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Appendix A:  
E-mail to NACA Members Asking for Nominations

Hello!

My name is Megan Page and I am a second year master's student in the Higher Education and Student Affairs program at Virginia Tech. I am currently conducting a research project to investigate the characteristics of successful programming boards and I need your help. Based on the information provided in the NACA Member Guide, I have determined that you are in the [insert region] NACA region. This means that the states in your region include [insert states]. I would like to ask what you believe are the colleges and universities that host the four most successful programming boards in your region. If you would be willing to help me, please reply to this email indicating the four programming boards that you would describe as successful from your region in rank order. Note that you are welcome to nominate your own institution if you feel it falls into the top four in your region.

- 1.
- 2.
- 3.
- 4.

Additionally, please indicate the criteria you used to identify top programming boards (i.e. word of mouth, reputation, quality of programs).

- 1.
- 2.
- 3.

In order for me to proceed with the study, I would appreciate a response from you by no later than [insert date]. Thank you for your time and help with this research project.

Sincerely,

Megan A. Page

Appendix B:  
E-mail Reminder to NACA Members Asking for Nominations

Hello,

One week ago I sent a message requesting your help with my current research project. I am conducting a study to investigate the characteristics of successful programming boards and I need your help. According to my records, I have not yet received your response. Based on the information provided in the NACA Member Guide, I have determined that you are in the [insert region] NACA region. This means that the states in your region include [insert states]. I would like to ask what you believe are the colleges and universities that host the four most successful programming boards in your region. If you would be willing to help me, please respond to this email indicating the four institutions that you would describe as successful from your region in rank order. Note that you are welcome to nominate your own institution if you feel it falls into the top four in your region.

- 1.
- 2.
- 3.
- 4.

Additionally, please indicate the criteria you used to identify top programming boards (i.e. word of mouth, reputation, quality of programs).

- 1.
- 2.
- 3.

In order for your opinion to be included in the study, please respond to this email indicating the four programming boards that you would describe as successful from your region in rank order by no later than [insert date]. Thank you for your time and help with this research project.

Sincerely,

Megan A. Page

Appendix C:  
E-mail to Programming Board Advisors to Solicit Participation

Dear Programming Board Advisor,

I am contacting you regarding a research project that I am conducting as a part of my graduate study. The purpose of my research project is to examine the characteristics of successful programming boards. The Institutional Review Board at my home institution has approved this research project. NACA members identified your programming board as one of the most successful boards in your region. Because of this distinction, I am writing to ask if you would be interested in participating in my study.

Participation in this study involves two steps. First, you will be asked to provide copies of the following documents:

- (a) the Annual Report for the office or department where the programming board is housed for 2000/01, 2001/02, and 2002/03
- (b) an organizational chart of the Division of Student Affairs
- (c) an organizational chart of the office or department where the programming board is housed
- (d) the resumes of each of the professional staff whose job responsibilities include working with the programming board
- (e) the mission statement of the programming board
- (f) the institutional mission statement

Once data from these documents have been analyzed to answer as many of the research questions posed in this study as possible, you will be contacted and asked to participate in a short (15-20 minute) phone interview so that I may obtain data regarding the rest of my research questions. To entice you to participate, please know that I will be happy to provide you with the results of the study if you so desire.

If you are willing to participate in my study, please reply to this email to let me know. Please feel free to contact me with any questions that you have before you commit to participating. Thank you for your time and I look forward to learning more about your programming board.

Sincerely,

Megan A. Page

Appendix D:  
Institutional Profile Form

## Institutional Profile

### I. Section One: Institution and Contact Information

Institution name: \_\_\_\_\_

Institution type:    Public     Private

FTE Undergraduate Enrollment: \_\_\_\_\_

Contact Name: \_\_\_\_\_                      Contact Email: \_\_\_\_\_

Contact Title: \_\_\_\_\_                      Contact Phone Number: \_\_\_\_\_

Interview Date: \_\_\_\_\_                      Interview Time: \_\_\_\_\_

### II. Section Two: Organizational and Management Characteristics

How many students hold leadership positions for the programming board? \_\_\_\_\_

Is there an executive board?    Yes     No

If yes, how many executive positions are there and what are their titles?

- |          |          |
|----------|----------|
| 1. _____ | 4. _____ |
| 2. _____ | 5. _____ |
| 3. _____ | 6. _____ |

Are there committees, sub-committees, or ad hoc committees?    Yes     No

If yes, how many committees are there and what are their titles?

- |          |           |
|----------|-----------|
| 1. _____ | 7. _____  |
| 2. _____ | 8. _____  |
| 3. _____ | 9. _____  |
| 4. _____ | 10. _____ |
| 5. _____ | 11. _____ |
| 6. _____ | 12. _____ |

How is the President of the organization selected?

- By Default
- General Student Body Election
- Tenured in
- Selected by University committee
- Elected by CUPB representatives
- Other: \_\_\_\_\_

Are there restrictions or requirement to run for President?  Yes  No

If yes, what are they?

- GPA: \_\_\_\_\_
- Experience in Organization: \_\_\_\_\_
- Other: \_\_\_\_\_
- Other: \_\_\_\_\_

What is the process for students to obtain leadership positions in the organization?

- Selected by organization President
- General Student Body Election
- Tenured in
- Selected by University committee
- Elected by CUPB representatives
- Other: \_\_\_\_\_

Where is the programming board housed within the institution?

- Student Union
- Student Activities
- Independently
- Other: \_\_\_\_\_

Are there other programming boards on campus?  Yes  No

If yes, what are they?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_
5. \_\_\_\_\_

What types of training are available for students in leadership positions with the organization?

- Beginning of the year retreat
- Mid-year retreat

- Regional Conferences (i.e. NACA, APCA)  Leadership workshops
- National Conferences (i.e. NACA, APCA)  In-house Training
- Other: \_\_\_\_\_  Other: \_\_\_\_\_

**III. Section Three: Human, Financial, and Facility Characteristics**

Human Resource Characteristics

How many professional staff members have job responsibilities that include working with the programming board? \_\_\_\_\_

What is the highest degree held by each professional staff member who works with the programming board, what field is it in, and what is their current title?

1. Degree \_\_\_\_\_ Field \_\_\_\_\_

Title: \_\_\_\_\_

2. Degree \_\_\_\_\_ Field \_\_\_\_\_

Title: \_\_\_\_\_

3. Degree \_\_\_\_\_ Field \_\_\_\_\_

Title: \_\_\_\_\_

4. Degree \_\_\_\_\_ Field \_\_\_\_\_

Title: \_\_\_\_\_

5. Degree \_\_\_\_\_ Field \_\_\_\_\_

Title: \_\_\_\_\_

How many support staff members have job responsibilities that include working with the programming board? \_\_\_\_\_

What are their titles and in what capacity does each of these staff members work with the board?

1. Title: \_\_\_\_\_

- Secretary (i.e. take messages, process forms)       Account Manager
- Other: \_\_\_\_\_       Other: \_\_\_\_\_

2. Title: \_\_\_\_\_

- Secretary (i.e. take messages, process forms)       Account Manager
- Other: \_\_\_\_\_       Other: \_\_\_\_\_

3. Title: \_\_\_\_\_

- Secretary (i.e. take messages, process forms)       Account Manager
- Other: \_\_\_\_\_       Other: \_\_\_\_\_

4. Title: \_\_\_\_\_

- Secretary (i.e. take messages, process forms)       Account Manager
- Other: \_\_\_\_\_       Other: \_\_\_\_\_

Financial Resource Characteristics

What is the average amount of annual funding the programming board received over the last three years?

2000/01 \_\_\_\_\_ Average: \_\_\_\_\_

2001/02 \_\_\_\_\_

2002/03 \_\_\_\_\_ Per Student Expenditure: \_\_\_\_\_

How does the programming board obtain its funding?

- Annual cut/percentage of activity fees       SGA allocation
- Annual cut/percentage of SGA budget       Student fee allocation
- Other: \_\_\_\_\_

Who regulates the distribution of the programming board's funds?

- SGA       Institution       Programming Board       Funding Board

Other: \_\_\_\_\_

Facility Resource Characteristics

What are the capacity and setup of the venues available for the programming board's use?

1. Name: \_\_\_\_\_ Capacity \_\_\_\_\_  
Setup: \_\_\_\_\_
2. Name: \_\_\_\_\_ Capacity \_\_\_\_\_  
Setup: \_\_\_\_\_
3. Name: \_\_\_\_\_ Capacity \_\_\_\_\_  
Setup: \_\_\_\_\_
4. Name: \_\_\_\_\_ Capacity \_\_\_\_\_  
Setup: \_\_\_\_\_
5. Name: \_\_\_\_\_ Capacity \_\_\_\_\_  
Setup: \_\_\_\_\_
6. Name: \_\_\_\_\_ Capacity \_\_\_\_\_  
Setup: \_\_\_\_\_
7. Name: \_\_\_\_\_ Capacity \_\_\_\_\_  
Setup: \_\_\_\_\_
8. Name: \_\_\_\_\_ Capacity \_\_\_\_\_  
Setup: \_\_\_\_\_

Is there a cost associated with use of each of these venues?

1. Name: \_\_\_\_\_  
 Yes, always                       Yes if there is a charge for attendance at the event  
 No, never                               Other: \_\_\_\_\_

2. Name: \_\_\_\_\_

Yes, always                       Yes if there is a charge for attendance at the event

No, never                               Other: \_\_\_\_\_

3. Name: \_\_\_\_\_

Yes, always                       Yes if there is a charge for attendance at the event

No, never                               Other: \_\_\_\_\_

4. Name: \_\_\_\_\_

Yes, always                       Yes if there is a charge for attendance at the event

No, never                               Other: \_\_\_\_\_

5. Name: \_\_\_\_\_

Yes, always                       Yes if there is a charge for attendance at the event

No, never                               Other: \_\_\_\_\_

6. Name: \_\_\_\_\_

Yes, always                       Yes if there is a charge for attendance at the event

No, never                               Other: \_\_\_\_\_

7. Name: \_\_\_\_\_

Yes, always                       Yes if there is a charge for attendance at the event

No, never                               Other: \_\_\_\_\_

8. Name: \_\_\_\_\_

Yes, always                       Yes if there is a charge for attendance at the event

No, never                               Other: \_\_\_\_\_

How does the programming board obtain access to these venues?

Self-regulated                       Outside-regulated                       Other: \_\_\_\_\_

**IV. Section Four: Campus and Community Relationships**

What methods does the programming board use to advertise their events both on and off-campus

and is there a cost associated with the method?

- Flyers     Posters     On-campus newspaper     On-campus mailing
- Semester/Yearly Calendar of events     Display Case(s)     Website
- Other \_\_\_\_\_     Other \_\_\_\_\_

How are the marketing materials created?

- In-house     Intern     Unpaid Outside Source     Paid Outside Source
- Other: \_\_\_\_\_     Other: \_\_\_\_\_

How does the programming board fund these marketing efforts?

- Allocated Funds     Generated Funds     Does not have to pay
- Other: \_\_\_\_\_     Other: \_\_\_\_\_

**V. Section Five: Program Characteristics**

What types of programs are sponsored by the programming board?

- Blockbuster Concerts     Concerts     Films
- Performing Arts     Speakers     Novelty
- Other: \_\_\_\_\_     Other: \_\_\_\_\_
- Other: \_\_\_\_\_     Other: \_\_\_\_\_

Are there any annual programs or program series?     Yes     No

If yes, what are they?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

4. \_\_\_\_\_
5. \_\_\_\_\_
6. \_\_\_\_\_
7. \_\_\_\_\_

How many programs has the board sponsored in each of the last three years?

2000/01 \_\_\_\_\_ 2001/02 \_\_\_\_\_ 2002/03 \_\_\_\_\_

Average \_\_\_\_\_ Per Student Programs \_\_\_\_\_

**VI. Section Six: Mission Characteristics**

What is the mission statement of the programming board?

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**VII. Section Seven: Assessment and Self-evaluation**

What assessment and/or self-evaluation techniques are used by the programming board?

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Who is responsible for implementing those assessments and evaluations?

- Students   
  Programming Board Advisor   
  Department/Office Director  
 On-campus Representative   
  Outside Source   
  Other: \_\_\_\_\_

**VIII. Leadership**

Who is responsible for each of the following programming tasks?

Initial Agent Contact:

Advisor       Student       Other: \_\_\_\_\_

Negotiation with Agent:

Advisor       Student       Other: \_\_\_\_\_

Making Offer:

Advisor       Student       Other: \_\_\_\_\_

Execute Contracts:

Advisor       Student       Other: \_\_\_\_\_

Event Promotion:

Advisor       Student       Other: \_\_\_\_\_

Advancing the Show:

Advisor       Student       Other: \_\_\_\_\_

What is your advising style?

- |  |   |
|--|---|
| <input type="checkbox"/> Program Director (Telling)              | <input type="checkbox"/> Program Teacher/Director (Selling) |
| <input type="checkbox"/> Program Advisor/Teacher (Participating) | <input type="checkbox"/> Program Consultant (Delegating)    |

Appendix E:  
E-mail to Programming Board Advisors to Request Documents

Dear [Insert Name],

Thank you for your willingness to participate in my study. To complete the document analysis stage of my research, I ask that you please send the following documents via email or standard mail:

- (a) the Annual Report for the office or department where the programming board is housed for 2000/01, 2001/02, and 2002/03
- (b) an organizational chart of the Division of Student Affairs
- (c) an organizational chart of the office or department where the programming board is housed
- (d) the resumes of each of the professional staff whose job responsibilities include working with the programming board
- (e) the mission statement of the programming board
- (f) the institutional mission statement

You can send materials by attaching them to an email at the above address or you can send them in hard copy form. If you are mailing the documents, they can be mailed to the following address:

Megan A. Page  
Department of Student Activities  
325 Squires Student Center (0138)  
Blacksburg, VA 24061-0138

Also, if you are sending the documents by mail, please reply to this message and let me know once you have sent them so I will know that you are still interested in participating in the study. Once I have analyzed the documents, I will contact you to set up an interview. Thank you for your participation.

Sincerely,  
Megan A. Page

Appendix F:

E-mail Reminder to Programming Boards Advisors to Request Documents

Dear [Insert Name],

One week ago, I sent you an email asking you to send me documents for the first stage of my research project. I am sending this reminder because I have not yet received a response to my inquiry that suggests you are submitting materials to me. I had asked that you please send the following documents via email or standard mail:

- (a) the Annual Report for the office or department where the programming board is housed for 2000/01, 2001/02, and 2002/03
- (b) an organizational chart of the Division of Student Affairs
- (c) an organizational chart of the office or department where the programming board is housed
- (d) the resumes of each of the professional staff whose job responsibilities include working with the programming board
- (e) the mission statement of the programming board
- (f) the institutional mission statement Message for documents

You can send materials by attaching them to an email to me at the above address or you can them in hard copy form. If you are mailing the documents, they can be mailed to the following address:

Megan A. Page  
Department of Student Activities  
325 Squires Student Center (0138)  
Blacksburg, VA 24061-0138

To participate in the study, I ask that you please respond to this message in the next week letting me your method for sending the documents. Once I have analyzed the documents you sent, I contact you to set up an interview. If you are no longer interested in participating in the study, I would appreciate it if you would let me know so that I can proceed with the study. I really would like to include your board in my research, however. So I would appreciate your letting me know if you plan to participate. Thank you.

Sincerely,

Megan A. Page

Appendix G:

E-mail to Thank Programming Board Advisors for Sending Documents

Dear [Insert Name],

I just received the materials that I requested for participation in my study. Thank you very much for your help in providing these documents. Once I have fully analyzed them, I will send you an email to set up an interview time. Additionally, if you are interested in receiving a copy of the results of this study, please reply to this message and let me know. Thank you again. Your support of my research project is most appreciated.

Sincerely,

Megan A. Page

Appendix H:  
E-mail to Programming Board Advisors to Request Interview

Dear [Insert Name],

I have completed the data analysis on the documents that you sent in regard to my study. I am now writing to request a short phone interview with you to answer a few additional questions that I have about the programming board you advise. I expect that it will take no more than 15-20 minutes to accomplish this. Below is a list of three dates. Please review the dates and let me know what day would work best for you and a time on that date when you would be available to participate in this interview.

[Insert dates]

Additionally, please provide me with the appropriate phone number to contact you for the interview. If none of these dates will work for you, please let me know so we can arrange an alternate time. Thank you and I look forward to speaking with you soon.

Sincerely,

Megan

Appendix I:  
E-mail to Programming Board Advisors to Confirm Interview

Dear [Insert Name],

I am writing to confirm your interview time. Based on the choices that you provided me, I have scheduled our interview for [insert date and time] and will plan to call you at [insert phone number]. If a conflict arises with this interview time, please let me know. Otherwise, I will call you at our scheduled time. Thank you and I look forward to speaking with you soon.

Sincerely,

Megan

Appendix J:  
Nomination Response Rate Results

*Nomination Response Rate Results*

Category	n	%N
<b>Central Region</b>		
Number of Institutional Members	129	-
Number of Institutional Members without Email	13	-
Number of Schools Invited to Nominate	116	-
Number of Returned Messages	14	-
Number of Received Messages	102	-
Number of Responses	33	32
Nominations	17	17
Declined to Nominate	16	16
<b>Mid America Region</b>		
Number of Institutional Members	148	-
Number of Institutional Members without Email	14	-
Number of Schools Asked to Nominate	134	-
Number of Returned Messages	27	-
Number of Received Messages	107	-
Number of Responses	28	26
Nominations	16	15
Declined to Nominate	12	11
<b>Mid Atlantic Region</b>		
Number of Institutional Members	202	-
Number of Institutional Members without Email	14	-
Number of Schools Asked to Nominate	186	-
Number of Returned Messages	39	-
Number of Received Messages	147	-
Number of Responses	49	33
Nominations	14	10
Declined to Nominate	35	24
<b>Northeast Region</b>		
Number of Institutional Members	104	-
Number of Institutional Members without Email	15	-
Number of Schools Asked to Nominate	89	-
Number of Returned Messages	18	-
Number of Received Messages	71	-

*Nomination Response Rate Results (continued)*

Category	n	%N
Number of Responses	24	34
Nominations	13	18
Declined to Nominate	11	15
Northern Plains Region		
Number of Institutional Members	119	-
Number of Institutional Members without Email	19	-
Number of Schools Asked to Nominate	100	-
Number of Returned Messages	17	-
Number of Received Messages	83	-
Number of Responses	27	33
Nominations	16	19
Declined to Nominate	11	13
South Region		
Number of Institutional Members	136	-
Number of Institutional Members without Email	13	-
Number of Schools Asked to Nominate	123	-
Number of Returned Messages	29	-
Number of Received Messages	94	-
Number of Responses	34	33
Nominations	21	19
Declined to Nominate	13	14
West Region		
Number of Institutional Members	72	-
Number of Institutional Members without Email	13	-
Number of Schools Asked to Nominate	59	-
Number of Returned Messages	6	-
Number of Received Messages	53	-
Number of Responses	18	34
Nominations	10	19
Declined to Nominate	8	15

Appendix K:  
Nomination Results

*Nomination Results*

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Institution	n
<b>Central Region</b>	
Steven F. Austin University	13
University of Arkansas-Fayetteville	13
University of Kansas	12
Emporia State University	7
UMKC	7
University of Texas-Austin	7
Louisiana State University	6
Wichita State University	6
Angelo State University	4
Eastern New Mexico	4
St. Louis Community College	4
Southern Illinois University-Carbondale	4
Texas A&M	4
Truman State University	4
University of Missouri-Kansas City	4
University of Texas-Arlington	4
Johnson County Community College	3
Kansas State University	3
University of Dallas	3
University of New Orleans	3
Amarillo College	2
Arkansas Tech University	2
Centenary College	2
Central Missouri State University	2
Colorado State University	2
McMurray University	2
University of Missouri-Rolla	2
Eastern Illinois University	1
Loyola University New Orleans	1
Texas A&M-Kingsville	1
University of Missouri-Columbia	1
<b>Mid America Region</b>	
Central Michigan	26
University of Akron	18
Augustana College	15

*Nomination Results (continued)*

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Institution	n
Hope College	11
Indiana University	7
University of Illinois	7
Marshall University	6
Southern Illinois University	6
Western Illinois University	6
Ohio Wesleyan University	5
Purdue University	5
Hanover College	4
West Virginia Wesleyan University	4
Wilmington College	4
Indiana State University	3
Wayne State University	3
Ashland University	2
Ball State University	2
Grand Valley State University	2
Millikin University	2
Notre Dame	2
Ohio State University	2
Butler University	1
Capital University	1
Eastern Illinois University	1
University of Cincinnati	1
University of Kentucky	1
Mid Atlantic Region	
Bucknell University	8
Villanova University	6
Lafayette College	5
Cornell University	4
Essex County College	4
Gettysburg College	4
Marist College	4
Richard Stackton College	4
Rutgers College	4
SUNY Morrisville	4
Union College	4
University of Pennsylvania	4
The University of Scranton	4

*Nomination Results (continued)*

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Institution	n
Washington College	4
John Hopkins University	3
Kean University	3
Mount Saint Mary College	3
Muhlenberg College	3
Seton Hall University	3
Temple University	3
University of Delaware	3
Wilkes University	3
Alfred State College	2
Delaware State University	2
Georgian Court College	2
Kings University	2
Monmouth University	2
Pace University	2
Prince George's Community College	2
Brookdale Community College	1
Ithaca College	1
Ocean County College	1
Philadelphia University	1
Towson University	1
University of Maryland	1
Northeast Region	
Roger Williams University	24
Central Connecticut State University	10
Dartmouth College	10
Southern New Hampshire University	9
Quinnipiac University	7
Middlebury College	6
Teikyo Post University	6
University of Maine-Orono	6
Colby-Sawyer College	4
Dowdoin College	4
Eastern Connecticut State University	4
Johnson & Wales University	4
University of Connecticut	4
Worcester Polytechnic Institute	4

*Nomination Results (continued)*

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Institution	n
Fairfield University	3
Plymouth State University	3
University of Rhode Island	3
Fitchburg State College	2
Tufts University	2
Wentworth Institute of Technology	2
Bridgewater State College	1
Merrimack College	1
Stonehill College	1
University of Main-Farmington	1
Northern Plains Region	
University of Wisconsin-Stevens Point	19
University of Wisconsin-Eau Claire	17
St. Cloud State University	15
University of Wisconsin-Oshkosh	15
Carroll College	9
Milwaukee School of Engineering	8
St. Olaf College	5
Gustavus Adolphus College	4
Mankato State University	4
University of Wisconsin-Green Bay	4
Beloit College	3
Lawrence University	3
Marian College	3
Minnesota State University-Mankato	3
University of Minnesota	3
Luther College	2
Marquette University	2
North Dakota State University	2
University of St. Thomas	2
University of Wisconsin-River Falls	2
University of Wisconsin-Stout	2
Wartburg College	2
Fox Valley Technical College	1
Lakeland College	1
Minot State University	1
Saint Catherines College	1

*Nomination Results (continued)*

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Institution	n
Simpson College	1
South Dakota State University	1
University of Wyoming	1
South Region	
Winthrop University	37
Furman University	32
Kennesaw State University	21
Western Carolina University	11
University of Georgia	10
UNC Charlotte	9
Florida State University	8
University of South Carolina-Columbia	7
University of South Carolina-Aiken	6
Radford University	4
University of Alabama	4
University of Central Florida	4
Armstrong Atlantic State University	3
James Madison University	3
North Georgia University	3
University of South Alabama	3
Virginia Tech	3
Wingate University	3
Clemson University	2
Coastal Carolina University	2
Georgia College & State University	2
Lander University	2
Roanoke College	2
University of Florida	2
University of North Carolina-Chapel Hill	2
University of South Carolina-Spartanburg	2
Old Dominion University	1
Presbyterian College	1
West Region	
Centralia Community College	11
Salt Lake Community College	10
Utah State University	8

*Nomination Results (continued)*

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Institution	n
Boise State University	7
Eastern Washington University	7
University of California-Riverside	7
Arizona State University	6
University of Redlands	6
Portland Community College	5
Green River Community College	4
Westminster College	4
Central Washington University	3
Pierce College Puyallup	3
Spokane Falls Community College	3
Cascadia Community College	2
Weber State University	2
Linefield College	1
University of Nevada-Reno	1
University of Utah	1
Woodbury University	1

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Appendix L:  
Nomination Criteria

*Nomination Criteria*

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Criterion	n
Quality and Quantity of Programs	60
Presence and Involvement at NACA Conferences	37
Tradition/Reputation of Board	36
Word of Mouth	23
Strong/Unified Student Leaders	22
Variety and Diversity of Programming	22
Strength of Programming Board Advising	21
Contact with the Programming Board	20
Level of Student Involvement with Programming Board	11
No Criteria Provided	11
Quality and Creativity of Publicity	11
Awards Received	7
Strong Institutional Relationships/Collaboration	7
Commitment to Student Body	4
Program Attendance	4
Peer Review	3
Quality of Student Training	3

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Appendix M:  
Participation Request Protocol

- I. Introduce myself
  - A. Explain my credentials
  - B. Explain the purpose of my research project
- II. Describe nomination process
- III. Congratulate advisor on programming board nomination
- IV. Describe participation
  - A. Provide documents
  - B. Phone interview
- V. Invite advisor to participate
- VI. Inform advisor that a follow-up email will be sent with a detailed description of participation
- VII. Thank advisor for their time

Appendix N:  
Participation Request Follow-up Email

Dear [insert name],

I enjoyed speaking with you on [insert day]. During our conversation, I informed you about my research project, which seeks to examine the characteristics of successful college and university programming boards. The Institutional Review Board at my home institution has approved this research project. You indicated that you would be willing to participate in my research project and I would like to thank you for your participation.

Participation in this study involves two steps. The first step entails providing documents for document analysis and the second involves a short phone interview. To complete the document analysis stage of my research, I ask that you please send the following documents via email or standard mail:

- (a) the Annual Report for the office or department where the programming board is housed for 2000/01, 2001/02, and 2002/03
- (b) an organizational chart of the Division of Student Affairs
- (c) an organizational chart of the office or department where the programming board is housed
- (d) the resumes of each of the professional staff whose job responsibilities include working with the programming board
- (e) the mission statement of the programming board

You can send the materials by attaching them to an email at the above address or you can send them in hard copy form. If you are mailing the documents, they can be mailed to the following address:

Megan A. Page  
Department of Student Activities  
325 Squires Student Center (0138)  
Blacksburg, VA 24061-0138

Also, if you are sending the documents by mail, please reply to this message and let me know once you have sent them so I will know that you are still interested in participating in the study. In order for me to proceed with my study, I request that all documents be received no later than Friday, January 30, 2004.

Once data from these documents have been analyzed to answer as many of the research questions posed in this study as possible, you will be contacted and asked to participate in a short

(15-20 minute) phone interview so that I may obtain data regarding the rest of my research questions. Please know that I will be happy to provide you with the results of the study if you so desire. Thank you for your participation. If you have any questions about the study or your participation, please feel free to contact me. I look forward to learning more about your programming board.

Sincerely,  
Megan A. Page

# Megan Alene Page

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1743 October Glory Court • Blacksburg, VA 24060 • (540) 443-1866 (h) • (540) 231-5552 (o) • mpage@vt.edu

## EDUCATION

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**Masters of Arts in Education**-Higher Education and Student Affairs, Anticipated May 2004  
Virginia Polytechnic Institute and State University (Virginia Tech), Blacksburg, VA

**Bachelor of Arts**-Psychology, Peace and Conflict Studies, and Political Science, May 2002  
Guilford College, Greensboro, NC

**Student Abroad**-London, England, Fall 2000  
Internship: counseled, mentored, and tutored refugee students with psychological trauma

## STUDENT AFFAIRS EXPERIENCE

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**Graduate Advisor**, Office of Student Programming, August 2002-Present

Virginia Polytechnic Institute and State University

- Advise and direct the Virginia Tech Union and support committees in regards to securing, promoting, and producing campus entertainment and cultural and educational programming for 26,000+ students
- Assist the Virginia Tech Union with general organizational membership, advertising, and marketing strategies and committee development
- Advise student leaders in the development and implementation of annual programs Winterfest and Soundfest
- Advise student leaders in the design, development, and implementation of open mic night and coffeehouse series and emerging leaders program
- Facilitate team building and conflict management
- Negotiate, review, and process contracts with agents
- Assist in the management of funds and budgets allocated for programs totaling \$651,348
- Assist in designing, planning, and conducting leadership development workshops for student leaders

## PRACTICUM AND INTERNSHIP EXPERIENCE

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**National Orientation Directors Association Intern**, Office of New Student Programs, May 2003-August 2003

University of North Carolina at Chapel Hill

- Live-in supervisor for 17 Orientation Leaders
- Assigned work duties for Orientation Leaders over the course of 16 orientation sessions
- Created an Orientation Leader evaluation to measure learning outcomes
- Researched Week of Welcome programming and program evaluation at peer institutions
- Designed an evaluation for Week of Welcome programs
- Developed and implemented staff training sessions
- Managed Orientation Leader conflicts and facilitated team building
- Responded to and resolved concerns and issues for orientation participants

**Graduate Intern**, National Association of Campus Activities

2004 National Convention in Cincinnati, OH

- Participated in discussions with NACA volunteer leadership and Board of Directors members
- Assisted in the areas of CO-OP buying and volunteer coordination

**Graduate Intern**, National Association of Campus Activities

2003 South Region Conference in Chattanooga, TN

- Member of the conference planning team
- Served as secretary for the NACA South Region Showcase Selection Committee
- Assisted in the areas of CO-OP buying, associate member relations, entertainment production, and volunteer coordination

**Practicum**, Office of Fraternity and Sorority Life, January 2003-May 2003

Virginia Polytechnic Institute and State University

- Researched new member education programs at peer institutions
- Developed a new member education program incorporating research results, on-campus and off-campus resources.
- Designed and created a manual for implementation of the new member education program
- Analyzed data and reported results from Panhellenic Sorority Formal Recruitment participant evaluations
- Assisted with the planning and implementation of Greek leadership programming

## **PROFESSIONAL DEVELOPMENT**

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**Conference Chair**, Association for Student Development, December 2002-December 2003

Virginia Polytechnic Institute and State University

- Served as coordinator for the planning, implementation, and evaluation of a regional conference for student affairs professionals, faculty, and students
- Delegated tasks associated with the conference to other leaders within the organization
- Communicated with conference keynote speaker, presenters, and conference attendees
- Developed and created conference publications and website

**Presenter**, National Association of Campus Activities 2004 National Convention, February 2004

- Getting Them and Keeping Them: Recruitment and Retention of Student Volunteers

**Presenter**, National Orientation Directors Association 2003 NODAC Conference, October 2003

- Once Upon a Week of Welcome

**Presenter**, National Association of Campus Activities 2003 South Conference, October 2003

- The Psychic Shop: Visionary Leadership

**Presenter**, SAIL Leadership Conference, Virginia Tech, September 2003

- The Psychic Shop: Visionary Leadership

**Trainer**, Virginia Tech Union Student Leadership Retreat, Virginia Tech, August 2003

- Working with Agents: Professionalism

**Trainer**, Orientation Leader preparation, University of North Carolina at Chapel Hill, May 2003

- Managing Conflict and Providing Constructive Feedback

**President**, Student Government Association, Guilford College, April 2001-April 2002

- Managed and supported the student government and its committees

**Resident Advisor**, Guilford College, January 2001-May 2002

- Interpreted and enforced college policies and regulations, managed 25 residents, provided programming

**Student Loan Fund Auction Chair**, Guilford College, August 2000-May 2001

- Organized auction that raised \$10,000 for low-interest student loans

**Independent Study**-Leadership: from Theory to Practice, Guilford College, August 2001-December 2001

- Applied leadership theory in my position as President of the Student Government Association

**Intern**, Conflict Resolution Resource Center, Guilford College, August 2001-December 2001

- Served as an assistant mediator trainer, planned outreach programs, served on coordinating team

**Member**, Leadership Seminar, Guilford College, January 2000-May 2000

- Trained for a Resident Advisor's responsibilities

## REFERENCES

---

Jennifer Corrigan MacDonald  
Assistant Director of Student Programming  
University Unions and Student Activities  
Virginia Polytechnic Institute and State University  
325 Squires Student Center  
Blacksburg, VA 24061-0138  
(540) 231-4059  
jmacdona@vt.edu

- Current Supervisor

Dr. Joan B. Hirt  
Professor  
Higher Education and Student Affairs  
Virginia Polytechnic Institute and State University  
307 East Eggleston  
Blacksburg, VA 24061  
(540) 231-9700  
jbhirt@vt.edu

- Graduate Professor

Dawn Watkins  
Dean of Students  
Washington and Lee University  
Lexington, Virginia 24450-0303  
(540) 458-8752  
dwatkins@wlu.edu

- Undergraduate Advisor and Mentor

Carrie Gilmore  
Assistant Director of New Student Programs  
University of North Carolina at Chapel Hill  
CB 5490, Nash Hall  
Chapel Hill, NC 27599  
(919) 962-8521  
holderma@email.unc.edu

- NODA Internship Supervisor