

# THE LEADERSHIP CHALLENGE **research**

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THE MOST TRUSTED SOURCE ON BECOMING A BETTER LEADER

<b>TITLE</b>	Chief Student Affairs Officers: Effectiveness, Characteristics and Traits in Four-Year, Post-Secondary Institutions
<b>RESEARCHER</b>	Bryan L. Smith Department of Counseling and Student Affairs Western Kentucky University (Bowling Green) Thesis: June 2005
<b>OBJECTIVE</b>	The purpose of this study was to develop and describe traits and characteristics of an effective chief student affairs officer (CSAO).

## **METHODOLOGY**

Research participants consisted of CSAOs from 29 nationally recognized public, Research University 1 colleges within the southern United States. Twenty-one returned the LPI and provided demographic data (response rate = 72%).

## **KEY FINDINGS**

The LPI scores from the CSAOs were significantly higher than the Kouzes Posner normative data base for Challenge, Inspire and Encourage. The highest frequency for CSAOs was Challenge, followed by Enable, Encourage, Model and Inspire. There were no significant differences between male and female CSAOs scores on the five practices, nor did geographical location have any significant impact.

Regression analysis found some relationship between years of service both within a current job and years of experience in the student affairs profession having an impact on the leadership practices. Enabling Others to Act was significantly correlated with years in current job and Challenge the Process was significantly correlated with years in student affairs.