

**INDIANA UNIVERSITY  
STUDENT PERSONNEL ASSOCIATION**

**INDIANA UNIVERSITY**

Department of Higher Education and Student Affairs  
School of Education  
W.W. Wright Education Building, Suite 4228  
Bloomington, Indiana 47405

(812) 856-8362/8364

**1997-98 JOURNAL STAFF**

**Editors**

Nariah Broadus  
Jennifer Forbes  
Ryan A. Forsythe  
Christopher R. Turner

**Review Board**

Stephanie Sue Helmers  
Myrna Hernandez  
DeEttra Kudera

**Advisor**

Teresa L. Hall

**IUSPA Officers 1996-97**

President	John Jobson
Vice President	Darin Junck
Secretary	Stacey Price
Treasurer	Claibourne Patty
Dir./Development	DeEttra Kudera
Dir./Outreach	Eunice Cabacungan Amy Oldfield
Dir./Prof. Dev.	Jennifer Forbes
Dir./Programming	Shannon Brown Kristen Heine
Dir./Relations	Patricia Alvarez

**IUSPA Officers 1997-98**

President	Sarah Thompson
Vice President	Meredith Curtin
Secretary	Rob Andrews
Treasurer	Eric Maguire
Dir./Development	John Lawler Sarah Waters
Dir./Outreach	Bob Brown Daletha McRae
Dir./Prof. Dev.	Tania Mitchell Josh Nolan
Dir./Programming	Myrna Hernandez Jessica Osit
Dir./Relations	Mike Eikenberry Deanna Peck

---

The *Journal of the Indiana University Student Personnel Association* is published annually by the Indiana University Student Personnel Association with support from the Higher Education and Student Affairs (HESA) Program. The *Journal* is produced expressly to provide an opportunity for HESA master's students to publish articles pertinent to the field of student affairs. The primary sources of funding for this year's *Journal* are alumni donations and student and departmental support. The important role that each of these contributors has played in the production of this edition is gratefully acknowledged and appreciated.

## Faculty Advisors

Dr. Elizabeth Greenleaf	1960-1977
Ms. Wanda Deutsch	1970-1971
Dr. David Decoster	1972-1976
Dr. George Kuh	1977-1982
Dr. John Schuh	1983-1987
Dr. Don Hossler	1987-1988
Dr. Frances Stage	1988-1989
Dr. Don Hossler	1989-1990
Dr. George Kuh	1990-1996
Dr. Bruce Jacobs	1996-1997
Dr. Teresa Hall	1997-1998

## Editors

Ann Paloney, 1967	Janet R. Wright, 1982
Michael J. Wiener, 1967	Nedra Hartzell, 1983
Marily Liechty, 1968	Daniel W. Salter, 1983
Dallas Bauman, 1969	Susan Buffington, 1984
George C. Dehne, 1971	Diane Ledger, 1984
Jane A. Lundahl, 1972	Margaret O'Brien, 1985
Helen Mamarchev, 1973	David Stewart, 1985
Winnifred Weeks, 1973	Lora Burnett, 1986
Elizabeth Brannon, 1974	James Vander Putten, 1986
Robert Cieslicki, 1974	James J. Holmen, 1987
Barbara Moudy, 1974	James J. Hurley, 1987
David Stacy, 1974	David J. Strauss, 1988
Dann Lobsinger, 1974, 1975	J. J. Thorp, 1988, 1989
Ann Deborah Alter, 1975	Patricia Harned, 1989, 1990
Dianne Burnside, 1976	Diane Robinson, 1990, 1991
Richard Scott, 1976	Anne E. Spitler, 1991, 1992
Susan Hopp, 1977	Lisa K. Mitchell, 1992, 1993
Frank Araiolo, 1977	Alison B. Block, 1993, 1994
Vince Carunchia, 1977	Melody M. Snyder, 1994, 1995
Elizabeth A. Zavodny, 1978	Lisa P. Lourden, 1995
Marc Kaplan, 1978	John Bean, 1995, 1996
Jim Scroth, 1978, 1979	Kelli Kaputka Smith, 1995, 1996
Laurie Bell, 1979	Suzanne J. Mendoza, 1997
L.E. Wegryn, 1980	Alan Rose, 1997
B.J. Bischoff, 1981	Jennifer Forbes, 1997, 1998
Brian Pisaro, 1981	Ryan A. Forsythe, 1998
Rodney P. Kirsch, 1982	

## Journal of the Indiana University Student Personnel Association

*Spring 1998 Edition*

### Contents

Editors' Comments .....	4
Jennifer Forbes, Ryan A. Forsythe	
State of the Program .....	5
Teresa L. Hall, Ph.D.	
Awards and Honors & Call for Nominations .....	6
Learning Leadership, Developing Leaders: Will the Student Affairs Profession Embrace the Challenge? .....	7
Lynn D. W. Luckow, Christopher R. Turner	
The Effects of Fraternity Involvement .....	14
Patricia L. Alvarez, Eunice A. Cabacungan, John E. Jobson, DeEttra L. Kudera	
History, Execution, and Opposition: Restructuring Higher Education .....	24
Ian Crone	
A Study of the Effects of Academic Community Floors .....	29
Amanda Denton, Jennifer Forbes, Danny King, Claibourne Patty	
Assessment of Student-Athlete Involvement in a University Residence Hall .....	39
Heather Diaz, Bob Gonyea, Darin L. Junck, Emily Ward	
The Role of Women's Colleges in the Leadership Development of Female Students .....	50
Jennifer Forbes	
International Students: An Introduction .....	57
Elizabeth James	

### Editor's Comments

Jennifer Forbes, Ryan A. Forsythe

Hello and welcome to the Spring 1998 edition of the *Journal of the Indiana University Student Personnel Association*. We are proud to present this latest edition which is representative of the contributions our program continues to make to the field of student affairs.

Annually we invite an esteemed graduate of our program to provide insight on the field through a featured article. This year, Lynn D. W. Luckow ('74), president and chief executive officer for Jossey-Bass, addresses the role of student affairs professionals in leadership development. This special interview, "Learning Leadership, Developing Leaders: Will the Student Affairs Profession Embrace the Challenge?", is our lead article. Each of our six remaining articles examine areas of interest or concern for the student affairs community. "The Effects of Fraternity Involvement" studies the impact alcohol use and member attitude has on academic performance. In the face of budgetary challenges, "History, Execution, and Opposition: Restructuring Higher Education" examines different methods of restructuring. In "A Study of the Effects of Academic Community Floors," information is presented regarding academic sub-environments of residence halls. "Assessment of Student-Athlete Involvement in a University Residence Hall" indicates the depth of involvement student athletes have on residence hall floors. Recommendations for how coeducational universities can better serve women students are offered in "The Role of Women's Colleges in the Leadership Development of Female Students." Finally, "International Students: An Introduction" reviews the issues surrounding and facing international students.

This edition of the *Journal* is only possible due to the dedicated efforts and support of the *Journal* Review Board; Teri Hall, our advisor; and Joyce Register in the HESA department. We would also like to thank the Indiana University Student Personnel Association (IUSPA) and our generous alumni for their critical financial support of our publication.

Finally, this year's efforts in producing the *Journal* are a success thanks to the involvement of our first year co-editors, Nariah Broadus and Christopher Turner. We thank you and wish you the same support and dedication with which you have provided us.

Please enjoy this edition of the *Journal*!

*Jennifer Forbes graduated from Indiana University with a Master's in Higher Education and Student Affairs in May 1998. While at IU, she served as an academic advisor with the Honors Division. She graduated from Carnegie Mellon University with a B.S. in Biological Science in 1994.*

*Ryan A. Forsythe graduated from the HESA program at Indiana University in 1998. He received his Bachelor of Arts in English and his Bachelor of Science in Psychology from The Ohio State University in 1996. At IU, Ryan worked as an Assistant Coordinator of Residence Life, most recently in Wright Quadrangle.*

### State of the Program

Teresa L. Hall, Ph.D.

Masters Program Coordinator

Spring has arrived in Bloomington — tulips are in bloom, Little 500 bike riders are training, and second year master's students are seeking employment. Spring also signals the end to another successful year in the Higher Education and Student Affairs Masters Program.

Interest in the masters program remains strong. This year over 600 students requested information about our program and assistantships. We were pleased to offer a centralized scheduling process for the two recruitment weekends. Prospective students sent resumes to each of the assistantship providers and a ranking sheet to the HESA department. Assistantship providers informed the department of the candidates they wished to interview and their available times. We then coordinated the scheduling process and students received a schedule which included important recruitment weekend activities as well as faculty and assistantship interview appointments. We intend to refine the process for next year.

We are working to increase the communication and cooperation between the HESA department and the student affairs practitioners on campus. The centralized scheduling process for the recruitment weekends is just one example of this. In addition, student affairs staff members served as practicum seminar discussion group leaders. Our goal is to better connect the learning experiences for our students from the classroom to the work setting.

Our faculty continue to be a strong asset for our program. Sarah Westfall, Ph.D. '95, was granted adjunct faculty status this year. Sarah has taught several classes for us including Administrative Practices, Introduction to Student Affairs, and Small Colleges. Sarah is an incredible teacher, practitioner, and mentor; we are fortunate that she will continue to work with the program. We are very proud of the fact that Fran Stage and Don Hossler were inducted as ACPA Senior Scholars this year; rarely have two individuals from the same institution been inducted at the same time.

The quality of work included in this publication is a testament to the continued strength of our program. As you know, the *Journal of the Indiana University Student Personnel Association* is self-supported and student-driven. We believe the *Journal* is one of the attributes that makes our program distinctive.

We know that it is the good work of and referrals from our graduates that contributes to the reputation of our program. Please continue to refer your best and brightest students to us. We welcome any suggestions or thoughts you may have on preparing students for roles in the challenging field of higher education and student affairs administration. We look forward to hearing from you.

### Awards and Honors

Congratulations to these members of the Indiana University family on the following recognitions:

Kathryn E. Goddard	1998 Elizabeth A. Greenleaf Distinguished Alumni Award
Helen L. Mamarchev	1998 Elizabeth A. Greenleaf Distinguished Alumni Award
Gary L. McGrath	1998 Robert H. Shaffer Distinguished Alumni Award
Tania Mitchell	1998 Elizabeth A. Greenleaf Fellowship Award
Sarah Thompson	1998 Elizabeth A. Greenleaf Fellowship Award
Jillian Kinzie	1998 August and Ann Eberle Fellowship Award
Heather Cummings	1998 Robert H. Wade II Fellowship
Timothy Stockton	1998 Kate Hevner Mueller Award
George Kuh	1998 Faculty Merit Award, Campus Life Division
Teresa Hall	1998 Professional Staff Award, Campus Life Division
Fran Stage	1998 ACPA Senior Scholar Inductee
Don Hossler	1998 ACPA Senior Scholar Inductee, NASPA Contribution to Research and Literature Award, and NASPA Region IV Graduate Faculty Member Award.

### Call for Nominations

Nominations of individuals for the 1999 Elizabeth A. Greenleaf and Robert H. Shaffer Awards are now being accepted.

The Greenleaf Award is presented annually to the graduate of the master's degree program in Higher Education and Student Affairs "exemplifying the sincere commitment, professional leadership and personal warmth characteristic of the distinguished professor for whom the award is named." Previous Greenleaf Award recipients include Louis Stamatakos, Phyllis Mable, James Lyons, Paula Rooney, Joanne Trow, Carol Cummins-Collier, Thomas Miller, Frank Ardaiolo, Deborah Hunter, Vernon Wall, William Bryan, Terry Williams, Marilyn McEwen, Gregory Blimling, Lawrence Miltenberger, and Jamie Washington.

The Robert H. Shaffer Award is presented to the graduate of the Indiana University Higher Education doctoral program who exemplifies outstanding service to the student affairs profession. Previous Shaffer Award recipients include L. "Sandy" McLean, Thomas Hennessy, Jimmy Lewis Ross, Robert Ackerman, Don G. Creamer, Nell Bailey, Alice Manicur, Rodger Summers, Caryl Smith, and Donald Mikesell.

Nominations for both awards close February 2, 1999. The awards will be presented at the 1999 NASPA and ACPA conferences. Please direct your nominations and supporting materials (e.g., vita) to Teresa Hall, W.W. Wright Education Building, Room 4228, 201 N. Rose Avenue, Indiana University, Bloomington, IN 47405. Thank you.

### Learning Leadership, Developing Leaders: Will the Student Affairs Profession Embrace the Challenge?

Lynn D. W. Luckow, Christopher R. Turner

*This article is based on an interview with Lynn D. W. Luckow centered around leadership development training. The piece begins by exploring definitions of leadership, expectations of incoming students, the role student affairs plays in leadership development training, and what leadership skills are crucial for student affairs professionals. The article also examines whether student affairs preparation programs are responsive to the current need for leadership development training. In conclusion, suggestions are given for preparation programs and for student affairs practitioners or faculty members wishing to strengthen themselves in the area of leadership development.*

Lynn D. W. Luckow is president and chief executive officer of Jossey-Bass Inc., Publishers. After serving as an outside advisor for four years, Mr. Luckow joined the company in 1984 as Editor, Higher Education. This position was followed by increasingly responsible editorial and management positions, culminating in his present position in 1991.

Prior to entering publishing Mr. Luckow had been a leader in executive, professional and career education. He had developed and managed over 1,000 seminars, conferences and institutes, attended by over 75,000 participants.

Mr. Luckow is also extremely active in voluntary, philanthropic and leadership initiatives across the country. His involvements include: chair of the National 4-H Council's board of trustees, endowment and advisory board member for the musical group Chanticleer, past board member and chairman for Project Open Hand, past board member for the National AIDS Fund, and currently the national chair for Indiana University's Library Endowment Campaign.

**Since we are going to be focusing on leadership development, what would you give as your personal definition of what leadership is?**

**Mr. Luckow** — My whole life is devoted to leading organizations. Leadership for me has a lot to do with authenticity, in who I am as a person. It's about being able to create a clear vision that others are willing and interested in following. For me, it is having and communicating a sense of purpose, and being able to encourage and reward others. Leadership is building a team type of effort.

There are so many ways of thinking about leadership. For me, it's about vision, purpose, authenticity, communication and credibility with a constituency. It is about having place as a person. In some ways it's like a calling.

**What experiences have you had that have shaped this definition?**

It has really been shaped over a long period of time, from early years in scouting and as student body president in high school, to running student organizations in college and serving as president of my fraternity. After that it has been