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[STRATEGIC NETWORKS OF

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A COMPARATIVE STUDY OF STRUCTURES AND OUTCOMES]

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DISSERTATION

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A dissertation submitted in partial fulfillment of the

requirements for the degree of [Doctor of Philosophy] in the

[College of Business and Economics]

at the University of Kentucky

By

[Sherrie Elaine Human]

Lexington, Kentucky

Director: Dr. [John Howard Doe], Professor of [Economics and Public Policy]

Lexington, Kentucky

[Year]

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A COMPARATIVE STUDY OF STRUCTURES AND OUTCOMES]

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[Sherrie Elaine Human]

Lexington, Kentucky

Co- Directors: Dr. [John Howard Doe], Professor of [Economics and Public Policy]

and Dr. [Mary Ann Moore], Professor of [Accountancy]

Lexington, Kentucky

[Year]

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ABSTRACT OF DISSERTATION

[STRATEGIC NETWORKS OF

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A COMPARATIVE STUDY OF STRUCTURES AND OUTCOMES]

*(Prior to your first dissertation submission, replace this text with the text of your scientific/ scholarly abstract. The text of this abstract should be single spaced and each new paragraph should be indented. This text may be altered between first and final submissions*).

[Organizations facing competitive environments increasingly adopt collaborative strategies for competitive advantage. This study examined the growing phenomenon of purposeful inter-organizational relationships, or strategic networks, of independent, small and medium size manufacturers. These networks provide a membership-based group of “designated collaborators” that focus on increasing competitive advantage for member firms. Firm-level outcomes and inter-organizational relationship structures related to network involvement were investigated.

A comparative approach was adopted for this inductive, theory building research project and utilized a two-stage research design incorporating multiple data sources, including interviews, surveys, on-site visits, and secondary documents. Qualitative interview data from network member firms and non-network firms in the secondary wood products industry and survey data from samples of two same-industry network firms was also compared. Finally, extensive network narratives were developed to provide a comprehensive case-based understanding of the network phenomenon.

Through the use of text coding and pattern searches, network analyses techniques and relationship graphing (sociograms), a proposed model of network structures and firm-level outcomes was developed. Results from this project suggest that firm characteristics and network structures are associated with specific outcomes member firms achieve from network participation. Network administrative is characterized by degree of coordination such as frequency and regularity of member meetings. Network interactive structure is characterized by centralization or decentralization of the network members influences whether member firms interact in a decentralized or centralized structure. Further, results suggest that although firms in both centralized and decentralized networks achieve positive outcomes, the widest range and types of firm-level outcomes are achieved by similar member firms in decentralized structures. Finally, results indicate that firm-level outcomes related to network participation are facilitated when network centralization and degree of network coordination are appropriately].

KEYWORDS: [Inter-organizational Relationships, Strategic Networks, Manufacturing, Network Structures, Manufacturing Networking] (*Include no more than 6 keywords or phrases).*

[Sherrie Elaine Human]

*(Name of Student)*

[mm/dd/yyyy]

Date

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A COMPARATIVE STUDY OF STRUCTURES AND OUTCOMES]

By

[Sherrie Elaine Human]

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[Sherrie Elaine Human]

[Name of Co-Director of Dissertation]

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*(This page is optional. Delete this page and the following page break if you don’t want to include Acknowledgement).*

ACKNOWLEDGMENTS

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[The following dissertation, while an individual work, benefited from the insights and direction of several people. First, my Dissertation Chair, Xxxxxx Xxxxxx, exemplifies the high quality scholarship to which I aspire. In addition, Xxxxxx provided timely and instructive comments and evaluation at every stage of the dissertation process, allowing me to complete this project on schedule. Next, I wish to thank the complete Dissertation Committee, and outside reader, respectively: Xxxxxx Xxxxxx, Xxxxx Xxxxxxxxxxxxxx, Xxxx Xxxxxx, Xxxxxx Xxxxxxx, Xxxxxx Xxxxx Xxxxxx, and Xxxxx Xxx. Each individual provided insights that guided and challenged my thinking, substantially improving the finished product].

[In addition to the technical and instrumental assistance above, I received equally important assistance from family and friends. My husband, Xxxxx Xxxxxx, provided on-going support throughout the dissertation process, as well as technical assistance critical for completing the project in a timely manner. Finally, I wish to thank the respondents of my study (who remain anonymous for confidentiality purposes].

TABLE OF CONTENTS

[ACKNOWLEDGMENTS iii](#_Toc516574812)

[LIST OF TABLES vi](#_Toc516574813)

[LIST OF FIGURES vii](#_Toc516574814)

[LIST OF ADDITIONAL FILES viii](#_Toc516574815)

[CHAPTER 1. [CHAPTER TITLE: HEADING 1, H1] 1](#_Toc516574816)

[1.1 [Basic Formatting] 1](#_Toc516574817)

[1.1 [Normal Setting] 1](#_Toc516574818)

[1.2 [Heading Styles] 3](#_Toc516574819)

[1.2.1 [Major Heading] 4](#_Toc516574820)

[1.2.2 [First-level Sub-heading] 4](#_Toc516574821)

[1.2.3 [Second-level Sub-heading] 4](#_Toc516574822)

[1.2.4 [Third-level Sub-heading] 4](#_Toc516574823)

[1.2.4.1 [How to Place Table/Figure in the Document] 4](#_Toc516574824)

[1.2.4.2 [How to insert Table/Figure Headings] 5](#_Toc516574825)

[1.2.1 [How to insert Table/Figure Numbering] 6](#_Toc516574826)

[1.2.2 [How to clear formatting mistakes] 7](#_Toc516574827)

[1.2.2.1 [Image Placement and Formatting] 11](#_Toc516574828)

[1.3 [Generating a Table of Contents: heading 2, h2] 12](#_Toc516574829)

[1.4 [Inserting Internal Links (Bookmarks)] 12](#_Toc516574830)

[1.5 [Before You Submit] 13](#_Toc516574831)

[CHAPTER 2. [CHAPTER TITLE: HEADING 1, H1] 14](#_Toc516574832)

[2.1 [First-level Sub-heading - heading 2, h2] 14](#_Toc516574833)

[2.2 [First-level Sub-heading - heading 2, h2] 14](#_Toc516574834)

[2.2.1 [Second-level Sub-heading - heading 3, h3] 14](#_Toc516574835)

[2.2.2 [Second-level Sub-heading - heading 3, h3] 14](#_Toc516574836)

[2.2.2.1 [Third-level Sub-heading - heading 4, h4] 14](#_Toc516574837)

[2.2.2.2 [Third-level Sub-heading - heading 4, h4] 14](#_Toc516574838)

[2.3 [First-level Sub-heading - heading 2, h2] 14](#_Toc516574839)

[2.4 [First-level Sub-heading - heading 2, h2] 14](#_Toc516574840)

[2.4.1.1 [Third-level Sub-heading - heading 4, h4] 14](#_Toc516574841)

[CHAPTER 3. [CHAPTER TITLE: HEADING 1, H1] 18](#_Toc516574842)

[3.1 [First-level Sub-heading - heading 2, h2] 18](#_Toc516574843)

[3.2 [First-level Sub-heading - heading 2, h2] 18](#_Toc516574844)

[3.2.1 [Second-level Sub-heading - heading 3, h3] 18](#_Toc516574845)

[3.2.2 [Second-level Sub-heading - heading 3, h3] 18](#_Toc516574846)

[3.2.3 [Second-level Sub-heading - heading 3, h3] 18](#_Toc516574847)

[3.2.3.1 [Third-level Sub-heading - heading 4, h4] 18](#_Toc516574848)

[3.2.3.2 [Third-level Sub-heading - heading 4, h4] 18](#_Toc516574849)

[3.3 [First-level Sub-heading - heading 2, h2] 18](#_Toc516574850)

[APPENDICES 22](#_Toc516574851)

[[APPENDIX 1. FIELD GUIDE] 23](#_Toc516574852)

[[APPENDIX 2. REVISED QUESTIONNAIRE] 24](#_Toc516574853)

[[APPENDIX 3. EVALUATION GUIDE] 25](#_Toc516574854)

[[BIBLIOGRAPHY OR REFERENCES] 26](#_Toc516574855)

[VITA 27](#_Toc516574856)

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*(Dotted leaders are required between headings and page numbers).*

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*(If you do not include a List of Tables, delete the entire page. Do not delete the section break. It is needed to initiate the printing of page numbers from this page on).*

LIST OF TABLES

[[Table 1.1 Overview of Research Design] 6](#_Toc519769826)

[[Table 1.2 Selected Industry Market Share] 7](#_Toc519769827)

[[Table 1.3 Table Caption] 8](#_Toc519769828)

[[Table 2.1 Table Caption] 15](#_Toc519769829)

[[Table 2.2 Table Caption] 16](#_Toc519769830)

[[Table 2.3 Table Caption] 17](#_Toc519769831)

[[Table 3.1 Table Caption] 19](#_Toc519769832)

[[Table 3.2 Table Caption] 20](#_Toc519769833)

[[Table 3.3 Table Caption] 21](#_Toc519769834)

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LIST OF FIGURES

[[Figure 1.1 How to Identify and Change from Default (Normal) Setting] 2](#_Toc516496186)

[[Figure 1.2 University of Kentucky Graduate School-Gillis Building] 9](#_Toc516496187)

[[Figure 1.3 Figure Caption] 10](#_Toc516496188)

[[Figure 1.4 Aerial Map of the University of Kentucky] 11](#_Toc516496189)

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LIST OF ADDITIONAL FILES

[Supplemental Table 1.1 Network Descriptive Characteristics] …..………. [PDF 120 KB]

[Supplemental Table 1.2. Summary of Network Structures] …..……...……. [PDF 250 KB]

[Supplemental Figure 1.1 Sociogram Line Key] …..………………...…… [JPEG 680 MB]

[Supplemental Figure 1.2 Label Key……….. ……..…….......…….........…. [TIF 222 MB]

[Supplemental Figure 1.3 Product Codes] …..…......................................…. [PDF 180 KB]

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*(The List of Additional Files should specify file name, file description, file type and size for each additional file).*

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*(The files should be in any of the following formats:*

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*Audio: WAVE, MP3, MP4, unprotected (DRM-free) AAC*

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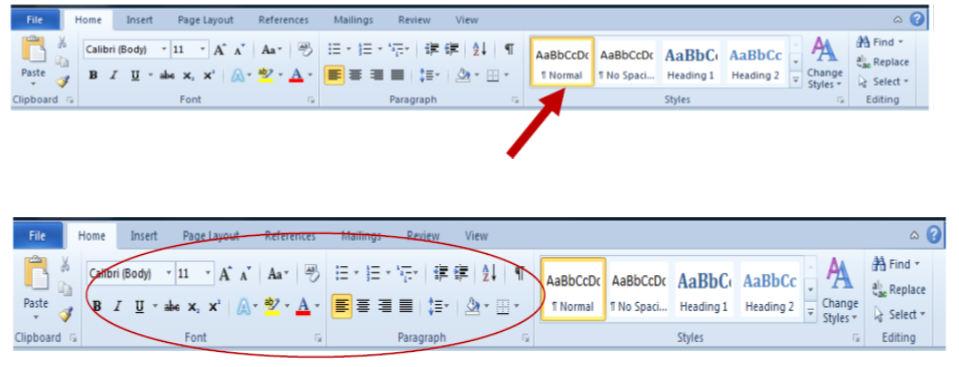
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[Single, one and one-half or double spacing should be used in the body of the dissertation. This template uses double spacing in the main body (change if necessary). It is suggested to turn on the Show/Hide tool (¶) that can be found on the Home ribbon so you can track your spacing and section breaks. Review the link to Thesis & Dissertation Preparation web page [http://gradschool.uky.edu/thesis-dissertation-preparation](http://gradschool.uky.edu/thesis-dissertation-preparation%20) before you begin. If you need additional help with formatting, try Microsoft’s online help pages].

## [Normal Setting]

[Whenever a new word document is opened, a set of visual attributes will already be built-in. For example, there will be a default font style (Calibri), font size (11 points) and line spacing (1.15 spaces with an additional 10 points after each line). This default template is called the Normal style, which is automatically applied to everything in the document unless you change it. To change the visual attributes of your document, you will need to use the settings in the Home tab Font and Paragraph tool bars (Shown in Figure 1.1 below) to reset font style and size to a desired appearance, adjust the line spacing, and more].



[Figure 1.1 How to Identify and Change from Default (Normal) Setting]

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[For electronic dissertation formatting, it is best to change this default template rather than change your body text in a random way. Changing the Normal style will ensure consistency throughout your document and will enable much easier global document changes. Otherwise, Word can revert back to the default style at certain times and cause inconsistency].

## [Heading Styles]

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[Ensure you have at least one hard return between your headings/subheadings and the following text (hit the enter key after typing the headings/subheadings). You want to ensure that your body text reverts back to the Normal style and does not take on the formatting of the heading style. Please note that the Title and Dedication pages do not have heading style applied].

[Paragraphs with the styles *heading 1, h1* or *heading 2, h2* …*heading n, hn* applied can be extracted to appear in the table of contents with styles *TOC 1* or *TOC 2* …*TOCn* respectively. There are many heading styles that have been added to the Styles Ribbon for this template. You will have to manually change the text back to normal style after you apply the heading. You will want to use these styles so you can generate a table of contents without problems. If you open the navigation toolbar [Ctrl + F] and under the search document bar you choose “Headings” you will be able to track which headings will go in your table of contents].

[If after you apply a Style to a heading and you receive **Error! Bookmark not defined** in your Table of Contents after updating the page number, go back to your heading that is causing the issue and make sure there is still a style applied to it. You can update the entire table to resolve the issue. If you had previously formatted the Table of Contents, you may have to re-format it. Edit and update the Table of Contents before converting your document to pdf].

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*(Delete the entire paragraph if you do not use it).*

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### [Third-level Sub-heading]

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[Option 1. Place the table/figure on the page along with the body of the text (do not wrap the text around the table/figure)].

[Option 2. Place the table/figure on a separate page immediately following the page in which it is first cited in the text].

[Option 3. Group tables/figures at the end of the chapter in which they are first cited in the text (note that when grouping, tables precede figures)].

*(Delete the entire paragraph if you do not use it).*

#### [How to insert Table/Figure Headings]

[Table headings must be positioned above the table using the same font style and size as used in the main body of the dissertation. Use a continuation notation for tables that exceed one page in length. For example, Table 3.1 (continued). If you are planning to include List of Tables and List of Figures, it is recommended you use the following method to insert your captions:

1. In Ribbon above, click References

2. In Captions section, click on Insert Caption

3. Next to Label, chose Table or Figure

4. Click OK

5. Type your caption next to the table/figure number].

[In this template, *style heading 7, h7* has been used for naming table captions. Paragraphs with the style *Heading 7, h7* applied can be extracted to appear in the List of Tables with the style *TOC7*]*.*

[Figure headings may be placed either above or below the figure, depending on the convention used in the discipline. For larger figures that fill the area of the page, it is acceptable to place the corresponding heading on a separate page that immediately follows the figure in the dissertation. Both the figure page and the heading page should be numbered in the usual consecutive manner. Do not abbreviate the word "figure"].

[For landscaped tables/figures, headings placed on the same page must be oriented to read from bottom to top. In this template, style *heading 8, h8* has been used for naming figure captions. Paragraphs with the style *Heading 8, h8* applied can be extracted to appear in the List of Figures with the style *TOC8*].

*(Delete the entire paragraph if you do not use it).*

### [How to insert Table/Figure Numbering]

[The recommended method for Table/Figure Numbering is to identify each Table or Figure according to the chapter in which it appears (Table/Figure 2.1, 2.2, 3.1, 3.2, etc.). Examples of tables of Figures captioning and numbering are presented below:]

[Table 1.1 Overview of Research Design]

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*(Paragraphs with the style Heading 7, h7 applied can be extracted to appear in the List of Tables with the style TOC7).*

### [How to clear formatting mistakes]

[When mistakes happen and you accidentally attribute a style to a section, you can clear the formatting to remove the style you applied. This most commonly occurs when a heading style accidentally gets applied to body text which should be in the Normal style.

* Highlight the portion of the document that needs clearing.
* At the very top of the task pane list of styles should be an option to “Clear All.” Click this.
* You can now apply the proper style needed].

(*Remember: DO NOT try highlighting the section and changing it manually using the main Word toolbar. This will only create additional styles*).

[Table 1.2 Selected Industry Market Share]

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[Table 1.3 Table Caption]

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| [ ] | [ ] | [ ] |



[Figure 1.2 University of Kentucky Graduate School-Gillis Building]

*(Paragraphs with the caption format applied can be extracted to appear in the List of Figures with the style TOC8. Example of caption format for naming figures).*

[Figure 1.3 Figure Caption]

#### [Image Placement and Formatting]

[Positioning an image, such as photographs, smart art, or other graphics, gives you the freedom place your images exactly where you want them in your document. Use *Centre margin graphic,* for formatting and positioning graphic images such as figures and illustrations on the page. The sample graphic shown below is formatted using the style *Centre margin graphic.* It iscentered and has 12-point spacing preceding the image. Immediately following the graphic is a paragraph with the caption applied. Avoid text wrapping the image].



[Figure 1.4 Aerial Map of the University of Kentucky]

## [Generating a Table of Contents: heading 2, h2]

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[To insert the Table of Contents, List of Tables, and List of Figures follow these instructions:

1. In insert Ribbon above, click References
2. Click ‘Table of Contents’ on the left hand side of the ribbon
3. Choose ‘Custom Table of Contents’ below the built-in tables
4. After a Table of Contents box pops up, click “OK”, without making any changes within the box.
5. Do the same for List of Tables, and List of Figures and select TOC based on heading 7/h7 and heading 8, h8, respectively].

[Typically, inserting a Table of Contents, List of Tables, and List of Figures should be the last step in the formatting practice. If you’ve made changes to content that moves a heading to a different page number, all you’ll need to do is go back to your inserted table of contents, right click, select ‘Update Field’, and select “Update page numbers only”. This will make changes to your page numbers and won’t affect the headings].

## [Inserting Internal Links (Bookmarks)]

[The following items must be bookmarked: Title Page, Abstract, Table of Contents (TOC), Tables, Figures, Preface, Introductions, Each Chapter, Each Sub-Section, Appendix, Bibliography and Index. Additional subsections may also be bookmarked. Set your document to open with bookmarks visible. This substantially improves navigation of your document. It allows readers to jump between sections of your document by clicking on bookmark links. If you would like to click on a title in the Table of Contents and it takes you straight to that page (or figures/tables/equations), follow the steps below:

1. In the table you’ve created, highlight the text you want to link
2. Click the Insert Ribbon
3. Click Bookmarks
4. Click on or create the appropriate bookmark in the list and click OK
5. Click OK again and your bookmark will be created].

[You can use this option to create external hyperlinks as well using the Hyperlink option in the Insert Ribbon (Bookmarks are generated automatically only if your Word document is structured appropriately to use an automatic table of contents). To set your document to open with bookmarks revealed:

•In Acrobat, click on the "File" menu, then "Document Properties".

•Choose "Initial View" from the left on the dialog box.

•Choose "Bookmarks Panel and Page" from the "Show" options].

## [Before You Submit]

[The sample pages and Formatting Checklist are available on our [website](http://gradschool.uky.edu/thesis-dissertation-preparation)].

*(Before you convert to PDF, carefully review your Formatting Checklist, then double check the formatting of your entire document, page-by-page).*

# [CHAPTER TITLE: *HEADING 1, H1*]

## [First-level Sub-heading - *heading 2, h2*]

*(Delete this paragraph if you don’t need it).*

## [First-level Sub-heading - *heading 2, h2*]

*(Delete this paragraph if you don’t need it).*

### [Second-level Sub-heading - *heading 3, h3*]

*(Delete this paragraph if you don’t need it).*

### [Second-level Sub-heading - *heading 3, h3*]

*(Delete this paragraph if you don’t need it).*

#### [Third-level Sub-heading - *heading 4, h4*]

*(Delete this paragraph if you don’t need it).*

#### [Third-level Sub-heading - *heading 4, h4*]

*(Delete this paragraph if you don’t need it).*

## [First-level Sub-heading - *heading 2, h2*]

*(Delete this paragraph if you don’t need it).*

## [First-level Sub-heading - *heading 2, h2*]

*(Delete this paragraph if you don’t need it).*

#### [Third-level Sub-heading - *heading 4, h4*]

*(Delete this paragraph if you don’t need it).*

[Table 2.1 Table Caption]

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(*Example of caption format for naming Tables. Paragraphs with the caption format applied can be extracted to appear in the list of tables with the style TOC7).*

[Table 2.2 Table Caption]

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[Table 2.3 Table Caption]

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*(Table headings must be positioned above the table using the same font style and size as used in the main body of the dissertation. Use a continuation notation for tables that exceed one page in length. For example, Table 2.1 (continued)).*

# [CHAPTER TITLE: *HEADING 1, H1*]

## [First-level Sub-heading - *heading 2, h2*]

*(Delete this paragraph if you don’t need it).*

## [First-level Sub-heading - *heading 2, h2*]

*(Delete this paragraph if you don’t need it).*

### [Second-level Sub-heading - *heading 3, h3*]

*(Delete this paragraph if you don’t need it).*

### [Second-level Sub-heading - *heading 3, h3*]

*(Delete this paragraph if you don’t need it).*

### [Second-level Sub-heading - *heading 3, h3*]

*(Delete this paragraph if you don’t need it).*

#### [Third-level Sub-heading - *heading 4, h4*]

*(Delete this paragraph if you don’t need it).*

#### [Third-level Sub-heading - *heading 4, h4*]

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## [First-level Sub-heading - *heading 2, h2*]

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[Table 3.1 Table Caption]

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*(Example of caption format for naming Tables. Paragraphs with the caption format applied can be extracted to appear in the list of tables with the style TOC7).*

[Table 3.2 Table Caption]

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*(Table headings must be positioned above the table using the same font style and size as used in the main body of the dissertation. Use a continuation notation for tables that exceed one page in length. For example, Table 3.1 (continued))*.

*(This page is optional. Delete this page and the following page break if you don’t need it).*

APPENDICES

[If you only have one appendix the title should read APPENDIX, do not include any other information in the title. Use secondary headings for Appendix titles. You will need to manually type the heading in ALL CAPS, or you can highlight the text and use the Shift + F3 function and it will automatically change the text to ALL CAPS. These headings will be indented in your table of contents, but you will add APPENDICES to the table so they will be indented under a major heading. If you are only using one Appendix, list it as a level 1 heading and do not include APPENDICES in the table of contents].

*(This page is optional. Delete this page and the following page break if you don’t need it).*

[APPENDIX 1. FIELD GUIDE]

*(This page is optional. Delete this page and the following page break if you don’t need it).*

[APPENDIX 2. REVISED QUESTIONNAIRE]

*(This page is optional. Delete this page and the following page break if you don’t need it).*

[APPENDIX 3. EVALUATION GUIDE]

[BIBLIOGRAPHY OR REFERENCES]

[Bibliography or References: A bibliography is a comprehensive list of all sources used in the preparation of a thesis, whether those sources are cited or not].

[References are those works cited in the text, including traditional footnotes and parenthetical citations. Either option is acceptable to The Graduate School. Bibliographies must be alphabetized even within sub-headings if used].

[References may be listed either alphabetically or numerically (in order of citation)].

[References for a Musical Arts Project must follow each of the two individual parts of the project].

[The Bibliography (presented at the end) covers both parts. References/Bibliography must be collected at the end of the work, not at the end of each chapter].

[Bibliography should be single spaced].

VITA

[The vita can be compiled in a list or paragraph format and should be restricted to the following information:

1. Educational institutions attended and degrees already awarded
2. Professional positions held (do not include job descriptions)
3. Scholastic and professional honors
4. Professional publications
5. Typed name of student on final copy].