A study comparing the personal profiles of school superintendents and chief executive officers of business in the Upper Midwest
by Milton Keith Negus

A thesis submitted in partial fulfillment of the requirements for the degree of DOCTOR OF EDUCATION
Montana State University
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Abstract:
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The results of the study comparing chief executive officers and superintendents showed that the salary of c.e.o. 's were considerably higher; superintendents were more mobile; they were at the same age when first appointed to a top level position as well as when appointed to present position; c e. o. 's worked shorter hours; both took the same length of vacation; each grew up with the same economic background; both were born in same region; c.e.o. 's were more conservative in politics; the c.e.o. 's were slightly older; the superintendents were much more highly educated; both were 100 percent male.

This study brought out the need for greater public awareness of the similarities and descrepancies between the leaders of business and the leaders of education. Such awareness should point to the need for further study into the reasons why c.e.o. 's start their careers at a younger age and can remain in their positions at an older age; why c. e. o. 's are paid at a consid -erably higher rate; why more superintendents don't arrive at the top by moving up through the ranks in one district; why both executive types lack a politically liberal representation within their ranks.

The findings of this study should have value as basic data for future research comparing the personal profiles of c.e.o. 's and superintendents.

A STUDY COMPARING THE PERSONAL PROFILES OF SCHOOL SUPERINTENDENTS AND CHIEF EXECUTIVE OFFICERS OF BUSINESS IN THE UPPER MIDWEST

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MILTON KEITH NEGUS

A thesis submitted in partial fulfillment
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Chairperson, Graduate Committee

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ABSTRACT

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This study brought out the need for greater public awareness of the similarities and descrepancies between the leaders of business and the leaders of education. Such awareness should point to the need for further study into the reasons why c.e.o.'s start their careers at a younger age and can remain in their positions at an older age; why c.e.o.'s are paid at a considerably higher rate; why more superintendents don't arrive at the top by moving up through the ranks in one district; why both executive types lack a politically liberal representation within their ranks.

The findings of this study should have value as basic data for future research comparing the personal profiles of c.e.o.'s and superintendents.

Chapter I

INTRODUCTION

In many communities of America the school superintendent has the executive responsibility for one of its largest business enterprises. Nationally, superintendents have had the basic responsibility for the education of 44.8 million pupils, the supervision of about 2.2 million teachers, and control over budgets of $66.8 billion annually (National Center for Educational Statistics, 15:2-3).

The superintendency has become a relatively new management position. For the first 200 years of American education there were no superintendents (Griffiths, 11:1). The first superintendencies emerged in the growing cities when it became impossible for school boards to effectively administer such vast systems. By 1870, thirty of today's largest cities had their first superintendent (American Association of School Administrators, Thirtieth Yearbook, 1:54). Today, the largest system administered by a superintendent is found in New York City. This superintendent is responsible for the administration of 1,099,004 students (ERS Bulletin, 10).

The incidence of significant executive responsibility is not a recent phenomenon nor is it restricted to the educational sector. The non-educational sector has relied on "chief executive officers" (c.e.o.'s) for a much longer period of time. King Solomon functioned as the c.e.o. throughout the construction of his temple in the tenth century B.C. Even centuries earlier, enterprising pharoahs served as c.e.o.'s while their great pyramids

were assembled (Benge, 3:V). The scope and type of responsibility for the c.e.o. changed according to the conditions of the time. Today, the world's largest business responsibility is headed by a single chief executive officer who is responsible for providing leadership for the EXXON Company which deals in sales of over $44 billion per year (Editors of Fortune, 7:318).

Business serves as the backbone of our free enterprise society. Free public education is an essential ingredient to the survival of our democratic republic. This means that our American society has had to place considerable emphasis on the selection of capable people to head education and business organizations. Chief executives of each respective area have had to carry a substantial burden, not only to the institution served, but to the quality of our country's future.

The literature reviewed indicated that the managerial tasks performed by c.e.o.'s and superintendents were similar. This has been true in spite of the differences in their objectives. Even though the "output" of education has been far more difficult to measure than profit and loss, the corporate model of urban school governance showed many similarities with the structure of the business enterprise. Schools have adopted the business patterns of a growing central office staff; diversification of the structure of the schools into functional divisions such as vocational schools, guidance departments and attendance service; the creation of research and planning departments to provide evidence on operations and data for forecasting (Spring, 20).

Similar structural patterns have resulted in similar executive

activities by superintendents and c.e.o.'s. A remark by Donald C. Cook, President of American Electric Power Company, indicated a belief in this equanimity when he stated;

> The requirements for success in government or business don't differ much. In government you are a civil servant looking after the public interest, and in business you are a corporate executive with an eye on the requirements of the public interest (Rose, 19:113).

There was further evidence that the functions performed by each were very similar. Business executives were interviewed by the staff of the American Management Association (21:147) in an effort to define the chief executive's work. The results provided a common view of the personal and unique responsibilities. Those activities most frequently mentioned were:

- Interfacing with the board of directors
- Setting forth the philosophy of the company
- Establishing corporate objectives
- Initiating and guiding strategic and long-range planning
- Providing leadership in accomplishing corporate objectives
- Determining the organizational structure and selecting personnel immediately below the chief executive level
- Counseling and evaluating the people who report to the chief executive officer
- Evaluating and guiding organizational performance
- Developing a successor
- Sometimes dealing with the financial community
- Performing certain ceremonial functions

A striking similarity is found in an itemization of tasks and duties of the superintendent listed by Morphet, Johns and Reller (14:315).

1. To serve a chief executive officer of the board of education and thus to be responsible for all aspects of educational service;

2. to lead the board in the development of policies;

3. to provide leadership in the planning, management and evaluation of all phases of the educational program;

4. to select and recommend all personnel for appointment and to guide staff development;

5. to prepare the budget for submission to the board and to administer it after its adoption by the board;

6. to determine building needs and to administer building programs--construction, operation, and maintenance;

7. to serve as leader of the board, the staff, and the community in the improvement of the educational system.

Even though superintendent and c.e.o. have followed dissimilar occupational routes, the evidence above offers an indication that many significant management tasks are similar within the two professions. Are the factors making up their personal profiles also similar? This study seeks that answer.

STATEMENT OF THE PROBLEM

The problem of this study was to compare the personal profiles of school superintendents and chief executive officers from business. A survey form containing selected factors was administered to all superintendents with student populations exceeding 3,000 pupils and an equivalent number of chief

executive officers from the same states in the Upper Midwest region. Specific aspects of the problem investigation were: (1) What discernible trends in personal profiles are identifiable in each respective occupation, (2) when compared, which features were the same and which were different between the two groups of executives?

CONTRIBUTION TO EDUCATIONAL THEORY AND PRODUCT

In light of the significance our American society places on education and business an examination of the personal profiles of the executive officers of each area was consequential.

The earliest national study of top school superintendents was conducted by the American Association of School Administrators (AASA) and published in 1923. The AASA has since conducted this nationwide analysis each decade (Knezevich, 12:14).

Business executives have been studied to a greater extent and for a much longer period of time. The earliest study was done by Mills (13) for the period 1600-1900.

The present study's major contribution to educational theory was to make a comparison of the personal profiles of c.e.o.'s and superintendents. The c.e.o.'s and superintendents with major responsibility in a coterminous region were surveyed by using an identical instrument. Past comparisons had to be based on unrelated studies on these leaders, given at different times, and using dissimilar questions.

For the first time, valid knowledge was gained on the similarities and differences between the personal profiles of these two types of executives.

Other contributions to our knowledge was the gathering of personal data commonly sought in the surveys of one occupation, but not gathered in the other. The profiles from past studies provided data on the business executive, that had not been elicited in the national studies of school superintendents. The reverse has also occurred. This study attempted to set new base data standards that would be useful to future researchers when trends are considered.

GENERAL QUESTIONS TO BE ANSWERED

Care was exercised to limit this study to those general areas of the personal profiles that could corroborate the historical surveys of the past. The survey was designed so that trends could be observed within the respective professions and at the same time be compared with each other. Below are the specific questions to which answers were sought:

1. Do the personal profiles of superintendents and business chief executive officers of the Upper Midwest reflect a similar profile as is found in national studies of each respective area?

    a. Age when first position was secured

    b. Age at time of survey

    c. Salary

d. Working hours per week

e. Occupation of father

f. Economic status of family

g. Political background

h. Educational background

i. Religion

j. Sex

k. Mobility.

2. Were there identifiable trends in aspects of the profiles of these executives within their respective professions?

a. Number of different companies worked for

b. Years in present position

c. Age when first position was secured

d. Age when current position was secured

e. Years in current company/district before securing present position

f. Salary when first joining company/district

g. Current salary

h. Hours worked per week

i. Vacation time taken

j. Economic background in which brought up

k. Place of Birth

l. Place of birth of parents

m. Educational level of parents

n. Political leanings today and four years ago

o. Political party supported today and four years ago

p. Current age

q. Highest level of education attained

r. Father's occupation

s. Religious preference

t. Sex

u. Education

3. When the personal profiles of the superintendents and c.e.o.'s are compared in each of the defined areas, were there any significant differences between the two groups?

GENERAL PROCEDURE

The region of the Ninth Federal Reserve District was the area selected for the purposes of this study. It included Minnesota, North and South Dakota, Montana, Michigan's upper peninsula and the northwestern twenty-six counties of Wisconsin. This has been commonly referred to as the "Upper Midwest" for business identification purposes (Editors of Corporate Report Magazine, 5:3).

All superintendents serving a student population of over 3,000 pupils were surveyed. An equivalent number of chief executive officers were surveyed in the Upper Midwest region. Chief executive officers were selected

to match the superintendents as nearly as possible on the basis of (1) geographical location, (2) revenue and (3) employees.

A questionnaire consisting of six general areas was used. The topics include a general category; sections on being chief executive/ superintendent; about your family; about your political background; about you; about your company/district. Copies of the questionnaires will be found in Appendix B, page 165.

LIMITATIONS AND DELIMITATIONS

1. The Upper Midwest region was selected as the survey base. It was the established geographical area of the Ninth Federal Reserve District. The 1978 Fact Book of Corporate Report magazine (Editors of Corporate Report Fact Book, 5:23-398) was used to select comparable chief executive officers.

2. The questions selected were limited to those that had been sought in previously published national surveys for either c.e.o.'s or superintendents. This limitation allowed for longitudinal analysis by other researchers within the respective professional areas.

3. The first controlling factor applied to the selection of those to be surveyed was choosing only superintendents with a student enrollment of over 3,000 pupils.

4. The order of selecting business executives who were comparable with superintendents was, (a) so far as possible, selecting an identical

number of c.e.o.'s as superintendents from each state; (b) locating the c.e.o. in the same community as the superintendent; (c) selecting a business revenue level comparable with the estimated total school budget; (d) selecting a business that had the closest number of employees as the school system headed by the superintendent.

5. A 100 percent sample was taken of the superintendents in the Upper Midwest holding a responsibility of 3,000 pupils or higher. Therefore, generalizations can be made in relationship to the population as a whole within the responsibility range of 3,000 or more pupils.

No attempt was made to obtain a random sample of c.e.o.'s in the Upper Midwest region. Therefore, any attempt at generalizations to the population as a whole concerning trends cannot be justified.

6. The majority of sources considered in the review of related literature were from Montana State University and ERIC inter-library loan resources.

DEFINITION OF TERMS

Terms defined include:

Top Superintendent: The chief executive officer of the board of trustees of an elementary and/or secondary school district. Student enrollment was the controlling factor in the selection of those included in this study.

Chief Executive Officer (c.e.o.): The person identified as the

executive head of the business organization.

Business: An all-encompassing term which includes industrial corporations, commercial banking companies, life insurance firms, financial enterprises, retailers, transportation companies, and utilities.

Upper Midwest: An area which includes the states of Minnesota, North and South Dakota, Montana, Michigan's upper peninsula, and the northwestern twenty-six counties of Wisconsin.

Personal Profile: The personal profile of superintendents and chief executive officers has been limited to those characteristics surveyed in some previously published national study. Included as factors are employment record, years as top administrator, age when appointed to first chief executive position, age when appointed to present company, annual employment income, job difficulty as compared to past, hours worked per week, duration of vacation, problem areas of concern, economic background of family, place of birth (self and parents), educational level of parents, father's occupation, political background, current age, type of secondary education, level of education attained, undergraduate class rank, religious preference, sex, number of employees in organization and revenues or budgets per year.

SUMMARY

Little is known about how the executives of business and education compare. Each respective area has had surveys conducted on the personal profile of the head person. Yet, there are no studies on record that show

how the two personal profiles relate to one another.

Many of the tasks of top management officials are similar, regardless of the occupational area. It is still unknown if unrelated professionals' personal profiles will likewise show similarities. Education management is a relatively new profession. As such, will this be a factor when compared with the historically established business executive?

Much remains to be learned about the inter-relationship of managers from differing professions. This study will add to our knowledge concerning the comparative profiles of comparable business and education executives.

Chapter II

REVIEW OF LITERATURE

This chapter reports the findings of selected national studies found in literature that provide a personal portrait of public school superintendents and chief executive officers (c.e.o.'s) of business. The review of literature is presented longitudinally in order to reveal historical trends. As no previous research has compared the personal characteristics of the superintendents and c.e.o.'s, each will be reviewed separately. These separate findings will then be compared in order to provide an indication of how the two personal profiles relate with one another from an historical prospective.

Table 1, page 14, contains the studies selected for a longitudinal review of the pertinent characteristics of superintendents and c.e.o.'s. Seven research studies covering the period from 1600 to 1976 were used. All were national in scope and dealt primarily with the personal profiles of superintendents and c.e.o.'s.

The earliest known statistical study of school superintendents was conducted by A. E. Winship (26:374-380) in 1899. The data upon which his statistics were based are deficient in several ways. The size of the sample was fairly small, and for many of the subject areas, it was even smaller because of gaps in the reporting of information. It did not approach being a random sample, since the cases were included on the basis of Editor Winship's judgment. The criteria for selection was not known. Despite the serious deficiencies in these statistics they were included to broaden the

TABLE 1

Selected Earlier Studies of Educational and Business Leaders

Authors	Winship	Knezevich	Taussig and Joslyn	Mills	Newcomer	Editors of Forbes	Burck Fortune 500
Year of Publication	1899	1971	1932	1945	1955	1974	1976
Sample Size	113	741	7,371	1,464	284,319,823	596	800
Sample Composition	Superintendents from 113 cities	Stratified sample of superintendents from varying sized districts	Men listed in 1928 Poor's Register of Directors	Businessmen listed in Dictionary of American Biography	Executives from transportation, utility and industrial companies	Company Executives from top "500" lists	Heads of top 500 industrial corporations & 300 chiefs of the biggest commercial banking, life insurance, retailers, transp. companies and utilities
Methodology	Unknown	Mail questionnaire	Mail questionnaire	Biography Comparison	Literature search and mail questionnaire	Mail questionnaire	Mail questionnaire
Period covered	1899	1921-22, 1933, 1958-59, 1952 1969-70	1928	1600-1900	1900,1925,1950	1973	1976
Applicable dimension							
Age	X	X	X		X		X
Salary		X			X	X	X
Working Hours		X					X
Family Background			X	X	X	X	X
Political Background					X	X	X
Educational Background	X	X	X	X	X	X	X
Religion					X		X
Sex		X			X		
Mobility		X			X		

view of the early day superintendent.

Only one organization has sponsored a longitudinal study of the characteristics of superintendents on a national basis. The American Association of School Administrators' (AASA) initial yearbook was published in 1923 and was the first of a series of national scientific studies which portrayed the characteristics of the American school superintendent. This first AASA yearbook produced by the National Education Association (17) was based on the 1921-1922 school year. The National Education Association (16) also produced the second study for AASA and it was released in 1933. In 1952 the American Association of School Administrators (1) produced its own study. Again in 1960 the AASA (2) published its yearbook on the status of the school superintendent for the school year 1958-1959. When the yearbook was abandoned, the AASA appointed a special commission to produce a national profile of the superintendent of 1969-1970. Stephen Knezevich (12) authored the research.

The top business executives of the country have been analyzed by researchers to a greater extent than superintendents. The five business studies selected for a longitudinal analysis include Mills' study (13:20-44) of businessmen listed in the Dictionary of American Biography from 1600-1900; Taussig and Joslyn's (23) survey of men listed in Poor's 1928 Register of Directors; Newcomer's (18) literature search of executive profiles for 1900 and 1925 plus her own survey of 1950. Also included are two contemporary studies including the work of the Editors of Forbes magazine (6), who

surveyed executives from the Forbes "500" lists; and Burck (4) who investigated the characteristics of the Fortune "500" chief executives as well as 300 other leaders in major businesses and industries.

Table 1 indicates that the research reviewed did not encompass all nine areas that were basic to this study. Even as such, these studies were chosen because they covered the greatest number of personal profile areas and at the same time reviewed the event at an appropriate historical interlude.

This investigator's research portion of the present study was to elicit identical personal profiles and elicit data from both business and educational executives at the same point in time. These findings were used to fill in gaps existing in previous research. The new findings are useful to corroborate trends in the personal profiles of c.e.o.'s and superintendents.

BASIC AREAS OF LITERATURE REVIEW

Historical comparisons within the nine basic personal profile areas selected for study are compared between superintendents and c.e.o.'s. Even though the past research used in this chapter was not designed specifically for this type of comparison, much of the data analysis is useful as an indicator of past trends. This is especially insightful for the ensuing study conducted by this researcher. This review was further valuable for the intra-related trends within basic areas under study.

Age When First Position was Secured

The answer sought in the literature was whether the superintendents and c.e.o.'s secured their first positions at the same age. In the 1969-1970 school term, Knezevich (12:32) found that the median age of all superintendents at appointment of the first superintendency was thirty-six years. Knezevich (12:32) previously reported in a 1958-1959 study that the median age at first superintendency was thirty-five and six tenths years.

First appointed superintendents responsible for an enrollment between 3,000 and 24,999 pupils were reported in the 1969-1970 school term study by Knezevich (12:32: Table 17) to be of a median age of thirty-eight. This was two years older than the national average. The larger the enrollment the older the superintendent was at the time of his first appointment, reaching a median age of thirty-nine for those holding the largest positions.

In the business sector the median age for entry as a c.e.o. has varied over the years. Newcomer (18:112) found that the median age increased from 1900 to 1950. Her findings showed:

Year	Median Ages
1900	48
1925	49
1950	52

In a 1976 study, Burck (4:176) found that the median entry age for a c.e.o. was fifty. These studies indicate that the c.e.o. will likely be about ten years older than a superintendent upon entering his first c.e.o. position.

The probability of entering a superintendency with a student population of 25,000 pupils or more after age fifty is 14.8 percent, according to Knezevich's (12:32) study. Whereas, about half, 50.6 percent of the c.e.o.'s were first appointed when they were fifty years of age or above. (Burck, 4:176).

Age at Time of Survey

AASA studies showed an increasing median age of all practicing superintendents between 1921 and 1959. Knezevich (12:18:Figure 1) reported a progression of:

1921-22	=	43 years
1931-32	=	44 years
1950-51	=	49 years
1958-59	=	51.8 years

However, this increasing age trend was reversed in 1969-1970 when it was found by Knezevich (12:18: Table 2) that the median age of all practicing superintendents was forty-eight and five tenths years. This same table shows an increasing median age of superintendents as student enrollment gets larger, reaching a high of fifty-six in systems with 1000,000 or more pupils.

The median age of urban superintendents in 1899 was found by Winship (26:296: Appendix 1) to be forty-three.

In the business world, Newcomer (18:112) found that c.e.o.'s

median ages have shown a steady increase between the years 1900 and 1950. The progression was:

1900	=	53
1925	=	58
1950	=	61

A recent study indicates a reversal of the trend of increased median ages of top c.e.o.'s. In 1976 median ages dropped to age fifty-seven (Burck, 4:76).

The most recent studies indicate that the median age of practicing top executives in business are about the same age as their counterparts holding the largest superintendencies in the country. In both areas, today's executive was younger than his predecessor.

Salary

Because of annual adjustments in superintendents' salaries, the selected studies did not provide an accurate clue to the historical relationship of these salaries compared with the chief executive officers' salaries. An indicator, however, came from the use of a study conducted in 1969-1970 (Knezevich, 12:38: Table 28), which was compared with the Forbes' study of 1973 (Editors of Forbes, 6:126-128). Knezevich revealed an annual median salary of $30,000 for superintendents with the responsibility of 25,000 students or more. The Forbes' study displayed a total remuneration range of $250,000 to $939,000 among the top 180 chief business executives in the United States, the median being approximately $325,000. The relationship

of the median salary of school superintendents among the largest school districts in America with those of the business executives of the largest organizations showed a considerable discrepancy.

Working Hours

A forty hour work week was not to be found for either superintendents or c.e.o.'s according to the findings. The typical superintendent with 25,000 or more pupils worked sixty hours per week (Knezevich, 12:57: Table 52). This number of working hours was contrasted with c.e.o.'s who worked on a median of fifty-five and seven tenths hours per week (Burck, 4:72).

Family Background - Occupations of Father

All of the business surveys used in this review have included a statistical analysis of family background. As none exists for education on a national scale, the review of literature will be confined to the findings within the business sector. The analysis that follows is of importance because it provides information about comparative productivity of the several social classes with respect to business leaders.

Table 2, page 21, shows an overview of the longitudinal studies of the occupations of fathers. Because not all studies offered definitions of the occupational designations, this researcher was required to make certain interpretations.

Table 2

Occupation of Fathers of C.E.O.'s by Percent of Distribution Among the Employment Categories

Occupations	Research Studies (Business)					
	Newcomer 1900	Newcomer 1925	Taussig & Joslyn 1932	Newcomer 1950	Forbes 1973	Burck 1976
Laborer (unskilled)	1.3	3.1	2.1	2.1	2	2
Laborer (skilled)	2.9	3.1	8.7	5.4	9	14
Farmer	20.8	15.0	12.0	13.4	7	5
Professional	22.4	23.1	13.0	17.8	18	25
Businessman	40.9	34.0	34.0	36.8	52	38
Clerk/salesman/white collar/other	3.9	8.3	30.2	12.9	12	7
Same corporation as son	7.8	13.4	Not listed as a choice	11.6	Not listed as a choice	9

Six studies were used to trace the history of the occupation of the father. These studies range between 1900 and 1976. Throughout this time span some trends were discernible. Fathers who were skilled laborers produced an increasing number of c.e.o.'s. This has risen from 2.9 percent in 1900 (Newcomer, 18:53: Table 17) to 14.0 percent in 1976 (Burck, 4:174).

In 1900 20.8 percent of the c.e.o.'s had farmer fathers. (Newcomer, 18:53: Table 17). From that date there has been almost a

steady decline to a low of 5 percent in 1976 (Burck, 4:174). This decline may reflect the overall reduction in number of farmers in the country during this same period of time.

All other categories seemed to maintain a rather consistent percentage of lineage to a particular occupation of the father. The range of c.e.o.'s whose fathers were unskilled laborers had been from a low in 1900 of 1.3 percent to a high of 3.1 percent in 1925 (Newcomer, 18:53: Table 17). The latest studies showed a consistent 2 percent (Editors of Forbes, 6:124), (Burck, 4:174).

The professional father has provided a rather stable supply of c.e.o.'s at an approximate 20 percent range. The exception was the 1932 study, when this percentage dropped to 13.0 percent (Taussig and Joslyn, 23:78).

The highest percent of fathers of c.e.o.'s have been businessmen. With the exception of the study of 1973 (Editors of Forbes, 6:124), businessmen's fathers ranged consistently between 34 percent and 40 percent. In the 1973 study, 52 percent were found to have businessmen fathers (Editors of Forbes, 6:124).

A general white collar category of clerks, salesmen, and others provides a range of 3.9 percent (Newcomer, 18:53: Table 17) to 30.2 percent (Taussig and Joslyn, 23:78). This was one of the more variable categories of this study.

In four of the six studies between 8 percent and 13.4 percent of the

c.e.o.'s were in the same business as their fathers (Newcomer, 18:53). In 1976, it was still shown that 9 percent of the top c.e.o.'s were in the same corporation as their fathers (Burck, 4:134).

Family Background - Economic Status

Educational research has neglected the area of wealth in family background as being significant to the profile of the superintendent of schools. Consequently, the analysis will encompass only those studies that determine the economic status of the families in the business sector.

Table 3, page 24, shows four studies conducted during the period of 1900 through 1976. The most recent study of 1976 shows a great deal of disparity in its results. It indicates that only 5.5 percent of c.e.o.'s of today came from a wealthy background (Burck, 4:174), which is a drop from the 35 to 45 percent found in earlier studies (Newcomer, 18:63: Table 22). Each study places the percent of c.e.o.'s coming from a poor background over this seventy-six year period between a range of 9 percent and 16 percent. The major disagreement seems to be over what constitutes middle class. The studies between 1900 and 1950 show a consistent middle class of 40 percent to 50 percent (Newcomer, 18:63: Table 22). Whereas, Burck's 1976 study (4) showed 84.2 percent of c.e.o.'s families coming from this background. It would appear that more current research is needed to clarify the great discrepancies of the Burck and Newcomer studies.

Table 3

Economic Status of the C. E. O. 's Family by Percent by Distribution Among the Income Levels

Economic Level	Research Studies (Business)			
	1900 Newcomer	1925 Newcomer	1950 Newcomer	1976 Burck
Poor	12.3	15.8	12.1	9.3
Medium	42.1	47.8	51.8	84.2
Wealthy	45.6	36.3	36.1	5.5

Political Background

Educational surveyors have not polled superintendents to determine their political affiliation. Therefore, the only studies that exist on a national basis are within the business area. Table 4, page 25, shows longitudinal studies which indicate a discernible trend in political preference of c.e.o.'s over the seventy-five year period of time. There is a steady and unmistakeable move toward independence among chief executive officers. In 1900, only 1.5 percent of c.e.o.'s were Independent (Newcomer, 18:49: Table 15). In 1976, research shows that 36 percent were Independent (Burck, 4:177). Both the Republican and the Democrat parties have lost percentage points to the Independent c.e.o. The Republican c.e.o.'s have fallen from a high of 78.1 percent in 1925 (Newcomer, 18:49:Table 15) to a present day low of 57 percent in 1976 (Burck, 4:177). The Democrats have dropped from a high of 25.6 percent in 1900 (Newcomer, 18:49:Table 15) to a present day low of

7 percent (Burck, 4:177).

Table 4

Political Affiliations

Political Categories	Research Studies (Business)				
	1900 Newcomer	1925 Newcomer	1950 Newcomer	1973 Forbes	1976 Burck
Republican	72.9	78.1	75.9	62	57
Democrat	25.6	19.0	20.3	15	7
Independent	1.5	2.9	3.8	23	36
Percentage Naming Preference	60	70	50		

It is still evident that the majority of top c.e.o.'s are Republicans, but they and the Democrats are losing out to the Independent c.e.o. of today.

Educational Background

Table 5, page 26, traces the history of the educational background of business and educational leaders commencing with the year 1570. These findings show some very discernible trends. Beginning at about 1850, there has been a steady decrease in the number of business executives with no degrees and an increasing proportion of those with Bachelor's degrees or higher. Mills, (13:33) showed that in the period 1850-1879, 72.6 percent of the business leaders had no degree. In 1976 it was found that only

Table 5

Educational Background of C.E.O.'s and Superintendents by
Percent Holding Various Types of Degrees

Educational Levels	Business Research Studies												Education Research Studies	
	Mills 1570-1699	Mills 1700-1729	Mills 1730-1759	Mills 1760-1789	Mills 1790-1819	Mills 1820-49	Mills 1850-79	Newcomer 1900	Newcomer 1925	Newcomer 1950	Forbes 1973	Burck 1976	Winship 1899	Kenezevich 1969-70
No Degree	72.2%	71.4%	88.0%	89.1%	86.2%	80.0%	72.6%	71.1%	57.9%	34.1%	15%	13.8%	12.7	0%
Bachelors	27.8 *	28.6 *	12.0	10.9	13.8	20.0	27.4	17.9	25.1	45.8	45	46.3	60.7	.7
Masters								10.0	17.0	20.1	16	24.1	13.9	29.4
6th Year														5.1
Law											20	15.5		
Doctorate											4		12.7	49.3
Beyond														15.4

* Only given as holding a college degree.

13.8 percent of business executives were without a degree and 86.2 percent with Bachelor's degree or higher (Burck, 4:172).

Although business executives are acquiring college degrees to a greater extent each year, there remains a considerable gap between the amount of education in the business community compared with the educational community. A most comprehensive study of the educational climate of the superintendent was conducted in 1969-70 among superintendents with a responsibility of 25,000 or more pupils (Knezevich, 12:44:Table 33). The findings indicate that there were no practicing superintendents without a degree, less than one percent with only a Bachelor's degree and 99.3 percent with a Master's degree or higher. Sixty-four and seven tenths percent of the superintendents with this level of responsibility possessed a Doctor's degree.

Religion

Table 6, page 28, is restricted to the business community because no national studies have been conducted to show the religious profile of school superintendents. The findings among the top c.e.o.'s show that the Episcopalians are the predominant denomination. This is still the case today even though there has been a steady decline since 1900 when they were 38.7 percent of the total (Newcomer, 18:47: Table 13). Today, they have dropped to 21.3 percent of the total (Burck, 4:175).

Presbyterianism is the second most common denominational

preference cited. This has been the case since 1900 and has remained at approximately the 20 percent level through the years (Newcomer, 18:47: Table 13), (Burck, 4:175).

Table 6

Religious Background of C.E.O.'s by Percent of Representation in the Various Sects

Denominations	Research Studies (Business)				Total U.S. Population
	Newcomer 1900	Newcomer 1925	Newcomer 1950	Burck 1976	Newcomer 1950
Episcopalian	38.7	33.5	30.3	21.3	2.9
Presbyterian	17.1	25.4	22.8	20.5	3.6
Methodist	11.9	8.1	10.0	9.1	10.2
Roman Catholic	7.4	10.5	8.9	13.7	32.9
Congregational	7.9	4.8	6.9	7.9	1.4
Baptist	1.7	5.2	5.7	5.1	19.0
Jewish	3.4	4.3	4.6	6.9	5.8
Lutheran	.6	0	2.6	4.2	6.8
Unitarian	3.4	3.3	2.1	3.6	0.1
Others	8.5	4.8	6.2	2.5	17.3

The significance of the predominance of these two denominations lies in the fact they are greatly over-represented. Only 2.9 percent of the general population was Episcopalian and 3.6 percent Presbyterian (Newcomer, 18:48: Table 14).

Roman Catholics and Baptists are under-represented.

Over 30 percent of the population was Catholic (Newcomer, 18:48: Table 14) while only 13.7 percent held these top executive positions at the time of the study (Burck, 4:175). The Baptists represent about 19 percent of the religious family and average about 5 percent c.e.o.'s (Newcomer, 18:47-48: Tables 13, 14).

Private school employment opportunities for superintendents may cause the religious preference in public schools to vary from c.e.o.'s.

Sex

Although there are studies that indicate the percent of females has increased as top level c.e.o.'s since 1950, the evidence is clear that women have never held significant executive positions in this country. This is born out by a study of the sex of top executives between 1900-1950. The report stated,

> Insofar as there is discrimination in employment or business dealings on account of sex, race, nationality, religion, and politics, it will probably be most apparent at top levels. And it may be said without further comment that no women and no Negro has been found among top executives of this study (Newcomer, 18:42).

It has also been found in the educational field that of all the top superintendents in the United States in school districts with 25,000 students or more not one single female superintendent showed up in a nationwide study in 1969-1970 (Knezevich, 12:21: Table 3).

The past records of business and education make it clear that males have dominated the top level executive positions of this country.

Mobility

No research was found in the selected studies to indicate the amount of mobility c.e.o.'s encountered in their move up the ladder.

The majority of top school superintendents in districts of 25,000 or more pupils arrived in these positions with little involvement with other districts. Nearly half, 47.4 percent, of the superintendents of the nation's largest districts confined their experience as chief administrator to one school district. Less than 20 percent had served as superintendent in more than three districts (Knezevich, 12:39; Table 29).

SUMMARY

Previous studies that were selected for review provide a helpful glimpse of the personal portraits of superintendents and c.e.o.'s. Although comparisons were not possible in all areas, much data was useful as background for this study. This includes the following:

	Top Superintendents	Top C.E.O.'s
Age when first position was secured	39 years	50 years
Age at time of the survey	56 years	59 years
Salary	$30,000	$325,000
Working hours	60 hours	55.7 hours
Occupation of father	(no data)	1. Businessmen 2. Professional

	Top Superintendents	Top C.E.O.'s
Economic status of family	(no data)	Middle class to wealthy
Political background	(no data)	1. Republican 2. Independent 3. Democrat
Educational background	Doctorate	Bachelor's
Religion	(no data)	1. Episcopalian 2. Presbyterian
Sex	Male	Male
Mobility	Two moves	(no data)

This review of literature has revealed that top school superintendents are younger, better educated, work more hours and are paid less than their business counterparts.

The research portion of this study attempts to confirm previous trends and findings. It also fills in gaps in which no data is currently available.

Chapter III

PROCEDURES

The problem of this study was to compare the personal profiles of school superintendents and chief executive officers (c.e.o.'s) from business. A survey containing selected factors was administered to all superintendents with a student population exceeding 3,000 pupils and an equivalent number of chief executive officers from the same states in the Upper Midwest region. Specific aspects of the problem investigation were: (1) What discernible trends in personal profiles are identifiable in each respective occupation, (2) when compared, which features are the same and which are different between the two groups of executives.

The purpose of this chapter is to discuss those procedures that were essential to the interpretation of the results. The procedures of this study are presented under the following headings:

1. Population Description and Sampling Procedure
2. Categories for Investigation
3. Method of Collecting Data
4. Method of Organizing Data
5. Statistical Hypothesis
6. Analysis of Data
7. Precautions taken for Accuracy
8. Summary

POPULATION DESCRIPTION AND SAMPLING PROCEDURE

The population of c.e.o.'s and superintendents reside in the Ninth Federal Reserve District. This district encompasses the states of Minnesota, the Dakotas, Montana, western Wisconsin and the Upper Peninsula of Michigan. The area is commonly described as the "Upper Midwest."

The superintendents with a responsibility of 3,000 or more pupils selected for study were identified from two sources: Pattersons American Education (8) and the Educational Directory of Public School Systems (25). Using the delimitation of a minimum student enrollment of 3,000 pupils resulted in a sampling distribution among the Upper Midwest States as follows:

State	Number of Superintendents Surveyed
Minnesota	63
North Dakota	6
Michigan	4
Montana	11
South Dakota	7
Wisconsin	7
	98

An equivalent number of business chief executive officers were selected from the same states of the Upper Midwest. These ninety-eight business executives were matched with the superintendents on the basis of

geographic location, revenue and employees.

The procedure followed was to search the 1978 edition of Corporate Report Fact Book (5) for businesses located in the same community as the previously selected superintendent. The Fact Book contained a compilation of all publicly held corporations in the Ninth Federal Reserve District. Additionally, the Fact Book contained a listing of the privately owned companies headquartered in the Ninth Federal Reserve District with one hundred or more employees. If more than one business was listed within the superintendent's community, the choice was made by selecting the one whose revenue most closely approximated the estimated total school budget. If no business was listed in the Fact Book in the community of a qualifying superintendent, a business was selected from the same state with a revenue approximating the total school budget administered by that superintendent. The exception to the procedure was for the state of Michigan. In this case there were four qualifying superintendents, with only one business listed in the Fact Book. Therefore, three businesses, which approximated the criteria for selection, were picked from the adjoining state of Wisconsin. Finally, if a choice had to be made among businesses with the same revenue, the one selected had the closest approximation of employees as the school system being matched.

The distribution of businesses sampled in the Upper Midwest region was as follows:

State	Number of C. E. O.'s Surveyed
Minnesota	63
North Dakota	6
Michigan	1
Montana	11
South Dakota	7
Wisconsin	10
	98

CATEGORIES FOR INVESTIGATION

Ninety-eight superintendents were identified as having a student responsibility of 3,000 or more pupils within the Upper Midwest Region. These ninety-eight superintendents were matched with ninety-eight comparable c.e.o.'s in the same region. Both groups of executives were asked to respond to an identical questionnaire.

The questionnaire was divided into six categorical areas, and was used to provide responses to twenty-six questions. The categories include sections under the following headings:

1. General
2. About Being Chief Executive
3. About the Family Background
4. About Your Political Background
5. About You

6. About Your Company/District

These categories included twenty-six variables of comparison that have been chosen by this writer, based upon survey results found in previous studies. The variables to be chosen for investigation include those felt by the writer to have significance in the development of the comparative personal profiles.

The variables include:

1. Number of different companies worked for
2. Years in present position
3. Age when first position was secured
4. Age when current position was secured
5. Years in current company/district before securing present position
6. Salary when first joining company/district
7. Current salary
8. Hours worked per week
9. Vacation time taken
10. Economic background in which brought up
11. Place of birth
12. Place of birth of parents
13. Educational level of parents
14. Political leanings four years ago
15. Political leanings today

16. Political party supported four years ago
17. Political party supported today
18. Current age
19. Level of education attained
20. Job comparison with predecessor
21. Father's occupation
22. Type of secondary school attended
23. Religious preference
24. Sex
25. Total revenues/operating budgets
26. Total employees

To provide necessary controls on irrelevant and contaminating variables the following precautions were taken:

1. The cover letter accompanying the survey instrument included a clear statement of confidentiality for respondents in order to promote honesty of response.

2. The names of the appropriate chief executive officers of businesses in the Upper Midwest was secured from a current listing provided by Corporate Report magazine.

3. All superintendents in the Upper Midwest region with a student responsibility of 3,000 or more pupils were included in the survey.

METHOD OF COLLECTING DATA

The method of gathering the data was by mail survey, using a written questionnaire. This method was selected over the alternatives of the personal interview or telephone survey method.

The questionnaire incorporated several features essential to the purpose of this study. These features were:

1. The survey instrument was dual in nature. Wording was carefully controlled so that the responses made by businessmen and superintendents could be validly compared. This was accomplished by using the identical questionnaire with the exception of interchanging the terms "chief executive officer" and "superintendent" where appropriate and "company" and "district" where appropriate.

2. Format received careful consideration. Effort was made to make it appear brief and easy to complete.

3. Questions were carefully considered in order to prevent biased answers.

4. The questions were designed to elicit clear and precise answers.

5. Several steps were taken to encourage responses. First, the cover letter was personalized for each c.e.o. and superintendent by addressing each by name. Second, an effort was made to let the recipient of the survey know that he was the member of an important group. This was done

by pointing out that the c.e.o. was "selected" to participate in an almost identical survey as was used on the nation's top 500 business leaders by Fortune magazine. The superintendent was told that he was among the top one hundred located in the Upper Midwest region. Third, the communication emphasized that it was very important to answer and return the questionnaire. This was further emphasized by mentioning that the sample was limited to one hundred. Fourth, it was pointed out that it would only take a short time to answer. Fifth, it was pointed out that all answers would be confidential and would only be used in combination with other c.e.o.'s and superintendents' responses. Sixth, a report on the findings was offered in a fashion that preserved anonymity for those who desired it. Seventh, the respective cover letters were counter-signed by the Deans of the School of Business and College of Education on stationery of Montana State University. This was done to add greater authenticity and credibility to the research project. Samples of the documents sent to superintendents and c.e.o.'s may be found in Appendix B, page 165.

The questionnaire consisted of twenty-five questions to superintendents and twenty-three questions to c.e.o.'s. Neither questionnaire asked for sex. The first name of the recipient was used to make this identification. The two additional questions asked of superintendents referred to number of employees and amount of operating budgets. Both of these data were available to the researcher for the business sector from the Corporate Report Fact Book (5:23-336). Both questionnaires were divided into six categorical

areas. The categorical areas included sections with the following headings: General, About Being Chief Executive, About the Family Background, About Your Political Background, About You, and About Your Company/District.

The instrument's validity was previously established by the firm of Erdos and Morgan, Inc. (9) who conduct the basic research for the Fortune 500 survey (Burck, 4:176). The Fortune 500 survey provides a statistical portrait of the nation's leading business executives. This researcher secured a copy of this survey instrument from Erdos and Morgan. It was used in almost identical form, with only very minor variations, which included dropping those questions that did not serve the purposes of this research project.

METHOD OF ORGANIZING DATA

The data for this study was elicited by a written questionnaire. It is organized and displayed for reference within the text of this study.

The organization of data is presented in the following format:

1. Where appropriate, the null and alternate hypothesis are stated. This is followed by a table which reveals the survey findings of each question asked. This table includes the information secured from the question for both the superintendent and c.e.o. When the hypothesis is tested, a discussion follows the table of comparisons on whether to accept or reject the hypothesis. The important findings of the table are identified. Data developed by use of statistics are compared by use of the critical value of

chi-square test of independence, degrees of freedom (Df), level of significance, a decision to accept or reject the null hypothesis (Ho) and an alternative hypothesis (H_1).

2. The next section of analysis of the table reports what is found out about the c.e.o. In order to display the data for easier analysis, graphs were used where appropriate.

3. The following section of the analysis reports the finding of the superintendents, with graphic displays where appropriate.

4. Any significant trends as compared with the historical findings in Chapter II are noted.

5. Other data gathered that are not developed by use of statistics are graphically represented in histograms, frequency polygons and bar graphs.

STATISTICAL HYPOTHESIS

In order to determine the differences in personal profiles of chief executive officers and superintendents the following null and alternative hypotheses were tested:

1. (Ho) In the career ascendency of c.e.o.'s and superintendents there is no significant difference in the total number of different companies/districts each has worked for.

Alternative: H_1 There is a significant difference between the number of companies the c.e.o. worked for and the number of districts the

superintendent has worked for in their respective careers.

Statistical Test: X^2 Test of Independence

Level of Significance: α : .05

2. (Ho) There is no significant difference between the number of years the c.e.o. has been at the head of his current company and the number of years the superintendent has been at the head of his current school district.

Alternative: H_1 There is a significant difference between the number of years the c.e.o. has been at the head of his current company and the number of years the superintendent has been the head of his current school district.

Statistical Test: X^2 Test of Independence

Level of Significance: α : .05

3. (Ho) There is no significant difference between the age when c.e.o.'s secured their first c.e.o. position and the age when superintendents secured their first superintendency.

Alternative: H_1 There is a significant difference between the age when c.e.o.'s secured their first c.e.o. position and the age when superintendents secured their first superintendency.

Statistical Test: X^2 Test of Independence

Level of Significance: α : .05

4. (Ho) There is no significant difference between the age when c.e.o.'s first accepted their current positions and the age when

superintendents accepted their current superintendencies.

Alternative: H_1 There is a significant difference between the age when c.e.o.'s first accepted their position and the age when superintendents accepted their current superintendencies.

Statistical Test: X^2 Test of Independence

Level of Significance: α : .05

5. (Ho) There is no significant difference between the number of years the c.e.o.'s were with their current company before gaining their present position and the number of years the superintendents were employed in the district before being superintendent.

Alternative: H_1 There is a significant difference between the number of years the c.e.o.'s were in their current company before gaining their present position and the number of years superintendents were employed in the district before being named superintendent.

Statistical Test: X^2 Test of Independence

Level of Significance: α : .05

6. (Ho) There is no significant difference between the annual salary of c.e.o.'s when they first joined the company and the annual salary of superintendents when they were first employed into the district.

Alternative: H_1 There is a significant difference between the annual salary of c.e.o.'s when they first joined the company and the annual salary of superintendents when they were first employed into the district.

Statistical Test: X^2 Test of Independence

Level of Significance: α : .05

7. (Ho) There is no significant difference between the current annual salary of c.e.o.'s and the current annual salary of superintendents.

Alternative: H_1 There is a difference between the current annual salary of c.e.o.'s and the current annual salary of superintendents.

Statistical Test: X^2 Test of Independence

Level of Significance: α : .05

8. (Ho) There is no significant difference between the number of hours c.e.o.'s spend on company business per week and the number of hours superintendents spend on school business per week.

Alternative: H_1 There is a significant difference between the number of hours spent on company business per week and the number of hours superintendents spend on school business per week.

Statistical Test: X^2 Test of Independence

Level of Significance: α : .05

9. (Ho) There is no significant difference between the number of weeks vacation per year taken by c.e.o.'s and the number of weeks vacation taken per year by superintendents.

Alternative: H_1 There is a significant difference between the number of weeks vacation taken per year by c.e.o.'s and the number of weeks vacation taken per year by the superintendents.

Statistical Test: X^2 Test of Independence

Level of Significance: α : .05

10. (Ho) There is no significant difference in the economic background in which c.e.o.'s have been raised and the economic background in which superintendents have been raised.

Alternative: H_1 There is a significant difference in the economic background in which c.e.o.'s have been raised and the economic background in which superintendents have been raised.

Statistical Test: X^2 Test of Independence

Level of Significance: α : .05

11. (Ho) There is no significant difference between the birth place of c.e.o.'s and the birth place of superintendents.

Alternative: H_1 There is a significant difference between the birth place of c.e.o.'s and the birth place of superintendents.

Statistical Test: X^2 Test of Independence

Level of Significance: α : .05

12. (Ho) There is no significant difference between the place of birth of the parents of c.e.o.'s and the place of birth of the parents of superintendents.

Alternative: H_1 There is a significant difference in the place of birth of the parents of c.e.o.'s and the place of birth of the parents of superintendents.

Statistical Test: X^2 Test of Independence

Level of Significance: α : .05

13. (Ho) There is no significant difference between the level of education of the parents of c.e.o.'s and the level of education of the parents of superintendents.

Alternative: H_1 There is a significant difference between the level of education of the parents of c.e.o.'s and the level of education of the parents of superintendents.

Statistical Test: X^2 Test of Independence

Level of Significance: α : .05

14. (Ho) There is no significant difference between the basic political leanings of c.e.o.'s and the basic political leanings of superintendents four years ago.

Alternative: H_1 There is a significant difference between the basic political leanings of c.e.o.'s and the basic political leanings of superintendents four years ago.

Statistical Test: X^2 Test of Independence

Level of Significance: α : .05

15. (Ho) There is no significant difference between the current political leanings of c.e.o.'s and the current political leanings of superintendents.

Alternative: H_1 There is a significant difference between the current political leanings of c.e.o.'s and the current political leanings of

superintendents.

Statistical Test: X^2 Test of Independence

Level of Significance: α : .05

16. (Ho) There is no significant difference between the party affiliations of c.e.o.'s four years ago and the party affiliations of superintendents four years ago.

Alternative: H_1 There is a significant difference between the party affiliations of c.e.o.'s four years ago and the party affiliations of superintendents four years ago.

Statistical Test: X_2 Test of Independence

Level of Significance: α : .05

17. (Ho) There is no significant difference between the present political party affiliations of c.e.o.'s and the present party affiliations of superintendents.

Alternative: H_1 There is a significant difference between the present political party affiliations of c.e.o.'s and the present political party affiliations of superintendents.

Statistical Test: X^2 Test of Independence

Level of Significance: α : .05

18. (Ho) There is no significant difference between the current age of c.e.o.'s and the current age of superintendents.

Alternative: H_1 There is a significant difference between the current age of c.e.o.'s and the current age of superintendents.

Statistical Test: X^2 Test of Independence

Level of Significance: α : .05

19. (Ho) There is no significant difference between the highest educational level attained by c.e.o.'s and the highest educational level attained by superintendents.

Alternative: H_1 There is a significant difference between the highest educational level attained by c.e.o.'s and the highest educational level attained by superintendents.

Statistical Test: X^2 Test of Independence

Level of Significance: α : .05

20. (Ho) The total revenue of the business of the c.e.o. is not significantly different from the total operating budgets of the school system of the superintendent.

Alternative: H_1 The total revenue of the business of the c.e.o. is significantly different from the total operating budgets of the school system of the superintendent.

Statistical Test: X^2 Test of Independence

Level of Significance: α : .05

21. (Ho) There is no significant difference between the number of employees under the c.e.o. and the number of employees under the superintendent.

Statistical Test: X^2 Test of Independence

Level of Significance: α : .05

The .05 level of confidence was chosen because, as Bruce W. Tuckman says in Conducting Educational Research (24:224). it is a "level that many researchers have chosen as a decision point in accepting a finding reliable or rejecting it as sufficiently improbable to have confidence in its reoccurrence."

Other questions are not subjected to systematic tests, but rather are presented descriptively in the form of graphs. These questions are:

1. How would you rate your present job in comparison with that of your predecessor?

   Descriptive Illustration: Verticle Bar Graph

2. What was your father's occupation?

   Descriptive Illustration: Verticle Bar Graph

3. A graduate of what type of high school?

   Descriptive Illustration: Verticle Bar Graph

4. What is your religious preference?

   Descriptive Illustration: Vertical Bar Graph

5. What is your sex? (Not determined by direct question)

   Descriptive Illustration: None

PRECAUTIONS FOR ACCURACY

The data generated by this study was computer analyzed by the Sigma 7 computer at Montana State University to assure the accuracy of

statistical outcomes.

SUMMARY

The problem of this study was to compare the personal profiles of public school superintendents and chief executive officers of business.

Ninety-eight c.e.o.'s and ninety-eight of the highest ranking superintendents in the Upper Midwest were surveyed with an identical instrument.

The data used in the study were collected by questionnaire. Six categorical areas were broken down into twenty-four questions.

The treatment of the data was by statistical analysis and graphics. Six types of statistical formula were used on fifteen of the survey questions. Nine questions are displayed graphically.

Chapter IV

ANALYSIS OF DATA

The purpose of this study was to compare the personal profiles of school superintendents and chief executive officers from business in the Upper Midwest region.

The instrument, cover letter and self-addressed stamped envelope were sent to ninety-eight superintendents. These superintendents constituted the total number holding the responsibility for all systems in the Upper Midwest region with a population of 3,000 or more students. At the same time ninety-eight similar communications were sent to c.e.o.'s who were selected as being approximately comparable in responsibility to the superintendents and also located in the Upper Midwest region.

The communities from which superintendents were selected are listed in Appendix A, page 154. The companies from which c.e.o.'s were selected to participate in this study are located in Appendix A, page 159.

The following shows the return rate for the first mailout of the questionnaire.

Questionnaire Recipients	Sent	Returned	Percent Returned
Superintendents	98	84	85.7%
C.E.O.'s	98	57	58.2%

A goal of a minimum of a 70 percent return was set. Therefore, a second mailing was made to the c.e.o.'s. This brought forth the following

results:

2nd Mailout Returns	1st Mailout Returns	Total Returns	Percent Returned
21	57	78	80.0%

In order to establish a level of comparability, the first step followed was to locate the c.e.o. in the same community as the superintendent. A total of forty-three c.e.o.'s and superintendents out of the ninety-eight surveyed were located in the same community. These were broken down as follows:

State	Number of c.e.o.'s and Superintendent Responding from Same Community
Minnesota	27
Wisconsin	3
Michigan	0
North Dakota	4
South Dakota	5
Montana	4

The next comparability standard followed was to attempt to match the revenue of the company with the total estimated budgets of the school district. Table 7, page 53, shows the results of the budget-revenue matchup.

The critical value of X^2 exceeds the calculated value of X^2. Therefore, the null hypothesis of no difference was accepted. The verticle bar graphs shown in Figures 1 and 2, page 54, graphically illustrate the business revenue and budgets of schools. School budgets do not have the range of business revenue. There are no schools operating under a $3 million budget, whereas 6.4 percent of the businesses operate on less revenue. Likewise,

there are no school budgets in excess of $100 million, but 5.1 percent of the businesses have revenue in excess of that figure.

Table 7

Total Operating Revenue/Budget Under C.E.O.'s/Superintendents

Budget In Millions	C.E.O.		Superintendent	
	Total Number	Percent	Total Number	Percent
$ 0 - 2.9	5	6.4	0	0
3 - 4.9	6	7.7	6	7.9
5 - 9.9	18	23.1	24	31.6
10 - 14.9	11	14.1	19	25.0
15 - 19.9	10	12.8	13	17.1
20 - 39.9	19	24.4	9	11.8
40 - 59.9	3	3.8	3	3.9
60 - 79.9	2	2.6	1	1.3
80 - 99.9	0	0	1	1.3
100 and up	4	5.1	0	0
Total	78	100.0	76	99.9

Calculated chi square = 13.93
Degrees of Freedom = 7*
Critical value of chi square at .05 level = 14.07
*Chi square is based upon collapsed data

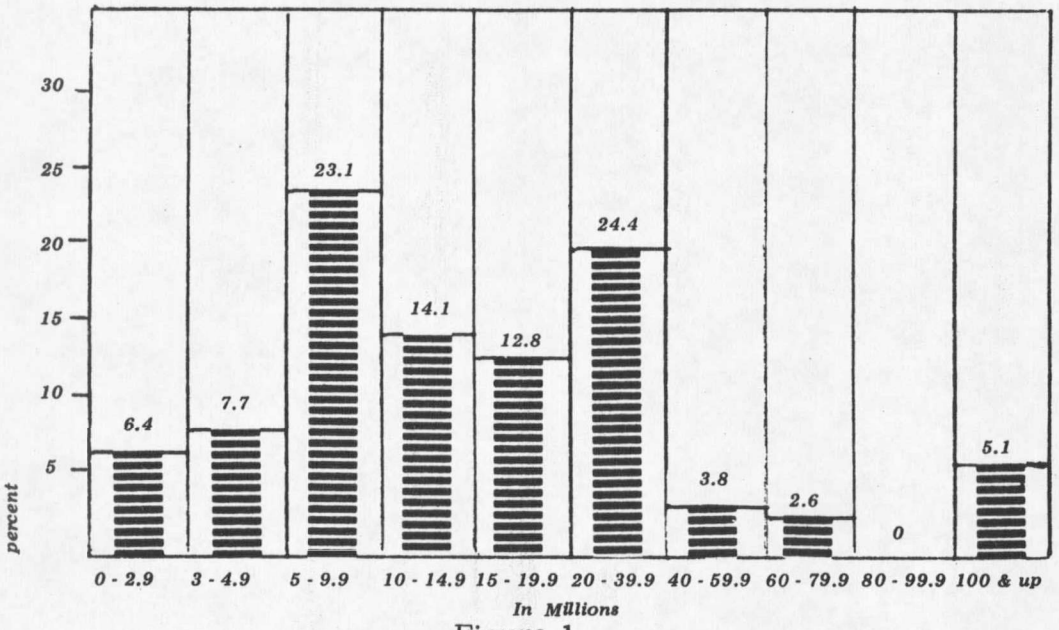


Figure 1

Total Operating Revenue Under C.E.O.

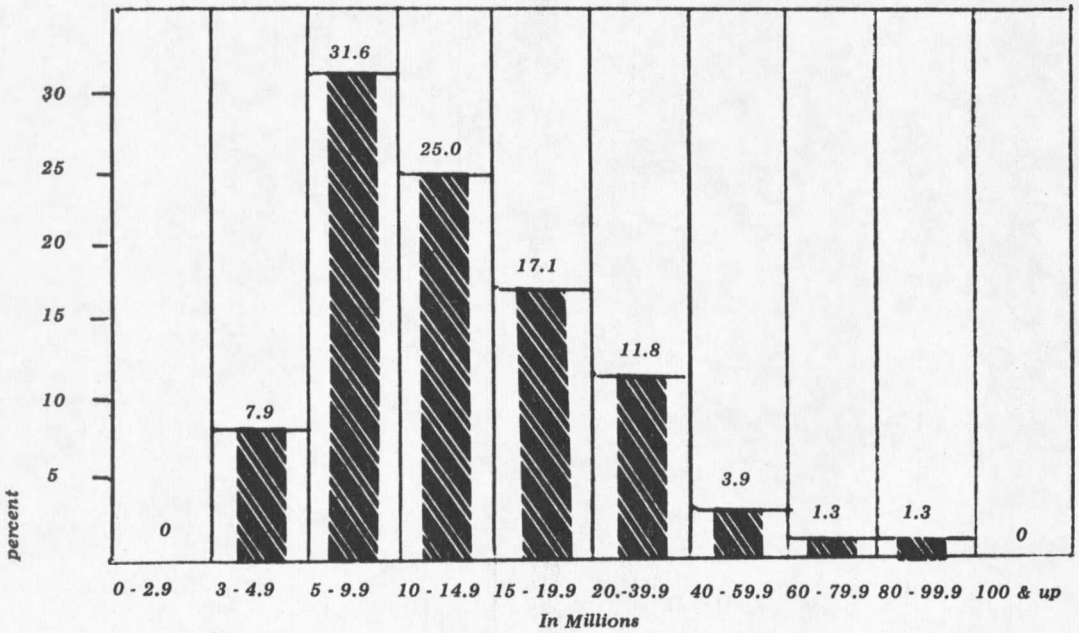


Figure 2

Total Operating Budget Under Superintendent

If it became necessary to choose between two or more businesses with similar revenues, the next criterion applied was that of comparing the number of employees of the school district with the number of employees of the company. The company selected had the closest number of employees as were estimated to be supervised by the superintendent being compared. Table 8 shows this comparison.

Table 8

Total Number of Employees Under C.E.O.'s/Superintendents

Employees	C.E.O.		Superintendent	
	Total Number	Percent	Total Number	Percent
0 - 249	39	50.0	2	2.4
250 - 499	16	20.5	33	39.3
500 - 749	8	10.3	19	22.6
750 - 999	6	7.7	13	15.5
1000 - 1999	6	7.7	13	15.5
2000 - 2999	0	0	2	2.4
3000 - 3999	0	0	1	1.2
4000 - 4999	1	1.3	1	1.2
5000 and more	2	2.6	0	0
Total	78	100.1	84	100.1

Calculated chi square = 48.65
Degrees of freedom = 4*
Critical value of chi square at .05 level = 9.49
*Chi square is based upon collapsed data

The calculated value of X^2 exceeds the critical value of X^2. Therefore, the null hypothesis of no difference was rejected. The alternate hypothesis that there is a difference in the number of employees under the c.e.o. and superintendent was accepted.

Figures 3 and 4, pages 56 and 57 graphically illustrate the differences. The greatest discrepancy is found in the fact that half of the c.e.o.'s were responsible for zero to 249 employees, whereas only 2.4 percent of the superintendents had a similar responsibility.

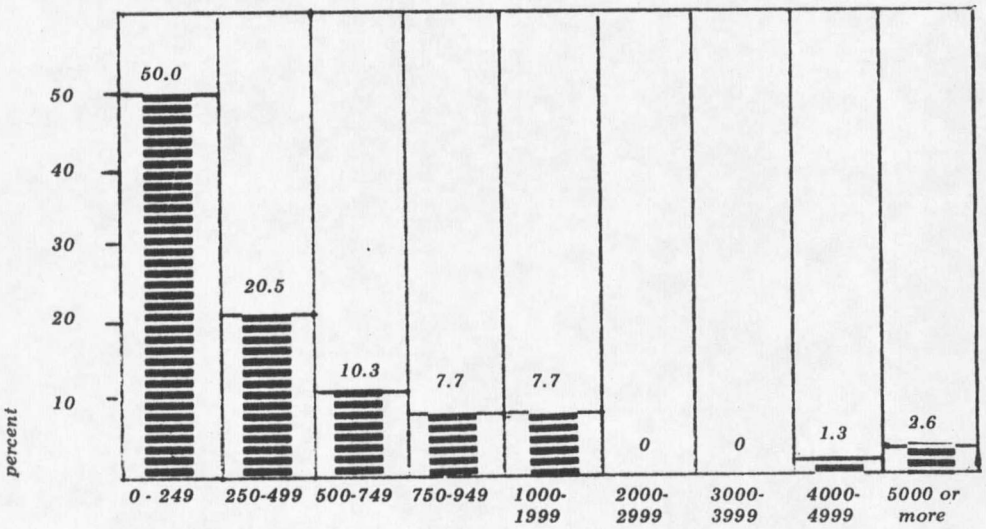


Figure 3

Total Number of Employees Under C.E.O.

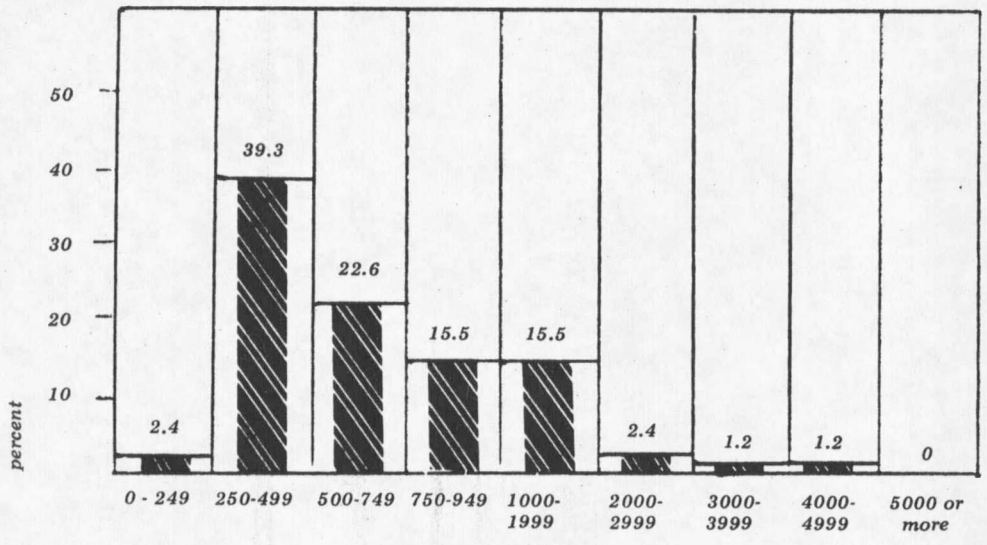


Figure 4

Total Number of Employees Under Superintendents

The method used to analyze the personal profiles of school superintendents and c.e.o.'s was to test nineteen hypotheses. The analysis that follows includes a statement of the hypotheses to be tested, the alternative hypothesis, the statistic used, the level of significance, a chart of comparative frequencies followed by a narrative analysis of the data in the chart.

The next section provides a separate analysis of the data in the chart for each of the c.e.o.'s and the superintendents. The analysis of these data for the c.e.o.'s is discussed and then displayed in a vertical bar graph. This is followed by a discussion of the data about the superintendent. Following this analysis of the chart for the superintendent is a vertical bar graph illustration of the distributions.

The final section following the analysis of each hypothesis is a comparison of the present study with previous national studies that were discussed in Chapter II in order to identify deviations and trends. In reviewing the tables not all percent columns will total exactly 100 percent. The discrepancy is due to rounding off.

HYPOTHESIS 1

(Ho) In the career ascendency of c.e.o.'s and superintendents there is no significant difference in the total number of different companies/districts each has worked for.

(H_1) There is a significant difference between the number of companies the c.e.o. worked for and the number of districts the superintendent has worked for in their respective careers.

Statistical Test: X^2 Test of Independence

Level of Significance: α : .05

Table 9, page 59, presents these findings.

The calculated value of X^2 exceeds the critical value of X^2. Therefore, the null hypothesis of no difference is rejected and the alternate hypothesis that there is a difference between the number of companies a c.e.o. has worked for and the number of districts the superintendent has worked for throughout their respective careers is accepted.

A mode of 28.2 percent of c.e.o.'s have worked for only one company whereas only 4.8 percent of superintendents have worked for one district. It

was found that 42.3 percent of all c.e.o.'s had their experience with two or less companies, while 10.8 percent of the superintendents worked for two or less districts. The findings also show that 22.7 percent of superintendents have worked for six or more districts, while only 6.4 percent of c.e.o.'s have been this mobile.

Table 9

Number of Companies/Districts Worked For
By C.E.O.'s/Superintendents

Number Worked For	Company		District	
	Total Number	Percent	Total Number	Percent
1	22	28.2	4	4.8
2	11	14.1	5	6.0
3	19	24.4	17	20.2
4	11	14.1	24	28.6
5	10	12.8	15	17.9
6	4	5.1	10	11.9
7	1	1.3	5	6.0
8	0	0	4	4.8
Total	78	100.0	84	100.2

Calculated chi square = 25.63
Degrees of freedom = 5*
Critical value of chi square at .05 level = 11.07
*Chi square is based on collapsed data

C.E.O.'s Graphic Display

Figure 5 graphically reveals a positive skewness of the number of companies worked for by c.e.o.'s. The larger frequencies are concentrated at the lower end and the smaller frequencies toward the high end. The median falls within the range of two and a half and three and a half companies worked for, with the mode being one company affiliation.

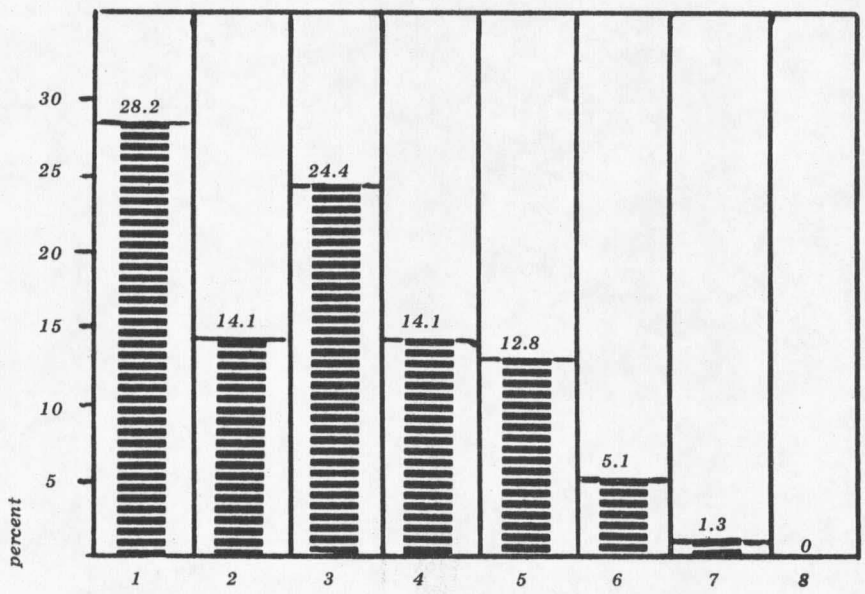


Figure 5

Number of Companies Worked for by C.E.O.'s

Superintendents' Graphic Display

Figure 6 is a graphic display of the distribution of frequencies for the number of districts for which superintendents have worked. This display reveals a near normal curve distribution. The range is from one to eight districts with the median falling between three and a half and four and a half districts.

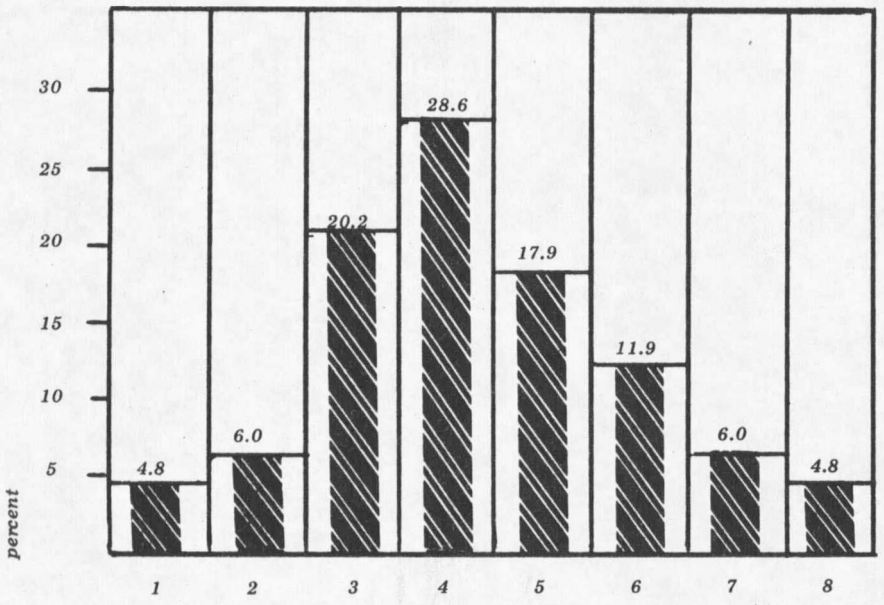


Figure 6

Number of Districts Worked for by Superintendents

Comparison with National Data

No studies reported in Chapter II provide data from previous national studies that can be used as a basis of comparison for either superintendents or c.e.o.'s.

HYPOTHESIS 2

(Ho) There is no significant difference between the number of years the c.e.o. has been at the head of his current company and the number of years the superintendent has been at the head of his current school district.

(H_1) There is a significant difference between the number of years the c.e.o. has been at the head of his current company and the number of years the superintendent has been the head of his current school district.

Statistical Test: X^2 Test of Independence

Level of Significance: α : 05

Table 10

Number of Years C.E.O.'s/Superintendents Have Been in Present Position

Years	C.E.O.		Superintendent	
	Total Number	Percent	Total Number	Percent
Less than 5	21	26.9	34	40.5
5 - 9	20	25.6	28	33.3
10 - 14	16	20.5	14	16.7
15 - 19	7	9.0	7	8.3
20 - 24	8	10.3	1	1.2
25 or more	6	7.7	0	0
Total	78	100.0	84	100

Calculated chi square = 10.16
Degrees of freedom = 3
Critical value of chi square at .05 level = 7.82

The calculated value of X^2 exceeds the critical value of X^2. Therefore, the null hypothesis of no difference is rejected. The alternate hypotheses that there is a difference between the number of years c.e.o.'s have been at the head of their current companies and the number of years the superintendents have been the head of their current school districts is accepted.

Eighteen percent of the c.e.o.'s have been in their present position twenty or more years and only 1.2 percent of the superintendents have been in their present position twenty or more years. Slightly over one-half of the c.e.o.'s (52.5 percent) have been in their present positions nine years or less, while 73.8 percent of the superintendents have been in their positions nine years or less. Forty-five percent of the superintendents have been in their present positions less than five years while 26.9 percent of the c.e.o.'s have been in their position less than five years.

C.E.O.'s Graphic Display

Figure 7, page 64, reveals that as years a c.e.o. has in his present position increase there is a steady decline in the percentage of c.e.o.'s who remain at the head of that organization. The greatest percentage of c.e.o.'s had less than five years experience in their present position. The least percentage of c.e.o.'s are found in the category of twenty-five or more years of experience in their present position. The figure reveals that the decline is rather moderate and distributes itself in a rather uniform manner over the duration of employment.

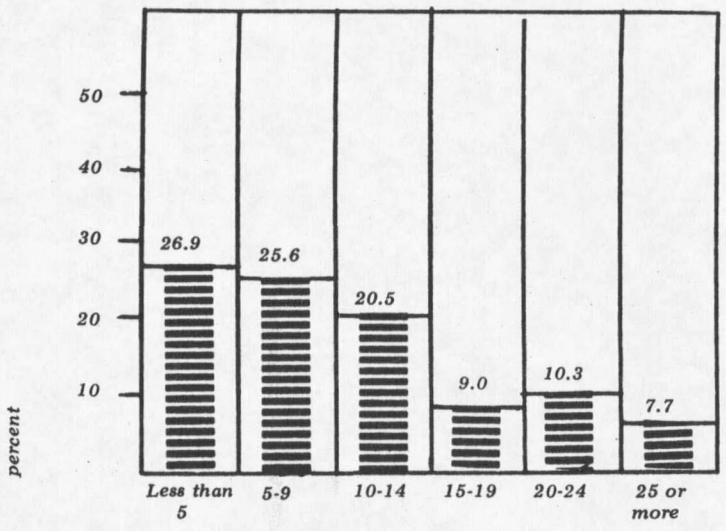


Figure 7

Number of Years C. E. O. 's Have Been in Present Position

Superintendent's Graphic Display

Figure 8, page 65, is a graphic display of the distribution of frequencies revealing the number of years superintendents have been in their present position. Superintendents experience a rather rapid decline in the number of years they remain in their present positions, to the point of which none has been in his current position twenty-five years or more. Seventy-three and eight-tenths percent of the superintendents have been in their present positions nine or less years with 40.0 percent of that total being less than five years.

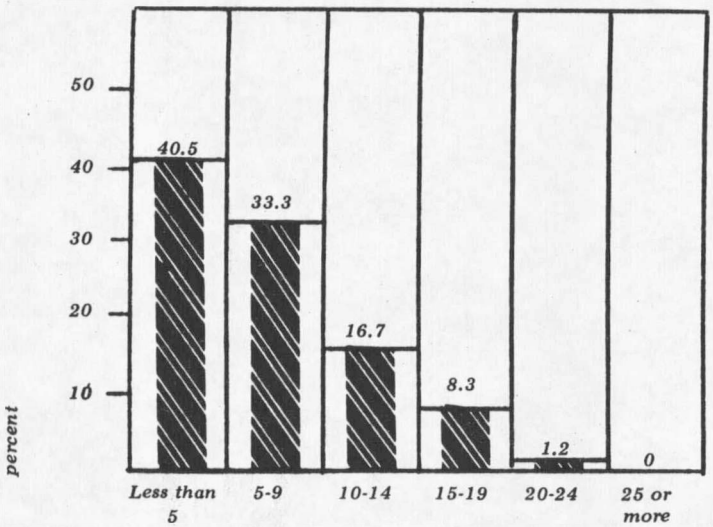


Figure 8

Number of Years Superintendents Have
Been in Present Position

Comparison with National Data

No studies reported in Chapter II of this study provide information from previous research studies that is useful for comparison of either superintendents or c.e.o.'s.

HYPOTHESIS 3

(Ho) There is no significant difference between the age when c.e.o.'s secured their first c.e.o. position and the age when superintendents secured their first superintendency.

(H_1) There is a significant difference between the age when c.e.o.'s secured their first c.e.o. position and the age when superintendents secured

their first superintendency.

Statistical Test: X^2 Test of Independence

Level of Significance: α : .05

Table 11

Age When First Appointed as a C.E.O./Superintendent

Age in Years	C.E.O.		Superintendent	
	Total Number	Percent	Total Number	Percent
Under 25	2	2.6	2	2.4
25 - 29	12	15.6	20	23.8
30 - 34	18	23.4	20	23.8
35 - 39	13	16.9	22	26.2
40 - 44	9	11.7	12	14.3
45 - 49	7	9.1	3	3.6
50 - 54	6	7.8	4	4.8
55 or over	10	13.0	1	1.2
Total	77	100.1	84	100.1

Calculated chi square = 13.93
Degrees of freedom = 7
Critical value of chi square at .05 level = 14.07

The critical value of X^2 exceeds the calculated value of X^2. Therefore, the null hypothesis is accepted that there is no difference between the age when c.e.o.'s secured their first c.e.o. position and the age when superintendents secured their first superintendency.

The age at which c.e.o.'s and superintendents were first appointed to their present position is very similar with the exception of receiving this appointment after age forty-four. Twenty-nine and nine-tenths percent of the c.e.o.'s were appointed after this age while only 9.6 percent of superintendents were appointed to their present position after age forty-four. Only 1.2 percent of the superintendents were appointed to their present position after age fifty-five, and 13.0 percent of the c.e.o.'s were appointed after age fifty-five.

C.E.O.'s Graphic Display

Figure 9, page 68, reveals that a c.e.o. has as good a chance to be appointed to the head of a company after age fifty-five as he does during any period of time after age thirty-nine. The mode of appointments was found to be between the ages of thirty and thirty-four.

Superintendents' Graphic Display

Figure 10, page 69, reveals that 88.1 percent of superintendents were first appointed as a superintendent between the ages of twenty-nine and forty-four. The chances of receiving an appointment for the first time after age forty-four is only 9.6 percent.

Comparison with National Data

The most recent study done in the business sector showed that the median age for entry as a c.e.o. was fifty according to Burke (4:176). This

was among the nation's top c.e.o.'s. The mean age of c.e.o.'s securing their first appointment in the Upper Midwest was thirty-nine years of age.

In 1969-1970 Knezevich (12:32: Table 17) found the median age of superintendents entering their first responsibility in districts with a size between 3,000 and 24,999 pupils to be thirty-eight years of age. The median age of superintendents entering their first superintendency in the Upper Midwest was thirty-one years of age.

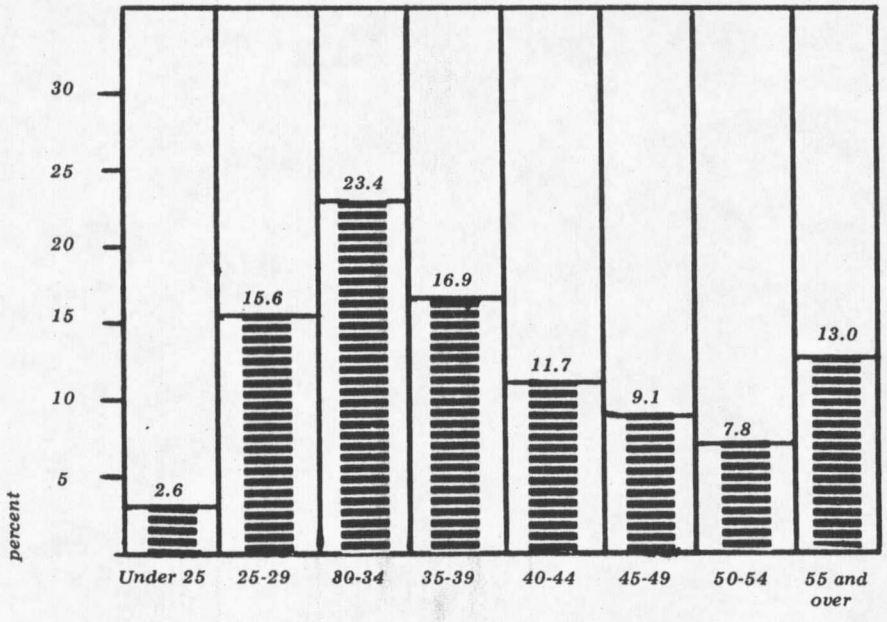


Figure 9

Age When First Appointed as a C. E. O.

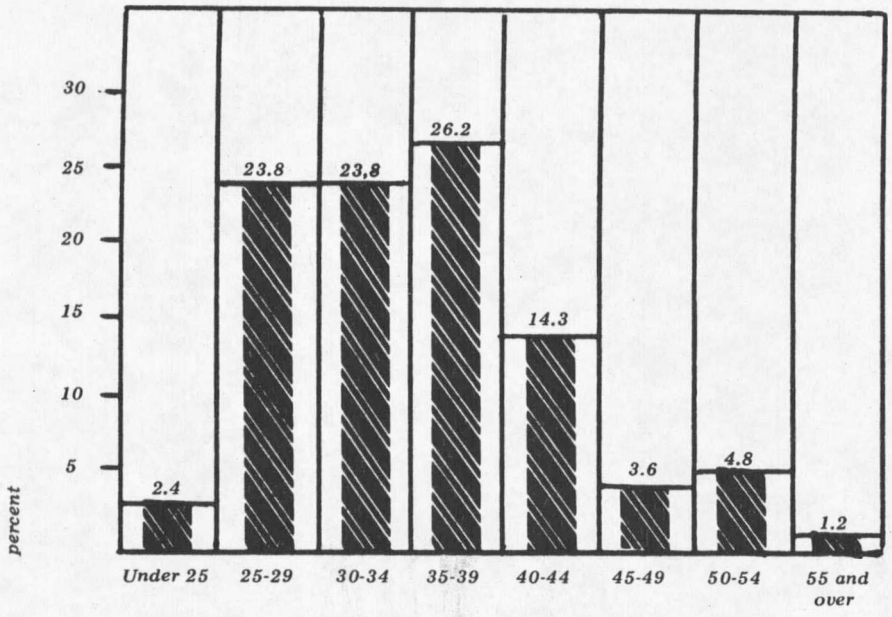


Figure 10

Age When First Appointed as a Superintendent

HYPOTHESIS 4

(Ho) There is no significant difference between the age when c.e.o.'s first accepted their current positions and the age when superintendents accepted their current superintendencies.

(H_1) There is a significant difference between the age when c.e.o.'s first accepted their position and the age when superintendents accepted their current superintendencies.

Statistical Test: X^2 Test of Independence

Level of Significance: α : .05

Table 12

Age When C.E.O.'s/Superintendents Were Appointed to Present Position

Age	C.E.O.		Superintendent	
	Total Number	Percent	Total Number	Percent
Under 30	10	12.8	0	0
30 - 34	14	17.9	8	9.5
35 - 39	13	16.7	27	32.1
40 - 44	12	15.4	23	27.4
45 - 49	8	10.3	13	15.5
50 - 54	7	9.0	11	13.1
55 and over	14	17.9	2	2.4
Total	78	100.0	84	100.0

Calculated chi square = 27.25
Degrees of freedom = 5*
Critical value of chi square at .05 level = 11.07
*Chi square is based on collapsed data

The calculated value of X^2 exceeds the critical value of X^2. Therefore, the null hypothesis of no difference is rejected and the alternate hypothesis is accepted that there is a significant difference between the age when c.e.o.'s first accepted their position and the age when superintendents accepted their current position.

Twelve and eight-tenths percent of c.e.o.'s were appointed to their present position under the age of thirty whereas none of the superintendents was appointed to his present position under the age of thirty. Thirty-one and seven-tenths percent of c.e.o.'s were under age thirty-five when appointed to their present position while finding only 5.9 percent of the superintendents were appointed to their present position under age thirty-five. No age seems to predominate for the appointment of c.e.o.'s as they are fairly equally distributed throughout the various age ranges with a low of 9 percent being appointed at the age of fifty to fifty-four and a high of 16.7 percent appointed between the ages of thirty-five and thirty-nine and also over fifty-five years of age. Seventeen and nine-tenths percent of the c.e.o.'s were appointed to their present positions after age fifty-five, whereas only 2.4 percent of the superintendents were appointed after age fifty-five.

C.E.O.'s Graphic Display

Figure 11, page 72, reveals a slightly bi-modal distribution of the ages when c.e.o.'s were appointed to their present position. These modes are between the ages of thirty and thirty-four and again at age fifty-five years or older. There is no significant age level at which c.e.o.'s were appointed to their present positions with relatively flat distribution of appointments throughout all age ranges.

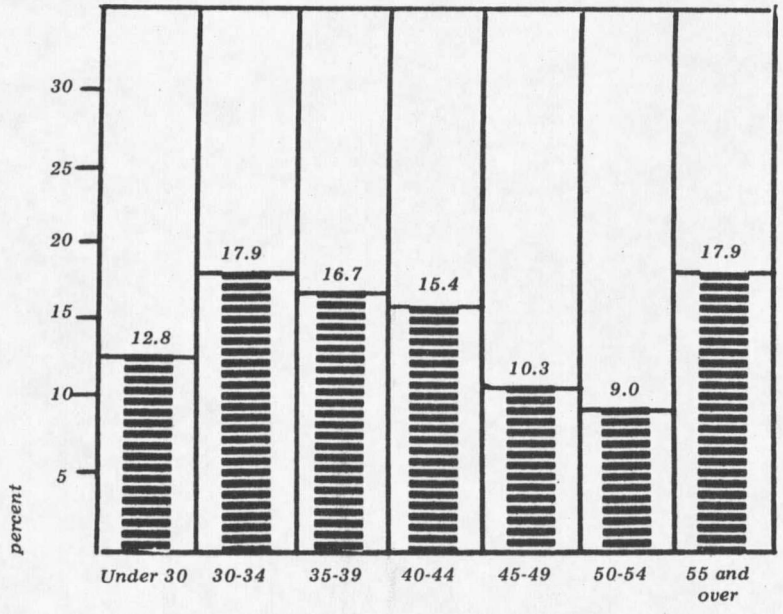


Figure 11

Age When C. E. O. 's Were Appointed
to Present Position

Superintendent's Graphic Display

Figure 12, page 73, is a display of the distribution of frequencies for the age at which superintendents were appointed to their present position. Fifty-nine and five-tenths percent of the superintendents were appointed to their present position between the ages of thirty-five and forty-four. None was appointed under age thirty. Fifteen and five-tenths percent were appointed after age fifty and only 2.4 percent were appointed after age fifty-five. Three-fourths of all superintendency appointments were made between the ages of thirty-five and forty-nine.

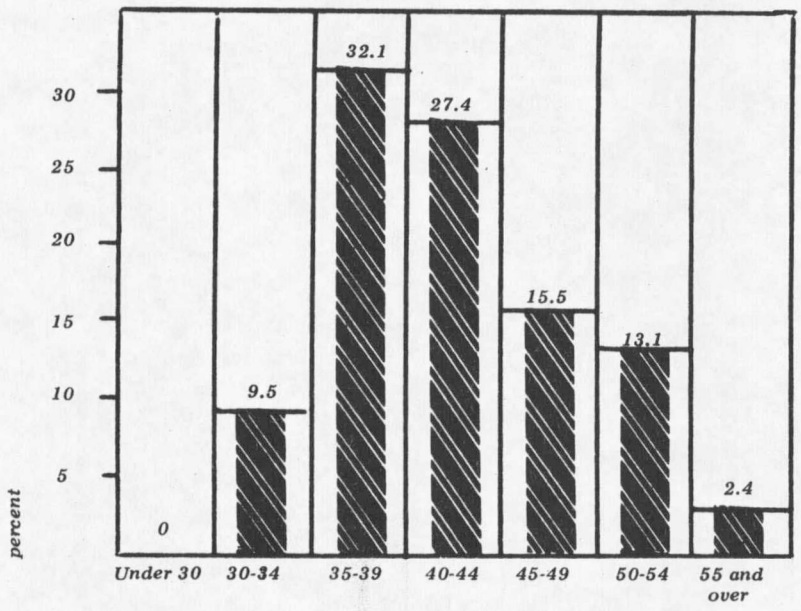


Figure 12

Age When Superintendents Were Appointed to Present Position

Comparison with National Data

No studies reported in Chapter II provide data from previous national studies that is useful for comparison of superintendents or c.e.o.'s

HYPOTHESIS 5

(Ho) There is no significant difference between the number of years the c.e.o.'s were with their current company before gaining their present position and the number of years the superintendents were employed in the district before being named superintendent.

(H_1) There is a significant difference between the number of years the c.e.o.'s were in their current company before gaining their present position and the number of years superintendents were employed in the district before being named superintendent.

Statistical Test: X^2 Test of Independence

Level of Significance: α : .05

The calculated value of X^2 exceeds the critical value of X^2. Therefore, the null hypothesis of no difference is rejected and the alternate hypothesis is accepted that there is a difference between the number of years the c.e.o.'s were in their current company before gaining their present position and the number of years the superintendents were employed in the district before being named superintendent.

The mode for both the c.e.o.'s and superintendents was that of having had no previous connection with the present business or district before being appointed to the present position. Thirty-two percent of the c.e.o.'s had no previous employment with the company and over twice that number, 69.0 percent, of the superintendents had had no previous affiliation with the

present district. This means that 67.9 percent of the c.e.o.'s had been in the current company before being appointed c.e.o.'s and only 31 percent of the superintendents had been previously employed in the district. Twenty-three and one-tenth percent of the c.e.o.'s had been with the company twenty or more years before being appointed c.e.o., whereas only 3.6 percent of the superintendents had been with the district twenty or more years before making the appointment.

Table 13

Number of Years in Present Business/District Before Appointment as C.E.O./Superintendent

Number of Years	C.E.O.		Superintendent	
	Total Number	Percent	Total Number	Percent
None	25	32.1	58	69.0
1 - 4	12	15.4	10	11.9
5 - 9	8	10.3	7	8.3
10 - 14	11	14.1	3	3.6
15 - 19	4	5.1	3	3.6
20 - 24	4	5.1	1	1.2
25 - 29	8	10.3	2	2.4
30 or more	6	7.7	0	0
Total	78	100.1	84	100.0

Calculated chi square = 28.61
Degrees of freedom = 5*
Critical value of chi square at .05 level = 11.07
*Chi square is based upon collapsed data

C. E. O. 's Graphic Display

Figure 13 reveals that nearly one-third of all c. e. o. 's moved into their present position from outside the parent company. This figure also points out that nearly two-thirds of all of those who eventually became appointed c. e. o. 's made that transition from within the company in which they were employed.

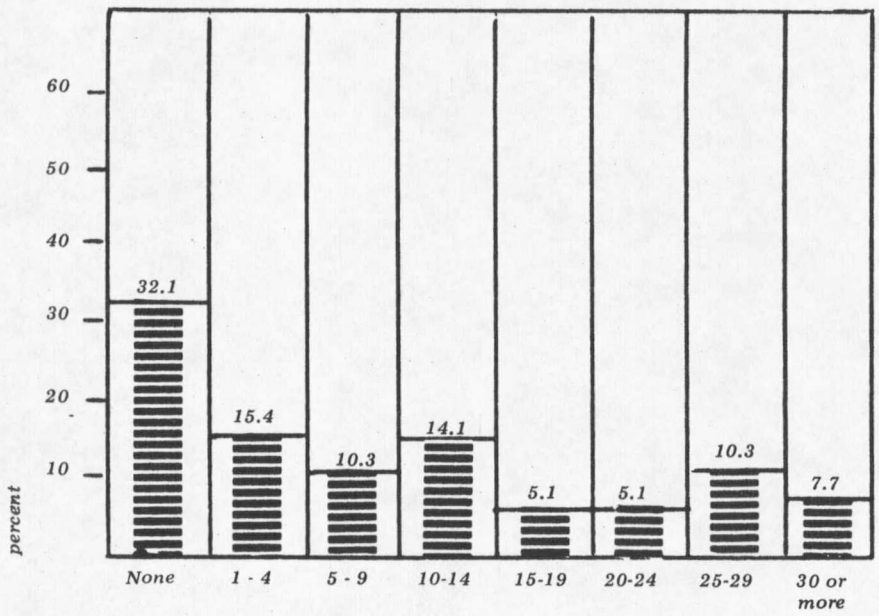


Figure 13

Number of Years in Present Business Before Appointment as C. E. O.

Superintendent's Graphic Display

Sixty-nine percent of all superintendents surveyed arrived in their position by transfering from another school district. This means that less than one-third of those who are currently in their positions arrived there by moving up through the ranks in their current district. Ten and eight tenths percent of the superintendents had ten or more years service within the district in which they were appointed prior to being named superintendent. None had more than thirty years of experience in the district and only 3.6 percent had more than twenty years of experience within the district.

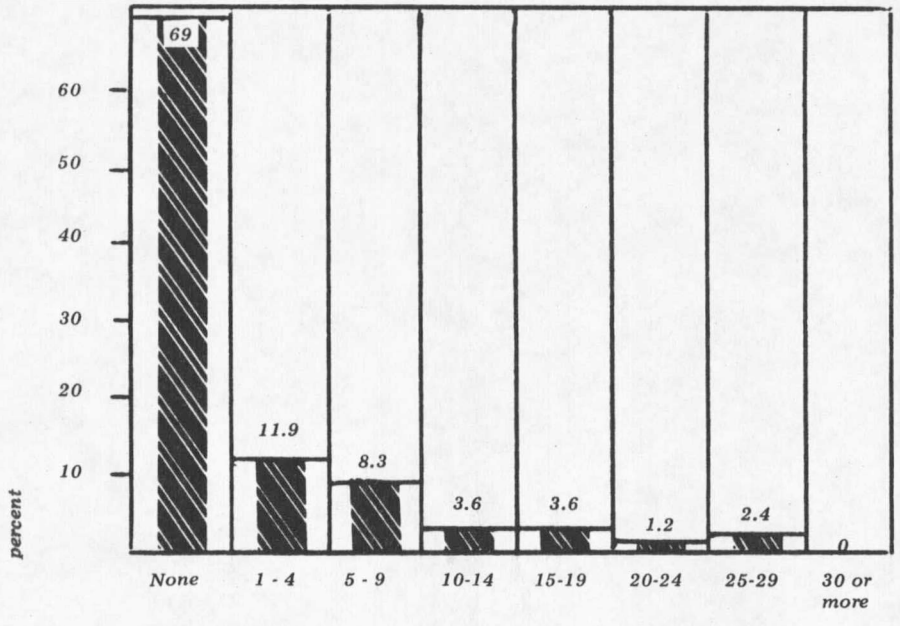


Figure 14

Number of Years in Present District Before Appointment as Superintendent

Comparison with National Data

No studies reported in Chapter II provide data from previous national studies that can be used as a basis of a comparison for either superintendents or c.e.o.'s.

HYPOTHESIS 6

(Ho) There is no significant difference between the annual salary of c.e.o.'s when they first joined the company and the annual salary of superintendents when they were first employed into the district.

(H_1) There is a significant difference between the annual salary of c.e.o.'s when they first joined the company and the annual salary of superintendents when they were first employed into the district.

Statistical Test: X^2 Test of Independence

Level of Significance: α : .05

The calculated value of X^2 exceeds the critical value of X^2. Therefore, the null hypothesis of no difference is rejected and the alternate hypothesis that there is a difference between the annual salaries of c.e.o.'s when they first jointed the company and the annual salary of the superintendents when they first joined the district is accepted.

The majority of c.e.o.'s salaries was less than $15,000 when they first joined the company. A little over one-fourth (27.5 percent) of the superintendents earned less than $15,000 when they first joined the district. The maximum any superintendent earned when first joining the district was

between $45,000 and $54,999, and then only 1.2 percent of the superintendents began at that salary. Seven and seven-tenths percent of the c.e.o.'s earned more than $45,000 when they first joined the company and 2.6 percent earned $95,000 or more.

Table 14

Annual Salaries of C.E.O.'s/Superintendents When First Joined Company/District

Salaries	C.E.O.		Superintendent	
	Total Number	Percent	Total Number	Percent
Less than $15,000	49	62.8	23	27.4
15,000 - 24,999	11	14.1	27	32.1
25,000 - 34,999	5	6.4	25	29.8
35,000 - 44,999	2	2.6	8	9.5
45,000 - 54,999	5	6.4	1	1.2
55,000 - 74,999	3	3.8	0	0
75,000 - 94,999	1	1.3	0	0
95,000 or more	2	2.6	0	0
Total	78	100.0	84	100.0

Calculated chi square = 30.01
Degrees of freedom = 3*
Critical value of chi square at .05 level = 7.82
*Chi square is based upon collapsed data

C.E.O.'s Graphic Display

Sixty-two and eight-tenths percent of the c.e.o.'s earned less than $15,000 per year when first joining the company. Eighty-three and three-tenths percent of the c.e.o.'s earned less than $35,000, and 3.9 percent earned $75,000 or more upon joining the company for the first time.

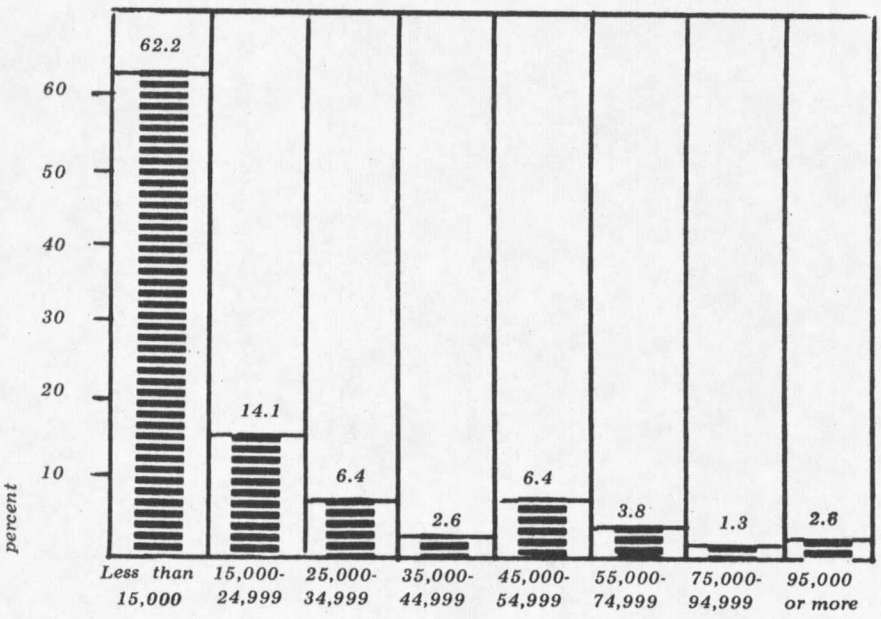


Figure 15

Annual Salaries of C.E.O.'s When First Joined Company

Superintendent's Graphic Display

The highest salary any superintendent earned when first joining the district was between the range $45,000 and $54,999. Only 1.2 percent of the superintendents qualified for this salary upon accepting a position. Twenty-seven and four-tenths percent earned less than $15,000 per year.

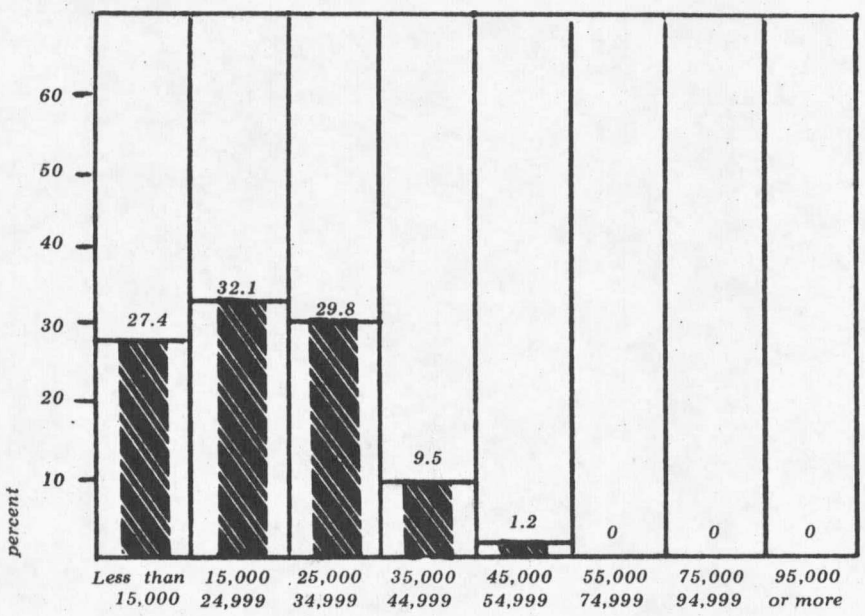


Figure 16

Annual Salaries of Superintendents When First Joined District

Comparison with National Data

No studies reported in Chapter II provide data from previous national studies that can be used as a basis of comparison for either superintendents or c.e.o.'s.

HYPOTHESIS 7

(Ho) There is no significant difference between the current annual salary of c.e.o.'s and the current annual salary of superintendents.

(H_1) There is a difference between the current annual salary of c.e.o.'s and the current annual salary of superintendents.

Statistical Test: X^2 Test of Independence

Level of Significance: α : .05

The calculated value of X^2 greatly exceeds the critical value of X^2. Therefore, the null hypothesis of no difference is rejected and the alternate hypothesis of a difference between the salaries of c.e.o.'s and superintendents is accepted.

The range of current annual salaries of c.e.o.'s is from $25,000 to $225,000 or more. The range of current annual salaries of superintendents is from less than $25,000 to a maximum of $54,999. The median salary of c.e.o.'s falls within the interval of $75,000 to $94,999. The interval for the median salary of superintendents is between $35,000 and $44,999. Eleven and nine-tenths percent of the superintendents' salaries are above $44,999. Ninety-one and nine-tenths percent of the c.e.o.'s salaries fall above $44,999.

Table 15

Current Annual Salary of C.E.O.'s /Superintendents

Salaries	C.E.O.		Superintendent	
	Total Number	Percent	Total Number	Percent
Less than $25,000	0	0	1	1.2
25,000 - 34,999	3	3.8	27	32.1
35,000 - 44,999	4	5.1	46	54.8
45,000 - 54,999	7	9.0	10	11.9
55,000 - 74,999	23	29.5	0	0
75,000 - 94,999	16	20.5	0	0
95,000 - 104,999	7	9.0	0	0
105,000 - 124,999	6	7.7	0	0
125,000 - 174,999	6	7.7	0	0
175,000 - 224,999	2	2.6	0	0
225,000 or more	4	5.1	0	0
Total	78	100.0	84	100.0

Calculated chi square = 101.30
Degrees of freedom = 2*
Critical value of chi square at .05 level = 5.99
*Chi square is based upon collapsed data

C.E.O.'s Graphic Display

The distribution of frequencies is platykurtic. The larger frequencies are located toward the middle, however, the general graphic display is quite flat. The mode is located at the $55,000 to $74,999 range. The median is found between the $75,000 and $94,999 range.

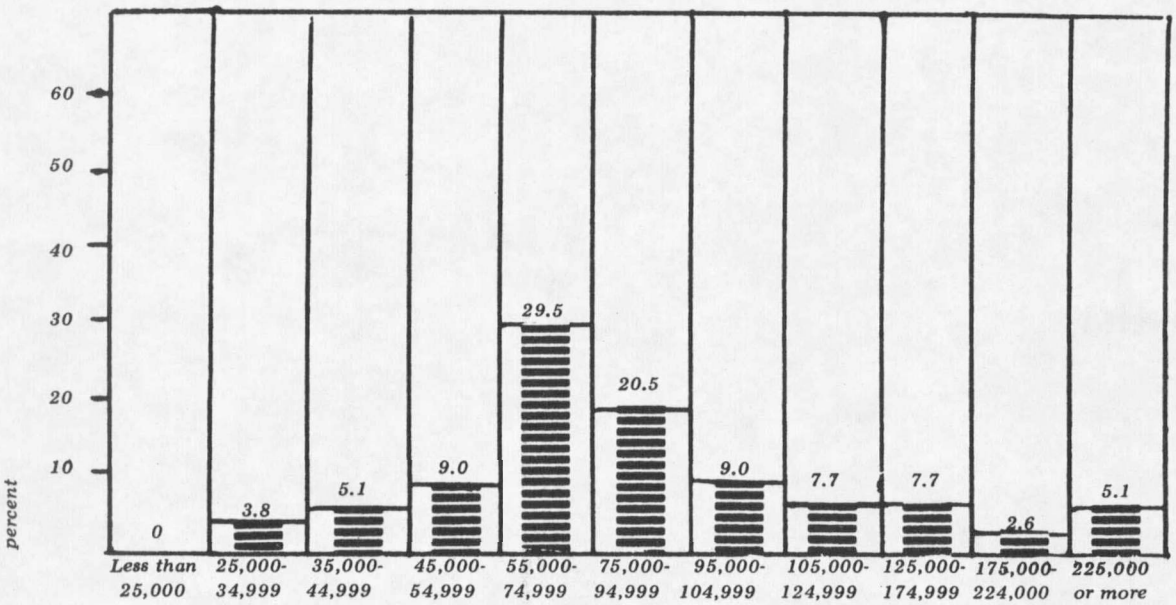


Figure 17

Current Annual Salary of C. E. O. 's

Superintendent's Graphic Display

Figure 18, page 85, shows that the range of salaries for school superintendents is between less than $25,000 with a top of $54,999. Only 1.2 percent of the current annual salaries of superintendents is less than $25,000. Eighty-nine and one-tenth percent of the superintendents' salaries fall below $45.000. No superintendent's salary exceeds $54,999.

Comparison with National Data

The Knezevich study of 1969-70 (12:38: Table 28) revealed an annual median salary for superintendents of $30,000 a year with the responsibility

of 25,000 students or more. This compares with a median salary found between a range of $35,000 and $44,999, for superintendents in the Upper Midwest at the time of this study.

The Forbes study for top business executives in the United States showed that the median salary was $325,000 per year (Editors of Forbes, 6:126-128). C.e.o.'s selected for this present study have a current salary of between $75,000 and $94,999.

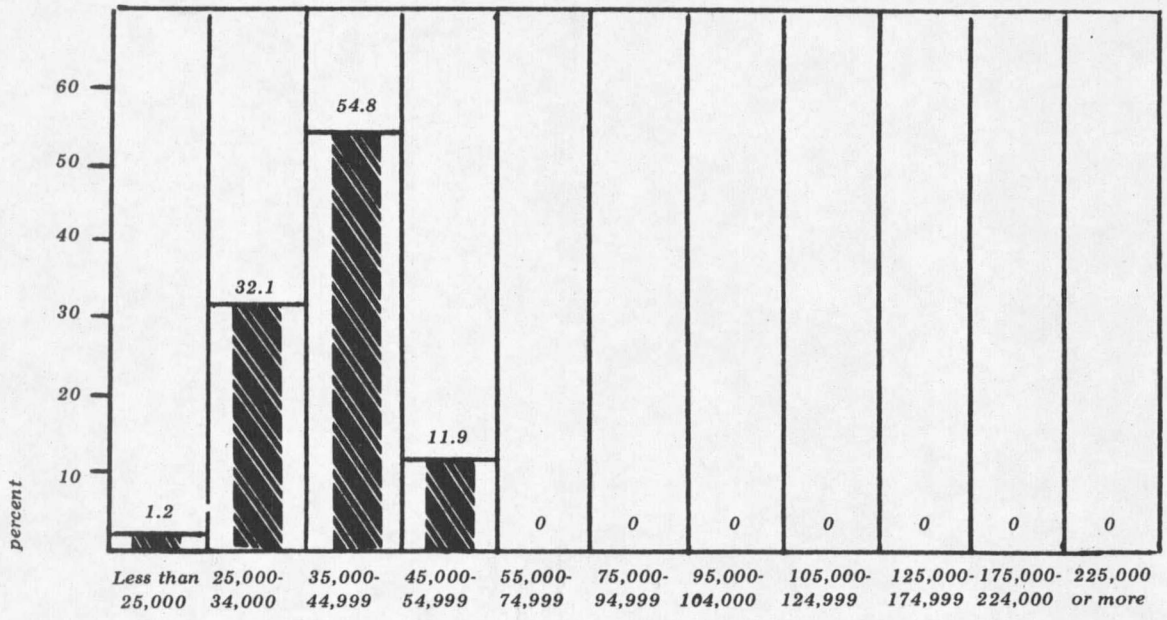


Figure 18

Current Annual Salary of Superintendents

HYPOTHESIS 8

(Ho) There is no significant difference between the number of hours c.e.o.'s spend on company business per week and the number of hours superintendents spend on school business per week.

(H_1) There is a difference between the number of hours spent on company business per week and the number of hours superintendents spend on school business per week.

Statistical Test: X^2 Test of Independence

Level of Significance: α : .05

Table 16

Hours C.E.O.'s/Superintendents Work Per Week

Hours	C.E.O.		Superintendent	
	Total Number	Percent	Total Number	Percent
Less than 35	3	3.8	0	0
35 - 44	10	12.8	2	2.4
45 - 54	27	34.6	32	37.6
55 - 64	30	38.5	42	49.4
65 or over	8	10.3	9	10.6
Total	78	100.0	85	100.0

Calculated chi square = 10.27
Degrees of freedom = 3*
Critical value of chi square at .05 level = 7.82
*Chi square is based upon collapsed data

The calculated value of X^2 exceeds the critical value of X^2. Therefore, the null hypothesis of no difference is rejected and the alternate hypothesis that there is a difference between the hours c.e.o.'s and superintendents work per week is accepted.

Sixteen and six-tenths percent of the c.e.o.'s work forty-four hours or less per week, whereas only 2.4 percent of the superintendents work forty-four hours or less per week. Both c.e.o.'s and superintendents find approximately 10 percent of their membership working sixty-four hours or over per week. Seventy-three and one-tenth percent of the c.e.o.'s work between forty-five and sixty-four hours per week and 87 percent of the superintendents work between forty-five and sixty-four hours per week.

C.E.O.'s Graphic Display

Figure 19, page 88, is negatively skewed with the majority of working hours spent by c.e.o.'s being between forty-five and sixty-four hours per week. Seventy-three and one-tenth percent of all c.e.o.'s work between these hour limits. Three and eight-tenths percent of the c.e.o.'s work less than thirty-five hours per week and 10.3 percent work sixty-five hours or over per week.

Superintendent's Graphic Display

Figure 20, page 88, graphically shows that 87 percent of the superintendents work between forty-five and sixty-four hours per week. Ten and six-tenths percent work over sixty-five hours per week and only 2.4 percent of

the superintendents work less than forty-five hours per week.

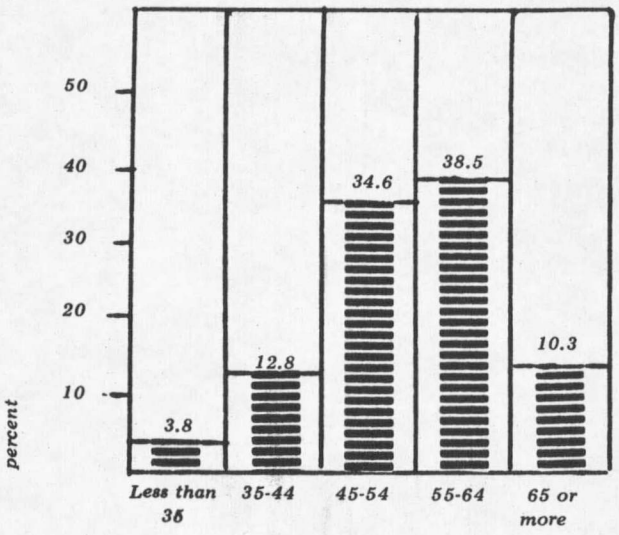


Figure 19

Hours C.E.O.'s Work Per Week

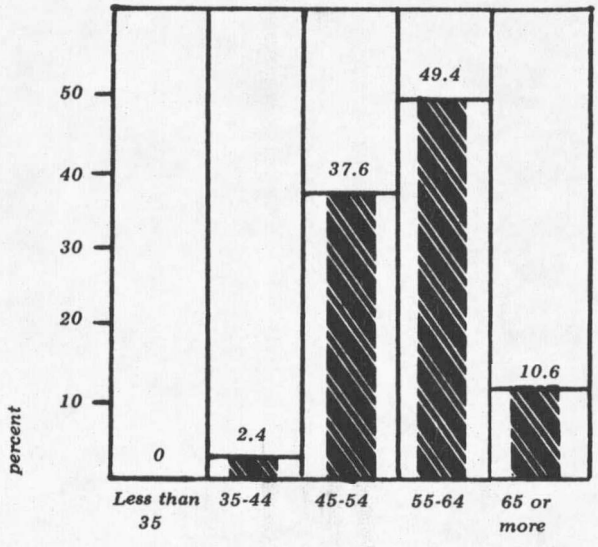


Figure 20

Hours Superintendents Work Per Week

Comparison with National Data

The study done by Burke (4:72) showed that the top c.e.o.'s of the nation worked on a median of 55.7 hours per week. The present study showed that c.e.o.'s worked between fifty-four and fifty-five hours per week.

Knezevich's study (12:57: Table 52) showed that the typical superintendent with 25,000 or more pupils worked sixty hours per week. The present study revealed that superintendents worked on a median of between fifty-five and sixty-four hours per week.

HYPOTHESIS 9

(Ho) There is no significant difference between the number of weeks vacation per year taken by c.e.o.'s and the number of weeks vacation taken per year by superintendents.

(H_1) There is a significant difference between the number of weeks vacation taken per year by c.e.o.'s and the number of weeks vacation taken per year by the superintendents.

Statistical Test: X^2 Test of Independence

Level of Significance: α : .05

The calculated value of X^2 does not exceed the critical value of X^2. Therefore, the null hypothesis is accepted that there is no difference in number of weeks vacation taken a year by c.e.o.'s and superintendents.

The mode for both superintendents and c.e.o.'s is three weeks vacation per year. However, no superintendent took a vacation of more than

four weeks, whereas 10.2 percent of the c.e.o.'s enjoyed vacation of more than four weeks.

Table 17

Amount of Vacation Taken a Year by C.E.O.'s/Superintendents

Weeks	C.E.O.		Superintendent	
	Total Number	Percent	Total Number	Percent
Less than 2	14	17.9	21	24.4
2	15	19.2	19	22.1
3	31	39.7	24	27.9
4	10	12.8	22	25.6
5 - 6	3	3.8	0	0
7 - 8	2	2.6	0	0
8 or more	3	3.8	0	0
Total	78	99.8	86	100.0

Calculated chi square = 2.78
Degrees of freedom = 3*
Critical value of chi square at .05 level = 7.82
*Chi square is based upon collapsed data

C.E.O.'s Graphic Display

Figure 21, page 91, shows that c.e.o.'s enjoy vacations which range from less than two weeks up to as high as eight or more weeks per year. The mode is three weeks. One in six of the c.e.o.'s took less than two weeks vacation per year.

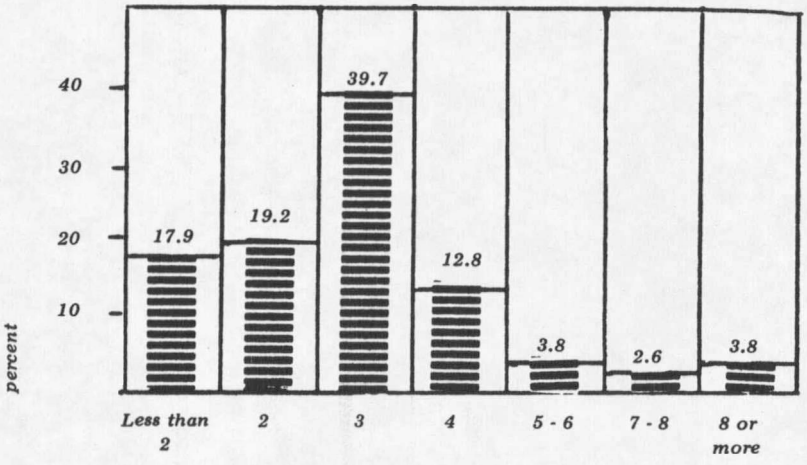


Figure 21

Number of Weeks of Vacation Taken
a Year by C.E.O.'s

Superintendent's Graphic Display

Figure 22, page 92, shows that superintendents divide their vacation time almost equally among the categories. No superintendent took more than a four week vacation, and approximately one-fourth took less than two weeks.

Comparison with National Data

No studies prepared in Chapter II provide data from previous national studies that can be used as a basis of comparison for either superintendents or c.e.o.'s.

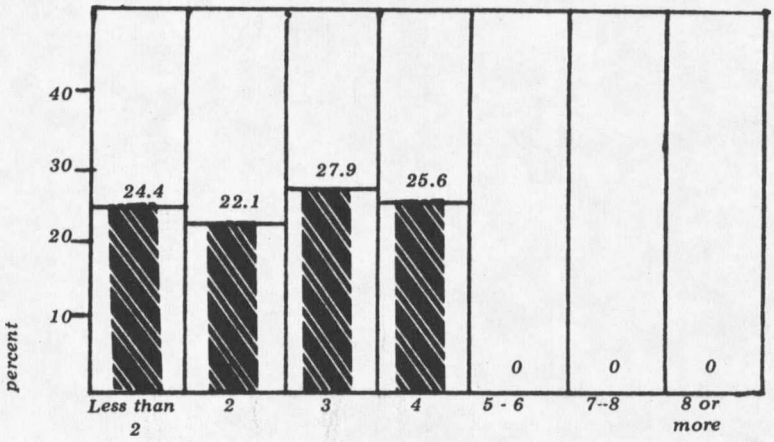


Figure 22

Number of Weeks of Vacation Taken
a Year by Superintendents

HYPOTHESIS 10

(Ho) There is no significant difference in the economic background in which c.e.o.'s have been raised and the economic background in which superintendents have been raised.

(H_1) There is a significant difference in the economic background in which c.e.o.'s have been raised and the economic background in which superintendents have been raised.

Statistical Test: X^2 Test of Independence

Level of Significance: α : .05

Table 18

C.E.O.'s/Superintendent's Economic Background as a Child

Background	C.E.O.		Superintendent	
	Total Number	Percent	Total Number	Percent
Poor	11	14.1	19	22.4
Lower Middle Class	42	53.8	54	63.5
Upper Middle Class	23	29.5	12	14.1
Wealthy	2	2.6	0	0
Total	78	100.0	85	100.0

Calculated chi square = 7.91
Degrees of freedom = 2*
Critical value of chi square at .05 level = 5.99
*Chi square is based upon collapsed data

The calculated value of X^2 exceeds the critical value of X^2. Therefore, the null hypothesis of no difference is rejected and the alternate hypothesis that there is a difference in the economic background in which c.e.o.'s and superintendents are raised is accepted.

Thirty-two and one-tenth percent of the c.e.o.'s had come from an economic background of upper middle class or wealthy, whereas 14.1 percent of the superintendents came from upper middle class environments and there were no wealthy parents in their background. The table also shows that a greater number of superintendents came from a poorer background than was the case for c.e.o.'s.

C. E. O. 's Graphic Display

Figure 23 shows that there are very few wealthy people in the background of c. e. o. 's and that the majority of the c. e. o. 's came from a middle class background. This represented 83. 3 percent of the c. e. o. 's replies.

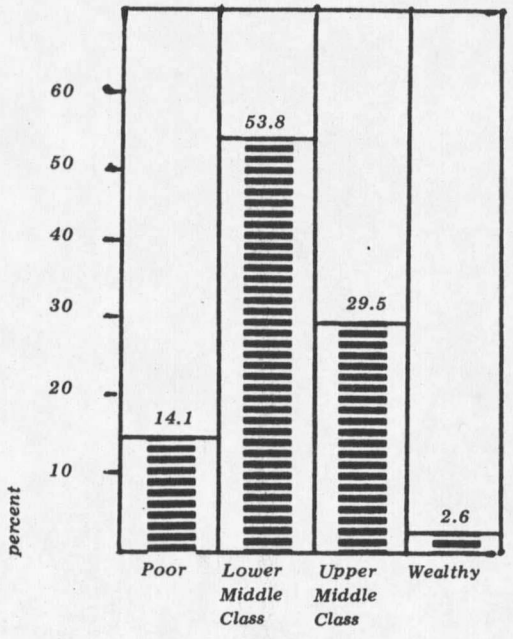


Figure 23

C. E. O. 's Economic Background as a Child

Superintendent's Graphic Display

Figure 24 is the graphic display of the distribution of frequencies for the superintendent's economic background as a child. This vertical bar graph shows that 77.6 percent of the superintendents came from the economic background of the middle class. None came from wealthy backgrounds.

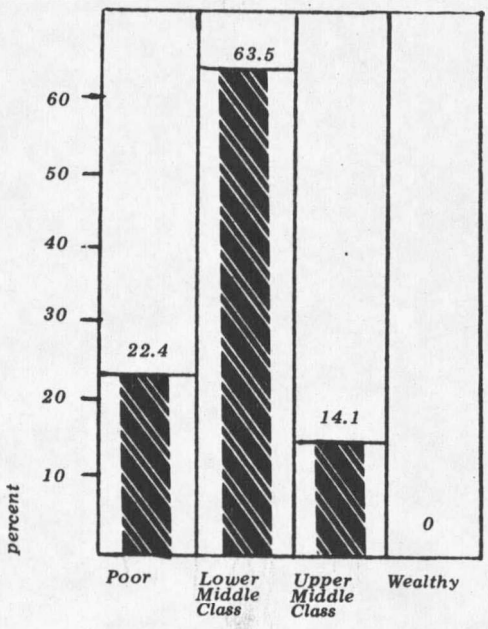


Figure 24

Superintendent's Economic Background as a Child

Comparison with National Data

No studies were reported in Chapter II about school superintendents, however, there were data relative to national studies on c.e.o.'s in terms of their economic background as a child.

The recent national study by Burke (4:174) showed that 5.5 percent of today's top c.e.o.'s came from wealthy backgrounds and 84.2 percent came from middle class backgrounds. This research indicated that 2.6 percent of the c.e.o.'s of the Upper Midwest region came from wealthy backgrounds and 83.3 percent came from middle class backgrounds.

HYPOTHESIS 11

(Ho) There is no significant difference between the birth place of c.e.o.'s and the birth place of superintendents.

(H_1) There is a significant difference between the birth place of c.e.o.'s and the birth place of superintendents.

Statistical Test: X^2 Test of Independence

Level of Significance: α : .05

The calculated value of X^2 does not exceed the critical value of X^2. Therefore, the null hypothesis that there is no significant difference in the place of birth between c.e.o.'s and superintendents is accepted.

Approximately two-thirds of the c.e.o.'s and superintendents are indigenous to the Upper Midwest region, which means approximately one-third have moved into the Upper Midwest region to assume their c.e.o. or

superintendent position.

Table 19

Place of Birth of C.E.O.'s/Superintendents

Region	C.E.O.		Superintendent	
	Total Number	Percent	Total Number	Percent
Upper Midwest	53	67.9	56	66.7
Other	25	32.1	28	33.3
Total	78	100.0	84	100.0

Calculated chi square = .000039
Degree of freedom = 1
Critical value of chi square at .05 level = 3.84

HYPOTHESIS 12

(Ho) There is no significant difference between the place of birth of the parents of c.e.o.'s and the place of birth of the parents of superintendents.

(H_1) There is a significant difference in the place of birth of the parents of c.e.o.'s and the place of birth of the parents of superintendents.

Statistical Test: X^2 Test of Independence

Level of Significance: α : .05

Table 20

Birth Place of Parents of C. E. O. 's/Superintendents
(Numbers in parenthesis are column percentages)

Birthplace	C. E. O.		Superintendent	
	Father	Mother	Father	Mother
United States	66 (84.6)	69 (88.5)	70 (83.3)	78 (92.9)
Europe	11 (14.1)	8 (10.3)	11 (13.1)	5 (6.0)
Other	1 (1.3)	1 (1.3)	3 (3.6)	1 (1.2)
Total	78 (100.0)	78 (100.1)	84 (100.0)	84 (100.1)

Calculated chi square = 4.15
Degrees of freedom = 3*
Critical value of chi square at .05 level = 11.07
*Chi square is based upon collapsed data

The calculated value of X^2 does not exceed the critical value of X^2. Therefore, the null hypothesis is accepted that the birth place of the parents of c.e.o.'s and the birth place of the parents of superintendents shows no significant difference.

Between 84.6 percent of the fathers and 88.5 percent of the mothers of c.e.o.'s were born in the United States. Eighty-three and three-tenths percent of the fathers and 92.9 percent of the mothers of superintendents were born in the United States. In both cases a higher percent of mothers were born in the United States than were fathers.

HYPOTHESIS 13

(Ho) There is no significant difference between the level of education of the parents of c.e.o.'s and the level of education of the parents of superintendents.

(H_1) There is a significant difference between the level of education of the parents of c.e.o.'s and the level of education of the parents of superintendents.

Statistical Test: X^2 Test of Independence

Level of Significance: α : .05

The calculated value of X^2 exceeds the critical value of X^2. Therefore, the null hypothesis of no difference is rejected and the alternate hypothesis that there is a significant difference between the educational level of parents of c.e.o.'s and the educational level of the parents of superintendents is accepted.

Sixty and seven-tenths percent of the fathers and 46.4 percent of the mothers of superintendents had a maximum of a grade school education. C.e.o.'s parents have been educated at a higher level than parents of superintendents. Evidence of a higher level of education of the parents of c.e.o.'s was shown by the fact that 39.7 percent of their fathers and 32.1 percent of their mothers had attended some form of college education beyond high school. In the case of superintendents, only 10.8 percent of the fathers and 22.6 percent of the mothers attended some form of education beyond high school.

Table 21

Parents' of C. E. O. 's/Superintendents
Educational Level

(Number in parenthesis are column percentages)

Educational Level	C. E. O.		Superintendent	
	Father	Mother	Father	Mother
Grade School	33 (42.3)	18 (23.1)	51 (60.7)	39 (46.4)
High School	14 (17.9)	35 (44.9)	23 (27.4)	25 (29.8)
Attended College	15 (19.2)	13 (16.7)	2 (2.4)	12 (14.3)
Graduated from College	9 (11.5)	9 (11.5)	3 (3.6)	7 (8.3)
Grad Study or Degree	6 (7.7)	2 (2.6)	4 (4.8)	0 (0)
None	1 (1.3)	1 (1.3)	1 (1.2)	1 (1.2)
Total	78 (99.9)	78 (100.1)	84 (100.1)	84 (100.0)

Calculated chi square = 43.03
Degrees of freedom = 12*
Critical value of chi square at .05 level = 21.03
*Chi square is based upon collapsed data

HYPOTHESIS 14

(Ho) There is no significant difference between the basic political leanings of c.e.o.'s and the basic political leanings of superintendents four years ago.

(H_1) There is a significant difference between the basic political leanings of c.e.o.'s and the basic political leanings of superintendents four years ago.

Statistical Test: X^2 Test of Independence

Level of Significance: α : .05

Table 22

Basic Political Leanings of C.E.O.'s/Superintendents Four Years Ago

Political Type	C.E.O.		Superintendent	
	Total Number	Percent	Total Number	Percent
Liberal	4	5.1	17	20.2
Middle of Road	38	48.7	50	59.5
Conservative	36	46.2	17	20.2
Total	78	100.0	84	99.9

Calculated chi square = 16.30
Degrees of freedom = 2
Critical value of chi square at .05 level = 5.99

The calculated value of X^2 exceeds the critical value of X^2. Therefore, the null hypothesis of no difference is rejected and the alternate hypothesis that there is a difference between the basic political leanings of c.e.o.'s and superintendents four years ago is accepted.

Four years ago superintendents were nearly four times more liberal in their political leanings that c.e.o.'s. Only 5.1 percent of c.e.o.'s labeled themselves liberal, while 20.2 percent of the superintendents called themselves liberal. Four years ago 46.2 percent of the c.e.o.'s considered themselves conservative whereas 20.2 percent of the superintendents considered themselves conservative. Both superintendents and c.e.o.'s had a substantial mode in the classification of middle-of-the-road. Nearly half, (48.7 percent) of the c.e.o.'s and 59.5 percent of the superintendents placed themselves in that category.

HYPOTHESIS 15

(Ho) There is no significant difference between the current political leanings of c.e.o.'s and the current political leanings of superintendents.

(H_1) There is a significant difference between the current political leanings of c.e.o.'s and the current political leanings of superintendents.

Statistical Test: X^2 Test of Independence

Level of Significance: α : .05

The calculated value of X^2 exceeds the critical value of X^2. Therefore, the null hypothesis of no difference is rejected and the alternate hypo-

thesis that there is a significant difference between the present political leanings of c.e.o.'s and the present political leanings of superintendents is accepted.

Table 23

Basic Political Leanings of C.E.O.'s/Superintendents At the Present

Political Type	C.E.O.		Superintendent	
	Total Number	Percent	Total Number	Percent
Liberal	1	1.3	5	6.0
Middle of Road	28	35.9	56	66.7
Conservative	49	62.8	23	27.4
Total	78	100.0	84	100.1

Calculated chi square = 21.20
Degrees of freedom = 2
Critical value of chi square at .05 level= 5.99

Only 1.3 percent of the c.e.o.'s currently label themselves as liberal. This is contrasted with 6 percent of the superintendents who identified themselves as liberal. The mode for c.e.o.'s was a very significant 62.8 percent for conservative political leanings. Superintendents had a mode of 66.7 percent for middle-of-the-road political leanings.

C.E.O.'s Graphic Display
for Hypotheses 14 and 15

Figure 25, page 105, shows the trends in the basic political leanings of c.e.o.'s from four years ago to today. Four years ago 5.1 percent of the c.e.o.'s indicated they were liberal. Today 1.3 percent indicate they are liberal. Four years ago almost half (48.7 percent) called themselves middle-of-the-road. Today, that has declined to 35.9 percent middle-of-the-road. The greatest change occurred in the percent who indicated they were conservative. Four years ago 46.2 percent stated they were conservative, whereas today 62.8 percent indicate a conservative leaning.

Superintendent's Graphic Display
of Hypotheses 14 and 15

Figure 25, page 105, indicates basic political leanings of superintendents and how they have changed over the last four years. Four years ago 20.2 percent of the superintendents indicated they were liberal. Today, 6 percent indicate they are liberal. The percent of conservatives has grown slightly from 20.2 percent four years ago to 27.4 percent today. A similar growth occurred in the middle-of-the-road category, where four years ago 59.5 percent had this political leaning and today 66.7 percent indicate they are middle-of-the-road.

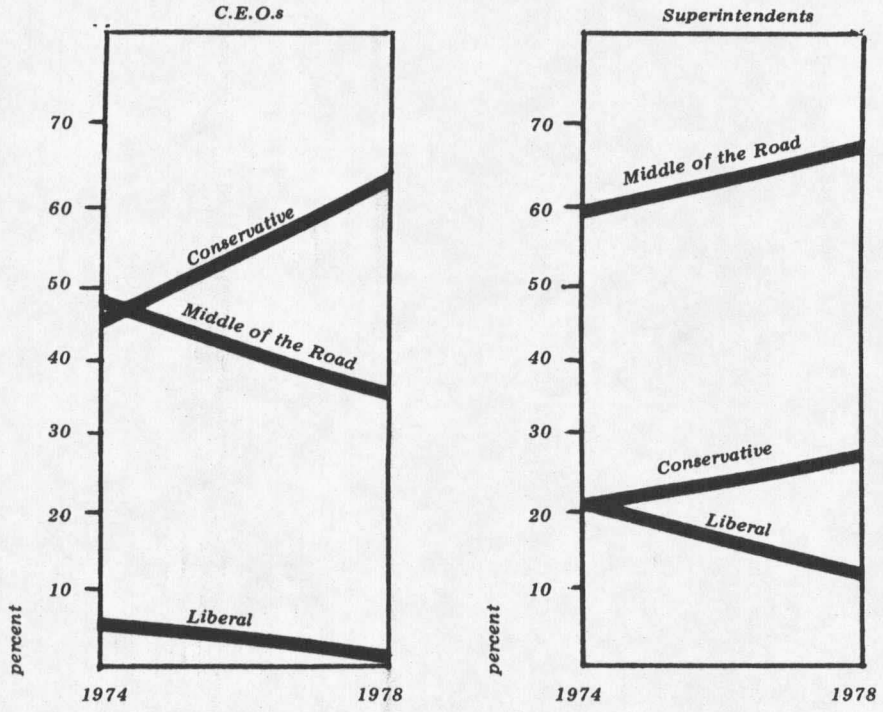


Figure 25

Changes in Political Attitude in
the Last Four Years

HYPOTHESIS 16

(Ho) There is no significant difference between the party affiliations of c.e.o.'s four years ago and the party affiliations of superintendents four years ago.

(H_1) There is a significant difference between the party affiliations of c.e.o.'s four years ago and the party affiliations of superintendents four years ago.

Statistical Test: X^2 Test of Independence

Level of Significance: α : .05

Table 24

Political Party Affiliations of C.E.O.'s/Superintendents Four Years Ago

Political Party	C.E.O.		Superintendent	
	Total Number	Percent	Total Number	Percent
Republican	60	74.1	31	36.9
Democratic	7	8.6	20	23.8
Independent	14	17.3	33	39.3
Total	81	100.0	84	100.0

Calculated chi square = 23.13
Degrees of freedom = 2
Critical value of chi square at .05 level = 5.99

The calculated value of X^2 exceeds the critical value of X^2. Therefore, the null hypothesis of no difference is rejected and the alternate hypothesis that there is a significant difference between the political party affiliations of c.e.o.'s four years ago and the political party affiliations of superintendents four years ago is accepted.

A very apparent mode for the c.e.o.'s was established at 74.1 percent for the Republican Party. There is no outstanding mode for the superintendents who seem to be nearly equally divided between the

Republican and Independent parties at 36.9 percent and 39.3 percent respectively. In both the c.e.o.'s and superintendents' case the least popular party four years ago was the Democrat party.

HYPOTHESIS 17

(Ho) There is no significant difference between the present political party affiliations of c.e.o.'s and the present political party affiliations of superintendents.

(H_1) There is a significant difference between the present political party affiliations of c.e.o.'s and the present political party affiliations of superintendents.

Statistical Test: X^2 Test of Independence

Level of Significance: α : .05

The calculated value of X^2 exceeds the critical value of X^2. Therefore, the null hypothesis of no difference is rejected and the alternate hypothesis that there is a significant difference between the political party affliliations of c.e.o.'s and superintendents at the present time is accepted.

Three-fourths of the c.e.o.'s indicated that they were affiliated with the Republican party whereas less than half (42.9 percent) of the superintendents showed a Republican party affiliation. The Independent party was the most popular position of the superintendents and was over double the Independent position of the c.e.o.'s. In both cases, the Democrat party was third most popular with 3.7 percent of the c.e.o.'s and 10.7 percent of the

superintendents showing this preference.

Table 25

Political Party Affiliations of C.E.O.'s/ Superintendents At Present

Political Party	C.E.O.		Superintendent	
	Total Number	Percent	Total Number	Percent
Republican	61	75.3	36	42.9
Democratic	3	3.7	9	10.7
Independent	17	21.0	39	46.4
Total	81	100.0	84	100.0

Calculated chi square = 18.04
Degrees of freedom = 2
Critical value of chi square at .05 level = 5.99

C.E.O.'s Graphic Display of Hypotheses 16 and 17

In assessing the four-year change in political party affiliations for c.e.o.'s, the changes were slight. The growth of support for the Republican party had gone up slightly over 1 percent. The Independent party had grown 3.7 percent and the Democrat support had dropped 4.9 percent.

Superintendents' Graphic Display of Hypotheses 16 and 17

Figure 26, page 109, graphically reveals the changes in the political

party affiliations of superintendents over the past four years. The Democrat party had lost 13.1 percent support. This loss was transferred almost equivalently to the Republican and Independent parties. The Republican party grew 6 percent and the Independent party grew 7.1 percent.

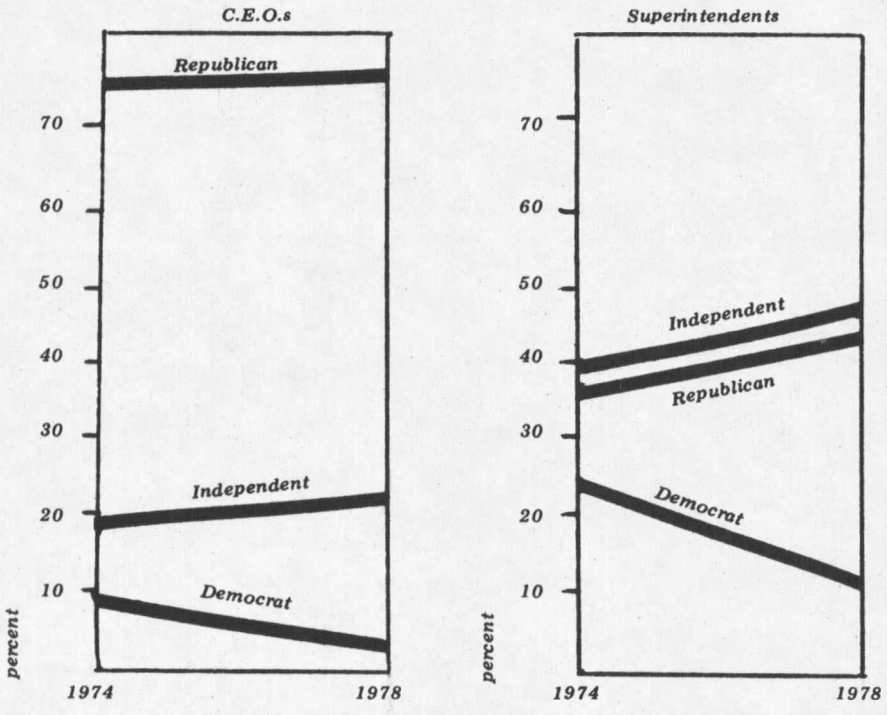


Figure 26

Changes in Political Party in
the Last Four Years

Comparison with National Data

There has been no record kept of the political affiliations and party associations of superintendents. The most recent research for c.e.o.'s from Chapter II by Burke (4:177) showed that 57 percent of the country's top c.e.o.'s were currently affiliated with the Republican party. This compared with 75.3 percent in this study for the Upper Midwest region. The Democrat party among the nation's top executives showed a 7 percent support level, whereas in the Upper Midwest region it was found to be 3.7 percent. Nationally Independents were picked by 36 percent of the top chief executive officers and in the Upper Midwest region c.e.o.'s chose the Independent political category 21 percent of the time.

HYPOTHESIS 18

(Ho) There is no significant difference between the current age of c.e.o.'s and the current age of superintendents.

(H_1) There is a significant difference between the current age of c.e.o.'s and the current age of superintendents.

Statistical Test: X^2 Test of Independence

Level of Significance: α : .05

The calculated value of X^2 exceeds the critical value of X^2. Therefore, the null hypothesis of no difference is rejected and the alternate hypothesis that there is a significant difference in the current age of c.e.o.'s and superintendents is accepted.

Table 26

Current Age of C. E. O.'s/Superintendents

Age	C.E.O.		Superintendent	
	Total Number	Percent	Total Number	Percent
Under 35	4	5.1	0	0
35 - 39	3	3.8	6	7.1
40 - 44	16	20.5	25	29.8
45 - 49	13	16.7	11	13.1
50 - 54	11	14.1	21	25.0
55 - 59	13	16.7	18	21.4
60 - 64	12	15.4	2	2.4
65 - 69	3	3.8	1	1.2
70 or over	3	3.8	0	0
Total	78	99.9	84	100.0

Calculated chi square = 16.67
Degrees of freedom = 5*
Critical value of chi square at .05 level = 11.07
*Chi square is based upon collapsed data

Eighty-nine and three-tenths percent of the superintendents are currently between forty and fifty-nine years of age. This compares with 68 percent of the c.e.o.'s who fall within the same range. Where 5.1 percent of the c.e.o.'s are under thirty-five, none of the superintendents are below that age. Seven and six tenths percent of the c.e.o.'s fall above sixty-four years of age whereas only 1.2 percent of the superintendents are in that category.

C. E. O. 's Graphic Display

Figure 27 graphically reveals that 83.4 percent of the c.e.o.'s current ages are quite equally distributed between the ages of forty and sixty-four. Only 8.9 percent fall below age forty and only 7.6 percent fall above age sixty-four.

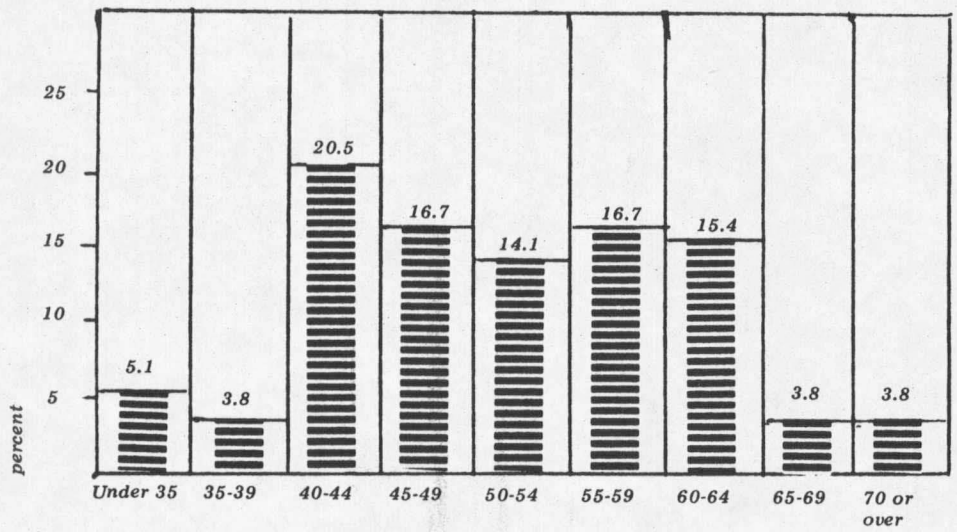


Figure 27

Current Age of C. E. O. 's

Superintendent's Graphic Display

Figure 28, page 113, is a graphic display of the current age distribution of superintendents. Ninety-six and four-tenths percent of the superintendents fall between the ages of thirty-five and fifty-nine. None was under

the age of thirty-five and only 3.6 percent were sixty years of age or older.

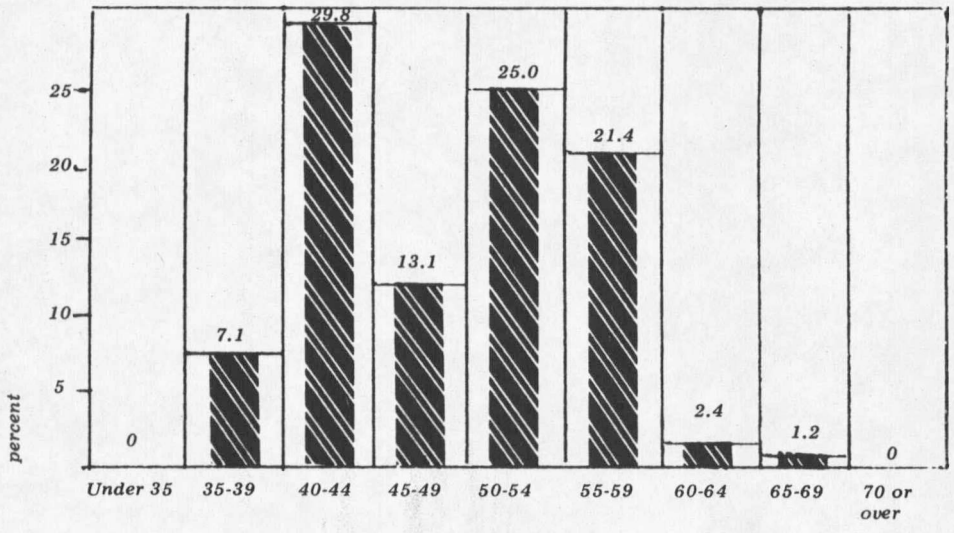


Figure 28

Current Age of Superintendents

Comparison with National Data

In 1969-70 Knezevich (12:18: Table 2) found that the median age of all practicing superintendents was forty-eight and a half years. The median age of superintendents in the Upper Midwest was found to be between forty-nine and fifty years of age.

The most recent study of c.e.o.'s found in Chapter II was done by Burke (4:76) in 1976. He found that the median age of the top c.e.o.'s of the country was fifty-seven. This compared with the median age of the c.e.o.'s for the Upper Midwest of between fifty and fifty-four years.

HYPOTHESIS 19

(Ho) There is no significant difference between the highest educational level attained by c.e.o.'s and the highest educational level attained by superintendents.

(H_1) There is a significant difference between the highest educational level attained by c.e.o.'s and the highest educational level attained by superintendents.

Statistical Test: X^2 Test of Independence

Level of Significance: α : .05

The calculated value of X^2 greatly exceeds the critical value of X^2. Therefore, the null hypothesis of no significant difference is rejected and the alternate hypothesis that there is a difference between the highest educational level attained by c.e.o.'s as compared with superintendents is accepted.

Seventy-six and seven-tenths percent of the c.e.o.'s have less than a Master's degree. This compares with 0 percent of the superintendents who have less than a Master's degree. Twenty-three and four-tenths percent of the c.e.o.'s have had no college training at all. One hundred percent of the superintendents have a Master's degree or higher compared with 23.3 percent of the c.e.o.'s who have a Master's degree or higher. The mode for the superintendents is a Doctor's degree with 58.3 percent. This is contrasted with the c.e.o.'s where 1.3 percent have a Doctor's degree.

Table 27

Highest Educational Level Attained by C.E.O.'s/Superintendents

Level	C.E.O.		Superintendent	
	Total Number	Percent	Total Number	Percent
No College	18	23.4	0	0
Grad. from College	30	39.0	0	0
Post Grad. w/o Degree	11	14.3	0	0
Master's Degree	10	13.0	29	34.5
Sixth Year Degree	0	0	6	7.1
Law Degree	7	9.1	0	0
Doctor's Degree	1	1.3	49	58.3
Total	77	100.1	84	99.9

Calculated chi square = 127.27
Degrees of freedom = 6*
Critical value of chi square at .05 level = 12.59
*Chi square is based upon collapsed data

C.E.O.'s Graphic Display

Figure 29, page 116, reveals that the mode of the c.e.o.'s was to have graduated from college with 39 percent acquiring a degree. Twenty-three and four-tenths percent of the c.e.o.'s have not graduated from college and 37.7 percent have taken post-graduate work beyond the college degree level.

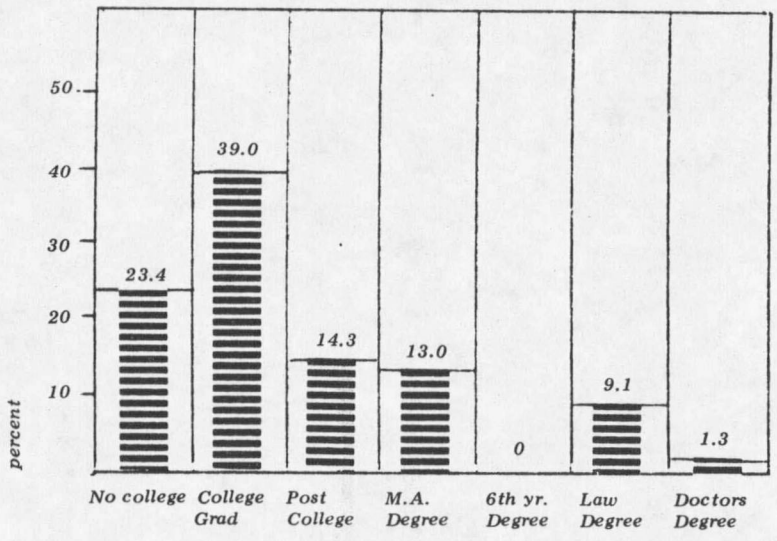


Figure 29

Highest Educational Level Attained by C. E. O.

Superintendent's Graphic Display

Figure 30, page 117, shows that 65.4 percent of superintendents have earned degrees above the Master's degree level. Fifty-eight and three-tenths percent of the superintendents have a Doctor's degree. No superintendent was found to have less than a Master's degree.

Comparison with National Data

C.e.o.'s with no degree in the Upper Midwest were found to be 23.4 percent. This was contrasted with the latest study in Chapter II (Burke, 4:172) which showed 13.8 percent of the nation's top c.e.o.'s had

no degree. Burke showed that 46.3 percent of the nation's leading c.e.o.'s had Bachelor's degrees compared with 39.0 percent in the Upper Midwest. Also, according to Burke, 39.6 percent held either Master's degrees or law degrees. In the Upper Midwest this compares with 24.4 percent with Master's degree or higher.

In education in 1969-70 Knezevich (12:44: Table 33) found that 29.4 percent of superintendents with 25,000 students or more held a Master's degree. Sixty-nine and nine-tenths percent held degrees above the Master's degree with 64.7 percent having at least a Doctor's degree or higher. This compares with the Upper Midwest with 34.5 percent having a Master's degree and 65.4 percent having a degree above the Master's level; of this total 58.3 percent had a Doctor's degree or higher.

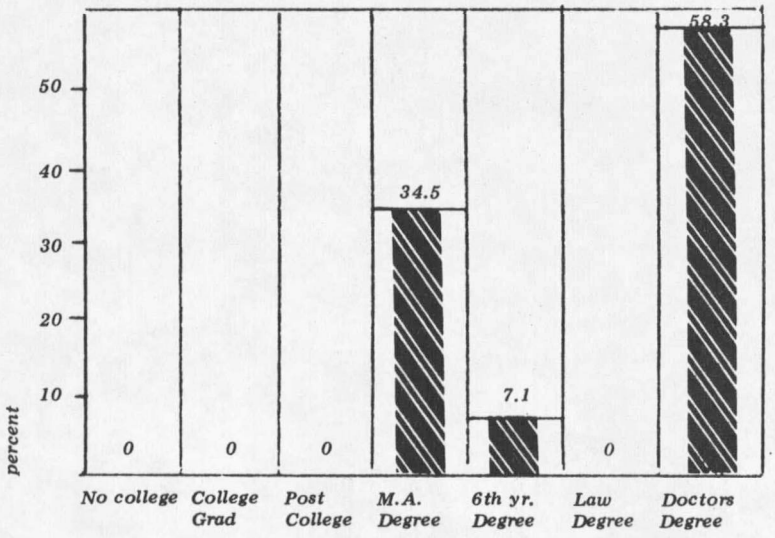


Figure 30

Highest Educational Level Attained
by Superintendent

OTHER FINDINGS

Not all data secured by questionnaire were subjected to statistical analysis. Some data are presented in the form of tables, while other data are presented in the form of tables and graphic illustrations. These are listed below.

Table 28

C.E.O.'s/Superintendent's Job Comparison With Predecessor

Difficulty	C.E.O.		Superintendent	
	Total Number	Percent	Total Number	Percent
More difficult	43	55.1	67	79.8
Less difficult	6	7.7	2	2.4
About same difficulty	17	21.8	15	17.9
No predecessor	12	15.4	0	0
Total	78	100.0	84	100.1

The above table indicates that the majority of the c.e.o.'s and superintendents felt that their job was more difficult than that of their predecessor. Fifty-five percent of the c.e.o.'s felt that way, whereas 79.8 percent of the superintendents believed that to be the case. Because 15.4 percent of the c.e.o.'s had no predecessor, they could not indicate how their work compared with others. This distorted the comparison between

c.e.o.'s and superintendents. The fact that only 7.7 percent of the c.e.o.'s and 2.4 percent of the superintendents recorded that their job was less difficult than their predecessor, indicates that job complications are increasing in the eyes of those who currently hold the position.

Table 29

Occupation of Father of C.E.O.'s/Superintendents

Occupation	C.E.O.'s		Superintendent's	
	Total Number	Percent	Total Number	Percent
Head of same corp. as mine	13	16.7	0	0
Business Executive	20	25.6	17	19.3
Professional	12	15.4	12	13.6
Clerical	6	7.7	3	3.4
Skilled Laborer	10	12.8	17	19.3
Semi-Skilled or Unskilled	9	11.5	14	15.9
Farmer	8	10.3	25	28.4
Total	78	100.0	88	99.9

The most frequently named occupation of the father of superintendents was that of farmer. The mode of the fathers of c.e.o.'s was that of business executives. One factor that made a valid comparison of fathers' occupations difficult was that c.e.o.'s could serve as head of the same corporation as their father which was not likely for school superintendents. 16.7 percent

of all c.e.o.'s had taken over the business of their father. None took over superintendencies from his father.

Table 30

Type of High School From Which C.E.O.'s/ Superintendents Graduated

Type	C.E.O.		Superintendent	
	Total Number	Percent	Total Number	Percent
Public	58	74.4	81	96.4
Private	20	25.6	3	3.6
Total	78	100.0	84	100.0

The table above indicates that 96.4 percent of the superintendents graduated from a public high school, with only 3.6 percent graduating from private high schools. In the business world 25.6 percent of the c.e.o.'s graduated from private high schools.

Table 31, page 121, shows that the mode for the preferred religion of superintendents is that of the Luthern denomination. This was not the mode for the business executive; instead it was found to be the Roman Catholic denomination.

Table 31

Religious Preference of C.E.O.'s/Superintendent

Religion	C.E.O.		Superintendent	
	Total Number	Percent	Total Number	Percent
Episcopalian	7	9.0	2	2.4
Presbyterian	10	12.8	15	17.9
Methodist	4	5.1	9	10.7
Baptist	0	0	2	2.4
Roman Catholic	16	20.5	9	10.7
Congregational	10	12.8	5	6.0
Lutheran	15	19.2	34	40.5
Unitarian	2	2.6	0	0
Jewish	3	3.8	1	1.2
Other	11	14.1	7	8.3
Total	78	99.9	84	100.1

C.E.O.'s Graphic Display

The verticle line within each bar graph in Figure 31, page 122, shows the approximate national distribution of church membership in the various denominations. Analysis of the chart indicates that Episcopalians, Presbyterians, Congregationalists, Lutherans, Unitarians, Jews and Other denominations are over-represented in the Upper Midwest compared with the national proportion of membership. Presbyterians and Lutherans show the greatest over-representation. Those under-represented are Methodists, Baptists, and Roman Catholics. The greatest discrepancy is found among the Baptists in which there is no representation among the c.e.o.'s.

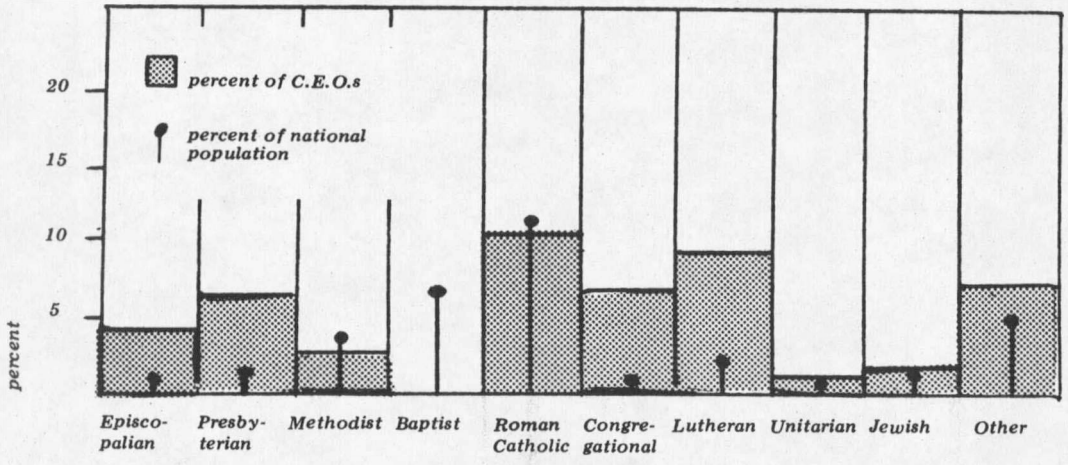


Figure 31

Religious Preference of C.E.O.'s

Superintendent's Graphic Display

Figure 32, page 123, shows the distribution of church preference by school superintendents and also shows a comparison of what the approximate national percent is for each religious denomination.

This figure reveals that Presbyterians, Methodists, Congregationalists and Lutherans are over-represented. Those under-represented are Episcopalians, Baptists, Roman Catholics, Unitarians, Jews and Other denominations. Lutherans and Presbyterians showed the greatest over-representation with Baptists and Roman Catholics being the most under-represented.

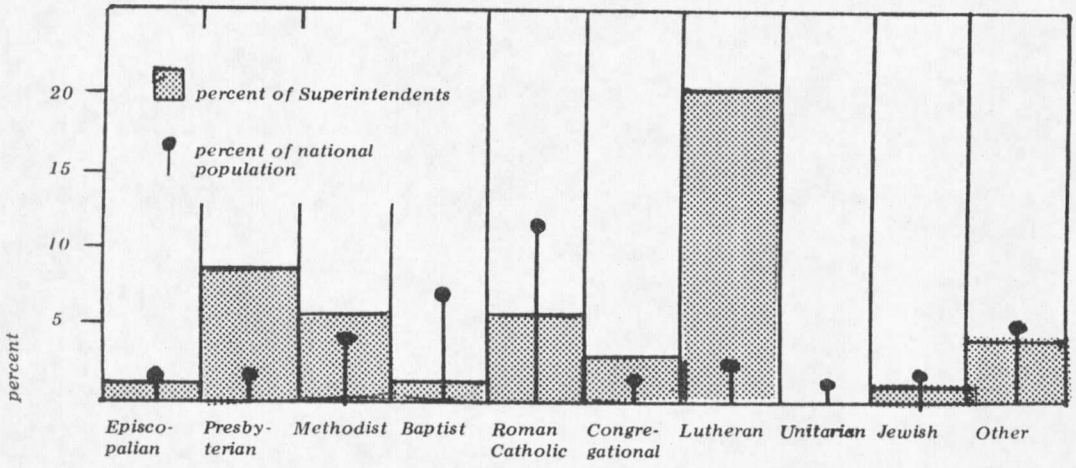


Figure 32

Religious Preference of Superintendents

Comparison with National Data

Burke (4:175) conducted the most recent study of religious preference among the nation's top c.e.o.'s. He found that Roman Catholics and Baptists were the most under-represented among the nation's top executives. Episcopalians and Presbyterians were the denominations that were greatly over-represented. This present study shows that the Lutheran denomination in the Upper Midwest has taken the role of the Episcopalian denomination on a national scene. Presbyterianism remains over-represented as was the case in the national study. Roman Catholics, however, in this region are much better represented than was the case nationally. However, Baptists are greatly under-represented compared with the national scene.

Table 32

Total Males and Females Serving as C.E.O.'s/Superintendents

Sex	C.E.O.		Superintendent	
	Total Number	Percent	Total Number	Percent
Male	78	100	84	100
Female	0	0	0	0
Total	78	100	84	100

Table 32 is self-evident. The first name was the method used for identifying the male/female gender in these positions. The data showed that one hundred percent of the c.e.o.'s and one hundred percent of the superintendents had male given names.

Comparison with National Data

Studies cited in chapter 11 indicated that there were no female c.e.o.'s or superintendents heading either organization. These data show no change from the national pattern of total male dominance among the c.e.o.'s and superintendents of the Upper Midwest.

Chapter V

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

The purpose of this chapter is to summarize the important points from previous chapters and to analyze the meaning of the data. There are three sections to this chapter. In the first section is a summary of the background procedures and results. In the second section conclusions are suggested. The third section offers recommendations.

SUMMARY

The major purpose of this study was to compare the personal profiles of school superintendents and chief executive officers from business in the Upper Midwest region. This section of the chapter will summarize the main aspects of the study.

Theoretical Background

Both the business executive and the educational executive play vital roles which are in accord with the priorities of the American way. The preservation of the free enterprise system requires a most able business leader. Education in a democracy must attract among the country's most competent individuals; those who can offer leadership so as to preserve these democratic ideals.

The theoretical basis of this study was derived from the literature concerning the leaders who emerge at the head of these fields in which

America places such high priority. The literature indicated that those who headed major educational and business organizations tended to acquire similar managerial skills. This has been true even though the ultimate goal of business has been profit and was compared with the educational enterprise where acquisition of knowledge and skill development were among the important products.

The theoretical basis of the study proposed that the managerial skills of c.e.o.'s and superintendents were similar. Therefore, it would be likely that c.e.o.s' and superintendents' personal profiles would show similarities as well.

Personal profiles have been available on business executives and separate personal profile data have been assembled on superintendents. Neither of these has been done simultaneously, nor in a way in which it was possible to determine if the factors in their backgrounds were similar. This is the first known study to have investigated and compared the personal profile characteristics of business leaders and superintendents in a coterminous area.

By asking c.e.o.'s and superintendents within an identical region the same questions, it was possible to compare their profiles and it was also possible to analyze the c.e.o.'s and superintendents separately. This included being able to compare each with previously conducted national studies in their separate areas. As most previous studies completed on c.e.o.'s and superintendents have involved scientific random samples of national populations, it was difficult to assess the real meaning of the comparison

of this study because the business section was not scientific. The comparison of this study with previous studies, therefore, was only valuable to the extent that it showed how these Midwest leaders compared with a national sample.

Methodology

The superintendents who were selected for this study were those who administered school districts in the Upper Midwest region with a student enrollment of 3,000 or more pupils. Ninety-eight superintendents were found with this amount of responsibility within this region. Ninety-eight chief executive officers were simultaneously surveyed within the same region. The c.e.o.'s were selected, so far as possible, first, within the same state as the superintendent; second, within the same city as the superintendent; third, with a revenue approximating the total school budgets that were administered by the superintendent; and fourth, by matching the number of employees of the school district with that of the business. This researcher recognized that it was impossible to assume that a true match would exist under those terms. However, it was felt that a degree of similarity existed between the c.e.o.'s and superintendents by carefully selecting them as equivalently as possible on the basis of location, revenue and number of employees.

The response rate was 85.7 percent for the superintendents, based on one mailout. Two mailouts were required among the c.e.o.'s, which resulted in an 80.7 percent return. Both the c.e.o.'s and superintendents were sent a questionnaire which requested information about age, salary,

working hours, family background, political background, educational background, religion, and mobility.

Because of the sensitivity of the information that was requested, confidentiality of the respondents was guaranteed to the extent that no individual was identifiable within the published data.

The results of the study apply only to c.e.o.'s and superintendents in the Upper Midwest region. As a total survey was done of all superintendents with a responsibility of 3,000 or more pupils, conclusions could be made about all of these superintendents within this region. C.e.o.'s were not selected randomly nor by any scientific method. Therefore, it was not proper to assume that the findings of this sample were representative of the population within the Upper Midwest region or the population in the United States in general.

Results

The questionnaire that was used allowed the measurement of the differences in personal profiles of c.e.o.'s and superintendents. It was decided to use the chi square (X^2) statistic at the .05 level of significance. The .05 level of statistical significance was chosen as the basis of retention or rejection of the null hypothesis. The reason for this choice of significance level was that the writer wished to guard against both type one and type two error.

Nineteen questions were selected to determine whether or not there

were significant differences in the personal profiles of c.e.o.'s and superintendents. Additionally, other comparisons were made but were not tested statistically. Facts produced from tables and figures served as the basis for comparison for that part of the study.

The nineteen hypotheses that were tested provided the comparisons between c.e.o.'s and superintendents for analysis. Additionally, the figures that accompany each hypothesis tested show separate profiles for the c.e.o.'s and the superintendents. This area was also subjected to interpretation. The findings below are a summary of the results of the tested hypotheses. It was found that c.e.o.'s and superintendents were similar in four areas. These included: 1) Age at first appointment; 2) Vacation time taken; 3) Born in same geographic location; 4) Place of birth of parents.

The respondents had eleven basic areas of difference. These included: 1) Formal educational level; 2) Current age; 3) Political attitude and party both four years ago and today; 4) Educational level of parents; 5) Economic background as a child; 6) Working hours per week; 7) Salary when first appointed and current salary; 8) Years with present company/district before gaining present position; 9) Age when appointed to present position; 10) Years as head of current company/district; 11) Number of different companies/districts worked for.

CONCLUSIONS

This research study is the first known attempt to compare c.e.o.'s and superintendents with controls that resulted in a degree of equivalency between the two. The results of this comparison are sufficiently persuasive to justify suggesting some important conclusions. This study has shown that there are several similarities and differences between the personal profiles of c.e.o.'s and superintendents.

The findings below are a summary of the results of the tested hypotheses and the analysis of the figures for the c.e.o.'s and the superintendents.

Hypothesis 1. Superintendents worked for more different school districts in their career ascendancy than the number of different companies c.e.o.'s worked for as they rose to the top. This means that superintendents have been more mobile in reaching the heights of their responsibility, requiring more moves than was the case for c.e.o.'s.

C.E.O.'s. Approximately one in every four c.e.o.'s was promoted to the top of his organization by remaining within his current company. Two-thirds of the c.e.o.'s got to the top of the organization in three moves or less.

Superintendents. Only a few superintendents have been named to this top position from within the district in which they have always worked. Only one in twenty reached this distinction. Most superintendents made at least

four moves when acquiring a responsibility of 3,000 or more in student enrollment. Approximately one in twenty of the superintendents moved eight times in his career ascendancy.

Hypothesis 2. There was a significant difference between the number of years c.e.o.'s and superintendents have been in their present positions.

C.E.O.'s. There seemed to be no upper limit on how long a c.e.o. could stay at the head of the organization. Advanced age and/or increased experience have not mitigated against c.e.o.'s, as this present study showed that nearly one in five was the head of his company for twenty or more years.

Superintendents. Superintendents' turnover increased significantly after spending the first four years in a district. Only one superintendent in the entire survey was found to have been in his position for twenty or more years. The high amount of mobility among superintendents results in a rather short duration most have within a district. A question might be raised as to whether all the mobility among superintendents was self-generated or imposed by the employer.

Hypothesis 3. There was no significant difference between the age when c.e.o.'s secured their first c.e.o. position and the age when superintendents secured their first superintendency. However, in analyzing the data, it was shown that ten c.e.o.'s were appointed to their first positions after age fifty-five, and only one superintendent was appointed after that age. This seems to bear out the proposition that advancing age is not as much of a negative

factor in a c.e.o.'s career as it is with superintendents.

C.E.O.'s. Chances of being appointed to the head of a company for the first time after age fifty-five are just as good as during any period of time after age thirty-nine. Increasing age among business executives was an acceptable basis for securing a first time c.e.o. appointment.

Superintendents. Nearly nine out of ten superintendents were appointed to their first superintendency between the ages of twenty-five and forty-four. This meant that there was only about one chance in ten for a superintendent to be appointed to a superintendency for the first time after the age forty-four.

National comparison. Businessmen surveyed in the Upper Midwest were considerably younger at age of entry as c.e.o.'s than the nation's top c.e.o.'s. Nationally, c.e.o.'s entry age was fifty while c.e.o.'s were only thirty-nine in the Upper Midwest region.

Nationally, superintendents with comparable responsibility with those in the Upper Midwest were thirty-eight at time of their first appointments. Upper Midwest superintendents were younger with a median age of thirty-one.

Hypothesis 4. There was a significant difference between age when c.e.o.'s first accepted their current position and the age when superintendents accepted their current superintendencies. C.e.o.'s had much greater latitude relative to age when being appointed to their positions than was the case with

superintendents. No superintendents were appointed under age thirty, and only 2.4 percent over age fifty-five. Over 30 percent of the c.e.o.'s were either appointed under the age of thirty or over the age of fifty-five.

C.E.O.'s. Restrictions on the age of the c.e.o.'s at the time of being appointed to their present position was not common. It was just as likely for a c.e.o. to have been appointed at age thirty as at age fifty-five or over, with nearly equivalent possibilities at all in-between age intervals.

Superintendents. Three-fourths of all superintendent appointments in districts over 3,000 were made between the ages of thirty-five and forty-nine. Only about two chances in a hundred existed for being appointed to a major superintendency after age fifty-five.

Hypothesis 5. There was a significant difference between the number of years the c.e.o.'s/superintendents were in their current companies/districts before gaining their present position. Approximately one-third of all the c.e.o.'s came into their leadership position from outside of their present company. At the same time, over two-thirds of the superintendents acquired their present position by coming in from the outside. The possibility of being named a c.e.o. from within the company was far greater than the possibility of being named superintendent from within the district.

C.E.O.'s. It made little difference as to how many years a c.e.o. was with his company if he made this appointment from within the company ranks. He had nearly an equivalent chance of being appointed c.e.o. after

five to nine years as he had after having twenty-five to twenty-nine years of experience within the company.

Superintendents. The possibility was only one in three of being promoted to superintendent from within the district. The greatest possibility of appointment to superintendent from within the district was within the first four years. No superintendent in this survey made the appointment from within the district after thirty or more years, and very few made it after ten years.

Hypothesis 6. There was a significant difference between the annual salaries of c.e.o.'s when they first joined the company and the annual salaries of superintendents when they were first employed into the district. A little over twice as many c.e.o.'s began their careers with the company at less than $15,000. This higher percent was most likely attributed to the fact that a higher percent of c.e.o.'s worked their way up within the company to eventually head the organization. Whereas, most superintendents were brought in from outside the district; thus had initial salaries above what it would have been had they had their prior experience within that district.

C.E.O.'s. Only about one-fourth of the c.e.o.'s first joined the company at a salary higher than $24,999.

Superintendents. The range of salaries for superintendents who first joined a district was relatively narrow, extending between $15,000 to not more than $55,000.

Hypothesis 7. There was a significant difference between the current annual salary of c.e.o.'s and the current annual salary of superintendents. C.e.o.'s in the Upper Midwest were paid between $25,000 and $225,000 or more. This range greatly exceeded the range for superintendents, which was limited to less than $25,000 up to the maximum of $54,999. Four out of five c.e.o.'s earned a higher salary than the highest paid superintendent.

C.E.O.'s. C.e.o.'s were paid a current median salary of between $75,000 and $94,999, with a high of over $225,000.

Superintendents. Superintendents' salaries encompass a very narrow range. Only one superintendent earned less than $25,000 and all the rest had a salary between $25,000 and $54,999. The majority of superintendents' salaries fell at the $35,000 to $44,999 range.

National comparison. Top business executives in the United States earn a median salary of $325,000 per year. The Upper Midwest c.e.o.'s are paid between $75,000 and $94,999.

The comparison between national salaries for superintendents and those in the Upper Midwest is invalid because the data from the national study were not current.

Hypothesis 8. There was a significant difference between c.e.o.'s and superintendents in the number of hours worked per week. Superintendents worked more hours than c.e.o.'s. The greatest disparity was that few superintendents worked less than forty-five hours per week, whereas a greater

number of c.e.o.'s worked less than forty-five hours per week.

C.E.O.'s. Approximately three-quarters of the c.e.o.'s worked between forty-five and sixty-four hours per week.

Superintendents. Nearly nine out of ten superintendents work between forty-five and sixty-four hours per week.

National comparison. The nation's top c.e.o.'s worked fifty-six hours per week. Upper Midwest c.e.o.'s worked between fifty-four and fifty-five hours per week.

A valid comparison of superintendents' working hours with national studies was not possible.

Hypothesis 9. There was no significant difference in the number of weeks of vacation taken by c.e.o.'s and superintendents. The major discrepancy was that no superintendent took more than four weeks, whereas nearly 10 percent of the c.e.o.'s enjoyed more than four weeks of vacation per year.

C.E.O.'s. Slightly more than one-third of the c.e.o.'s took two weeks or less vacation per year. The single most frequently taken vacation was of three weeks duration. Approximately 10 percent enjoyed five weeks or more vacation per year.

Superintendents. Approximately one-fourth of the superintendents took less than two weeks vacation per year, with one-fourth taking two weeks, one-fourth three weeks, and one-fourth four weeks. No superintendent reported taking more than four weeks vacation per year.

Hypothesis 10. There was a significant difference in the economic background in which c.e.o.'s and superintendents were raised. No superintendent came from a wealthy background, and very few c.e.o.'s had a wealthy background. The major difference between the two was that there was a larger middle class economic background for the c.e.o. than for the superintendent, which meant that there were more superintendents who came from poor background than was the case for the c.e.o.'s.

C.E.O.'s. A little over four out of five of the c.e.o.'s came from a middle class background. Very few indicated a wealthy background in their economic family background.

Superintendents. Nearly one-fourth of the superintendents came from a poor background, with the remainder being middle class. None came from a wealthy economic family background.

National comparison. The nation's top c.e.o.'s and those from this present study came almost equally from a middle class background as a child. Over four out of five had this distinction.

Hypothesis 11. There was no significant difference in the place of birth of c.e.o.'s and superintendents. In both cases approximately two-thirds of the c.e.o.'s and superintendents were born in the Upper Midwest area where the survey took place.

Hypothesis 12. There was no significant difference between the birth place of the parents of c.e.o.'s and the birth place of parents of superintendents.

Between 84 and 92 percent of the fathers and mothers of c.e.o.'s and superintendents were born in the United States. Nearly all of those not born in the United States were born in Europe.

Hypothesis 13. There was a significant difference between the level of education of the parents of c.e.o.'s and the level of education of the parents of superintendents. The educational level of the parents of c.e.o.'s was higher than the educational level of the parents of superintendents.

Hypothesis 14. There was a significant difference between the basic political leanings of c.e.o.'s and the basic political leanings of superintendents four years ago. C.e.o.'s four years ago could have been characterized as middle-of-the-road or conservative, with a very small percent of its membership being liberal. The superintendent, on the other hand, could have been characterized as being middle-of-the-road, with a much less but equivalent distribution between being liberal and conservative.

Hypothesis 15. There was a significant difference between the present political leanings of c.e.o.'s and superintendents. At present, c.e.o.'s were characterized as being basically conservative, with a little over a third of their membership being middle-of-the-road and practically none liberal. The superintendents were different in that nearly two-thirds of this membership was classified as middle-of-the-road. The conservative is the next most common category for the superintendent with a very small percent that

classified themselves as liberal.

C.E.O.'s. Over the past four years the political attitude of the c.e.o.'s has changed. They have become more conservative, less liberal, and less middle-of-the-road. The very distinct trend was that the political attitude of c.e.o.'s became increasingly conservative.

Superintendents. The superintendent was basically a middle-of-the-road individual. However, over the past four years, both the middle-of-the-road and conservative points of view have grown in membership at the expense of being liberal.

Hypothesis 16. There was a significant difference between the political party affiliations of c.e.o.'s and superintendents four years ago. At that time, three-fourths of the c.e.o.'s classified themselves as being affiliated with the Republican party. The Democratic party was the least popular. Four years ago superintendents were about equally distributed between the Republican party and being Independent. Approximately one-fourth of the superintendents indicated that they were affiliated with the Democratic party four years ago.

Hypothesis 17. There was a significant difference between the present political party affiliations of c.e.o.'s and superintendents. C.e.o.'s are strongly aligned with the Republican party, with most of the remaining declaring themselves Independent. On the other hand, superintendents were about equally divided in their attachment to the Republican party and as Independents. Only

one in ten classified himself as a Democrat. The major difference between c.e.o.'s and superintendents was that substantially larger numbers of superintendents declared themselves Independent and the great majority of c.e.o.'s were Republican.

C.E.O.'s. There have not been many dramatic changes in c.e.o.'s political party affiliations over the four years. There has been a slight growth in both the Independent and Republican parties at the expense of the Democratic party. For the c.e.o.'s, an affiliation with the Democratic party was practically non-existent.

Superintendents. Both the Independent and Republican parties have grown in percent of affiliation over the past four years at the expense of the Democratic party.

National comparison. The Upper Midwest c.e.o. is much more aligned with the Republican party than the nation's top c.e.o.'s. Slightly over half of the nation's top c.e.o.s are Republican, whereas three-quarters of the Upper Midwesterners have this affiliation. Neither classify themselves as Democratic as both possess this alignment at a rate of less than ten percent.

Hypothesis 18. There was a significant difference in the current age of c.e.o.'s and superintendents. The range of c.e.o.'s was much greater than that of superintendents. All superintendents ranged between the ages of thirty-five and sixty-nine, whereas there were c.e.o.'s under age

thirty-five and there were c.e.o.'s over age seventy. About nine out of ten of the superintendents ranged in age between forty and fifty-nine, whereas over 20 percent of the c.e.o.'s were over age sixty. These results indicate that the attitude about c.e.o.'s age was less significant than it was to superintendents. C.e.o.'s are appointed or are held in their position both at a younger and an older age than superintendents.

C.E.O.'s. There were few limitations on the age at which a c.e.o. was found to be in his present position. The range was great, with little apparent concern about whether he was too young or whether he was too old. However, the vast majority were currently between the ages of forty and sixty-four.

Superintendents. Nearly all practicing superintendents were found to be between the ages of thirty-five and fifty-nine. None was under the age of thirty-five and very few were found over age fifty-nine. Superintendents have a rather narrow age range of approximately twenty-four years in which their services are sought.

National comparison. The current age of all practicing superintendents and those in the Upper Midwest survey are almost identical.

The nation's top c.e.o.'s are slightly older than the Upper Midwest c.e.o.

Hypothesis 19. There was a significant difference between the highest educational level attained by c.e.o.'s compared with the educational level

attained by superintendents. Superintendents are much better educated. No practicing superintendent had less than a Master's Degree, and over half had Doctor's Degrees. Only about one in four of the c.e.o.'s had a Master's Degree or higher, and about one in four of the c.e.o.'s had no college degree at all.

C.E.O.'s. Approximately one-fourth of the practicing c.e.o.'s have no college degree, and only one c.e.o. was found to have had a Doctor's Degree.

Superintendents. The majority of superintendents in the Upper Midwest had their Doctor's Degree.

National comparison. The nation's top c.e.o.'s were more highly educated than those in this Upper Midwest study. Fewer were without degrees and more held advanced degrees.

In 1970 the superintendents of the larger districts of the nation were more highly educated than the superintendents of the Upper Midwest of today.

Other findings: The questionnaire addressed other aspects of comparisons between c.e.o.'s and superintendents. Below are listed the comparisonative results:

1. The occupations of fathers of c.e.o.'s and superintendents were compared. The major difference on the occupations of the two executive groups was that a much higher percent of superintendents had farmer

fathers than was the case with c.e.o.'s.

2. The type of high school from which c.e.o.'s and superintendents graduated was compared. Only three superintendents graduated from private high schools. All the rest were from public high school backgrounds. This, however, was quite different in the business world, where one in four came from a private school background.

3. The religious preference of c.e.o.'s and superintendents was compared. Among the greatest discrepancies were a substantially higher percent of Roman Catholics as c.e.o.'s than as superintendents, and a very substantially higher percent of Lutheran superintendents as compared with Lutheran c.e.o.'s.

4. Although the survey did not specifically ask the sex of the respondent, first names were used to determine that 100 percent of the c.e.o.'s and 100 percent of the superintendents were male.

Profile of a
Chief Executive Officer

A statistical composite profile of the typical c.e.o. of those presently surveyed within the Upper Midwest region.

Compensation:

Between $75,000 and $94,999

Mobility:

Worked for three companies

In present position between five to nine years

Five to nine years with company before c.e.o. appointment

Career path:

Began first c.e.o. position between ages thirty-five to thirty-nine

Age when current position was accepted was between forty and forty-four

Workload:

Between forty-five and fifty-four hours per week

Vacation:

Three weeks

Economic background as child:

Lower middle class

Birth place:

Upper Midwest

Political leanings:

Four years ago

Middle-of-the-road

Today

Conservative

Political party:

Four years ago

Republican 74.1 percent

Today

Republican 75.3 percent

Age:

Between fifty and fifty-four

Education:

B.A. Degree

Religious preference:

Roman Catholic

Lutheran

Job comparison with predecessor:

More difficult

Sex:

Male

Profile of a Superintendent

A statistical composite profile of the typical superintendent with a responsibility of 3,000 or more pupils presently surveyed within the Upper Midwest region.

Compensation:

Between $35,000 and $44,999

Mobility:

Worked for four districts

In present position between five and nine years

Zero years with district before superintendency appointment

Career path:

Began first superintendency between ages thirty-four and thirty-five

Age when current position was accepted was between forty and forty-four

Workload:

Between fifty-five and sixty-four hours per week

Vacation:

Three weeks

Economic background as child:

Lower middle class

Birth place:

Upper Midwest

Political leanings:

Four years ago

Middle-of-the-road

Today

Middle-of-the-road

Political party:

Four years ago

Independent 39.3 percent

Republican 36.9 percent

Today

Independent 46.4 percent

Republican 42.9 percent

Age:

Between forty-nine and fifty

Education:

Doctor's Degree

Religious preference:

Lutheran

Presbyterian

Job comparison with predecessor:

More difficult

Sex:

Male

A Comparison of the Typical Superintendent with the Typical C.E.O. in the Upper Midwest

	C.E.O.	Superintendent
1.	Salary is considerably higher	Salary is considerably less
2.	Less mobile	More mobile
3.	No difference in age when first appointed.	No difference in age when first appointed
4.	Few restrictions on age when appointed to present position	Age range was more restricted when appointed to present position
5.	Works shorter hours	Works longer hours
6.	No difference in amount of vacation time taken	No difference in amount of vacation time taken
7.	No difference in economic background as a child	No difference in background as a child
8.	Born in same locale	Born in same locale
9.	Politically is more conservative and Republican	Politically is more middle-of-the-road and Independent
10.	Is slightly older	Is slightly younger
11.	Much less formal education	Considerably more formal education
12.	More Roman Catholic	More Lutheran
13.	Sex is the same	Sex is the same

RECOMMENDATIONS

Too frequently educators restrict their comparability studies of salaries, training requirements, and working hours to other superintendents in various regions, or states of the nation. Very little effort has been put forward to establish the comparability of personal profiles between superintendents and businessmen. Therefore, comparisons between the two including their compensations, personal background and job characteristics have not taken place. This study should be a forerunner to much future national activity of a similar nature.

It is therefore recommended that studies of a national scope, using random samples and scientific methodology of surveying be instituted immediately to bring forth the comparative information between these two types of executives. The information elicited from these studies should get national attention so that the public is made much more aware of the discrepancies and similarities between the leaders within the business world and the education world.

Should these national studies show similar results and the general public becomes aware of these findings, then perhaps school superintendents will be rewarded at a level comparable with the business executive, if not higher.

It is further recommended that research be conducted to determine the reasons why business executives hold these leadership positions at both

younger and older ages than superintendents. Is it because there is an inherent difference in the job, or in the individual? On the other hand, perhaps there is no difference and a valuable human resource is being lost to education. Should this be the case, it should become better known than it is today so that children can profit from the best leadership available regardless of the age at which it is delivered.

Further investigation should be undertaken into the implications of the c.e.o. and the superintendent being more conservative and/or middle-of-the-road than the rest of the society of which they serve. A near absence of liberals in these important leadership positions may be operating at a detriment to each of their respective organizations and their future progress. It would seem fruitful to pursue more investigation into long-range effects of political leadership virtually devoid of the liberal element of the spectrum.

Another question relates to why the respective organizations tended to take different routes for acquiring the leadership at the top executive positions. It appeared that business puts greater effort into bringing potential chief executive officers up through the ranks. Superintendents, on the other hand, have to get their training experience by moving from one district to another. An interesting study would be an identification of positive and negative aspects of superintendents who acquire their position by staying within the same organization throughout their entire career versus those who have been mobile. If such a study showed that there is no positive difference in the quality of educational leadership in the home grown superintendent, it would

seem that school districts should put much greater effort into the development of its own personnel for future executive positions than is now the case. This would additionally remove one of the major complaints found in education today, that being that there is little chance for advancement. Such a locked-in feeling may have a negative effect on otherwise upward-mobile individuals. If education offered many more programs of inservice and administrative development, a possibility might exist that more satisfaction would be found within the ranks than is now the case. This appears to be a very ripe area for further investigation and analysis.

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APPENDIX A

RANK ORDER OF SCHOOL DISTRICTS IN UPPER MIDWEST WITH 3000 OR MORE STUDENTS, 1976-77

	Districts	Student Enrollment
1.	Minneapolis Minnesota	58,745
2.	St. Paul, Minnesota	44,080
3.	Anoka, Minnesota	32,417
4.	Robbinsdale, Minnesota	26,079
5.	Bloomington, Minnesota	22,673
6.	Duluth, Minnesota	21,808
7.	Billings, Montana	17,758
8.	Great Falls, Montana	17,145
9.	Sioux Falls, South Dakota	16,895
10.	Rochester, Minnesota	16,171
11.	Moundsview, Minnesota	15,264
12.	Osseo, Minnesota	14,630
13.	Roseville, Minnesota	12,974
14.	Rapid City, South Dakota	12,960
15.	St. Cloud, Minnesota	12,423
16.	North St. Paul, Minnesota	12,039
17.	Burnsville, Minnesota	11,441
18.	Cottage Grove, Minnesota	11,201
19.	Eau Claire, Wisconsin	10,978
20.	White Bear Lake, Minnesota	10,877
21.	Edina, Minnesota	10,578
22.	Fargo, North Dakota	9,918
23.	Grand Forks, North Dakota	9,827
24.	Hopkins, Minnesota	9,714
25.	Rosemount, Minnesota	9,116
26.	Butte, Montana	9,004

27.	Minot, North Dakota	8,882
28.	LaCrosse, Wisconsin	8,839
29.	Richfield, Minnesota	8,792
30.	St. Louis Park, Minnesota	8,655
31.	Stillwater, Minnesota	8,618
32.	Bismark, North Dakota	8,425
33.	Mankoto, Minnesota	8,330
34.	Helena, Montana	7,515
35.	Minnetonka, Minnesota	7,330
36.	Superior, Wisconsin	7,213
37.	Moorhead, Minnesota	7,151
38.	Wayzata, Minnesota	6,994
39.	Columbia Heights, Minnesota	6,984
40.	Brainerd, Minnesota	6,945
41.	Austin, Minnesota	6,903
42.	Albert Lea, Minnesota	6,861
43.	West St. Paul, Minnesota	6,589
44.	Missoula, Montana (Elementary)	6,448
45.	Forest Lake, Minnesota	6,371
46.	Winona, Minnesota	6,363
47.	Aberdeen, South Dakota	6,077
48.	Grand Rapids, Minnesota	5,594
49.	Fridley, Minnesota	5,541
50.	Hastings, Minnesota	5,411
51.	South St. Paul, Minnesota	5,406
52.	Marquette, Michigan	5,310
53.	Spring Lake Park, Minnesota	5,191
54.	Escanaba, Michigan	5,148
55.	Hibbing, Minnesota	5,083
56.	Owatonna, Minnesota	4,997

57.	Bemidji, Minnesota	4,978
58.	Fairibault, Minnesota	4,914
59.	Sault Sainte Marie, Michigan	4,910
60.	Chippewa Falls, Wisconsin	4,903
61.	Wilmar, Minnesota	4,567
62.	Inver Grove, Minnesota	4,520
63.	Kalispell, Montana	4,349
64.	Elk River, Minnesota	4,348
65.	Bozeman, Montana	4,346
66.	Missoula, Montana (High School)	4,202
67.	Rhinelander, Wisconsin	4,176
68.	Alexandria, Minnesota	4,140
69.	Fergus Falls, Minnesota	4,111
70.	Little Falls, Minnesota	4,095
71.	Mound, Minnesota	4,014
72.	Merrill, Wisconsin	3,942
73.	Cambridge, Minnesota	3,909
74.	Red Wing, Minnesota	3,752
75.	Watertown, South Dakota	3,747
76.	Lake Superior, Minnesota	3,737
77.	St. Francis, Minnesota	3,584
78.	Cloquet, Minnesota	3,560
79.	Jamestown, North Dakota	3,556
80.	Huron, South Dakota	3,529
81.	Detroit Lakes, Minnesota	3,528
82.	New Ulm, Minnesota	3,471
83.	Chaska, Minnesota	3,399
84.	Thief River Falls, Minnesota	3,385
85.	Buffalo, Minnesota	3,383
86.	International Falls, Minnesota	3,377

87.	Mitchell, South Dakota	3,332
88.	Northfield, Minnesota	3,321
89.	Anaconda, Montana	3,319
90.	Worthington, Minnesota	3,313
91.	Yankton, South Dakota	3,257
92.	Gwinn, Michigan	3,175
93.	Mandan, North Dakota	3,119
94.	Proctor, Minnesota	3,051
95.	Libby, Montana	3,050
96.	Havre, Montana	3,033
97.	Rice Lake, Wisconsin	3,016
98.	Lakeville, Minnesota	3,012

LISTING OF COMPANIES SURVEYED - BY STATE

Minnesota

Company	City Location	Revenue (In Millions)	Employees
1. Munsingwear, Inc.	Minneapolis	104.0 m	4,432
2. LSM Corporation	Bloomington	2.7 m	81
3. Anoka Electric Cooperative	Anoka	13.9 m	180
4. International Dairy Queen, Inc.	Bloomington	58.9 m	320
5. Apogee Enterprises, Inc.	Bloomington	38.6 m	961
6. Superwood Corp.	Duluth	30.0 m	680
7. Kahler Corp.	Rochester	23.7 m	1,646
8. Comten, Inc.	Moundsview	27.0 m	851
9. Barbarossa & Sons, Inc.	Osseo	28.0 m	375
10. Werner Continental, Inc.	Roseville	59.4 m	1,550
11. Stearns Manufacturing Company	St. Cloud	16.9 m	800
12. Twin City Barges	No. St. Paul	24.8 m	330
13. Our Own Hardware Co.	Burnsville	70.0 m	350
14. Kodicor, Inc.	Minneapolis	23.1 m	500
15. Investment Corp. of America, Inc.	Minneapolis	22.3 m	170
16. Data Card Corp.	Edina	21.0 m	1,050
17. Thompson Enterprises, Inc.	Hopkins	30.0 m	400
18. Magnetic Controls Co.	Edina	18.5 m	732
19. Interplastic Corp.	Minneapolis	20.2 m	141

20.	El Dorado International, Inc.	St. Louis Park	22.0 m	750
21.	Advertising Unlimited, Inc.	Mankato	5.3 m	225
22.	Kato Engineering Co.	Mankato	20.0 m	500
23.	Econo-Therm Energy Systems Corp.	Minnetonka	12.8 m	267
24.	CPT Corp.	Hopkins	13.0 m	198
25.	National Computer Systems, Inc.	Edina	12.7 m	500
26.	Cir-Tech, Inc.	Columbia Heights	2.0 m	100
27.	Scherr-Tumeco, Inc.	St. James	5.5 m	250
28.	George A. Hormel and Company	Austin	1,094.0 m	8,600
29.	Elliot Packing Co.	Duluth	16.0 m	200
30.	Anderson Trucking Service Inc.	St. Cloud	15.0 m	140
31.	Gust Lagerquist & Son, Inc.	Minneapolis	5.3 m	100
32.	Watkins Products, Inc.	Winona	17.0 m	450
33.	Lees Manufacturing Company	Cannon Falls	7.0 m	220
34.	Brothern, Inc.	Fridley	4.5 m	42
35.	National School Studios	Bloomington	26.0 m	1,300
36.	Infocorp, Inc.	Minneapolis	.16 m	21
37.	Lloyd Companies, Inc.	Mankato	13.0 m	110
38.	Advanced-United Expressways, Inc.	Minneapolis	9.9 m	320
39.	Owatonna Canning Co.	Owatonna	16.0 m	350
40.	T.O. Plastics, Inc.	Bloomington	9.1 m	160
41.	Faribault Wollen Mill Co.	Faribault	6.6 m	156
42.	Willmar Poultry Co.	Willmar	16.1 m	150

43.	Midtex, Inc.	No. Mankato	11.9 m	700
44.	Wegner, Corp.	Owatonna	8.0 m	180
45.	Bellanca Aircraft Corp.	Alexandria	8.9 m	225
46.	Otter Tail Power Company	Fergus Falls	71.0 m	800
47.	Rochester Silo Co.	Rochester	6.6 m	220
48.	Progressive Contractors, Inc.	Osseo	12.0 m	215
49.	Bemis Company, Inc.	Minneapolis	609.5 m	13,288
50.	Riedell Shoes, Inc.	Red Wing	4.4 m	160
51.	General Resource Corp.	Hopkins	6.2 m	142
52.	Waters Instruments, Inc.	Rochester	5.4 m	151
53.	Diamond Tool and Horseshoe Co.	Duluth	5.0 m	600
54.	Dynamic Homes, Inc.	Detroit Lakes	8.4 m	120
55.	Tachtronic Instruments, Inc.	New Ulm	2.1 m	75
56.	M.A. Gedney Co.	Chaska	10.0 m	140
57.	Hydra-Mac, Inc.	Thief River Falls	7.0 m	125
58.	Minnetonka, Inc.	Buffalo	8.4 m	175
59.	Kallestad Laboratories, Inc.	Chaska	4.9 m	151
60.	Sheldahl, Inc.	Northfield	46.8 m	1,160
61.	Hall Leonard Publishing Corp.	Winona	7.2 m	160
62.	Nutting Truck and Caster Co.	Proctor	5.5 m	200
63.	Northwest Bituminous Inc.	Lakeville	4.2 m	113
64.	Cherne Industrial, Inc.	Edina	4.3 m	90

Wisconsin

Company	City Location	Revenue (In Millions)	Employees
65. Chippewa Motor Freight	Eau Claire	17.0 m	500
66. La Crosse Rubber Mills Co. Inc.	La Crosse	15.0 m	628
67. Fraser Shipyards, Inc.	Superior	10.0 m	250
68. Chippewa Shoe Co.	Chippewa Falls	9.5 m	230
69. Phillips Plastics Corp.	Phillips	11.0 m	350
70. Packerland Packaging	Chippewa Falls	5.0 m	425

Michigan

71. McLoone Metal Graphics Inc.	La Crosse, Wisc.	3.5 m	175
72. Upper Peninsula Power Co.	Houghton	32.5 m	445
73. Friday Canning Corp.	New Richmond, Wisc.	15.0 m	300
74. Eau Claire Press Co.	Eau Claire, Wisc.	3.6 m	115

North Dakota

75. Northern Improvement Co.	Fargo	28.0 m	250
76. Robertson Companies, Inc.	Grand Forks	23.6 m	233
77. Western States Life Insurance Co.	Fargo	21.5 m	100
78. Provident Life Insurance Co.	Bismarck	21.6 m	125

79.	Dakota Bake-N-Serve Inc.	Jamestown	19.3 m	330
80.	Robert Gibb and Sons, Inc.	Fargo	5.8 m	100

South Dakota

81.	Raven Industries, Inc.	Sioux Falls	22.2 m	826
82.	Black Hills Power and Light Co.	Rapid City	20.2 m	302
83.	Egger Steel Co.	Sioux Falls	11.0 m	175
84.	Western Surety Co.	Sioux Falls	17.3 m	300
85.	Flanery Meats Inc.	Huron	2.4 m	110
86.	Sheesley Plumbing & Heating Co.	Mitchell	12.0 m	150
87.	Kolberg Manufacturing Corp.	Yankton	6.3 m	150

Montana

88.	Pierce Packing Co., Inc.	Billings	55.3 m	525
89.	Bancorporation of Montana	Great Falls	15.8 m	253
90.	Montana Power Co.	Butte	170.2 m	1,680
91.	United Industries	Billings	30.8 m	200
92.	Washington Construction Company	Missoula	20.0 m	500
93.	Del Conner Lumber, Inc.	Darby	3.4 m	105
94.	Great Falls Gas Co.	Great Falls	9.7 m	60
95.	Bee Line Transportation, Inc.	Missoula	3.4 m	100

96.	Kampgrounds of America, Inc.	Billings	9.1 m	175
97.	Empire Sand and Gravel, Co.	Billings	6.9 m	120
98.	The Montana Corporation	Great Falls	3.5 m	200

Median C.E.O.

Revenue: $13.9 Million

Employees: 235.1

APPENDIX B

MSU

SCHOOL OF BUSINESS
HARVEY A. LARSON, DEAN
ALFRED L. DAY, ASSISTANT DEAN
MONTANA STATE UNIVERSITY, BOZEMAN 59715

March 24, 1978

Will you do us a favor?

We are conducting a regional survey among chief executive officers located in the 9th Federal Reserve District. This area includes Montana, North Dakota, South Dakota, Minnesota and portions of Wisconsin and Michigan. One of the major purposes of this research is to establish a profile of business executives in this specific region. The survey instrument is almost identical to the one used by Fortune Magazine which regularly publishes the profiles of the nation's top 500 business leaders.

Your organization was one of 100 in this region selected for this study and you are listed by Corporate Report as the chief executive officer. Your answers are very important to the accuracy of our research and are very important to us at Montana State University.

It will take only a very short time to answer the simple questions on the enclosed questionnaire and to return it in the stamped reply envelope.

Of course all answers are confidential and will be used in combination with those of other chief executive officers from the 9th Federal Reserve District.

If you are interested in receiving a report on the findings of this research, just write your name and address at the end of this questionnaire, or if you prefer, request the results of the survey in a separate letter. We will be glad to send you a complimentary report when ready.

Please return the completed questionnaire at your earliest convenience. Thank you for your help.

Sincerely,

Milton K. Negus

Milton K. Negus, Researcher

Harvey A. Larson

Harvey A. Larson, Dean
School of Business
Montana State University

SURVEY OF CHIEF EXECUTIVE OFFICERS

1. Including your present company, how many different companies have you worked for? . . . . . _____companies

2. How many years have you been chief executive officer of this company? . . . . . _____years

3. What was your age when you became chief executive officer for the first time? . . . . . I was _____ years old

4. What was your age when you became chief executive officer of this company? . . . . . .I was _____ years old

5. How many years had you been with the company before you became chief executive officer? . . . . . _____years

6. What was your job or title when you first joined your current company? _____

7. Which of the following groups best describe your annual employment income from your current employer--when you first joined the company and at this time? (Please include all forms of remuneration from your job.)

	When I first joined the company	In 1978
Less than $ 15,000.....	☐	☐
$ 15,000--$ 24,999.....	☐	☐
$ 25,000--$ 34,999.....	☐	☐
$ 35,000--$ 44,999.....	☐	☐
$ 45,000--$ 54,999.....	☐	☐
$ 55,000--$ 74,999.....	☐	☐
$ 75,000--$ 94,999.....	☐	☐
$ 95,000--$104,999.....	☐	☐
$105,000--$124,999.....	☐	☐
$125,000--$174,999.....	☐	☐
$175,000--$224,999.....	☐	☐
$225,000--$274,999.....	☐	☐
$275,000--$324,999.....	☐	☐
$325,000--$374,999.....	☐	☐
$375,000 or over	☐	☐

ABOUT BEING CHIEF EXECUTIVE

1. How would you rate your present job in comparison with that of your predecessor?

My job is...More difficult ☐ Less difficult ☐ About the same ☐

2. On the average, how many hours a week do you spend on company business?

Less than 35 hours ☐
35-44 hours..... ☐
45-54 hours..... ☐
55-64 hours..... ☐
65 hours or over.. ☐

3. How many weeks of vacation do you take a year?

Less than 2 weeks ☐	5-6 weeks ..... ☐
2 weeks ..... ☐	7-8 weeks ..... ☐
3 weeks ..... ☐	More than 8 weeks ☐
4 weeks ..... ☐	

ABOUT YOUR FAMILY BACKGROUND

1. How would you describe the economic background in which you were brought up as a child? (Please check one)

Poor..... ☐
Lower Middle Class..... ☐
Upper Middle Class..... ☐
Wealthy..... ☐

2. Where were you born?

_____ (City or Town) _____ (State) _____ (Country if othern than U.S.)

3. Where were your parents born? (Please check one box for each parent.)

	Father	Mother
In the United States	☐	☐
Europe	☐	☐
Other	☐	☐

4. What is the highest educational level attained by your parents? (Please check one box for each parent.)

	Father	Mother
Grade School	☐	☐
High School	☐	☐
Attended College	☐	☐
Graduated from College	☐	☐
Graduate Study or Degree	☐	☐

5. What was your father's occupation?

Head of same corporation as mine ☐	Skilled laborer..... ☐
Business Executive..... ☐	Semi-skilled or unskilled laborer... ☐
Professional..... ☐	Farmer..... ☐
Clerical..... ☐	

ABOUT YOUR POLITICAL BACKGROUND

1. How would you describe your basic political leanings?

a. I consider myself basically....	4 Years Ago	At the Present
Liberal	☐	☐
Middle-of-the-road	☐	☐
Conservative	☐	☐

b. I tend to identify more with....	4 Years Ago	At the Present
Republican candidates	☐	☐
Democratic candidates	☐	☐
I consider myself Independent, voting for the candidate, not the party.....	☐	☐

ABOUT YOU

1. What is your age?

Under 35 ☐ 35-39... ☐ 40-44... ☐ 45-49 ☐ 50-54 ☐ 55-59 ☐ 60-64..... ☐ 65-69..... ☐ 70 or over ☐

2. What type of school did you graduate from at the completion of your secondary school education (check one)

Public Secondary School.... ☐
Private Secondary School... ☐

3. What is the highest educational level attained? (Please check one)

No College Degree..... ☐
Graduated from College.... ☐
Postgraduate study Without Degree..... ☐
Masters Degree.... ☐
Law Degree..... ☐
Doctors Degree.... ☐

4. What is your religious preference?

Episcopalian ☐
Presbyterian ☐
Methodist... ☐
L.D.S. ..... ☐
Baptist..... ☐
Roman Catholic ☐
Congregational ☐
Lutheran ☐
Unitarian ☐
Jewish... ☐
Other _____ (Please Specify)

THANK YOU FOR YOUR HELP. Please return this questionnaire in the envelope provided:

Dr. Harvey A. Larson, Dean
School of Business
Montana State University
Bozeman, Montana 59717

MSU

SCHOOL OF BUSINESS
HARVEY A. LARSON, DEAN
ALFRED L. DAY, ASSISTANT DEAN
MONTANA STATE UNIVERSITY, BOZEMAN 59715

April 17, 1978

Recently we sent you a short questionnaire. We were asking for information that would help us establish the personal profile of chief executive officers in the Upper-Midwest region. As we sent out only a limited number of these, your answer is very important to the accuracy of our survey.

It will only take a moment to fill out and return the form in the stamped envelope enclosed. If you have already done so, many thanks. If you have not yet had a chance to answer, we should be most grateful if you would do so now. Your answer will be held in strict confidence, of course.

Cordially yours,

Milton K. Negus, Researcher

P.S. Possibly the original request went astray in the mails. Therefore, we enclose another form.

msu

COLLEGE OF EDUCATION MONTANA STATE UNIVERSITY. BOZEMAN 59715

March 29, 1978

Will you do us a favor?

We are conducting a regional survey among superintendents located in the 9th Federal Reserve District. This area includes Montana, North Dakota, South Dakota, Minnesota and portions of Wisconsin and Michigan. The purpose of this research is to develop a profile of the top superintendents and to make a comparison with the profile of leading business executives in this same region.

Your name appeared as the superintendent of one of the 100 largest school districts in the 9th Federal Reserve District. Your answers are very important to the accuracy of our research and are very important to us at Montana State University.

It will take only a very short time to answer the simple questions on the enclosed questionnaire and to return it in the stamped reply envelope.

Of course, all answers are confidential and will be used only in combination with other superintendents and chief executive officers of business.

If you are interested in receiving a report on the findings of this research, just write your name and address at the end of this questionnaire, or if you prefer, request the results of this survey in a separate letter. We will be glad to send you a complimentary report when ready.

Please return the completed questionnaire at your earliest convenience. Thank you for your help.

Sincerely,

Milton K. Negus

Researcher; Milton K. Negus, Superintendent
Bozeman Public Schools

Earl N. Ringo

Earl N. Ringo, Dean
College of Education
Montana State University

SURVEY OF SUPERINTENDENTS

1. Including your present district, how many different districts have you worked for? . . . . . _____districts

2. How many years have you been superintendent of this district? . . . . . _____ years

3. What was your age when you became superintendent for the first time? . . . . . I was _____ years old

4. What was your age when you became superintendent of this district? . . . . . I was _____ years old

5. How many years had you been with the district before you became superintendent? . . . . . _____ years

6. What was your job or title when you first joined your current district? _____

7. Which of the following groups best describe your annual employment income from your current employer--when you first joined the district and at this time? (Please include all forms of remuneration from your job.)

	When I first joined the District	In 1978
Less than $ 15,000.....	☐	☐
$ 15,000--$ 24,999.....	☐	☐
$ 25,000--$ 34,999.....	☐	☐
$ 35,000--$ 44,999.....	☐	☐
$ 45,000--$ 54,999.....	☐	☐
$ 55,000--$ 74,999.....	☐	☐

ABOUT BEING SUPERINTENDENT

1. How would you rate your present job in comparison with that of your predecessor?

My job is...More difficult ☐ Less difficult ☐ About the same ☐

2. On the average, how many hours a week do you spend on district business?

Less than 35 hours ☐
35-44 hours..... ☐
45-54 hours..... ☐
55-64 hours ☐
65 hours or over.. ☐

3. How many weeks of vacation do you take a year?

Less than 2 weeks ☐
2 weeks ..... ☐
3 weeks ..... ☐
4 weeks ..... ☐
5-6 weeks ..... ☐
7-8 weeks ..... ☐
More than 8 weeks ☐

ABOUT YOUR FAMILY BACKGROUND

1. How would you describe the economic background in which you were brought up as a child? (Please check one)

Poor..... ☐
Lower Middle Class .. ☐
Upper Middle Class .. ☐
Wealthy ..... ☐

2. Where were you born?

_____ _____ _____
(City or Town) (State) (Country if other than U.S.)

3. Where were your parents born? (Please check one box for each parent.)

	Father	Mother
In the United States	☐	☐
Europe	☐	☐
Other	☐	☐

4. What is the highest educational level attained by your parents? (Please check one box for each parent.)

	Father	Mother
Grade School	☐	☐
High School	☐	☐
Attended College	☐	☐
Graduated from College	☐	☐
Graduate Study or Degree	☐	☐

5. What was your father's occupation?

Business Executive ☐
Professional ☐
Clerical ☐
Skilled laborer ☐
Semi-skilled or unskilled laborer ☐
Farmer ☐

ABOUT YOUR POLITICAL BACKGROUND

1. How would you describe your basic political learnings?

a. I consider myself basically....

	4 Years Ago	At the Present
Liberal	☐	☐
Middle-of-the-road	☐	☐
Conservative	☐	☐

b. I tend to identify more with....

	4 Years Ago	At the Present
Republican candidates.....	☐	☐
Democratic candidates.....	☐	☐
I consider myself Independent, voting for the candidate,... not the party.....	☐	☐

ABOUT YOU

1. What is your age:

Under 35 ☐	45-49 ☐	60-64..... ☐
35-39... ☐	50-54 ☐	65-69..... ☐
40-44... ☐	55-59 ☐	70 or over ☐

2. What type of school did you graduate from at the completion of your secondary school education (check one)

Public Secondary School....☐
Private Secondary School...☐

3. What is the highest educational level attained? (Please check one)

No College Degree..... ☐	Masters Degree ☐
Graduated from College... ☐	Law Degree ☐
Postgraduate study Without Degree ..... ☐	Doctors Degree ☐

4. What is your religious preference?

Episcopalian ☐	Baptist ☐	Lutheran ☐
Presbyterian ☐	Roman Catholic ☐	Unitarian ☐
Methodist ☐	Congregational ☐	Jewish ☐
L.D.S. ☐		Other_____ (Please specify)

And finally, to help us with our data processing, please tell us:

ABOUT YOUR DISTRICT

(Please check one)

Employees: (Certificated and non-certificated)

0 - 249 ☐	1000 - 1999 ☐	5,000 - 24,999 ☐
250 - 499 ☐	2000 - 2999 ☐	25,000 - 44,999 ☐
500 - 749 ☐	3000 - 3999 ☐	45,000 - 64,999 ☐
750 - 999 ☐	4000 - 4999 ☐	65,000 - or more ☐

Operating Budgets (ALL budgets combined)

0 - 2.9 mil ☐	15 - 19.9 mil ☐	80 - 99.9 mil ☐
3 - 4.9 mil ☐	20 - 39.9 mil ☐	100 - 299.9 mil ☐
5 - 9.9 mil ☐	40 - 59.9 mil ☐	300 - 499.9 mil ☐
10 -14.9 mil ☐	60 - 79.9 mil ☐	500 and over ☐

THANK YOU FOR YOUR HELP. Please return this questionnaire in the envelope provided to:

Dr. Earl N. Ringo, Dean
College of Education
Montana State University
Bozeman, Montana 59717

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Negus, Milton K
A study comparing the personal profiles of school superintendents ...

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