

16.2.2026

**Author**

ROSSER, Vicki J.

**Title**

A national study on midlevel leaders in higher education : the unsung professionals in the academy

**Publication year**

2004

**Source/Footnote**

In: Higher education. - 48 (2004) 3, S. 317 - 337

**Inventory number**

18024

**Keywords**

Ausland : USA : Forschung, Hochschullehrer ; Mittelbau

**Abstract**

A national study was conducted to examine the quality of midlevel leaders' worklife, satisfaction, morale and their intentions to leave. The study included 4,000 midlevel leaders who were randomly selected from a total national population of 11,300 from both public and private institutions within five Carnegie classifications (e.g., Doctoral/research-extensives and intensives, Baccalaureate generals and Liberal arts) across the United States. Three separate mailings yielded 2,000 responses for a 50 percent return rate and 1966 useable surveys. Midlevel leaders are defined as academic or non-academic support personnel within the structure of higher education organizations (e.g., directors and coordinators of admissions, institutional research, registrars, computing and technology, human resources, alumni affairs, student affairs, placement and counseling services, financial aid, development and planned giving). This national study proposes: (1) to examine those demographic characteristics and worklife issues that may have an impact on the perceptions of midlevel leaders' morale, satisfaction and intent to leave; and (2) to demonstrate the role satisfaction and morale has on midlevel leaders' intentions to stay or leave their current position or career. The findings indicate that

**16.2.2026**

individual perceptions of midlevel leaders' professional and institutional worklife are powerful variables that have an impact on their satisfaction, morale, and turnover intentions. (HRK / Abstract übernommen), Rosser, Vicki J., E-Mail: rosserv@missouri.edu