This journal exists both to inform and inspire. These abstracts are summaries of dissertations that represent years of accumulated knowledge and effort by the students who author them, standing as monuments of individual learning and scholarship. These abstracts exist also as a consequence of the contributions and support of the authors’ families, teachers, friends, communities, and study volunteers. The authors’ appreciation is often reflected in their dedications and acknowledgements, which can be as inspirational in their own way as the abstracts themselves.

Many readers of this journal have written to SAS requesting copies of the full dissertations represented here. Our department does not distribute copies of the dissertations, but they will eventually appear on ProQuest. It takes approximately 90 days for ProQuest to process the dissertation - so if the dissertation is not already there, search in ProQuest every month or so and eventually it should appear.

Congratulations to those represented here who have completed their doctoral journey, and may they guide the way for those who seek to follow.

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Denise Nicole Eastman

**Dissertation Title** INVESTIGATING THE INFLUENCE OF THE OPEN COURT LANGUAGE ARTS CURRICULUM ON STANDARDIZED TEST SCORES

**Abstract**

Language Arts is one of the most important subjects for students to learn. Encompassing reading, writing, and comprehension, skills learned through Language Arts instruction influence student ability to reach levels of academic achievement in all subjects. Additionally, Language Arts skills reach far past the classroom and into the workplace. In response to low standardized test scores in the area of Language Arts, the California Commission on Teacher Credentialing instituted a district-wide implementation of the Open Court Language Arts curriculum for students in the Los Angeles Unified School District. The purpose of this time-series quasi-experimental study was to investigate the manner in which the Open Court Language Arts curriculum influenced standardized test scores in the Los Angeles Unified School District's students as measured by the STAR-California Standards Test. The population of the study included students in grades 2 – 5 attending 555 elementary schools in the Los Angeles Unified School District. A regression analysis was conducted for students in grade 2, grade 3, grade 4, and grade 5 comparing the mean test scores from 2002-2003, 2004-2005, and 2009-2010. Results of the analyses failed to reject the null hypotheses confirming the Open Court Language Arts curriculum did not influence student standardized test scores.

**Dedication**

I dedicate this dissertation to Mrs. Mike Cushing, a true example of a scholar, practitioner, and leader in the field of education.

**Acknowledgements**

I would like to thank those who have assisted and supported me through my doctoral journey. Dr. David Proudfoot, thank you for all of the time, patience, and unending positive support you provided me. Dr. Pam Warrick, thank you for making statistics a little less scary. Dr. Robin Buckley, thank you for teaching me how to let the process of research and writing guide me. All three of you have taught me how to have patience for my own work and welcome constructive criticism. I would also like to thank my fellow doctoral learner Shed Hollaway for never letting me feel alone on my journey. A special thank you goes out to my doctoral support staff, Cory Kahabka, Nicholas Dehaan, and Chip Tancil for always believing in me. Thank you to my dad, Marc Eastman for living vicariously through this process with me. And to Jarret Myers, words cannot express how grateful I am for all of the encouragement and support you have given me throughout this process. I cannot think of anyone else I would have wanted to share in my journey. Finally, thank you to all of my fellow educators who work tirelessly to make a difference in our education system.

Donald B. Chung

**Dissertation Title** LEADERSHIP DEVELOPMENT: MEASURING BEHAVIORS OF DIRECT LEADERS ON JUNIOR OFFICERS IN THE U.S. ARMY

**Abstract**

The quantitative research study investigated the implementation of leadership behavior-outcome theory by determining the relationship between leaders’ competencies and transformational leadership. The interest in leader development by the United States Army has resulted in the implementation of the Leader Competency Theory as embodied in Army Leadership Requirements Model (ALRM). The ALRM identified the critical attributes, knowledge, and problem-solving skills that enable Army leaders to operate under change, uncertainty, and autonomy (Wong, 2004). The expected outcome is a leader who can “motivate, inspire, and influence others to take the initiative, work toward a common purpose, accomplish tasks, and achieve organizational objectives” (HQDA, 2007, p. 3). The leader is critical in producing other leaders for the Army. A sample of 568 Army captains participated in the correlation study. The cross-sectional survey design used Multifactor Leadership Questionnaire (MLQ) and Leadership Competency Questionnaire (LCQ) to collect the junior officers’ perception of how their leaders behaved to how they perceived themselves as leaders. The data analysis indicated that the
relationship between the direct leaders' ALRM leadership competencies and transformational leadership of their junior officers is very weak. The study also demonstrated that the ALRM-transformational leadership relationship can be correlated by branch or unit assignment.

Dedication
This research study is dedicated to the men and women of the U.S. Armed Forces, especially those of the U.S. Army, who provide the freedom for all Americans to learn and pursue their academic and personal endeavors. I also would like to dedicate this research study to four people, who have given me the drive and purpose of this endeavor in my life. First, I dedicate this research study to my mother, Nora K. Chung, who instilled the hope and belief that achievement is limited only by the person. Second, I dedicate this study to my sons and daughters—Jonathan, Christopher, Jennifer, Anthony, and Theresa—who have given me the purpose to show an academic example that learning is not restricted by age, economics, or background. Third, I dedicate this doctorate study to Keith Bonn, a friend who has shown to me the nobleness of purpose. Lastly, I dedicate this to my wife, Cindy, who has persevered and supported me through this long journey.

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First, I would acknowledge my Lord and Savior, Jesus Christ who has guided me from my infancy to adulthood. With Him, all is possible. Second, I would like to thank my mentor, Dr. Craig Martin, and my committee members, Dr. Phillip Davidson, Dr. Joseph B. Booker and Dr. Mary Lind, who shared their time and talent in assisting me throughout the dissertation process and offered valuable suggestions, guidance, and support. Lastly, I would also like to acknowledge my co-workers, Mr. Laurence Smith, Mr. David Doctor, Mr. Reginald Stanley, Ms. Susan Russell, and Mr. Brooks Bibb for their support, understanding, and patience. Their support and professional dedication have given me purpose of journey, challenge of reason, and triumph of achievement.

Ivy Cummings-White
Dissertation Title PREPARING FOR THE BOOMER EXODUS: AN EXPLORATION OF KNOWLEDGE TRANSFER IN A MUNICIPALITY

Abstract
The workforce is evolving. Four generations exist in today’s workforce. A substantial number of Baby Boomers are entering retirement and will impact both public and private sector organizations. To address this upcoming challenge, organizations must establish mechanisms to identify, capture, and transfer Boomer knowledge. This qualitative phenomenological study was designed to explore the Baby Boomer phenomena through the perceptions and experiences of Boomer leaders that are eligible to retire from a North Texas Municipality. Fourteen semi-structured face-to-face interviews identified eight core themes that provide opportunities for leadership to assess organizational readiness. The eight core themes consists of obtaining perceptions from the sample size of the following: meaning of institutional knowledge, capturing institutional knowledge in current position, knowing what knowledge to capture, current methods of capturing and transferring knowledge, usefulness of written procedures, obstacles in retaining knowledge, impact of the leaving the organization, and suggestions to capture and transfer knowledge. The data obtained contributed to the body of knowledge regarding Baby Boomers and identified obstacles that existed in a municipality. The results and nature of this research study provided leadership with additional insight into identifying, capturing, and transferring Boomer knowledge to maintain organizational efficiency when Boomers exit the organization.

Dedication
This dissertation is dedicated to my late mother, Irma Cummings, who always believed that I could do anything and that I would do great things. To my wonderful husband, Jerome White, who in his infinite wisdom told me often “if it were easy, everyone would do it.” To the world’s best children, Jace and Jara, I appreciate you letting me do my homework when you wanted me to play with you instead. To my Aunt Beulah Williams, thank you for your unconditional love of me and my family and for assisting in taking care of my little ones while I pursued this degree. To my father Charles Cummings, thank you for your support and prayers. Last but not least, to all my friends who have given his or her support during this endeavor. I could not have obtained this wonderful honor without all of you and the grace of God. I love and thank each and every one of you. God has truly blessed this journey.

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I would like to take this opportunity to thank my mentor that I began this journey with, Dr. Diane George, for assisting me in achieving the accomplishment of getting my proposal approved. To my current mentor and committee chair, Dr. Joseph Nabicht, I thank you for your guidance, assistance, and feedback. To my committee members Dr. Ify Diala and Dr. Thomas Kemp, thank you for your support and feedback. I gratefully acknowledge each academic advisor and financial advisor that has assisted me. Special thanks to the A Team members: Ira Marshall, Marlene Fain, and Anthony Montelone, you guys made the learning teams bearable. There will never be another Dream Team like us!
Mentoring in the Margins of New York City: A Phenomenological Study of Senior Citizen Mentors

Abstract
A qualitative phenomenological study was conducted to learn of the thoughts, feelings and attitudes of senior citizen mentors of young adolescents in New York City. Eleven senior citizens, experts in their field, mentored individuals and small groups of young adolescents in both formal and informal settings. The research design followed van Manen’s descriptive, interpretive phenomenological approaches and van Kaam’s methods for processing and analyzing data modified by Moustakas. Themes emerging from the textual data collected from one-on-one interviews resulted in six core themes. The themes confirmed findings from the research on mentoring, volunteerism and The Third Age—the rapidly growing population of senior citizens and retirees who have voiced an interest in redefining their roles in society. The core themes were: (a) inspiring educators, (b) social agency, (c) satisfaction, (d) depth of understanding from maturity of lived experiences in pedagogical applications, (e) fostering a cycle of mentoring through generations, and (f) satisfying contributions. The themes and sub themes of (a) nurturance, (b) human capital, (c) empowerment, (d) altruism, provided valuable insights into the qualities and nature of mentoring experiences. The findings led to recommendations for planners and directors of educational mentoring programs for young adolescents in New York City. The findings from the current study add to previous studies on volunteerism among older populations volunteering in formal and informal structures in business and government. Findings from the current study broadened the perspective of civic engagement to include educating young adolescents in large inner cities and replicate the cycle of mentoring through generations.

Acknowledgements
I would like to acknowledge all those persons who helped in the completion of this study. Thanks to my mentor Dr. Cheri Halderman-Mills for her constant guidance, support and patience. Her constructive feedback made the completion of this study more manageable. Thanks also to Judi Maragh and Troy Cain who assisted in editing this study; your patience and meticulous effort helped me over several hurdles. Thanks to Stephen Johnson who helped in uncoding the data by using the NVivo9 Software. To all the principals and teachers who gave up valuable time to answer questions from their perspective about e-learning in their schools I say thanks. Your responses were a great eye opener. Thanks also to Dr. Albert and Dr. Lawrence for serving on my committee. To my educational technology cohort, thank you for the encouragement, fun at the residences, and the friendship over the past four years. To all my friends who encouraged me when I felt ready to give up; please accept thanks. My thanks especially to the Almighty God whose blessings, guidance and protection were always with me.

Julianne Polito
Dissertation Title Mentoring in the Margins of New York City: A Phenomenological Study of Senior Citizen Mentors

Abstract
A qualitative phenomenological study was conducted to learn of the thoughts, feelings and attitudes of senior citizen mentors of young adolescents in New York City. Eleven senior citizens, experts in their field, mentored individuals and small groups of young adolescents in both formal and informal settings. The research design followed van Manen’s descriptive, interpretive phenomenological approaches and van Kaam’s methods for processing and analyzing data modified by Moustakas. Themes emerging from the textual data collected from one-on-one interviews resulted in six core themes. The themes confirmed findings from the research on mentoring, volunteerism and The Third Age—the rapidly growing population of senior citizens and retirees who have voiced an interest in redefining their roles in society. The core themes were: (a) inspiring educators, (b) social agency, (c) satisfaction, (d) depth of understanding from maturity of lived experiences in pedagogical applications, (e) fostering a cycle of mentoring through generations, and (f) satisfying contributions. The themes and sub themes of (a) nurturance, (b) human capital, (c) empowerment, (d) altruism, provided valuable insights into the qualities and nature of mentoring experiences. The findings led to recommendations for planners and directors of educational mentoring programs for young adolescents in New York City. The findings from the current study add to previous studies on volunteerism among older populations volunteering in formal and informal structures in business and government. Findings from the current study broadened the perspective of civic engagement to include educating young adolescents in large inner cities and replicate the cycle of mentoring through generations.

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Dedication
I dedicate this study to young adolescents whose courage to open up to mentors begins the important human work of growing and expanding one’s horizons, to Colin, Lisabeth, and all adolescents who have left this world too soon, to the extraordinary mentors whose sincerity and generosity have given hope and guidance to so many young adolescents. And to my mother Anna, who loved all children equally.

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Pamela Renee Husband
Dissertation Title FEMALE LEADERSHIP IN THE INFORMATION TECHNOLOGY PROFESSION: STRATEGIES ASSOCIATED WITH HER SUCCESS

Abstract
The purpose of this qualitative, phenomenological research study was to explore the professional, lived experiences of 15 female executives who have held positions in the executive ranks in the information technology profession in the southern United States for at least two years. The lived experiences of the 15 female information technology executives are presented emphasizing the five essential traits associated with their career successes: (a) individual contributions/job performance, (b) education and training, (c) soft skills, (d) mentoring, and (e) networking. The amalgamation of the lived experiences of the female IT executives warranted ten emergent themes. The five predominant themes of the study included: (a) Soft (non-technical) skills were identified as principal characteristics of female IT professionals seeking IT executive level positions; (b) The factors associated with the acquisition of the first executive position in the IT profession were paramount in the career success and tenure of the female IT executives; (c) Female IT executives’ involvement in various activities and organizational events has aided in the attainment of executive positions; (d) The existence of cultural challenges and barriers in the IT industry may impede the achievement of career aspirations by female professionals; and (e) Females seeking opportunities in the IT profession and executive leadership should seek to acquire and maintain a high degree of organizational visibility in the demonstration of her IT and business skills. The qualitative data analysis computer software, QSR NVivo 8 was utilized to facilitate the data organization and to further identify commonalities and variations among the participants’ responses to 10 interview questions. A future study of female executive leadership might focus on the effects of mentoring relationships on the career advancement of female professionals who have female executives as mentors and sponsors in the IT profession and other lines of business.

Dedication
I dedicate this study to the memory of my personal cheerleader, friend and dear Mother, Jessie Mae White. You were there with me when I began this journey, but God saw fit to call you home to Heaven to rest with Him (on March 30, 2006 – Nine hours prior to the start of my Year Two Residency) prior to my journey’s completion. Although your life ended before I finished this journey, I want to thank you for the 35 wonderful years you invested in my life, seeing me through many years of perseverance, trials and victories. My life has been forever changed by God having blessed me with you as my Mother, my dearest friend, and my encourager. Your legacy moves me to continue to strive for the best things in life. I love and miss you! Your prayers have been answered!

To the memory of my eldest brother, Jimmie L. Husband, your life’s journey also ended along my doctoral journey (on December 8, 2007). Your life and purpose have propelled me forward to finish what I started...God indeed has another angel He has assigned to watch over me! Thank you for believing in me and loving me until the very end. I love and miss you Big Brother!

To the legacy of my grandparents and other relatives who have crossed over from this life…This journey has been completed and the next chapter of my life begins!

To my firstborn, Jeremiah: I thank God for the gift of motherhood and for enriching my life with your presence. I completed this work to better prepare the way for you in the years to come. The bar has been set and life’s opportunities are before us. The door has been opened and your pathway to success has been established. Walk in faith knowing that life’s journey
begins with one step. Though the journey may seem long and the path may not be easily seen, you hold the keys within you to overcome anything!

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To my Lord and Savior Jesus Christ, who imparted this vision into my spirit as a young child. You have imparted wisdom and favor in my life that I do not take for granted. Life is a gift and I must utilize the time, talents, and gifts you have imparted within me to change the lives of women everywhere and to make a lasting impression upon this world in your name. Thank you for salvation, the power of prayer, and everlasting endurance to run this race to completion!

The works of my hands have been inspired and encouraged by so many wonderful people. A very special “Thank You” to my surviving siblings: Willie E. Husband, Catherine (Cathy) Husband, and Charles R. Husband; my nieces, nephew, great nieces, great nephews, and friends for your undying love, patience, support, and encouragement; I honor you all with this study. To woman’s best friend, my Golden Retriever mix, Riata, for spending many hours resting at my feet along the initial countless hours of this journey.

To my dissertation chair, Dr. April Flanagan, words cannot describe how grateful I am that our paths crossed. You have offered exceptional guidance, encouragement, direction and support to me along this journey. When I needed a firm hand of encouragement to forge on to complete my study you offered that to me. You also provided a listening and understanding ear when I encountered numerous life challenges. Your timely responses to all of my requests are priceless!

To my committee members, Dr. Leah B. Hammond and Dr. Lisa Isbell Hager, thank you for agreeing to support me in this study, for your words of encouragement, and for your commitment to ensuring that I completed the journey on time. Your diligence to seeing me through this process is greatly appreciated.

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To the female executives who offered invaluable insight into her world for this research, thank you so much for being candid, enthusiastic, and present to assist. I am indebted to each of you!

“Not that we are competent in ourselves to claim anything for ourselves, but our competence comes from God.” (2 Corinthians 3:5, NIV).

Crystal L. Riddle

Dissertation Title A QUALITATIVE NARRATIVE INQUIRY: TEACHERS’ PERCEPTIONS OF LEADERSHIP STYLE AS IT RELATES TO TEACHER RETENTION

Abstract

Retaining qualified teachers continues to be a problem plaguing the public school system. As educational leaders require more from teachers to ensure children are learning, many changes in education are taking place. Because change can be difficult to embrace, leaders are examining their current approaches and leadership styles as necessary in an effort to meet the challenges of No Child Left Behind (NCLB). The purpose of this qualitative narrative study was to reveal teacher perceptions of the effect leadership styles have on teacher attrition in public schools and the implications for school leaders. The methodology used was a non-directive qualitative narrative approach in an effort to help identify how an administrator’s chosen leadership style can impact teacher retention within an educational organization. There were 20 educators chosen to participate in this study. Each was randomly selected from the local 46 elementary schools, 11 high schools, and 17 middle schools located in Hinds County, Mississippi. The data collected from the interviews yielded 5 themes: a.) Feeling supported is subjective and what the participant believes it to be; b.) the participants preferred leadership style is the one he or she believes to be the most effective for the particular school setting; c.) Good leadership is subjective and what the participant believes it to be; d.) leadership style impacts daily performance; and e.) A leader’s daily expectations can impact the teacher’s feelings about the leader and/or the profession. This qualitative narrative study reveals changes are necessary in ensuring quality teachers remain in the classrooms to offer students the instruction necessary to compete globally. While leadership style impacts retention, the study revealed low pay as the ultimate factor impacting retention. Practices are included in the study that prepare teachers for success and increase the likelihood of the teacher remaining in the profession.
Dedication
Thank you, Jesus, for the determination to begin and the tenacity to endure this lengthy process! I dedicate the dissertation to my supportive family and friends. The amount of love, understanding, and patience afforded to me during this seemingly insurmountable process is immeasurable. I can never thank my husband, Sherman Riddle, enough for accompanying me to my residencies and never allowing me to be alone during the process. You have endured my venting, crying spells, and doubting moments. For this, I say thank you. My mother, Sandra Wesley, has been a rock! She has encouraged, pushed, and supported me in so many ways. Accompanying me to my final residency which allowed me to take my newborn, Ryleigh, with me, meant the world to me. I will never forget us being stuck in road construction on the way to Atlanta with a newborn and a 1 year old for hours. Although frustrating, we laughed, sang, and made the most of that situation. You are indeed a mother in every sense of the word. Your courage during difficult times is what has motivated me to be all that I can be and to never settle for anything short of the best. To both Sherman and my mother, I dedicate this accomplishment to you!

I would like to extend a special thanks to my dad, Herman Waters, and grandmother, Martha Thomas, for always believing in me! Knowing I could call you both when the going got tough has been very comforting, and I thank you! To my Aunt Glenda, I also say thank you. You have always believed I could do it, and you even exaggerated my academic accomplishments to your friends because you believed I would one day accomplish all that you had already told them! I am so glad I was able to bring all of your hyperbole to fruition. To my mother-in-law, Betty Johnson, thank you for your willingness to keep the children for me so that I might regain some sanity. To my step dad, Jessie Wesley, I want to say a special thank you as well. You always, always listened to me complain, and you made the situation better by complaining right with me. Then, you would pray and things seemed so much better. Thank you to my dear friend, April Evans, for allowing me to bounce ideas off her and to my friends LaShonda Ward and LaChandra Chaney for the motivation in moments of despair. To my foster sons, DeJuan and DaShawn Rounds, thank you for the constant checkpoints and allowing me to vent to you about the process. The completion of this task is indeed a shared victory, and I thank all my friends and family, both old and new, for holding my hand through the process. To my daughters, Jordyn, Kaitlyn, and Ryleigh and to my nieces, Addisen and Monroe, I expect nothing less from you!

Acknowledgements
In 1994, I was introduced to a poem by my eighth grade Honors English teacher. I immediately committed it to memory, and was even more pleased to know that it was a poem that my mother too embraced. Since that time, I too have become an educator, and I have shared Robert Frost’s “The Road Not Taken” with each group of students I have encountered. The last line of the poem speaks volumes to my journey as a teacher, mother, daughter, sister, and student. It states: “And I, I took the road less traveled by, and that has made all the difference.”

I am almost certain my wonderful mentor, Dr. Carol Borchers, can relate to the poem, as she is no stranger to the hard work and dedication it takes to serve in the education profession. Dr. Borchers has taught in both secondary and post-secondary schools, and has also served in the United States Air Force. Her words of encouragement and kind spirit have made all the difference for me. I can not speak enough about her willingness to assist in finding answers to the many curve balls thrown at us during this process. Dr. Borchers has been everything one can expect in a mentor. I was so blessed to find her, and she can definitely add me to the long list of those deeply indebted to her.

Dr. Cenovia Burnes is also instrumental in my success, and I would not dare go without mentioning her willingness to assist me in this process. Dr. Burnes has been in the education profession serving as a counselor for the past 18 years. Her dedication and passion can be seen in both her professional and personal lifestyles. She spends a great deal of time sponsoring organizations to help children learn their full potential and has a personal goal of lifelong learning. I aspire to be the humble, strong, educated woman that she is. I extend much gratitude to her for her assistance in this process.

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Lastly, I would like to thank all the fine educators that participated in this study helping me to bring it to fruition, and all the fine people who spend their lives serving others in some capacity. While you may never receive your accolades here on this earth, your heavenly reward will be greater than you could ever imagine.
Alison I. Mukweyi  
**Dissertation Title** ADDRESSING THE ETHICS CRISES IN LEADERS: AN EXPLORATORY CASE STUDY OF ETHICS CURRICULA IN BUSINESS SCHOOLS

**Abstract**
The main purpose of this qualitative case study was to explore how business schools are addressing the ethics crisis in their curricula. The study used Creswell’s (2002) exploratory case study methodology and content analysis to analyze data. Semi-structured interviews with a purposive sample of 9 deans of southern U.S. business schools were conducted. The major findings of the study were that (1) business schools were offering 0-2 courses in ethics, usually as an elective; (2) majority of the business schools taught general topics on ethics, but corporate governance and social responsibility were not standard topics; (3) there was diversity in ethics curricula; (4) most deans had, in response to the ethics crises, increased the number of ethics courses in their school, and desire further increases; (5) currently, ethics courses are not a requirement for graduation; (6) most deans believed there was need to include ethics courses as a mandatory requirement for graduation; (7) it was believed that ethics and ethical leadership can be taught; and (8) no justification was granted for a universal reform in ethics curricula in all schools based on prospective benefits of ethics courses.

**Dedication**
I dedicate this dissertation to the memories of my dear mother, Asha Mauwa Lambisia, whose support and love laid the foundation of this achievement; my dear father, Ali Mukweyi Lopon, whose encouragement, discipline and support made this goal a reality; and my dear brother, Simon Ali Mukweyi, who encouraged me to seek further education in any part of the world.

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The successful completion of this dissertation was due to the supportive efforts of many people, to whom I owe my sincerest thanks. Foremost is my wife, Dulleta, who, for the second time after 20 years, supported me throughout the process. The first time was in 1988 when I wrote my first dissertation at the University of North Texas for my first doctorate. My children, Jerodine, Alecia, Hector, Melinda, and Rachel remained patient when I had little time to share with them in their colleges and high school activities. Their curiosity and questions like why daddy has to be studying all the time have been answered.

My gratitude is also extended to my major professor, Dr. Brian Slobodan, who worked tirelessly to direct my study, and to the other members of my advisory committee, Drs. Thomas Griffin and Solomon Masenda, whose efforts to help me accomplish my goal are greatly appreciated. Special thanks go to the deans and professors who agreed to participate in the study and took time out from their busy schedules to respond to the interview questionnaires.

I must also acknowledge Dr. Abdalla Hagen for his constructive ideas and encouragement. I acknowledge my friends who encouraged me by saying that it was possible to get it done regardless of the obstacles I may encounter, and finally, I acknowledge Ms. Anjum Khan for providing assistance with editing, encouragement, and advice to relieve my anxieties.

Leigh Riley  
**Dissertation Title** A MIXED METHOD ANALYSIS TO REFINE AN ORGANIZATIONAL CHANGE MODEL FOR TECHNOLOGY ORGANIZATIONS

**Abstract**
Technology organizations face common challenges in deciding how to apply process improvement models, such as the CMMI®, to their specific organizational situation and to use it successfully to increase their organizational maturity. This exploratory, mixed methods study was conducted to discover and rank the various organizational change factors instrumental in successfully implementing CMMI®-DEV model in technology firms.

The results of this study include a ranking of organizational change factors across a spectrum of technology firms categorized by maturity level, size of organization, budget expended on process improvement, and amount of experience with process improvement initiatives. It also includes a model, The Protean Model®, which proposes a situational approach to organizational change and decision making. Comparisons of the separate rankings obtained from the quantitative and qualitative approaches are discussed and a combined ranking of success factors is presented.
Five common organizational change factors (i.e. communication, senior leadership support, measuring progress, training employees, and operational leadership) were identified by the qualitative and quantitative analysis as being important to the success of CMMI®-based process improvement initiatives. The findings indicated there was an agreement on the list of organizational change factors associated with successful CMMI® implementations. In addition, there was general agreement in the ranking in order of importance of the organizational change factors across data sources. Research confirmed The Protean Model's® emphasis on situational factors affecting the outcome of CMMI®-based process improvement initiatives. The differences in the ranking of these factors are illustrated and possible causes identified.

Dedication
This dissertation is dedicated to my son Christopher and my daughter Rebecca who have so often inspired me with their curiosity and sense of wonder. As a mother, I hope they will learn from the lessons I was taught along this journey and know that anything they set their minds to is possible. I also dedicate this to the memory of their beloved sister Christine Leigh.

It is also dedicated to my father, John Harrell, who has lived a life of honesty, integrity, perseverance, and commitment to excellence and even after 70 years has continued his own education in so many ways. Above all he instilled those values in me and his examples remind me every day that when one does their very best that dreams can and do come true.

I could not have made it through this exciting journey without the love, support, and encouragement of my best friend and soul mate, Issac Riley. Your belief in me, your wisdom, and smiling face kept everything in perspective.

It is all about the journey!

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Virginia Rae Goldner
Dissertation Title ARIZONA NURSES’ ATTITUDES TOWARD LEGISLATED MINIMUM STAFFING RATIOS: IMPACT ON THE WORKPLACE

Abstract
Arizona’s acute nursing shortage and emphasis on quality patient care are factors that make retention of bedside nurses an important issue for healthcare organizations. Legislated staffing ratios as one means of addressing inadequate staffing is subject to controversy and debate by many healthcare professionals. The quantitative dominant mixed methods study with correlation design used an online survey to examine the impact of Arizona hospital RNs’ attitudes toward legislated staffing ratios on intent to turnover. Study participants were registered nurses working at the bedside in acute care facilities in the state of Arizona; 69 participants completed the survey. After controlling for work satisfaction, findings suggested a negative, moderate, and statistically significant relationship between nurses’ attitudes toward legislated staffing ratios and turnover intent (r = - 0.242, p = .048). Nurses who support legislated staffing ratios appear more likely to leave their current position within the next 12 months than those who do not support legislated ratios. Five key themes emerged from qualitative analysis regarding the work environment: nurse-to-patient ratio, high patient acuity, inadequate staffing, safety issues, and not being able to meet the needs of the patient. The implication of findings for leaders and policy-makers is that attention to nurses’ beliefs about staffing concerns could assist in developing effective interventions and contribute to a more satisfying work environment that attracts and retains nurses at the bedside. Recommendations for future research include replication with a larger sample and a study that includes attitudes of bedside and managerial nurses.

Dedication
I dedicate this study to my family as their support made completion of this course of study a reality. My late mother counseled with warmth and humor: “You are smart—you can do anything that you want—however, I would think closely about rocket science.” My father passed on during the course of this study and his gift to me was that his questions about my motivation for this challenge helped clarify my purpose and solidify my intent. My heartfelt thanks to my brother John
who kept my animals fed, the horses blanketed and turned out, fixed all those things that need fixing at the most inopportune times, and who unconditionally supported me in this journey.

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My thanks to the Arizona Nurses Association (AzNA) members who participated in my study and to the AzNA administrative team—Joyce Benjamin, RN, MSN, Executive Director; Mary Fakin, Arizona Nurses Association Program Coordinator; and Debby Wood who graciously sent out my survey cover letters. In addition I thank the American Nurses Association (ANA) for allowing the use of the legislative map and Dr. Moos and the organization at Mind Garden, Inc. for allowing me to use the Moos Work Environment Scale© instrument for this study. To University of Phoenix faculty, staff, and my cohort group I extend my grateful thanks for their support for this incredible experience.

Henry D. McCormack
Dissertation Title DISPLACEMENT OF INFORMATION TECHNOLOGY MIDDLE MANAGERS AND ENTREPRENEURIAL DEVELOPMENT: A PHENOMENOLOGICAL STUDY

Abstract
The purpose of this qualitative study was to explore the lived personal and professional experiences of displaced information technology (IT) middle managers and their decision to subsequently become entrepreneurs. Organizational leaders have found it necessary to downsize and outsource many IT positions, resulting in a 38% increase in IT middle management displacement from 1996 to 2006. The audio tape-recorded, semistructured interviews yielded vivid descriptions and unique insights into the lives of 20 purposively sampled displaced managers who started, or planned to start, new businesses. Data were analyzed through Moutsakas’s modified Van Kaam method to identify statements associated with the phenomenon determining the factors that led displaced managers to follow an entrepreneurial path. Common themes of the results were as follows: displacement versus emotional response to displacement, displacement versus future plans, age versus future plans, entrepreneur versus future plans, displacement versus change in direction, future plans versus change in direction, and gender versus change in direction. The recommendations from the study advocate that middle managers become cognizant of their skills and abilities in order to prepare for economic downturns. As organizations downsize and reduce IT middle management positions, the identity of the position will change. Individuals will face a choice based on experience and knowledge to advance their career. A displacement experience can prompt a reaction toward entrepreneurship. Further research on the displacement experience and the development as entrepreneurs could identify the problems and opportunities facing IT middle managers.

Dedication
I dedicate this dissertation to my children, Alicia and Henry, so that they may understand how hard work pays off and never gives up on their dreams. My wife Nancy, my mother Elizabeth, my rock, whose support and guidance is unsurpassed during this journey. In addition, my father Henry, who is looking down and is proud at how far I have come. My brother
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Sonia Angela Greenidge

Dissertation Title LEADERSHIP COMMUNICATION, CULTURE AND EMPLOYEE ENGAGEMENT: A CORRELATION STUDY

Abstract
This quantitative correlation research study investigated the degree to which the communication style of leaders influences the culture and level of employee engagement of organizations. Correlation analysis was used to investigate the following three hypothesized relationships: (1) the relationship between the communication styles of leaders and the culture of their organizations, (2) the relationship between the communication styles of leaders and the level of employee engagement in their organizations, and (3) the relationship between the organizational culture and the level of employee engagement in the organizations studied. Statistical analyses identified statistically significant correlations for all three hypothesized relationships. Differences in the correlations were noted among the private, public and non-profit sector leaders and organizations. Based on the tentative findings from this study, organizational leaders should use their communication style to influence the culture of their organizations and to improve the level of engagement of their employees.

Dedication
This dissertation is dedicated to my daughter Ashley, husband Patrick and sister Melanie. Ashley, my hope and delight has been both frustrated and inspired by my journey. May this dissertation serve as a durable reminder of the importance of education and a promise that I will always support her as she seeks to achieve her academic goals in her chosen career.

Melanie has taken on the role of mother to Ashley when my studies separated us geographically. Her unselfishness has been an inspiration.

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Patricia M. Dues  
Dissertation Title QUANTITATIVE CORRELATION OF ENTERPRISE RESOURCE PLANNING TYPE, SUCCESS, AND TECHNOLOGY LEADERSHIP STYLE IN LOCAL GOVERNMENT

Abstract
Enterprise resource planning (ERP) is a primary strategy of technology leaders challenged with meeting the business needs of the user community. Many advantages exist to support an ERP technology focus. In local government, senior technology leaders have the challenge of demonstrating leadership skills to justify fiscal and operational decisions. The quantitative, correlational study examined the degree to which a relationship exists among the independent variables of leadership style and type of ERP implemented, and the dependent variable, perceived ERP success, in local government technology leaders. Senior technology leaders of U.S. cities, counties, and townships who adopted enterprise resource planning within their organizations were the target population of the study. Pearson r coefficient, multiple linear regression, and standard descriptive statistics were used to analyze the results of the study. The theories of transformational leadership and diffusion were foundations for the leadership style researched in the study. The results of the study indicated a relationship exists between transformational leadership style and successful ERP. A significant relationship also existed between leadership style and type of ERP, if type was other than the major ERP vendors. Future research is recommended to explore and identify a leadership model for successful ERP by public sector technology leaders.

Dedication
I dedicate this study to two friends by my side throughout this journey. My dear friend, Lorraine Klenk, was an inspiration for me. At 89-years-old she is a woman who had two professional careers, but was not able to complete a college education. Her pride in my accomplishments provided me the encouragement to continue when I was close to giving up. My friend, Barbara Marcella, was on her own journey to complete her bachelor’s degree while I completed my doctorate. She understood my challenges and could be turned to when illness, personal crises, and depression stalled me. Because of these two special friends I have been able to complete my journey with my head held high and a great deal of personal pride.

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Peter C. King  
Dissertation Title AN EXAMINATION OF THE ROLE OF LIAN (FACE) IN MAINLAND CHINESE BUSINESS PRACTICES

Abstract
This dissertation examines the roles of the Chinese concepts of face and guanxi and their linkages to trust and business practices. Chinese and western business practices have developed within their relevant historical environments and differences in cultural values, specifically one element of face (lian), can be determined that affects the conduct of cross cultural business interactions. Several researchers have investigated the characteristics and symptoms of Chinese societies and organizations but few have examined the specific issue of the importance of the elements of face in the
This dissertation examines face to determine the extent to which this essentially Confucian concept applies in the Chinese business milieu. The dissertation shows that there is a direct linkage between lian and mianzi and that lian is perceived to be more important than mianzi. Lian and mianzi engender trust but there are differences between younger and older people in the perceptions of the importance of lian and mianzi and the linkages between lian, mianzi, and the other Chinese cultural values of guanxi and xinyong. The results of the study resulted in previously unreported findings on the relationships between lian and mianzi, and established that mianzi depends on lian. The study provided support for previously reported (but unsupported by analysis) findings by Chinese researchers on the relationships between mianzi and guanxi. The study confirmed previous findings by other researchers on the existence of two components of face. Implications for education and business are discussed including that western businesspeople are at a disadvantage when negotiating with Chinese businesspeople. The conclusions could be of benefit to leaders and managers in both China and the West.

**Dedication**
This dissertation is the result of personal curiosity to find the answer to a simple question: Given the sophistication of Chinese culture in the Tang and Sung dynasties, why did Wang An Shi, Grand Secretary to the Northern Song Emperor Shenjong (reigned 1067 CE -1085 CE), fail to get approval for what, to me, were obviously very good recommendations? To find that answer, I entered the Doctoral program. Along the way, another question struck me, in the absence of a Supreme Being, what imperatives kept the Chinese Civilization intact? After over 40 months of efforts, this dissertation attempts to provide one answer.

The temerity in researching from a Western perspective a millennia old Chinese value and its influence on business practices should only be described as quizzical at my advanced age, but the alternatives were hardly appealing. The challenge proved interesting and well worthwhile because along the way I met friends who helped and introduced me to the marvels of this ancient culture. Further, the opportunity of working in China has been an experience rich in friends, culture and challenge. I concluded that we know very little about each other's cultures. To these friends and their support of a foreigner delving into Chinese culture, I dedicate this effort.

None of work would ever have happened had my family not encouraged and supported my efforts. My mother Louise Emma passed on before she saw the results of my work but to her I owe a great deal in teaching me from an early age the modalities of civilized behavior. From my father Alfred Charles I inherited a desire to explore mysteries and a brain capable of taking up the challenge. To their memory, I dedicate this work.

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**Cyronose D. Spicer, Sr.**

**Dissertation Title**
GRASSROOTS INTERVENTIONS: TRANSFORMING ORDINARY PEOPLE INTO GRASSROOTS CHANGE LEADERS IN RURAL WEST TENNESSEE

**Abstract**
Grassroots interventions occur when ordinary people become engaged in crusades greater than their personal ambitions. To understand the phenomena than motivates people into becoming grassroots leaders the following two research questions guided this qualitative study: (a) What are the defining moments or events that move ordinary people to become involved leaders in grassroots social change movements? and (b) How do grassroots leaders develop their sense of community, think about their world, and take actions to become change agents? From analyzing the research data, the following eight themes were disclosed: (a) The Role of Family, (b) The Plight of Youth, (c) The Instances of Injustices, (d) The Factor of Fear, (e) The Empowerment of Education, (f) The Reliance Upon God, (g) The Longing for Leadership, and (h) The Divisiveness of a Divided Community. Defining moments that lead ordinary people to become grassroots community leaders were discovered from interpreting the eight themes. Strong family influences, spiritual convictions, concern for youth, and boldness to confront the injustices were motivating factors for participants in this dissertation study to become grassroots leaders. Grassroots leaders embrace education as an empowerment source for success. Grassroots leaders are aware of the power of fear, which can hinder grassroots involvement or become the catalysts that launch people into action.

Dedication
This dissertation is dedicated to my Lord and Savior Jesus Christ; my beloved wife Catherine Conley Spicer; my nine adopted children, Ashley, Latoya, RayMar, DuPree, Cristle, Jay, Caleb, DuSean and DuPrae; grandchildren Jaden (2 years-old), Jamari (1 year-old), and Janiyah (2 months-old), ChriShawn (4 weeks-old) and my deceased father, MSGt. (Retired) Mansfield M. Spicer, Sr., mother Minerva Atkinson Spicer, brother Mansfield, Spicer, Jr. (Dr. Margaret), sisters Vera Wyatt, Sophronia Spicer, Delcina McBride, and Persina Spicer-Atkinson. This dissertation is dedicated to the disenfranchised people living in rural communities, citizens of Lauderdale County, Tennessee, and the members of New Beginnings Christian Center church.

Acknowledgements
I would like to thank my beloved wife Catherine Conley Spicer for her 100% support, encouragement, and personal sacrifice throughout these past years of arduous study. Catherine, you are the love of my life and gift from God. This doctoral degree is dedicated to you. To my parents Mansfield (deceased) and Minerva Spicer, who did not have an opportunity to receive a formal education in their youth, yet always admonished their six children to study hard and get a quality education. I thank God the Father, God the Son, (who is my Lord and Savior Jesus Christ), and God the Holy Spirit guide and direct my path through life. I thank God for the Holy Scriptures that says, “But with God all things are possible” (Matthews 6:19).

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Joyce Ann Whitlatch

Dissertation Title A HISTORICAL CASE STUDY OF ARIZONA NCLEX-RN RESULTS

Abstract
The purpose of this qualitative historical case study was to investigate the themes and patterns of the nursing shortage and
to explore the NCLEX-RN test results in Arizona and the effect on the nursing shortage. The evaluation assessed the historical testing results and reviewed the historical literature for the time. The study explored historical literature for themes affecting the nursing shortage. Study results indicated there are many themes regarding the nursing shortage. Thirty-nine percent of the school applicants are not accepted for entrance because of lack of space in the school. Interpretation of the data collected showed themes and subthemes regarding the nursing shortage. Findings from the study suggest the larger concern is not test results but the lack of space at the nursing schools.

Dedication
I want to dedicate this body of work to my family. You can do anything and be anything in this world that you desire.

To my three girls, Christine, Michelle, and Danielle, thank you for all your words of support and encouragement, without whom the completion of this study would not have been possible, you are truly my life’s joy.

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Michelle Lee Manganaro
Dissertation Title LEADERSHIP IN MASSACHUSETTS EARLY EDUCATION SCHOOLS: PERCEPTIONS OF LEADER ATTRIBUTES IN PRACTICE

Abstract
The purpose of the current exploratory research was to identify, examine, and describe perceived leadership qualifications and performance attributes at childcare centers in Massachusetts. Of the 52 towns where schools were invited, study participants represented 34 towns. Hypothesis analyses revealed disparities among the leader qualifications and confirmed that the intellectual variances were evident. Each of the outcome variables reported in the Human Resources performance category resulted in the widest variance among directors and the teaching staff. While results did not correlate director qualifications with particular areas of leadership strength, the results did show an array of noteworthy weight proportions for each performance area. In general, the directors reported higher ratings when compared to the subordinate ratings. The directors in the current study articulated a need for greater support and subordinates indicated a need for a sense of worth. The findings give theoretical support to emotional intelligence scenarios appearing in the workplace. The results suggest that the industry should consider future research involving emotional intelligence, human resources, and motivational issues.

Dedication
I dedicate this dissertation to my loving parents, Jack and Karen Manganaro, and to my three supportive sisters, Pam Erickson, Jacqui Yoke, and Karen Sillari. The tapestry of these relationships led to the ultimate research inquiries. Most notably, I devote this study to the moral fiber of my young sons: Joshua L. Stratton, Brentyn J. Stratton, and Nathaniel M. Stratton. Their young and boundless capacity to play, love, and learn directly motivated and directed each doctoral stride. The combined strengths of our family will lead to many future achievements.
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Jaime Diaz Saenz
Dissertation Title STRATEGIC PLANNING AND IMPLEMENTATION PROCESSES IMPACTING SMALL BUSINESS SUCCESS IN MEXICO: A CORRELATIONAL STUDY

Abstract
Small businesses play an important role in the development of a country and serve as a means to sustain and grow economies because small businesses contribute to lowering unemployment as well as generate new sources of employment. The small business mortality indices, however, are very high. The survival of small businesses has become a strategic factor in the economies of developed and developing countries. Research has demonstrated a lack of strategic planning to be a key reason for business failure. Strategic planning is considered a key tool for business success. Small businesses owners in Mexico using strategic planning may predict environmental turbulence factors that inhibit business performance. For Mexican small businesses, predicting and managing the factors may reduce the mortality indices. The purpose of this quantitative correlation study was to determine the degree to which the strategic planning levels and the implementation process impact small business success measured in terms of business sales and employees growth. The sample consisted of 235 small business owners, executives, and managers from the city of Torreon, Mexico. Pearson's correlation coefficients were performed to analyze the degree to which a relationship existed between the planning levels and the implementation process with the business success. Results registered a statistically significant relationship between the strategic planning levels and the planning implementation with the business success measured in sales increase. Recommendations for leadership include to analyze the impact of the private, educational and government leadership on the success of the planning development process and in its implementation and to analyze other factors that inhibit small business growth.

Dedication
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Edward G. Walker
Dissertation Title CORRECTIONAL OFFICER JOB SATISFACTION AND LEADERSHIP: A CORRELATIONAL STUDY
Abstract
The demands of correctional leadership increases as correctional institutions face a paradigm shift and change of focus in approaches to jail leadership on officer job satisfaction. The purpose of the current study was to determine whether a correlation existed between the leadership style of the organizational leader and subordinates’ job satisfaction among correctional officers. The Kouzes and Posner (2002) Leadership Practice Inventory was used as the instrument to measure leadership style operationalized as five styles of transformational leadership and validated by a Likert-type scale questionnaire; the Bowling Green University (1969) Job in General was used as the instrument to measure job satisfaction. The population included 295 volunteers associated with a correctional association located in the United States. The results indicated an internal consistency reliability of the five leadership style scores and job satisfaction between 0.91 and 0.96 for all scale scores. The results also indicated a statistically significant, strong correlation between job satisfaction and the ability to inspire a shared vision \( r(295) = 0.43; p < 0.001 \) as well as between job satisfaction and the ability to challenge the process \( r(295) = 0.44; p < 0.001 \). The results also indicated a relationship between job satisfaction and the ability to engage others to act \( r(295) = 0.46; p < 0.001 \) as well as job satisfaction and the ability to encourage the heart \( r(295) = 0.44; p < 0.001 \). The five leadership style scores explained a statistically significant percentage of the variance in JS scores, \( F(5,289) = 16.5; p < 0.001; \) R-Square = 0.22.

Dedication
I dedicate this dissertation to my Lord and Savior, Jesus Christ, whose sacrifice has made all things possible. To my wife, Rhonda, for her love, support, and understanding; and my children Shree, Shreece (Keith), Bianca, Lydell, and Korea; my grandchildren Cam’Ron, Keith, Jr. and Ava; my parents Tommy, Sr. and Juanita Walker, my brothers and sister-in-laws Tommy, Jr. (Erica) and Roland (Chantal) without whose love, support and encouragement I could not have completed this journey.

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