | * | 18.4 | * | 10.7 | * | 18.5 | * |
| Board/board members | 21.8 | * | 14.1 | * | 19.9 | * | 13.0 | * | 17.3 | * | 15.9 | * |
| Campus politics | 20.3 | * | 26.1 | * | 28.5 | * | 28.3 | * | 22.7 | * | 26.3 | * |
| Cabinet dynamics | 9.0 | * | 5.9 | * | 7.5 | * | 9.3 | * | 7.3 | * | 7.9 | * |
| Policy makers | 24.8 | * | 18.5 | * | 14.6 | * | 28.1 | * | 10.7 | * | 21.0 | * |
| Unrealistic expectations to solve everyone's problems | 20.3 | * | 24.6 | * | 23.1 | * | 27.1 | * | 24.7 | * | 24.4 | * |
| Problems inherited from the previous leadership | 18.0 | * | 27.6 | * | 27.8 | * | 27.1 | * | 34.0 | * | 27.5 | * |
| Too many demands/not enough time | 40.6 | * | 34.6 | * | 39.5 | * | 37.0 | * | 39.3 | * | 37.6 | * |
| Faculty resistance to change | 27.8 | * | 45.2 | * | 44.1 | * | 34.9 | * | 37.3 | * | 38.6 | * |
| Athletics | 12.8 | * | 4.7 | * | 5.0 | * | 2.3 | * | 0.7 | * | 4.2 | * |
| Work-life balance | 35.3 | * | 31.1 | * | 32.0 | * | 30.2 | * | 36.7 | * | 32.4 | * |
| Lack of time to think/reflect | 45.9 | * | 43.7 | * | 39.1 | * | 38.0 | * | 47.3 | * | 41.5 | * |
| Workforce management/recruitment, retention, and retirement | 9.8 | * | 10.6 | * | 12.1 | * | 13.8 | * | 19.3 | * | 13.0 | * |
| Academic activities outside of presidency | | | | | | | | | | | | |
| Conduct research in academic field | 16.1 | 17.2 | 19.1 | 11.6 | 19.8 | 10.2 | 16.1 | 7.1 | 23.2 | 18.2 | 19.7 | 11.2 |
| Teach a course by yourself | 28.7 | 17.7 | 31.1 | 16.5 | 32.3 | 21.3 | 33.2 | 15.6 | 40.0 | 33.9 | 33.6 | 20.1 |
| Team teach a course | 23.0 | 19.1 | 28.2 | 14.5 | 26.9 | 14.5 | 22.1 | 9.4 | 32.6 | 23.3 | 26.5 | 14.3 |
| Write for scholarly publications | 24.1 | 27.5 | 21.5 | 18.3 | 18.0 | 13.0 | 9.0 | 10.0 | 32.6 | 28.4 | 20.1 | 16.9 |
| Write about higher education issues | 75.9 | * | 70.3 | * | 66.5 | * | 59.8 | * | 32.6 | * | 61.7 | * |
| Service on external boards | | | | | | | | | | | | |
| Yes | 90.4 | 88.8 | 88.7 | 89.6 | 85.5 | 85.0 | 88.5 | 88.1 | 74.0 | 74.1 | 86.2 | 85.6 |
| No | 9.6 | 11.2 | 11.3 | 10.4 | 14.5 | 15.0 | 11.5 | 11.9 | 26.0 | 25.9 | 13.8 | 14.4 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Number of external boards | | | | | | | | | | | | |
| 1 | 7.8 | * | 8.3 | * | 12.0 | * | 8.3 | * | 26.5 | * | 11.2 | * |
| 2 | 20.0 | * | 23.9 | * | 24.6 | * | 20.8 | * | 31.3 | * | 22.8 | * |
| 3 | 25.6 | * | 24.8 | * | 23.4 | * | 25.2 | * | 21.7 | * | 24.5 | * |
| >3 | 46.7 | * | 43.1 | * | 40.1 | * | 45.7 | * | 20.5 | * | 41.5 | * |
| Total % | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * |
| Median | 3.0 | * | 3.0 | * | 3.0 | * | 3.0 | * | 2.0 | * | 3.0 | * |
| Mean | 3.8 | * | 3.6 | * | 3.5 | * | 3.8 | * | 2.9 | * | 3.6 | * |

| Category | Institutional Type | | | | | | | | | | Total | |
|--|--------------------|------|----------|------|------------|------|-----------|------|---------------|------|-------|------|
| | Doctorate-Granting | | Master's | | Bachelor's | | Associate | | Special Focus | | 2011 | 2006 |
| | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | | |
| Type of external boards | | | | | | | | | | | | |
| Nonprofit | 82.8 | * | 87.0 | * | 87.4 | * | 88.1 | * | 81.1 | * | 86.5 | * |
| Publicly traded corporation | 26.2 | * | 12.4 | * | 8.8 | * | 11.0 | * | 13.5 | * | 12.5 | * |
| Privately held firm | 15.6 | * | 10.7 | * | 12.6 | * | 11.0 | * | 8.1 | * | 11.4 | * |
| Pre-K or K-12 school | 2.5 | * | 8.5 | * | 8.4 | * | 5.6 | * | 5.4 | * | 6.6 | * |
| Different college or university | 9.0 | * | 12.4 | * | 10.5 | * | 7.3 | * | 12.6 | * | 9.7 | * |
| Economic development board | 37.7 | * | 40.7 | * | 33.1 | * | 65.3 | * | 22.5 | * | 45.6 | * |
| Professional/higher education organization/association | 53.3 | * | 51.5 | * | 48.5 | * | 48.9 | * | 34.2 | * | 48.5 | * |
| Other | 9.0 | * | 6.5 | * | 7.9 | * | 8.4 | * | 10.8 | * | 8.0 | * |
| Began first presidency | | | | | | | | | | | | |
| Prior to Jan 1, 2002 | 37.3 | * | 45.1 | * | 37.3 | * | 39.8 | * | 37.1 | * | 39.6 | * |
| After Jan 1, 2002 | 62.7 | * | 54.9 | * | 62.7 | * | 60.2 | * | 62.9 | * | 60.4 | * |
| Total % | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * |

Note: Totals may not sum to 100.0 because of rounding. Variance in percentage totals may occur because of differing numbers of respondents for each appendix.

Appendix E

Characteristics of Long-Serving Presidents (More Than 10 Years), by Institutional Type: 2011 and 2006 (in percentages)

| Category | Institutional Type | | | | | | | | | | Total | |
|---|--------------------|-------|----------|-------|------------|-------|-----------|-------|---------------|-------|-------|-------|
| | Doctorate-Granting | | Master's | | Bachelor's | | Associate | | Special Focus | | 2011 | 2006 |
| | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 |
| Gender | | | | | | | | | | | | |
| Men | 82.0 | 83.1 | 77.8 | 77.7 | 77.1 | 74.3 | 70.2 | 79.1 | 76.8 | 85.9 | 75.2 | 79.1 |
| Women | 18.0 | 16.9 | 22.2 | 22.3 | 22.9 | 25.7 | 29.8 | 20.9 | 23.2 | 14.1 | 24.8 | 20.9 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Race/ethnicity | | | | | | | | | | | | |
| White | 90.0 | 87.7 | 88.9 | 87.6 | 88.5 | 91.1 | 90.1 | 85.5 | 94.6 | 81.4 | 89.8 | 86.8 |
| African American | 2.0 | 7.0 | 5.2 | 5.8 | 6.7 | 8.0 | 5.8 | 6.1 | 0.0 | 2.9 | 4.8 | 6.1 |
| Hispanic | 4.0 | 1.8 | 3.9 | 4.4 | 1.9 | 0.9 | 3.1 | 5.6 | 0.0 | 2.9 | 2.8 | 3.7 |
| Asian American | 2.0 | 0.0 | 1.3 | 1.5 | 1.9 | 0.0 | 0.5 | 0.0 | 3.6 | 2.9 | 1.4 | 0.7 |
| American Indian | 0.0 | 0.0 | 0.7 | 0.7 | 1.0 | 0.0 | 0.5 | 0.0 | 0.0 | 4.3 | 0.9 | 0.7 |
| Other - multiple race | 2.0 | 3.5 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 2.8 | 1.8 | 5.7 | 0.4 | 2.0 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Areas that have increased in level of importance | | | | | | | | | | | | |
| Academic issues | 6.0 | 3.4 | 3.2 | 4.3 | 11.5 | 10.8 | 5.3 | 6.0 | 14.5 | 21.2 | 7.4 | 7.3 |
| Accountability/assessment of student learning | 50.0 | 32.2 | 51.9 | 49.3 | 54.8 | 36.9 | 64.4 | 53.5 | 49.1 | 33.3 | 56.2 | 43.2 |
| Athletics | 16.0 | 18.6 | 9.0 | 5.1 | 5.8 | 4.5 | 2.1 | 3.0 | 1.8 | 3.0 | 5.8 | 5.4 |
| Budget/financial management | 38.0 | 25.4 | 35.3 | 25.4 | 40.4 | 31.5 | 50.5 | 24.0 | 49.1 | 25.8 | 42.9 | 24.7 |
| Capital improvement projects | 6.0 | 8.5 | 10.9 | 11.6 | 5.8 | 16.2 | 13.3 | 18.5 | 10.9 | 21.2 | 10.4 | 15.2 |
| Enrollment management | 10.0 | 13.6 | 34.0 | 19.6 | 28.8 | 20.7 | 19.1 | 16.0 | 21.8 | 24.2 | 24.2 | 17.3 |
| Entrepreneurial ventures | 16.0 | 16.9 | 21.2 | 5.8 | 7.7 | 9.0 | 13.8 | 11.0 | 9.1 | 10.6 | 14.3 | 9.8 |
| Faculty issues | 2.0 | 1.7 | 3.8 | 2.9 | 9.6 | 4.5 | 6.4 | 4.0 | 3.6 | 7.6 | 5.8 | 4.0 |
| Personnel issues | 2.0 | 0.0 | 3.2 | 1.4 | 1.9 | 2.7 | 5.9 | 5.5 | 3.6 | 1.5 | 3.7 | 2.6 |
| Fund raising | 36.0 | 45.8 | 32.7 | 49.3 | 37.5 | 36.9 | 40.4 | 47.5 | 30.9 | 40.9 | 36.2 | 44.8 |
| Community relations | 4.0 | 8.5 | 3.2 | 2.9 | 3.8 | 1.8 | 4.8 | 3.5 | 9.1 | 4.5 | 4.4 | 3.5 |
| Governing board relations | 8.0 | 15.3 | 4.5 | 8.0 | 7.7 | 6.3 | 4.8 | 6.5 | 7.3 | 3.0 | 5.7 | 7.3 |
| Government relations | 12.0 | 13.6 | 13.5 | 10.1 | 10.6 | 6.3 | 12.8 | 15.5 | 9.1 | 7.6 | 12.7 | 11.2 |
| Media/public relations | 2.0 | 10.2 | 5.8 | 3.6 | 4.8 | 3.6 | 2.7 | 4.0 | 5.5 | 0.0 | 4.1 | 3.5 |
| Risk management/legal issues | 16.0 | 8.5 | 19.9 | 14.5 | 11.5 | 12.6 | 9.0 | 12.0 | 12.7 | 10.6 | 13.6 | 11.7 |
| Crisis management | 14.0 | 6.8 | 9.0 | 5.1 | 4.8 | 8.1 | 11.7 | 8.5 | 5.5 | 6.1 | 9.4 | 6.3 |
| Strategic planning | 12.0 | 11.9 | 9.6 | 19.6 | 17.3 | 19.8 | 11.2 | 18.0 | 23.6 | 25.8 | 13.1 | 17.8 |
| Student life/conduct issues | 4.0 | 3.4 | 2.6 | 0.7 | 5.8 | 1.8 | 1.6 | 3.0 | 1.8 | 6.1 | 3.0 | 2.4 |
| Technology planning | 24.0 | 10.2 | 19.9 | 15.9 | 22.1 | 20.7 | 17.0 | 19.5 | 20.0 | 22.7 | 19.4 | 17.4 |
| Campus internationalization | 16.0 | * | 6.4 | * | 5.8 | * | 2.7 | * | 7.3 | * | 5.8 | * |

| Category | Institutional Type | | | | | | | | | | | |
|---|--------------------|-------|----------|-------|------------|-------|-----------|-------|---------------|-------|-------|-------|
| | Doctorate-Granting | | Master's | | Bachelor's | | Associate | | Special Focus | | Total | |
| | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 |
| Most frustrating things in first presidency | | | | | | | | | | | | |
| Never enough money | 47.9 | * | 64.5 | * | 63.7 | * | 55.1 | * | 71.2 | * | 60.5 | * |
| Belief that you are infinitely accessible in the position | 22.9 | * | 18.4 | * | 22.5 | * | 26.7 | * | 9.6 | * | 21.5 | * |
| Unclear expectations and metrics of success | 16.7 | * | 17.1 | * | 14.7 | * | 21.4 | * | 30.8 | * | 19.5 | * |
| Difficulty of cultivating leadership in others | 25.0 | * | 35.5 | * | 43.1 | * | 29.4 | * | 46.2 | * | 35.0 | * |
| Unresponsive campus governance structure | 27.1 | * | 27.6 | * | 23.5 | * | 24.6 | * | 30.8 | * | 26.4 | * |
| Board/board members | 25.0 | * | 15.1 | * | 24.5 | * | 20.3 | * | 26.9 | * | 20.6 | * |
| Campus politics | 33.3 | * | 32.2 | * | 31.4 | * | 46.0 | * | 36.5 | * | 37.2 | * |
| Cabinet dynamics | 6.3 | * | 17.1 | * | 18.6 | * | 16.0 | * | 7.7 | * | 15.0 | * |
| Policy makers | 18.8 | * | 10.5 | * | 7.8 | * | 16.0 | * | 9.6 | * | 12.5 | * |
| Unrealistic expectations to solve everyone's problems | 12.5 | * | 24.3 | * | 30.4 | * | 27.8 | * | 23.1 | * | 25.3 | * |
| Problems inherited from the previous leadership | 47.9 | * | 46.1 | * | 51.0 | * | 44.9 | * | 38.5 | * | 45.8 | * |
| Too many demands/not enough time | 37.5 | * | 30.3 | * | 26.5 | * | 31.6 | * | 32.7 | * | 31.0 | * |
| Faculty resistance to change | 27.1 | * | 36.2 | * | 43.1 | * | 33.7 | * | 34.6 | * | 35.9 | * |
| Athletics | 12.5 | * | 7.2 | * | 2.9 | * | 2.1 | * | 3.8 | * | 4.9 | * |
| Work-life balance | 20.8 | * | 23.7 | * | 28.4 | * | 34.2 | * | 28.8 | * | 28.3 | * |
| Lack of time to think/reflect | 29.2 | * | 30.3 | * | 22.5 | * | 20.3 | * | 15.4 | * | 24.0 | * |
| Workforce management/recruitment, retention, and retirement | 14.6 | * | 9.2 | * | 8.8 | * | 7.0 | * | 11.5 | * | 9.0 | * |
| Percent of time spent off campus or on external activities | | | | | | | | | | | | |
| 25% or less | 38.0 | * | 22.4 | * | 23.8 | * | 35.6 | * | 46.4 | * | 31.2 | * |
| 26 to 50% | 52.0 | * | 66.0 | * | 62.9 | * | 54.3 | * | 42.9 | * | 57.7 | * |
| 51 to 75% | 10.0 | * | 10.9 | * | 12.4 | * | 10.1 | * | 10.7 | * | 10.7 | * |
| More than 75% | 0.0 | * | 0.6 | * | 1.0 | * | 0.0 | * | 0.0 | * | 0.4 | * |
| Total % | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * |
| Distribution of time | | | | | | | | | | | | |
| Now spend more time externally | 54.0 | * | 57.1 | * | 61.9 | * | 61.9 | * | 60.0 | * | 59.3 | * |
| Now spend more time on internal campus issues | 10.0 | * | 15.4 | * | 15.2 | * | 16.9 | * | 14.5 | * | 15.5 | * |
| No change in distribution of time | 36.0 | * | 27.6 | * | 22.9 | * | 21.2 | * | 25.5 | * | 25.2 | * |
| Total % | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * |
| Changes in time spent | | | | | | | | | | | | |
| Academic issues | | | | | | | | | | | | |
| More | 12.2 | 17.9 | 23.2 | 15.9 | 27.9 | 22.9 | 17.0 | 19.7 | 34.0 | 35.8 | 22.4 | 20.4 |
| Same | 51.0 | 44.6 | 47.1 | 44.9 | 47.1 | 45.0 | 47.9 | 38.4 | 43.4 | 38.8 | 47.0 | 42.1 |
| Less | 36.7 | 35.7 | 29.7 | 39.1 | 25.0 | 31.2 | 35.1 | 41.9 | 22.6 | 25.4 | 30.6 | 37.1 |
| NA | 0.0 | 1.8 | 0.0 | 0.0 | 0.0 | 0.9 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.4 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |

Institutional Type

| Category | Doctorate-Granting | | Master's | | Bachelor's | | Associate | | Special Focus | | Total | |
|--|--------------------|-------|----------|-------|------------|-------|-----------|-------|---------------|-------|-------|-------|
| | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 |
| Accountability/assessment of student learning | | | | | | | | | | | | |
| More | 51.0 | 60.7 | 63.0 | 73.0 | 60.8 | 68.5 | 76.1 | 76.8 | 59.3 | 72.7 | 65.7 | 71.8 |
| Same | 38.8 | 25.0 | 29.2 | 17.5 | 30.4 | 25.0 | 14.9 | 16.7 | 24.1 | 21.2 | 24.6 | 20.4 |
| Less | 8.2 | 12.5 | 7.1 | 7.3 | 7.8 | 5.6 | 8.5 | 6.4 | 16.7 | 6.1 | 8.9 | 6.9 |
| NA | 2.0 | 1.8 | 0.6 | 2.2 | 1.0 | 0.9 | 0.5 | 0.0 | 0.0 | 0.0 | 0.7 | 0.9 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Athletics | | | | | | | | | | | | |
| More | 49.0 | 57.1 | 39.5 | 44.2 | 40.4 | 43.1 | 18.7 | 18.6 | 3.8 | 16.7 | 29.7 | 34.0 |
| Same | 38.8 | 33.9 | 41.4 | 42.8 | 36.5 | 38.5 | 31.0 | 34.8 | 7.7 | 16.7 | 33.1 | 36.0 |
| Less | 6.1 | 3.6 | 13.8 | 10.1 | 17.3 | 12.8 | 13.9 | 16.2 | 9.6 | 9.1 | 13.5 | 12.5 |
| NA | 6.1 | 5.4 | 5.3 | 2.9 | 5.8 | 5.5 | 36.4 | 30.4 | 78.8 | 57.6 | 23.7 | 17.5 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Budget/financial management | | | | | | | | | | | | |
| More | 51.0 | 62.5 | 58.1 | 53.6 | 50.0 | 65.8 | 63.3 | 59.0 | 45.3 | 52.2 | 56.6 | 59.4 |
| Same | 46.9 | 33.9 | 37.4 | 42.0 | 42.3 | 30.6 | 33.0 | 36.6 | 43.4 | 40.3 | 38.3 | 36.3 |
| Less | 2.0 | 3.6 | 4.5 | 4.3 | 7.7 | 3.6 | 2.7 | 4.4 | 11.3 | 7.5 | 4.8 | 4.3 |
| NA | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 1.1 | 0.0 | 0.0 | 0.0 | 0.4 | 0.0 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Capital improvement projects | | | | | | | | | | | | |
| More | 40.8 | 66.1 | 53.5 | 71.0 | 57.7 | 73.0 | 67.6 | 73.2 | 38.2 | 59.7 | 56.5 | 71.4 |
| Same | 55.1 | 30.4 | 43.9 | 26.8 | 33.7 | 23.4 | 28.2 | 24.9 | 50.9 | 28.4 | 38.2 | 25.0 |
| Less | 4.1 | 3.6 | 2.6 | 2.2 | 8.7 | 3.6 | 3.7 | 1.5 | 9.1 | 7.5 | 5.0 | 3.1 |
| NA | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.5 | 0.5 | 1.8 | 4.5 | 0.4 | 0.5 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Enrollment management | | | | | | | | | | | | |
| More | 38.8 | 44.6 | 65.2 | 58.0 | 57.3 | 56.4 | 46.8 | 58.5 | 52.7 | 59.7 | 53.6 | 56.5 |
| Same | 51.0 | 42.9 | 28.4 | 37.7 | 35.9 | 38.2 | 46.8 | 34.1 | 38.2 | 35.8 | 39.1 | 37.1 |
| Less | 8.2 | 10.7 | 6.5 | 4.3 | 5.8 | 5.5 | 6.4 | 7.3 | 7.3 | 4.5 | 6.6 | 6.3 |
| NA | 2.0 | 1.8 | 0.0 | 0.0 | 1.0 | 0.0 | 0.0 | 0.0 | 1.8 | 0.0 | 0.7 | 0.2 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Entrepreneurial ventures | | | | | | | | | | | | |
| More | 53.1 | 73.2 | 53.6 | 55.5 | 37.5 | 54.1 | 46.0 | 59.1 | 49.1 | 47.0 | 47.2 | 58.3 |
| Same | 40.8 | 23.2 | 30.7 | 38.7 | 37.5 | 35.1 | 38.0 | 30.5 | 20.8 | 43.9 | 34.1 | 33.2 |
| Less | 6.1 | 1.8 | 11.8 | 4.4 | 12.5 | 4.5 | 9.1 | 5.4 | 20.8 | 1.5 | 11.7 | 4.2 |
| NA | 0.0 | 1.8 | 3.9 | 1.5 | 12.5 | 6.3 | 7.0 | 4.9 | 9.4 | 7.6 | 7.0 | 4.4 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |

| Category | Institutional Type | | | | | | | | | | Total | |
|---|--------------------|-------|----------|-------|------------|-------|-----------|-------|---------------|-------|-------|-------|
| | Doctorate-Granting | | Master's | | Bachelor's | | Associate | | Special Focus | | | |
| | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 |
| Faculty issues | | | | | | | | | | | | |
| More | 10.2 | 17.9 | 11.7 | 14.5 | 17.5 | 17.1 | 13.3 | 18.1 | 20.4 | 20.9 | 14.1 | 17.3 |
| Same | 57.1 | 67.9 | 63.6 | 68.1 | 61.2 | 66.7 | 62.8 | 68.6 | 48.1 | 59.7 | 60.5 | 67.0 |
| Less | 30.6 | 14.3 | 24.0 | 16.7 | 21.4 | 16.2 | 23.9 | 13.2 | 31.5 | 19.4 | 25.0 | 15.5 |
| NA | 2.0 | 0.0 | 0.6 | 0.7 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.4 | 0.2 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Personnel issues (excluding faculty) | | | | | | | | | | | | |
| More | 12.2 | 8.9 | 13.6 | 24.1 | 18.3 | 21.6 | 27.7 | 30.2 | 14.8 | 23.9 | 19.4 | 24.1 |
| Same | 61.2 | 71.4 | 61.7 | 62.8 | 57.7 | 71.2 | 56.4 | 57.9 | 57.4 | 56.7 | 58.5 | 63.2 |
| Less | 26.5 | 19.6 | 24.7 | 13.1 | 24.0 | 5.4 | 16.0 | 11.9 | 27.8 | 19.4 | 22.1 | 12.3 |
| NA | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 1.8 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.4 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Fund raising | | | | | | | | | | | | |
| More | 65.3 | 83.9 | 67.7 | 75.4 | 64.4 | 72.1 | 72.2 | 77.6 | 55.6 | 71.6 | 67.4 | 78.2 |
| Same | 30.6 | 14.3 | 29.0 | 23.9 | 31.7 | 26.1 | 21.9 | 15.1 | 27.8 | 19.4 | 26.7 | 19.6 |
| Less | 2.0 | 1.8 | 3.2 | 0.0 | 2.9 | 1.8 | 2.7 | 1.0 | 11.1 | 3.0 | 3.6 | 1.3 |
| NA | 2.0 | 0.0 | 0.0 | 0.7 | 1.0 | 0.0 | 3.2 | 6.3 | 5.6 | 6.0 | 2.3 | 0.9 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Community relations | | | | | | | | | | | | |
| More | 42.6 | 44.6 | 39.5 | 48.6 | 56.3 | 48.6 | 51.6 | 57.6 | 54.5 | 46.3 | 48.6 | 51.8 |
| Same | 48.9 | 51.8 | 52.0 | 44.9 | 35.0 | 44.1 | 41.9 | 39.5 | 36.4 | 47.8 | 43.6 | 43.2 |
| Less | 8.5 | 3.6 | 8.6 | 6.5 | 8.7 | 7.2 | 6.5 | 2.9 | 9.1 | 4.5 | 7.7 | 4.9 |
| NA | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 1.5 | 0.0 | 0.2 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Governing board relations | | | | | | | | | | | | |
| More | 43.8 | 46.4 | 29.4 | 31.9 | 42.3 | 41.4 | 26.1 | 43.1 | 37.0 | 32.8 | 32.7 | 39.8 |
| Same | 54.2 | 50.0 | 58.8 | 61.6 | 52.9 | 55.0 | 62.8 | 46.0 | 59.3 | 59.7 | 58.7 | 53.5 |
| Less | 0.0 | 3.6 | 11.8 | 6.5 | 4.8 | 3.6 | 10.1 | 8.4 | 3.7 | 7.5 | 8.1 | 6.2 |
| NA | 2.1 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 1.1 | 2.5 | 0.0 | 0.0 | 0.5 | 0.5 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Government relations | | | | | | | | | | | | |
| More | 32.7 | 42.9 | 40.1 | 38.0 | 38.8 | 41.4 | 52.7 | 59.5 | 22.2 | 26.9 | 41.8 | 45.6 |
| Same | 51.0 | 50.0 | 45.4 | 47.4 | 38.8 | 45.9 | 44.1 | 32.2 | 48.1 | 46.3 | 44.4 | 42.0 |
| Less | 14.3 | 7.1 | 11.8 | 9.5 | 16.5 | 7.2 | 3.2 | 6.3 | 16.7 | 13.4 | 10.6 | 7.8 |
| NA | 2.0 | 0.0 | 2.6 | 5.1 | 5.8 | 5.4 | 0.0 | 2.0 | 13.0 | 13.4 | 3.2 | 4.7 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |

| Category | Institutional Type | | | | | | | | | | | |
|-------------------------------------|--------------------|-------|----------|-------|------------|-------|-----------|-------|---------------|-------|-------|-------|
| | Doctorate-Granting | | Master's | | Bachelor's | | Associate | | Special Focus | | Total | |
| | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 |
| Media/public relations | | | | | | | | | | | | |
| More | 24.5 | 43.6 | 28.1 | 34.1 | 35.0 | 31.8 | 29.2 | 36.1 | 25.9 | 23.9 | 29.1 | 34.1 |
| Same | 69.4 | 54.5 | 61.4 | 56.5 | 56.3 | 60.9 | 59.5 | 57.1 | 64.8 | 62.7 | 60.8 | 58.1 |
| Less | 6.1 | 1.8 | 10.5 | 9.4 | 8.7 | 7.3 | 11.4 | 6.8 | 7.4 | 10.4 | 9.9 | 7.4 |
| NA | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 1.9 | 3.0 | 0.2 | 0.4 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Risk management/legal issues | | | | | | | | | | | | |
| More | 36.7 | 32.1 | 34.6 | 39.0 | 33.7 | 35.8 | 35.8 | 36.2 | 31.5 | 34.3 | 35.1 | 36.1 |
| Same | 51.0 | 51.8 | 51.6 | 47.8 | 52.9 | 52.3 | 53.5 | 53.3 | 51.9 | 52.2 | 52.2 | 51.5 |
| Less | 12.2 | 16.1 | 13.7 | 13.2 | 13.5 | 11.0 | 10.2 | 10.1 | 16.7 | 10.4 | 12.5 | 11.7 |
| NA | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.9 | 0.5 | 0.5 | 0.0 | 3.0 | 0.2 | 0.7 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Crisis management | | | | | | | | | | | | |
| More | 18.4 | 25.0 | 15.8 | 19.6 | 17.5 | 23.4 | 29.8 | 24.6 | 24.1 | 19.4 | 22.3 | 22.4 |
| Same | 61.2 | 55.4 | 56.6 | 48.6 | 60.2 | 53.2 | 51.1 | 55.2 | 51.9 | 53.7 | 54.9 | 53.3 |
| Less | 18.4 | 19.6 | 26.3 | 30.4 | 22.3 | 22.5 | 19.1 | 19.2 | 22.2 | 25.4 | 22.1 | 23.3 |
| NA | 2.0 | 0.0 | 1.3 | 1.4 | 0.0 | 0.9 | 0.0 | 1.0 | 1.9 | 1.5 | 0.7 | 1.1 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Strategic planning | | | | | | | | | | | | |
| More | 36.7 | 46.4 | 40.3 | 60.6 | 45.6 | 53.2 | 47.1 | 66.8 | 46.3 | 67.2 | 44.5 | 61.5 |
| Same | 55.1 | 46.4 | 52.6 | 35.8 | 47.6 | 45.0 | 49.2 | 32.2 | 46.3 | 29.9 | 49.6 | 36.2 |
| Less | 8.2 | 7.1 | 7.1 | 3.6 | 6.8 | 1.8 | 3.7 | 1.0 | 7.4 | 3.0 | 5.9 | 2.4 |
| NA | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.0 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Student life/conduct issues | | | | | | | | | | | | |
| More | 8.2 | 17.9 | 7.8 | 13.0 | 14.4 | 17.1 | 11.2 | 16.6 | 13.0 | 16.4 | 11.1 | 15.5 |
| Same | 73.5 | 60.7 | 54.9 | 63.8 | 53.8 | 58.6 | 58.8 | 64.4 | 50.0 | 62.7 | 56.9 | 63.1 |
| Less | 18.4 | 21.4 | 35.3 | 23.2 | 31.7 | 24.3 | 29.9 | 18.5 | 35.2 | 20.9 | 31.3 | 21.2 |
| NA | 0.0 | 0.0 | 2.0 | 0.0 | 0.0 | 0.0 | 0.0 | 0.5 | 1.9 | 0.0 | 0.7 | 0.2 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |
| Technology planning | | | | | | | | | | | | |
| More | 24.5 | 44.6 | 35.7 | 51.1 | 39.8 | 60.4 | 47.6 | 75.5 | 56.4 | 65.7 | 42.1 | 61.9 |
| Same | 63.3 | 35.7 | 51.9 | 40.1 | 40.8 | 30.6 | 41.7 | 21.1 | 32.7 | 28.4 | 45.1 | 30.3 |
| Less | 12.2 | 19.6 | 11.7 | 8.8 | 19.4 | 9.0 | 10.2 | 3.4 | 10.9 | 4.5 | 12.5 | 7.6 |
| NA | 0.0 | 0.0 | 0.6 | 0.0 | 0.0 | 0.0 | 0.5 | 0.0 | 0.0 | 1.5 | 0.4 | 0.2 |
| Total % | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 | 100.0 |

| Category | Institutional Type | | | | | | | | | | | |
|------------------------------------|--------------------|------|----------|------|------------|------|-----------|------|---------------|------|-------|------|
| | Doctorate-Granting | | Master's | | Bachelor's | | Associate | | Special Focus | | Total | |
| | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 | 2011 | 2006 |
| Campus internationalization | | | | | | | | | | | | |
| More | 58.3 | * | 42.8 | * | 39.8 | * | 21.5 | * | 34.5 | * | 35.1 | * |
| Same | 33.3 | * | 40.1 | * | 44.7 | * | 44.1 | * | 38.2 | * | 41.4 | * |
| Less | 4.2 | * | 12.5 | * | 10.7 | * | 12.4 | * | 7.3 | * | 11.2 | * |
| NA | 4.2 | * | 4.6 | * | 4.9 | * | 22.0 | * | 20.0 | * | 12.4 | * |
| Total % | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * | 100.0 | * |

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One Dupont Circle NW
Washington, DC 20036-1193
(202) 939-9300
www.acenet.edu