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NATIONAL ASSOCIATION OF COLLEGE AND UNIVERSITY RESIDENCE  
HALLS HISTORY 1971-1980

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Daryl Richard Lawrence

College of Liberal Studies  
Masters of Science in Education

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NACURH HISTORY 1971-1980

By Daryl Richard Lawrence

We recommend acceptance of this thesis in partial fulfillment of the candidate's requirements for the degree of Master of Science in Education, Student Affairs Administration in Higher Education.

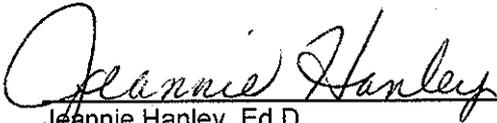
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Nick Nicklaus, Ed.D.  
Thesis Committee Chairperson

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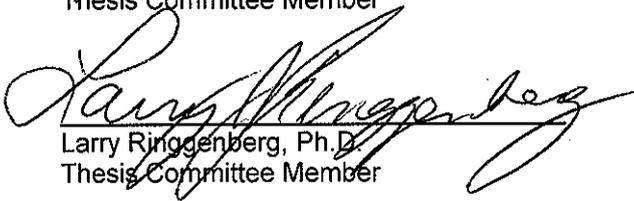
Date



Jeannie Hanley, Ed.D.  
Thesis Committee Member

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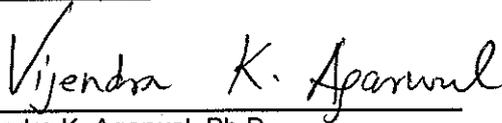


Larry Ringgenberg, Ph.D.  
Thesis Committee Member

5-21-10

Date

Thesis accepted



Vijendra K. Agarwal, Ph.D.  
Associate Vice Chancellor for Academic Affairs

5/21/10

Date

## ABSTRACT

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This historical study examined the changes experienced in the National Association of College and University Residence Halls (NACURH) from the period of 1971 to 1980. The primary focus of the study was to investigate the events that happened in these years and extract themes from those occurrences. Primary and secondary publications were consulted for insight into this era of the organization's history. In addition, a questionnaire was sent to individuals who participated in NACURH during this time in order to gain perspective on the issues. Four themes to describe NACURH's growth and changes during this time emerged from this study: benefits to member schools, regional concerns, national concerns, and financial matters. Through events within these four themes, a complete picture of NACURH from 1971 to 1980 emerged.

## ACKNOWLEDGEMENTS

NACURH has been my home, in many respects, for the past six years. Within the organization, I learned to be a skilled student leader. So much has gone into my involvement within this organization that it is impossible to enumerate how many things about me, both personally and professionally, have changed as a result of my relationship with NACURH. I must thank three exceptional student affairs professionals who have helped me along the way: Cindy Fendrick, Adam Foley, and Dr. Valerie S. Averill. All three have helped me on the path of life and without their guidance and advice, I would not be the person I am today.

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## **CHAPTER ONE**

### **INTRODUCTION**

The National Association of College and University Residence Halls (NACURH), in existence since 1954, underwent a radical change when it became incorporated in 1971. As a result, this student run organization that was previously regionally focused became more nationally focused.

NACURH is a grouping of member schools that gather together to share resources and advocate for issues within the residence halls, both at regional and national annual conferences. NACURH continues to be one of the largest student-run organizations in the world, yet lacks historical perspective of where it came from and why this perspective is important to take into account. NACURH actively serves students at affiliated colleges and universities in the United States, Canada, and Mexico. NACURH serves an important role in many student leaders' lives as it both provides recognition to those excelling on campus, regionally, or nationally through the various awards given out every year and exposes many students to new concepts when they attend the annual regional or national conferences. NACURH allows students to truly lead a national organization by giving them a large budget to manage effectively while at the same time places students in advanced leadership roles as executives of a corporation. All of these factors come together to form the complete organization.

In this chapter a description of the problem, the significance of the problem, assumptions and implications of the study, limitations of the study, and a definition of commonly used terms in the study will be addressed.

Ever since its inception, NACURH has continuously gone through changes that move the organization forward. Never was this more evident than in the period between 1971 and 1980. NACURH grew into itself during this period of time, and the point of this study is to outline exactly how it did that.

### **Description of the Problem**

NACURH's history has been studied in brief overviews, but never with an intensive focus on any specific period in its history. This lack of scholarly focus has let NACURH's past slip into the confines of history, rather than illuminating it for serious consideration by today's student leaders and student affairs professionals. Many student leaders within NACURH have little to no knowledge of where the organization came from. Historical perspective is a useful tool when making decisions and an understanding of the organization's history will allow student leaders to evaluate what happened in the past and apply it to the future. For the professionals, by understanding NACURH's history they will be better able to advise their student leaders to make educated decisions within the organization.

The nature of government within NACURH is bureaucratic. A school's representative to the organization is a member of the residence hall government on their campus. This individual, in turn, sits in regional boardrooms at conferences. Regional board members represent the schools within their geographic borders. Two of the

regional board members represent the region on the national board of directors, which in turn elects executives to manage the day-to-day operations of the organization.

### **Statement of the Problem**

Many of the practices, procedures, and benefits NACURH has in place in the present day were first piloted during the 1970s. NACURH grew as a national organization following this period and many policies resulting from the period of 1971 to 1980 are still in place today.

There has never been a scholarly study of the factors at play in NACURH during this time period. While overviews of NACURH history have been produced over time, most accounts total up to little more than expanded lists of who served during which years and what major legislation was passed at different national conferences.

This time period merits study due to the fact that many things innovated or experienced during this time period have become a permanent part of NACURH. It is significant to note many records exist of this time period, as many officers kept reports and deposited them in NACURH's archives. In order to understand how NACURH developed as an organization, it is necessary to look to the past as a way to guide the analysis of its progress.

Recognition through regional and national awards became important between 1971 and 1980. During this time, regional affiliates worked to preserve distinctive features at the same time the national prominence of the organization became more distinctive. National leaders became NACURH corporate executives during this period, where student leaders learned how to manage finances due to the large amounts of money

contained within budgets. All of these learning opportunities presented themselves in this time period and, as will be seen, were confronted in various ways.

### **Significance of the Study**

This study will create a basis of knowledge of the events in NACURH from 1971 to 1980. By providing more information than was previously available on the subject, those interested in the development of a national student organization will have a resource to draw upon. Further, those involved with NACURH, or the college student housing field, will have a document to refer to when working with the organization. As there are many different factors that have played into the development of NACURH as a whole, this research will seek to inform interested parties about the particular changes occurring during the time period of the study.

### **Limitations of the Study**

1. The biggest limitation to this study is the reliance on the memories of survey participants. While all participants were active within NACURH during the 1971 to 1980 time period, it is important to note that several decades have passed between their experiences and the construction of this study.
2. The study utilizes records from the time period. While most of them are assumed to be accurate, there could be missing documents that would have helped this study. As there is no way to know what may be missing, it is impossible to say what impact these missing documents had on the research.
3. A further limitation stemming from the qualitative portion of the research deals with the survey participants. While ever effort was made to reach out to those who were active within NACURH, not many could be found to take the survey. If

this survey had been done a decade ago, there may have been more individuals available to interview. The relative ease an internet search provides to find individuals is counteracted by the fact that most of those who were active back from 1971 to 1980 are not active users of the internet and, thus, are nearly impossible to find.

## **CHAPTER TWO**

### **REVIEW OF THE SELECTED LITERATURE**

#### **Introduction**

The purpose of this qualitative study was to explore the changes experienced by the National Association of College and University Residence Halls, Inc. between the years of 1971 and 1980. While there have been publications on NACURH's history in the past, they were not exhaustive in the study of any one period in the organization's history and were more of an overview in nature. This chapter provides background on NACURH and gives an idea of what the organization was and how it appeared at the onset of the time period of the study.

#### **Historical Overview of NACURH**

The history of the National Association of College and University Residence Halls, hereinafter referred to as NACURH, began with the formation of the Mid-West Dormitory Conference in 1954 at Iowa State University. The creation of this organization was instigated by four original schools, which felt a need for such a support of their residence hall governance systems. This move came after a rebuffed request from Iowa State University to join a like association among Big 10 schools (Stoner, Berry, Boever, & Tattershall, 1998). Prior to the formal organization of the Mid-West Dormitory Conference, there were loose associations among schools in the Midwestern states

dedicated to communication and dialogue about residence hall issues (Stoner et al., 1998). Shortly after the first conference, this new organization changed its name to the Association of College and University Residence Halls, or ACURH (Coleman & Dunkel, 2004). When the organization became too big to be one geographic region, it split into two. This move necessitated the third, and final, renaming of the national organization (Coleman & Dunkel, 2004). From the birth of the organization, with four member schools, the organization grew to have fifty-seven participating schools by 1971 (Coleman & Dunkel, 2004).

The period between the inception of the organization and the moment of its incorporation was one of growth and change. Above all, the emphasis on inclusion lent itself to NACURH's survival within this time period (Coleman & Dunkel, 2004).

### **Structure**

In a self-published volume on its own history, NACURH defined its structure in two ways: corporately and geographically ("NACURH Purpose and History," 1997). It is important to note that both these considerations play a part in the development of this study, as incorporation was a key component between 1971 and 1980. The structure of each of the regions played a key part in the development of the national level of the organization. Via their Regional Director and Associate Director, each region had a voice on the National Board of Directors (NBD). These individuals also served as representatives on the corporate board of directors: thus, the National Board of Directors served a dual role in the organization, and both roles were not always given equal consideration throughout the course of NACURH's history. This National Board of Directors met semi-annually, both times at the site of the forthcoming national

conference (unless a special meeting was called) (“NACURH Purpose and History,” 1997).

Each member school also had a representative, whose purpose was to facilitate the communication exchange between their home campus and the regional and national levels. NACURH Communications Coordinators, as they were called, made sure their school received information from the national leaders and, in turn, made national leaders aware of happenings on their campuses (Wyatt & Carlson, 1981, p. 2).

In a paper produced in 1981, National Chairperson Kevin Wyatt describes the structure of NACURH as “highly de-centralized” due to the autonomy given to the individual members of the National Board of Directors (Wyatt & Carlson, 1981, p. 4). While the Board may have decided various issues pertaining to policy, it was largely at the discretion of the members of this body on how to best implement these changes in the areas they were responsible to, be it a region or an office. One of the main reasons for this autonomy stemmed from the lack of communication amongst board members outside of their twice-yearly meetings (Wyatt & Carlson, 1981, p. 4).

### **Purpose**

NACURH’s Articles of Incorporation explicitly state its purpose is to “design and facilitate programs and informational services to promote the educational goals of residence hall students through discussion groups, seminars, and speakers at the annual conferences and other means of information exchange throughout the year,” (Wyatt & Carlson, 1981, p. 1). This document, created when NACURH incorporated in the state of Oklahoma, outlines what NACURH offered its member schools and, on top of that, left room for interpretation. While the exchange of information is stated to happen at the

annual conference, there is also the last part of the sentence that states “other means of information exchange.” It is doubtful that when this document was written in 1971 that technological advances, such as electronic mail, were anticipated. However, the Articles of Incorporation have remained extremely viable as a document for the organization due to its inclusiveness when it came to the purpose of the organization.

### **Organizational Themes**

Stoner, Berry, Boever, and Tattershall’s 1998 work on NACURH picks out six definable themes throughout the course of the organization’s existence. These themes are:

1. The pre-eminence of the annual conference in the life of the organization,
2. A predisposition toward inclusion,
3. The impact of individual leadership and the institutions these individuals represent,
4. Accommodation to societal changes,
5. The struggle for continuity and stability in shaping organizational evolution, and
6. Recognition and appreciation. (Stoner et al., 1998)

While some of these themes overlap with the course of this study, others emerge to emphasize the great amount of change that took place within NACURH during the 1971 to 1980 time period.

Conferences, on the whole, provided an important pinnacle to each year within the organization. These gatherings were seen as a vital part of the organization, for a successful annual national conference is a good omen for the coming year (Stoner et al., 1998). Many important events happened at the annual conference- the election of national executives, recognition of individuals and institutions, and programmatic efforts aimed at

improving residence hall living (Stoner et al., 1998). On the whole, conferences fulfill one of NACURH's main goals- designing and facilitating programs and informational services to serve the educational needs of on campus students (Stoner et al., 1998).

### **Growth and Change**

Several events precipitated a change with the national conference structure early in this time period, including a change of host schools for the 1971 national conference, a move that caused over five hundred days to elapse between the annual conference. This record stands as the longest period of time between two conferences in NACURH's history (Coleman & Dunkel, 2004). Additionally, the organization realized the importance of continuity with national conferences, as well as the need for national input with the conference. To act upon this need, the Conference Resource Consultant (CRC) position was created in 1974 (Stoner et al., 1998). Ultimately, this position began to take on an advisory role for the national organization and provided a second professional staff voice to the board of directors. A full-time professional was required to fill this position and its term was extended beyond one year, thus providing knowledge and historical perspective for incoming student leaders on the national board (Stoner et al., 1998).

In its role in providing for the transition of national leadership, the annual conference saw a change later in this time period. Instead of having the national executives of the organization elected at the national conference, they were elected at the semi-annual board meeting starting in January of 1976. Thus, national officers began to serve from January to January, rather than May to May. While this experiment was started with good intent, to help provide transition specifically for the national conference

in the form of knowledge of a previous one, it ultimately failed due to a high turnover of student leadership in high-profile roles (Stoner et al., 1998).

### **Recognition**

Recognition has always been an important facet of NACURH. The need for a strong recognition system extends back to 1964, when the National Residence Hall Honorary was started, in part, to provide for a recognition vehicle for the organization. This initiative was started when an individual saw a gap in NACURH's services and moved to fill it (Stoner et al., 1998). Since then, recognition has been prevalent on every level of the organization, beginning on the campus level and terminating on the national level (Stoner et al., 1998). Individual recognition on the national level reached a new level in 1972, when an award was introduced to recognize years of continued service in an on campus environment- this award was originally called the Life Member Award, and was later changed to the Four Year Pin award (Stoner et al., 1998). Also in 1972, the first national award with the express purpose of recognizing an institution was established (Stoner et al., 1998). The School of the Year award remains a prestigious award within NACURH. The following year, in 1973, the Silver and Gold pins were introduced as a new form of recognition. Given on the regional and national level, these awards recognized service rendered directly to the organization, rather than a campus (Stoner et al., 1998).

### **Regional Sovereignty**

Regional sovereignty is an underlying theme within the narrative in NACURH, and as such, has not been covered extensively within prior written accounts. The Intermountain Affiliate, or IACURH, did not affiliate with NACURH in 1972, shortly

after the national organization became an organized corporation (Coleman & Dunkel, 2004). There is no explanation given for this disaffiliation of an entire region, and its member institutions. The only other instance of regional sovereignty being hinted at within any secondary source is the move from summer to fall conferences in the regions, as recommended by the national organization in 1980 (Coleman & Dunkel, 2004).

### **Fiscal Stability**

Fiscal stability was an important concern within NACURH during this time period. The 1973 annual conference was a disaster by all accounts and instigated the creation of both a contingency fund and the CRC position (Stoner et al., 1998). Only a third of registered delegates attended the conference, causing the host school, the University of Delaware, and the organization itself to lose massive amounts of money, practically bankrupting NACURH (Stoner et al., 1998). As a result of this situation, the board of directors did not meet in January of 1974; instead, they convened a special meeting in August of 1973 to analyze the precarious position of the organization as a result of the recent financial catastrophe (Stoner et al., 1998). In 1978, the organization began to look at tax-exempt status as an option to aid their financial situation, although this course was not pursued for many years after the initial investigation (Coleman & Dunkel, 2004).

### **Incorporation**

Incorporation of NACURH took place in 1971 (Coleman & Dunkel, 2004). The President at that time, Zack Cooper, initiated this move to stimulate organizational involvement and attract corporate partners, which provided additional revenue for the now-corporation (Stoner et al., 1998). An organizational change initiated by

incorporation involved the office of National Chairperson, the renamed President role. Instead of being elected from a variety of random candidates each year, internal candidates were considered among the board of directors. This move ensured that the incoming leader of the organization had at least one year of experience with national matters (Stoner et al., 1998).

### **Networking**

As a second part of its mission, NACURH worked to provide a network for member schools to communicate and consult with. One of the best ways for schools to do this was utilize the National Information Center (NIC) and its file system, known as the Resource File Index (RFI) (Stoner et al., 1998). The NIC, created in 1969 (Coleman & Dunkel, 2004), was originally formed from a desire for materials given out at previous conferences to be copied and distributed to member schools (Stoner et al., 1998). In 1971, the NIC became the official office of NACURH (Coleman & Dunkel, 2004), partly because of its services rendered to the organization and partly from the requirement for a corporation to have a permanent, or semi-permanent, office.

To help facilitate the exchange of information, one of the services of NACURH, the NIC, started requiring annual reports from member schools beginning in 1972 (Coleman & Dunkel, 2004). By the time the NIC was about to be hosted by another school in 1974, it was a viable part of the organization (Coleman & Dunkel, 2004). Thus, within four years, NACURH created one of its most important services to member. This office also served a very practical role within the organizational structure; the NIC became responsible for the annual affiliations of the member schools, a bureaucratic duty that proved too much for an single executive (Stoner et al., 1998). On the whole, it can be

said that each individual serving on the regional or national level, no matter their actual position, provides a service for the member schools (Stoner et al., 1998).

### **Individual Contributions**

Finally, individual contributions cannot be overlooked within NACURH's history. Without the service of many individuals, NACURH's success wouldn't have been assured. The organization's first advisor, J. Albin Yokie, served for eleven years before resigning in 1971. Dan Hallenbeck then became NACURH's second advisor and was present for its incorporation, as well as for the entirety of this time period (Stoner et al., 1998). The extended terms of the advisors contributed to the strength of the national organization, even during times of crisis (Stoner et al., 1998). This time period culminates with the combined service of Hallenbeck as advisor and Cathie Crouch as National Chairperson, who propelled the organization into the 1980s, and beyond, with vigor and aptitude (Stoner et al., 1998). While many are just mentioned by name within a source (Coleman & Dunkel, 2004), their stories came together within the story of NACURH and how it emerged from the time period as a strong national corporation.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **Introduction**

The purpose of this qualitative study was to explore the changes experienced by the National Association of College and University Residence Halls, Inc. between the years of 1971 and 1980. The research question posed was, how did the actions during this time period shape NACURH's present and future? This chapter describes the research design of the study, description of the sample, the data collection method, and the data analysis procedure.

#### **Research Design**

Due to the historical nature of this project, a qualitative method of research was selected. The initial research began with the review of written records from the time period, the minutes of both national board and corporate business meetings, as well as annual and semi-annual reports presented to the national board of directors were read and analyzed.

After reading and analyzing these records, themes were specified. These specific areas dealt with themes present throughout the time period in NACURH and, as such, were seen as important aspects to focus on.

While written records may provide a structured history of the organization, it was important to note this type of analysis would not give a complete picture of experiences within NACURH at that time. After analysis of written documents, a questionnaire was developed and was then sent to study participants.

A written questionnaire (see Appendix A) was used as the most accessible way to collect responses from interested parties. While respondents could have been interviewed by phone, the written form had the additional advantage of allowing individuals to answer more completely than if they were asked the question with no preparation. The nature of the study lent itself to a written, rather than verbal, response due to the time that has elapsed between the period being studied and the present day. Respondents were given a month to complete the survey, in order to give them adequate time to contemplate their answers.

Maykut and Morehouse's (1994) characteristics of qualitative research were used for this study. Consisting of eight areas, their descriptions provided a guide to framing the nature of this research. These eight areas were:

1. An exploratory focus,
2. Emergent design,
3. Purposive sampling,
4. Collecting data in the natural setting,
5. Researcher as an instrument,
6. Method of data collection,
7. An early and ongoing inductive data analysis, and
8. A case study approach to reporting research outcomes.

An exploratory focus was the first of Maykut and Morehouse's characteristics (p. 43). By providing a general focus to a study, a researcher was liable to get more descriptive answers in return. Also, by asking specific questions about experiences, a researcher was able to get more direct answers to questions, particularly when a social science subject, such as an historical topic, was being analyzed. The object of this characteristic was to have a deeper understanding of a subject. The researcher in this study has provided specific questions to the subjects in this study in order to better understand the motivating factors that combined to change the course of NACURH history.

Emergent design, Maykut and Morehouse's second characteristic (p. 44), was built into this study. By allowing respondents to recommend other individuals that may be interested in participating, the researcher allowed the study to grow as was deemed necessary. Respondents knew other people who knew information about NACURH during the study's time period, which provided more sources to the researcher than originally outlined.

The third characteristic was purposive sampling (p. 45). By being specific with who was surveyed for the study, the researcher made sure that each respondent could contribute comments of value to the overall study.

Maykut and Morehouse's fourth characteristic of qualitative research was collecting data in the natural setting (p. 45). As a natural setting was hard to determine for those involved with NACURH, a method was utilized to put subjects at ease with answering questions. By administering the survey in writing, the researcher allowed respondents to take time with answering questions fully. Many years have elapsed since

the time period being studied, so giving as much time as possible to respondents was crucial to the success of the study.

The fifth characteristic described the researcher as an instrument within a study (p. 46). While the questionnaire allowed individuals to voice their thoughts on the happenings of NACURH, it was important for the researcher to extract themes from those comments in order to properly place them in perspective. Additionally, this study involved reviewing many hundreds of pages of documents from the time period studied and quotes being selected for their relevance to the study. The importance of the researcher as an instrument was very evident in this process, as it involved interpretation of the written sources to determine what was needed to complete the picture of the study.

Maykut and Morehouse's sixth characteristic examined the method of data collection within a qualitative study and how that fit into the final product of that study (46). Two methods formed the primary method for research. The first was an examination of existing historical records from which to extract evidence. Second, a questionnaire on involvement was sent to individuals identified as being involved during the time period studied. A third method, direct interview, was used for one participant who did not care to write responses to the questionnaire.

The seventh characteristic that Maykut and Morehouse outlined regards the research as "an early and ongoing inductive data analysis" process (p. 46). The researcher was charged with translating the data they received as soon as it began to arrive and continue to form their study as more information became available. While some conclusions could have been drawn based solely on the written records, the

questionnaire responses continued to change the outcome of the study until the last response was received.

In the eighth, and final characteristic of qualitative research, Maykut and Morehouse described a case study approach to reporting research outcomes (p. 47). By combining the comments provided by respondents with the historical record of proceedings within NACURH, the researcher has truly allowed the “participants to speak for themselves” (p. 47). In fact, the reason behind surveying those involved in the organization was for the reason to let people, rather than just records, describe NACURH from 1971 to 1980.

### **Description of the Population**

To participate in the study participants had to have served within NACURH during the time period specified in the capacity of student leader or advisor. Specifically, participants with knowledge of the national board of directors and its actions were sought for their relative expertise on happenings in NACURH during the 1971 to 1980 timeframe. In terms of written documentation, records available from the same timeframe were considered. These written documents included minutes of the corporation as a whole, as well as minutes of the board of directors, in addition to reports made by the affiliates and officers.

### **Description of the Sample**

Participants were identified through two different methods. The first method involved collecting names from primary and secondary sources relating to the time period. The second method was referral, either from those who were identified by the first method or those who currently work in the field of college student housing.

Participants were sought through online directories or through contact means provided by the referral agent. All prospective participants, approximately twelve, were sent an e-mail to participate in the study, as well as the consent form (Appendix B) and questionnaire (Appendix A). If contacted parties were interested in participating, they filled out both the consent form and the questionnaire and returned it to the researcher by a specified date.

The population surveyed included individuals who were involved in NACURH in a variety of different ways. The experience of a student leader may have been very different from that of an advisor, consultant, or liaison, so it was important to reach out to multiple levels of leaders in order to gain a more accurate picture of what transpired in the organization.

It was important for the researcher to include a particular line in his initial e-mail to those who received the survey: "If you know of anyone else who would be interested in participating in this study, please forward their name and contact information (if known) to me." The nature of the organization lends itself to people keeping in touch. In fact, many people who served together in the past maintain relationships to the present day. By utilizing this practice, the researcher opened the survey population up to those who may have not been contacted as a result of the first contact method.

#### Procedures

#### Instrument

The questionnaire submitted to those interested in taking the survey consisted of twenty-five questions. The questionnaire consisted of short answer questions specifically requesting their thoughts on NACURH during their time of service within the time

period. The questionnaire itself was submitted in a Microsoft Word document, so respondents could type their responses in the form and send it back to the researcher. Electronic means of communication were solely used for this study, as it allowed the distribution of the questionnaire to interested parties across the nation in a timely, effective manner. Approximately one month was given for interested parties to complete the questionnaire. One individual requested to be surveyed by phone. For this particular individual, responses were typed as he answered questions in order to preserve the accuracy and sentiment of his statements.

### **Assumptions**

1. This study used an archival research approach. One assumption is that the written records of the organization may not accurately reflect everything that happened in the organization.
2. This study also used a qualitative research approach. An assumption could be made that participants do not remember all that happened, especially for events that took place almost forty years ago.

### **Data Collection**

In December 2009 the study received approval from the Institutional Review Board of the University of Wisconsin-La Crosse. Proper consent forms were utilized, as was a consideration of risks involved with the study.

This study took place across the nation and with individuals of varying degrees of experience within NACURH during the time period studied.

It was necessary to conduct a questionnaire of individuals involved with the organization during that era to gain a better idea of what NACURH was like and how the changes back then encouraged growth in the long run.

Informed consent was gained from individuals by signing the consent form. By submitting this form with their completed questionnaire, those responding acknowledged they were aware of the risks involved with participation.

Due to the historical nature of this study, names and any other personal identifier attached to responses have been left intact. It was important to keep these included with the responses, as it allowed both the researcher and any interested reader of this study to connect the importance of the comments with the role an individual played within NACURH during the time period studied. The historical nature of this study meant that issues, even contentious ones, were far enough in the past as to have no effect on the present day organization.

### **Data Analysis**

The researcher began the study by reading written material from the 1970s time period. After examining the written documents, themes were identified. After the identification of these themes, the researcher then returned to the written documents to pull specific examples of these themes throughout the time period.

After receiving questionnaires, the researcher categorized the written responses with the already established themes for the study. By breaking up the responses into categories, the researcher was able to form complete thoughts on a number of different topical areas for the study.

Each theme was given its own electronic file so items could be categorized more efficiently. Both written replies to the questionnaire and items gleaned from written records were combined in these files in order to form a logical, complete picture of the theme. Pertinent quotes from the questionnaires were included in the files. If information given in a questionnaire was not germane to the study, it was not included within the study.

## **CHAPTER FOUR**

### **RESULTS**

#### **Introduction**

Research for this topic came from two sources: primary historical records and questionnaires submitted to individuals involved in NACURH during the time studied. The written records provided a foundation for the research, while the answers to the questionnaire provided supplementary knowledge on related topics. The first part of this chapter will address pertinent information found in the written records, while the second part will examine answers from survey participants. The qualitative questions asked participants (see Appendix A) in the study to help construct a complete picture of what NACURH was like as an organization during 1971 to 1980. By supplementing the written account of proceedings with the memories of those who served in the organization at the time, the researcher was able to identify themes within NACURH's history and explain exactly how those themes impacted the organization as a whole.

#### **Written Records**

Several themes emerged in the written records of the time. These themes comprise the NACURH experience from 1971 to mid-1979. Data was compiled in chronological order under the subjects they support.

## Benefits to Member Schools

One of the themes that emerged throughout this period of time in NACURH's history was the continued development of benefits to member institutions.

To provide resources to each other, NACURH facilitated an exchange of information that was required of member institutions:

The NCC of each member school of NACURH be required to organize and submit a research or resource (resource defined as current school activity or policy) contribution to the National Files yearly. Failure to do this will result in loss of vote at the National Conference that year. Also, if a school member wishes to have a display and/or presentation they may do so at their own discretion.  
*Amendment passed to NACURH by-laws at Corporate Business Meeting, August 19, 1972.*

These files, which any member institution had access to were given close attention at 1972's conference, as evidenced by this excerpt from the NBD minutes:

The National Information Center and the reorganization of the files should be given top priority in matters of budgeting, since they serve the membership...  
*National Board of Directors meeting minutes, August 16-20, 1972, page 3*

Furthermore, the NBD took it upon itself to make sure regional files were turned over to the national level, so the sharing of certain resources did not become a regionally-exclusive privilege:

- The Midwest Affiliate presented this resolution, passed at their last conference:
1. That all regions put their Research and Programming filing systems on the national level.
  2. That each school shall continue to contribute to this file in the same manner as they have been to their regional and national files.
  3. That NACURH takes the necessary measures to up date [sic] and organize the files so that needed information is readily accessible upon request.
  4. That an index be compiled and distributed semi-annually.

The resolution passed. *Corporate Business Meeting, August 19, 1972, third session*

A directive was given to the national leadership to search for a permanent home for NACURH. While this goal was not achieved, it clearly shows the NBD's consideration of a base of operations for the corporation:

That the National Officers set a 2-year goal the [sic] formation a permanent office and the funds to run it. It is further recommended that until a permanent office is determined feasible by the NBD, the President shall hire a clerical person to run the NACURH office at the school where the NACURH officers reside, if financially reasonable. *National Board of Directors meeting minutes, August 16-20, 1972, page 6-7*

To increase transparency, one of the offices had their positional requirements modified for the benefit of the member institutions:

The Secretary-Treasurer shall be required to send all member schools copies of the minutes of the National Board of Directors meeting within at least a month after the NBD and no later than two weeks before the national conference. *Amendment passed to NACURH by-laws at Corporate Business Meeting, August 19, 1972*

As the national conference was seen as a key benefit to member institutions, the corporation created a new position specifically for that need:

...This moved us into the newest ex-officio Board position created, that of Conference Resource Consultant. Tony Warner gave a few remarks about how he saw himself in this position. *National Board of Directors meeting minutes, May 21, 1974, page 2*

Prior to incorporation, member institutions had more direct involvement with the affairs of the national organization. Three years after incorporation happened, this issue manifested itself:

Discussed further problems or concerns that had resulted from regional meetings. The greatest area of concern seems to be that the NCC's feel that they are having all power or control taken from them and it is being centered entirely on the Board- we went over this again, that they still maintain control- on the regional level and also that there would still be an open Board meeting where all business would be discussed at the National Conference. *National Board of Directors meeting minutes, May 21, 1974, page 2*

The National Information Center was given clearer direction, as it was still in its infancy as a national office for the corporation:

Bob L. [Robert LeVand, NACURH President] suggested that the NIC be used as the National warehouse. It was generally agreed to do so. *National Board of Directors meeting minutes, August 9, 1974, page 2*

The NIC addressed a problem within the resource files and with their own operations:

We suggested at the last NBD meeting (August, 1974) to retype all of the reports in the Resource Files so that they would be uniform and would look more professional. However, we have no full time or even part time typist to do this. Unless the work load of NIC is diminished, it is unlikely that time will be set aside for this project in the coming year. By the looks of things now, it seems unlikely that our work load will decrease. *National Information Center Report, May 1975*

Communication between the member institutions was facilitated, mainly, through postal communication. The NIC was charged with compiling a resource for institutions to use:

NACURH Directory- no directory was published...our mailing list was rather shaky and soon became outdated due to changeovers in people at the schools...Included in the recommendations section of this report is a recommendation that a permanent address form be established so that we can complete a directory this next year. *National Information Center Report, May 1975*

The NIC further developed standards for files submitted to the office, so member schools served each other equally with this resource:

Files contribution form- a very basic form outlining the criteria required in order for the report to be accepted for use in the Resource Files. If a report does not meet the criteria, this form is sent back to the school describing exactly what must be done to have the report accepted. Once the report is accepted, this form serves as a receipt to the school informing them that their files requirement has been fulfilled. *National Information Center Report, May 1975*

Not only were the standards of the reports touched on, but also the actual organization of the filing system was changed in order to fill orders placed by member schools:

Resource Files Index format- this was done to simplify the ordering of reports from the Resource Files. It consists of a code number identifying the code number of the general topic area, the year of the report and the specific report number. It has proved to be an effective system for requesting reports. *National Information Center Report, May 1975*

As the organization developed, NACURH began to focus on how to provide recognition for their constituents outside of the organization:

National Residence Hall Month- If a resolution is approved at the national convention, Senator Charles Percy will sponsor the resolution in Congress and work with us. *Chairperson's Report, May 1976*

Seeing a need for something other than full membership status, the NBD addressed the desire for schools to have a trial year in NACURH before committing fully:

Motion that an Associate Membership fee be established at \$10 per fiscal year, and this \$10 fee intitle [sic] that school to 100 pages of info. From the NIC files. Any requests beyond this will cost 10 cents a page. This membership will be non-refundable. *Minutes from the National Board of Directors meeting, May 24-28, 1977, page 4*

Pursuant to the earlier standard that schools do not receive voting rights in national business if they did not turn in a written report for the resource files, the NIC Director brought a clarifying issue to the NBD:

Denise [Gaumer, NIC Director] then stated that most schools had not turned in their NIC report. Do they get to vote at regional business meetings? It was decided that it depends upon the operating procedures of each region. *Minutes from the National Board of Directors meeting, May 24-28, 1977, page 4*

The effort to provide federal recognition of residence hall students carried over into the following year, both in the NBD boardroom and the boardroom composed of representatives from each member institution:

Move that the National Board of Directors designate April as National Residence Hall Month and an attempt be made to have legislation acknowledged by United States Congress and major residence hall organizations, (i.e. ACUHO, ACPA etc.) *Motion passed by the National Board of Directors, National Board of Directors meeting May 22, 1978, page 5*

Moved that the National Association of College and University Residence Halls put all its resources into having the United States Congress pass a resolution stating that the month of April be proclaimed as the National Residence Month. Discussion followed with the consensus that the NCC's would support this by writing letters with addresses supplied to them by the NBD to federal government officials and their elected representatives and that their schools will help in any other way. *Motion passed by the Corporate Business Meeting, May 25, 1978*

The NBD closed out the decade by setting forth more specific standards for resource file reports, which had proven to be a large benefit available to member institutions:

That the NBD approve the new guidelines for resource file index reports and give NIC Director the power to reject a report. NIC will require that each report submitted shall contain an introduction and a conclusion. The introduction shall provide background and establish a purpose for the information file report. The conclusion shall summarize the report and prove that it has provided insights into the general topic area. *Motion passed by the National Board of Directors, January 11, 1979*

### **Regional Concerns**

While NACURH, as a corporation, as a national organization that predominantly focused on happenings at the national level, there were also regional concerns that demanded the attention of the National Board of Directors.

The Pacific Affiliate experienced a change in leadership mid-term, leaving the NACURH President to brief the NBD on the situation:

Brad [Johnson, President of NACURH] explained that John Dobson was leaving school, but that he had found students from Oregon Technical Institute to take responsibility for directorship of PACURH for the remainder of his term of office. The PACURH conference will be held at Southern Oregon on October 18-19, 1972. *National Board of Directors meeting minutes, August 16-20, 1972, page 1*

Soon after incorporating, member institutions were given the ability to join their preferred regional affiliate. This proved to be somewhat traumatic, as some schools were geographically in one region, but identified with another:

In preparation for the approval of charters dealing with realignment of boundaries, Kent State University from Kent, Ohio presented to the Board an argument [sic] for their wishing to have Ohio become part of the North Atlantic Affiliate. The representatives of Kent State were particularly concerned that the rationale for allowing schools to become members of any one of the affiliates was that boundaries would be used for determining placement of regional conferences and affiliate officers according to the minutes of the previous Board meeting. Kent State relates in all ways, [sic] to the NAACURH. *National Board of Directors meeting minutes, August 16-20, 1972, page 4*

As the regional affiliates were defined, ideas were crafted to add or subtract a state from a region:

This statement came as the result of a contractual document submitted to Maureen Conrad [NAACURH Director] to Robert LeVand [GLACURH Director] offering her the state of Ohio for the North Atlantic Affiliate in exchange for her agreeing free admittance to all NAACURH conferences for two representatives from GLACURH for the next five years. Conrad refused to negotiate on these terms, particularly since it involved a monetary commitment from her already-indebted affiliate. The final decision on this matter was that Conrad offered complete communications with GLACURH for the state of Ohio.

LeVand made a similar offer to MACURH concerning the state of Iowa. Mary Meyer [MACURH Director] made a friendly understanding for complete intra-board communications in exchange for Iowa. It was then emphasized the exchange of information among all members of the Board is necessary. *National Board of Directors meeting minutes, August 16-20, 1972, page 4*

While it is important to note that the National Board of Directors was a nationally focused body, it is also important to note it was comprised of individual representatives from the regional affiliates:

No one present from IACURH [or] PACURH. *National Board of Directors meeting minutes, August 16-20, 1972, page 9*

The question of state placement within the regions could sometimes be seen as contentious:

Ohio State NCCs would like to become a member of NAACURH. No restriction on voting outside of region. Conrad [NAACURH Director] will not negotiate with LeVand [GLACURH Director]. LeVand refuses to give up Ohio. *National Board of Directors meeting minutes, August 16-20, 1972, page 12*

Regions were not always strong in the formative years of the corporation and representation on the national level was not always provided. Rather, short reports were sometimes received from these regions:

Pacific Coast...Attempting to reorganize...may write a charter. *Notes from NBD meeting, January 26-29, 1973, page 1*

However, reports from those regions not present were not always assured:

No IACURH report was possible because of lack of representation. *National Board of Director meeting minutes, January 27, 1973*

Negotiations continued for some states between the regions:

Mary Meyer made a friendly gesture to give complete intra-board communication for the deletion of Iowa from the GLACURH Charter. *Correction to August 1972 National Board of Directors meeting minutes, National Board of Directors meeting minutes, January 27, 1973*

The question of how to best work with those regions not represented within NACURH was a matter of national importance:

Realignment of NACURH Affiliates. The emphasis here was on the PACURH and IACURH affiliates. Bob LeVand [NACURH President] pointed out that IACURH has not affiliated with NACURH for the past two years. *National Board of Director meeting minutes, January 27, 1973, page 7*

Perspective was given to the NBD as time went on, as the reasons for regions not affiliating with the national organization were not always clear:

At one time IACURH was very active (1960's) in NACURH. They had many national officers and conferences. Dissatisfaction with prior administrations led to a censoring of NACURH prior to OSU [Oklahoma State University, host institution of NACURH 1971]. *National Board of Director meeting minutes, January 27, 1973, page 7*

Regional sovereignty, especially for those regions going through growing pains, was emphasized to the NBD:

...Alan Kluge (PACURH) expressed the view that any decision to realign PACURH would have to rest with the schools themselves and not by action of

NACURH. *National Board of Director meeting minutes, January 27, 1973, page 8*

While some regions were struggling with recruitment and retention, others did not exhibit the same issue:

Trying to reduce region size. *NAACURH Regional Report, January 28, 1973*

When thinking ahead a year and a half, the NBD had one of the non-affiliated regions in mind:

NACURH '74. Pacific Coast needs to be included. Not even have had a regional conf[erence]. *National Board of Directors meeting, January 28, 1973*

While one region did not have an organization to speak of, another had a strong regionally-based organization that was to be negotiated with:

'The State of IACURH' was introduced. It seems that, due to a misunderstanding and misrepresentation of the far western schools, IACURH does not wish to be chartered to the National [Association]...Bob LeVand [NACURH President] stated the National's hope to visit and talk to the leaders of IACURH and try to resolve their differences and re-charter to the National. The Board concurred. *National Board of Director meeting minutes, January 28, 1973*

While IACURH was not officially represented on the national level, an institutional representative made way for that would-be region to be supported by the national organization:

Ferris State gave the floor to Dave who made a motion that Tom Owens be made a non-voting, ex-officio member of the NBD and that the accrued dues go to IACURH, so that the dues can be used to reorganize that region. *Corporate Business meeting minutes, May 25, 1974*

The question of IACURH's involvement in NACURH continued into the next year, when a report was given detailing the split within that region. At this time, there were two IACURHs- those schools affiliated with just the region, and those affiliated through NACURH:

The NACURH affiliate in the inter-mountain region presently has four paid members: Wyoming, Colorado School of Mines, Eastern Montana, and New Mexico State. The non-affiliated IACURH has 15 paid members, three of which are also members of NACURH.

At the IACURH convention in Bozeman, Montana, little progress was made in a re-affiliation attempt due mainly to the unorganized state of the convention. Tom Owen [Director of the NACURH-affiliated IACURH] was appointed the chairman of a committee to study any possible re-affiliation...

Concern has been expressed by BYU over the possible loss of smaller schools if there is a re-affiliation. This concern comes mainly from increased cost...BYU wishes a program whereby the smaller schools may join the region, but not the national...

The question of re-affiliation will be decided at Golden, Colorado this November at the IACURH conference. The possibility of two IACURHs is very prominent and a distinct possibility. Although this may split the region it may be the only solution. I would foresee the region being split for perhaps a couple years before it would be re-united as a NACURH affiliate. This may prove to be the extreme case, but I believe it will be the case no matter which way the vote goes...

When the vote comes, I expect the majority to vote for re-affiliation due to the vast services NACURH can offer in contrast to the present IACURH... The President of the non-affiliated IACURH at this time strongly favors the re-affiliation. *IACURH Region Report, May 28, 1975*

The question of which region Ohio would ultimately be in was revisited later in the decade, at the insistence of the Great Lakes Affiliate:

The eastern boundary of the Great Lakes region shall be on the east side of the state of Ohio. With this change the state of Ohio would then become a Great Lakes Regional state and all schools in that state would pay dues to NACURH and GLACURH.

Arguments for the above proposals are as follows:

1. In 1967 when the original MACURH reallignment [sic] was presented creating the Great Lakes Affiliate, Ohio was to be included in the newly formed region. However, when the NBD voted on this proposal, Ohio was to stay in the NAACURH region but those schools in Ohio that were members of NACURH were allowed to choose which region to join. At that time two of the schools that were members joined GLACURH.
2. With regard to geographic location, Ohio is adjacent to two of the five Great Lakes states. In reference to the other states in the region Ohio is within hours distance of two other states.
3. The Great Lakes region has become as strong as its mother region in the short ten years that it has been around. We feel that expanding our region to include Ohio will not in any way hurt GLACURH, but can only help as it will allow the present

members of GLACURH to share and exchange information with even more schools.

4. The North Atlantic region, although losing a state will not be losing any of its regional strength as at the present time there are very few schools in the state of Ohio that are members of NAACURH. In fact, by transferring Ohio to GLACURH, NAACURH can only benefit because it will give the director one less state to worry about of the 14 they now have. GLACURH, on the other hand has only five states at the present time and increasing one more state will not put any pressure on the region. In addition, with our RCC program we already have five people working on recruitment so the director will not be adding a lot of responsibility.

GLACURH presents the above proposal for the approval of the NBD. If the NBD approves we would like it to take affect at the national conference in May. In this way all dues collected for 1979-80 will be paid to the GLACURH region. This will also give the GLACURH Board of Directors time to begin making contacts in the state of Ohio for prospective members. *GLACURH Proposal for Realignment of Regional Boundaries, January 1978*

By this time, PACURH had been split into PNACURH and SPACURH for several years.

While SPACURH was represented on the NBD, PNACURH was not, Thus, the NBD created an ad hoc committee to investigate PNACURH:

'Find PNACURH' Committee Progress report due in Jan. *NBD update, May 24, 1978*

The IACURH situation was not resolved by this time, although the split between regional and national affiliates were almost equal:

IACURH- organizational problems...9 IACURH members and 8 NACURH members *National Board of Directors Unofficial Minutes, May 22, 1978, page 1*

PNACURH failed to have representation at an NBD meeting, once again:

PNACURH- No report- No Director *National Board of Directors Unofficial Minutes, May 22, 1978, page 1*

SPACURH, the other region formed from the dissolution of PACURH, was also showing signs of struggle:

SPACURH- 3 members paid, hopefully will get new schools in the Fall [sic]. *National Board of Directors Unofficial Minutes, May 22, 1978, page 2*

The NBD moved to address PNACURH and how to best support expansion into that region:

PNACURH Question?? What are we going to do?? Have Dan J[ittu, SPACURH Director] try to make contact. Moved and seconded that Dan Jittu take over responsibility for the PNACURH region and trying to find new members. John will help. Progress report is due in January.

Discussion: What to do with money from any members that decide to join. Should we put It in a separate account, all \$55 to help PNACURH get back on its feet? 'This is a bad precedent because we'd have to do the same for financially troubled NAACURH.'

Friendly Amendment: Any dues collected will be collected by Dan J. (all \$55, not just \$25) for a period of one (1) year ('78-'79 fiscal) but can only be used for PNACURH only [sic].

This seems like the last try for PNACURH- If it doesn't work, we may have to merge SPACURH and PNACURH once again. *Passed motion, National Board of Directors Unofficial Minutes, May 22, 1978, page 4*

Following an action of one of its past Regional Directors, NAACURH made a plea to the NBD:

NAACURH Request: Loan to NAACURH to get them back on their feet since they can't find the money from before....Schools have paid so they should have the benefit of being members. Director was supposed to transition the money, but didn't. *National Board of Directors Unofficial Minutes, May 22, 1978, page 5*

The NBD considered the request of NAACURH and came to a conclusion:

Move that we consider the North Atlantic members paid for the rest of the year. Motion passed...Treasurer brought out to the Board that this was not sound fiscal policy and could have repercussions in the future. The Board then discussed what they could do to prevent this losing of the money in the future. It was decided that one possible avenue to be explored was that regional directors must write and submit a regional and financial statement to the Chairperson and Secretary-Treasurer if they are not going to make any meetings. *National Board of Directors meeting, May 22, 1978, page 6*

Following the action of the past NAACURH Regional Director, the NBD was very adamant about a direction to take:

NOW WE MUST COME UP WITH SOME FORM OF ACCOUNTABILITY FOR EACH DIRECTOR!! *National Board of Directors Unofficial Minutes, May 22, 1978, page 5*

NACURH's Advisor wrote to the President of the National Association of Student

Personnel Administrators and described the regional affiliates,:

There are currently six functioning regions of the organization, Southern Pacific, Intermountain, Mid-West, Great Lakes, North Atlantic, and South Atlantic. The Pacific Northwest Regional Affiliate has been inactive for the last two years; however, attempts are being made to rejuvenate contacts in that area. *Letter from Dr. Dan Hallenbeck, NACURH Advisor to Dr. Donald Adams, President of NASPA, November 28, 1978*

Regional issues were described to the NBD through written regional reports:

The main areas of problems which must be solved for MACURH to be effective are a lack of cooperation from the NCC's, early disorganization and the NIC. The NCC's as a whole, have not responded well on the attempts to get them involved. Fortunately, there were some schools that maintained communication and we are grateful towards them. As an example, despite several letters and reminders, however, few have sent in their NIC reports and attempts to find a regional representative for the NRHH have proven fruitless. A lack of info about the running of MACURH from the former Director and Associate prevented us from being very effective in the first portion of our term. We have managed to get into full swing, although the potential of our region is not nearly realized. Problems getting info from the NIC has been a major downfall for many schools. It was discouraging for many to write and call for needed information and never receive it. *MACURH Regional Report, January 1979*

Ohio was still a topic for discussion between the North Atlantic and Great Lakes

affiliates:

Speaking of GLACURH, I attended their regional conference...one of the many things that was discussed was the annexation of Ohio by GLACURH. A formal proposal on this issue will be discussed at the Semi-annual meeting. *NAACURH Regional Report, January 1979*

After experiencing inactivity on the regional level, NAACURH offered a report to the

NBD on how it was to correct its past errors:

NAACURH has done little since May but I hope to change all that by this May! Ric Weibl [NAACURH Director and author of this report], and NAACURH, are feedup [sic] with having to apologize for a confused, lost, and disorganized region. It has been a tough road but now the challenge is mine, and I openly accept it. *NAACURH Regional Report, January 1979*

Another region described its own unique problem to the NBD:

Unfortunately, it has taken me over a year to realize that to make SPACURH a Powerhouse organization I would first have to battle the innate [sic] west coast ethic of individualism and the desire to be self-sufficient- the west coast is plagued with the lack of traditionalism... *SPACURH State of the Region Report, January 1979*

Near the end of the decade, IACURH's member school situation seemed to be well on its way to a resolution:

Have 9 paid NACURH schools and 2 paid IACURH schools. *IACURH update, National Board of Director meeting, January 11, 1979, page 3*

Even regions without membership problems reported growth:

As the year progressed GLACURH expanded its membership by adding three schools and by reestablishing its tie with the University of Guelph in Ontario, Canada. *GLACURH Regional Report, May 1979*

Through a regional conference, IACURH was given the tool it needed to come together:

It [the regional conference] has made the task of unifying the region much easier. *IACURH Regional Report, May 1979*

While the regional conference may have helped unify the region, IACURH also wrote of its plans to strengthen the region:

IACURH's in the process of growing and changing to accommodate the needs of our member schools. Among the changes implemented are: State and sub-regional recruiters; organizing a conference financial account for better accountability for the expenditure of conference funds... *IACURH Regional Report, May 1979*

NAACURH seemed on its way to recovery by the end of the decade:

The North Atlantic Affiliate of the National Association of College and University Residence Halls is in a growing Stage [sic] that has put the region on an upward trend. *NAACURH Regional Report, May 1979, page 1*

You will be happy to note that National Dues have been paid for all those schools [affiliated in the region] to the NACURH Sec/Treas. NAACURH will be present and paid for at Kansas State University in two weeks. *NAACURH Regional Report, May 1979, page 1*

Carol Feazelle, past Director, forward[ed] NAACURH a bad check that bounced and probably cost the region more than it was worth. Initially there was 89.00 dollars in the account but by the time bank charges, transportation, telephone, and postage costs are subtracted we got back \$30.00. *NAACURH Regional Report, May 1979, page 2*

‘We don’t have a lot of money and people will think we are kind of funny but we keep travelin’ along.’ That was the song we sang last year at Ball State [host of NACURH 1978] and I suppose it would be appropriate again this year. Nonetheless we have come along [sic] way since then. We have become a KISSED FROG [reference to NACURH 1979 conference theme] of the Nation [sic] and I think we can stand proud of the many things we have accomplished. *NAACURH Regional Report, May 1979, page 3*

At the end of the decade, Ohio was determined to be housed within the North Atlantic, and not the Great Lakes, affiliate:

At Duquesne University’s hosting of the Regional Conference this spring, the NCC’s discussed the possibility of OHIO [sic] moving to the Great Lakes Region according to the Bowling Green State University proposal. The outcome was for Ohio to stay within the North Atlantic Region. *NAACURH Regional Report, National Board of Directors meeting minutes, May 21-26 1979, page 2*

Annexation Committee- Letter from Bowling Green State University passed out which indicated Ohio declined transferring to the Great Lakes Region and was pledging full commitment to the North Atlantic Region. *National Board of Directors meeting minutes, May 21-26 1979, page 6*

With an increase in member schools, regions started to structure their organizations and add levels of bureaucracy:

The organizational structure of the regional administration will also change next fall. It will expand to include the first elected regional communications coordinators. They will be presented with a large scale recruiting effort complete with various levels of responsibility and accountability. *SAACURH State of the Region Report, May 1979*

After consideration of a national committee, a solution was proposed for the west coast:

PNACURH/SPACURH Situation- The two regions are insolvent. Committee suggests rejoining the two regions into the Pacific Affiliate. *National Board of Directors meeting minutes, May 21-26 1979, page 7*

The committee selected to study the issue recommends the formation of a special commission to implement an intensive recruitment program for the newly formed PACURH region. *Committee proposal for a west coast recruitment program, May 1979*

Annexation- Board voted to join SPACURH and PNACURH to form PACURH primarily because of insolvency. *Corporate Business meeting minutes, May 25, 1979*

## **National Concerns**

Another area defined by the primary sources is that of national concerns and how the NBD worked with them. The primary focus of the NBD was the national workings of NACURH and a good deal of their time was spent transforming the organization from a regionally focused organization to one with a predominantly national focus.

The NBD recognized that their schedule at the national conference did not allow them to complete vital pieces of national business, prompting action:

A lack of time to complete all items on the proposed agenda lead the Board to recommend that the Board meet two days prior to registration of each subsequent national conference. *National Board of Directors meeting minutes, August 16-20, 1972, page 1*

By adding the Directors of the two offices to the NBD, the service component of the organization could be represented on the national level and have an official voice:

It be recommended to the NCC's by the NBD that the Director of the National Information Center and the Chairman of the National Honorary become ex-officio non-voting members of the NBD. *National Board of Director meeting minutes, January 28, 1973*

The placement of the national conference, especially in the early years of the corporation, was sometimes a political issue:

It was then raised- where should NACURH '74 go to further unify the Affiliates. Bob LeVand [NACURH President] felt that the West should utilize the convention as a cohesive force to bring the schools together. Alan Kluge

[PACURH Director] felt the timing was too soon- the Affiliate should be given time to grow before taking on the task of a National Convention. Scott Tidwell (SAACURH) also stated that if the National in 1974 went to the Pacific Coast, the South Atlantic region would probably cease to function as an Affiliate. *National Board of Director meeting minutes, January 28, 1973*

The NBD needed direction at times from its advisor:

Dan Hallenbeck [National Advisor]...warned the Board not to get bogged down with structural organization to [t]he point where we forget our purposes. *National Board of Director meeting minutes, January 29, 1973*

The permanency of the national executive roles was still up for debate in the early days of the corporation:

Discussion on the possibility of splitting up the job of Sec/Treas [sic] into separate offices. Decided to keep as one office for one year to be evaluated by the next NBD. *National Board of Directors meeting minutes, August 9, 1974, page 2*

While the NBD preferred to meet twice a year, a special meeting was called in place of the January meeting due to extenuating circumstances:

Be it resolved that the NBD in its meeting in Manhattan, Kansas August 10, 1974 recommend that the traditional Semi-annual NBD meeting be foregone during the 1974-1975 fiscal year, do [sic] to the present financial state of the corporation. *National Board of Directors meeting minutes, August 9, 1974, page 4*

Resignations of officers compelled the NBD to take drastic action to ensure leadership on the national level:

Due to circumstances that there is no continuity of the voting members of the board, it is this board's action that the position of Chairperson pro-tem shall be established till such time (that shall not exceed 1 year from date of passage) as elected by the NBD. *National Board of Directors meeting minutes, August 9, 1974, page 6*

[Move] that [Mary] Jacqmin be appointed Chairperson pro-tem [sic] upon the termination of her duties as GLACURH Director...[Move] that Doug Brown act as NACURH Inc. Sec/Treas [sic] due to Norman Taiguloff's resignation and serve in this office until a new sec/Treas [sic] is elected by the new NBD at its next board meeting or by mail ballot, and that he is not to serve in this position for longer than one year from date of passage. *National Board of Directors meeting minutes, August 9, 1974, page 6*

While meeting in January had become a tradition, the NBD chose to make it a permanent arrangement:

Recommend that the semi-annual meeting be held at the site of the National Conference. *Resolution approved by the National Board of Directors, May 1975*

In the hopes of retaining officers and knowledge for the national conference, the NBD changed the election cycle of the National Chairperson:

Recommend that the Chairperson be elected at the semi-annual meeting (held in January or February) and serve as such until the following semi-annual meeting (January or February).

My rationale for this is that the person will then serve as Chairperson for the majority of his/her regional directorship.

Also it is much easier for the Chairperson to be acting as such before, during, and after the National Conference to provide continuity to the NBD.

Would have worked with the past conference Chairperson so could aid the new. *Resolution approved by the National Board of Directors, May 1975*

A gap in communication was seen by the National Information Center, prompting a recommendation to the rest of the NBD:

Suggestion- in order to promote communication between members of the NBD so that all of the regional Directors, NIC Director, NRHH Director, CRC, Chairperson of the NBD know what each other is doing- require each Director to periodically send out a short description of what is going on in their respective region or area. This report could include the bank statement, mailing list changes and/or additions, unique programs, prospective members, etc. *National Information Center Report, Future Aspects, page 2, May 1975*

An incident occurred that made NACURH analyze its liability to conference attendees:

Lawsuit situation. Background- February 1976, SFSU [San Francisco State University] conference. New Games Foundation dealing with non-competitive sports at the SFSU conference put on a demonstration in which a man was hurt (knee). Suit was filed against SPACURH and the National Association along with New Games for a sum of \$105,000. New Games named SPACURH in a cross-negligence suit. So far, California law does not permit San Francisco State to be sued. Dan Jittu [former SPACURH Director] stated that because of discussion between our attorney and the plaintiff's that SPACURH was being dropped because we are judgment proof, i.e. cannot pay damages. Hopefully, New Games

will also drop their suit against SPACURH. *National Board of Directors meeting minutes, May 21-26 1979, page 3*

Stemming from an incident at a regional conference, the NBD sought to protect itself and its growing assets by addressing risk management:

Liability- We should try to come up with some kind of ‘Disclaimer’ to alleviate any liability to NACURH for ‘whatever’ (esp. transportation). *National Board of Directors Unofficial Minutes, May 22, 1978, page 3*

Insurance liabilities were then discussed. Possibility that the National Association might be liable in cases of accidents at regional and national conventions. Dr. Daniel Hallenbeck [National Advisor] said he would personally look into the insurance liabilities aspect of the Assoc. and report at the next Board meeting in January. *National Board of Directors meeting, May 22, 1978, page 4*

That the NBD authorizes Kent Sampson [ACPA Commission III Liaison] to investigate our corporate liabilities. And Scott Miller [Secretary-Treasurer] investigate non-profit status with the IRS. *Motion passed by the National Board of Directors, National Board of Directors meeting, May 22, 1978, page 12*

The NACURH Advisor wrote of the change from a NACURH President to a NACURH Chairperson, and what that change meant to the organization:

In 1974 the organizational structure was revamped, and the office of the National President was dismantled. The functions and responsibilities of the office were disbursed to the regional directors and the National Information Center. *Letter from Dr. Dan Hallenbeck, NACURH Advisor to Dr. Donald Adams, President of NASPA, November 28, 1978*

The NACURH Advisor addressed the turnover rate of the students within NACURH and the challenges and strengths it posed to NACURH:

NACURH is the only truly student-run and student-organized national organization that I know of today. Obviously with constant turnover of students, continuity within the organization is a definite problem; however, that is one of our strengths because the new blood, the new excitement, and the new enthusiasm continues to spark interest in furthering the concept and the benefits of residence hall living. *Letter from Dr. Dan Hallenbeck, NACURH Advisor to Dr. Donald Adams, President of NASPA, November 28, 1978*

Kent Sampson, who was earlier directed to investigate liability on the part of NACURH, made his report to the NBD as requested:

The OSU Regents attorney I talked to was very helpful. He said that sure NACURH, Inc. as well as you or myself could be sued or held liable, but the real test question then would lie in what steps NACURH took to avoid being negligent. For it actually is negligence that probably would be questioned! So, it would be important that NACURH, Inc. through the NBD take steps to ensure that conferences, meetings, etc. comply both with state laws and university regulations. Also, a special pitch must be made to the host school leaders regarding this issue. Our attorney said you might wish to check into liability insurance for certain 'high risk' events. I suggest you develop a disclaimer statement for all your printed information stating that NACURH, Inc. will not be responsible for 'claims, demands, damages, injuries, actions, or causes of actions, arising from or connected with action...' NACURH and the conference host people could then use this in their printed material and complete the above to relate to the particular regional or national conference or specific event.

*Memorandum from Kent Sampson to the National Board of Directors, January 2, 1979*

Talk with Zack Cooper: I mentioned earlier that I had visited with Zack Cooper who was the President of NACURH when it incorporated in 1971. I felt that it might be helpful for the NBD as well as myself to better understand why NACURH did incorporate. Zack said that the incorporation came about for two primary reasons:

1. to formally establish the structure and entity [of] NACURH, and
2. to set up a tax exempt corporation since, at that time, revenue was coming in from not only SWANK but Collegiate Products (refrigerators) as well. Thus, it looked like some financial support was and would continue to come from private businesses. Since (2) was not completely attained, this should be done through an application for tax-exempt status through the IRS- for it is the IRS, not the Secretary of State of Oklahoma or anyone, that would determine whether or not NACURH, Inc. is tax exempt. *Memorandum from Kent Sampson to the National Board of Directors, January 2, 1979*

Acting on the report from Kent Sampson, the NBD created a policy to protect themselves from future liability concerns:

Concern over our liability for events happening away from conference sites involving, for example, alcohol and not providing transportation. Report by Kent Sampson on NACURH liability was given. Consensus of board was to have conference participants sign a waiver of NACURH and affiliates' responsibility. *National Board of Directors meeting minutes, January 11, 1979, page 2*

As a wrap up to the IACURH scenario, where schools were members of IACURH but not NACURH, the NBD decided to close a loophole in policy:

Motion...No schools shall be permitted to be regional members without being national members. [Will not go into effect] until 1980...That no duality of membership (regional only) be allowed. *Motion passed by the National Board of Directors, National Board of Directors meeting minutes, May 21-26 1979, page 8*

### **Financial Matters**

Of great concern to NACURH during its growing years as a corporation was the financial state of the organization. In 1971, NACURH had no contingency fund to fall upon if a conference failed, for example.

To save costs, the NBD met where three of their members resided:

The next meeting of the Board of Directors will be held in the middle of January at Ferris State College. The files are there and three officers are there, saving their traveling costs. This allows the other members of the Board to see the office. *National Board of Directors meeting minutes, August 16-20, 1972, page 2*

To further define its relationship with conference hosts, the NBD specified what would happen in case the conference did not break even:

Maureen Conrad [NAACURH Director] moved that the following policy statement be accepted: 'In case of a conference monetary deficit, NACURH, Inc. shall assume 50% of the loss exceeding \$250. All excesses shall revert to NACURH, Inc.' *National Board of Directors meeting minutes, August 16-20, 1972, page 3*

To support one of their growing initiatives, the National Residence Hall Honorary, NACURH voted to give it a budget:

The amount of \$120.00 for travel to the National Board of Director's meeting was stricken [from NRHH's budget], since it will be included in NACURH's budget. A motion was made by LeVand [GLACURH Director] that '\$250.00 be set aside for the Honorary.' The motion was passed unanimously. *National Board of Directors meeting minutes, August 16-20, 1972, page 5*

A definition of good standing was created for NACURH to enforce:

Those colleges and universities who have neglected to pay NACURH dues previous to the first session of the Corporation's annual business meeting are not in good standing and shall be prohibited from exercising their vote during the corporation's annual business meeting. *National Board of Directors meeting minutes, August 16-20, 1972, page 6*

Tax-exempt status was sought for NACURH, as it was already a registered non-profit corporation:

...the topic of our current status with the IRS was brought to light. A mailing non-profit status was apparently filed at St. Cloud, MN, but cannot be passed to Michigan. NACURH does have a supposed tax exempt status in the Dallas office of IRS, and has sent an inquiry about the contents and status of said number. No answer yet. *National Board of Director meeting minutes, January 28, 1973*

Non-profit status still pending. We're not sure if we ever filed for it. *National Board of Directors meeting, January 28, 1973*

The NBD turned for help from the institutional representatives for a standardization of their financial accounts:

The NBD recommend to the NCC's the establishment of a permanent National Bank to standardize accounting procedures and purposes for all corporate monies. *National Board of Director meeting minutes, January 28, 1973*

The NBD turned its attention to membership and how it could be further broken down for institutions interested in affiliating:

Dues stratification- various types of membership. Sliding scale? What would it be based on? Associate membership? Smaller dues amount. Limited regional affiliation? *National Board of Directors, January 28, 1973*

The tax-exempt issue progressed and the following was announced at the following NBD meeting:

In order to fulfill the IRS requirements, the Corporation will have to add to Article II of the Articles of Incorporation that NACURH is an educational organization and will remain so. *National Board of Director meeting minutes, May 27, 1973, page 3*

The NACURH 1973 conference went into deficit and the NBD was forced to come up with solutions to lessen the debt:

The conference deficit was then brought up and the possibility of University of Delaware keeping the key deposits to help defer costs. The directors paying their own costs at the Convention was also discussed. *National Board of Director meeting minutes, May 31, 1973, page 12*

The conference deficit was then discussed again with alternative plans bring the topic.

The debt could be transferred to Swank and CPI [corporate partners of NACURH] divided so that it would remove the debt from the University of Delaware, and we would work it off.

The possibility of a loan company was also introduced to alleviate the University of Delaware of its debt to the Administration. *National Board of Director meeting minutes, June 1, 1973, page 14*

Several regions needed loans from NACURH during the early days of the corporation, as their expenses often outweighed their income:

Motion...to allocate \$85 to MACURH, \$167.50 to SAACURH, and \$212.50 to NAACURH from the operating budget. *National Board of Directors meeting minutes, August 9, 1974, page 4*

The NACURH 1973 conference deficit was still a topic for discussion over a year after that conference had gone into debt and, subsequently, NACURH:

Motion...[that] the NBD instruct Robert LeVand [NACURH President] sell the typewriter, the Elliot Adessograph [sic], and the Pittney Bowes postage meter during the 1974-1975 fiscal year. *National Board of Directors meeting minutes, August 9, 1974, page 4*

That the liabilities be settled in the following order:

1. Pittney Bowes
2. Elliot
3. Jostens [vendor utilized for NACURH memorabilia]
4. Delaware conf. [University of Delaware, host of NACURH 1973]
5. Ferris State College

And it is the Board's intent to settle the first four liabilities by January 1, 1975 and to settle the account with Ferris State College, Big Rapids, Michigan, during the 1974-1975 fiscal year. *National Board of Directors meeting minutes, August 9, 1974, page 5*

Ailing regions continued to seek loans and subsidies from the NBD:

Review was presented of the \$150.00 loan to SPACURH c/o Tim Fike and the financing of NACURH '76 travel for SPACURH and PNACURH (804.00).  
*Chairperson's Report, May 1976*

That the PNACURH and SPACURH regions receive a rebate of \$30.00 for every member school's dues for a period of one year. This will allow them to keep the entire \$55 collected in the period to end no later than the final day of the NACURH 1977 conference. *Motion passed by the National Board of Directors, 1976*

A loan of \$50 be allocated from the contingency fund to PNACURH and to be reviewed by the NBD at the next semi-annual [meeting]. Repayment of the \$50 will be determined at the discretion of the board. *Motion passed by the National Board of Directors, 1976*

Barb Haeckler moved to delete the \$150 loan to SPACURH, and the loans of \$200 each to SPACURH and PNACURH clearing both regions' debts to NACURH, Inc. *Motion passed by the National Board of Directors, 1976*

Motion to allocate \$80 (in addition to the \$100 for travel to the 1977 NBD meeting at Oklahoma) to PNACURH as a loan to be reviewed by the NBD at the Semi-Annual in Muncie [site of Ball State University, host of NACURH 1978]. This motion also includes a waiver of our grant and loan policy. *Minutes from the National Board of Directors meeting, January 13-15, 1977*

However, NACURH also had interested parties give donations:

Bob Le Vand [sic] former NACURH President (Chairperson), came before the board and presented a gift to NACURH, to be put in a savings acc't so NACURH will always have something to fall back on. The gift was a check. The gift was accepted and Bob Le Vand was thanked for his gift and faith in NACURH.  
*Minutes from the National Board of Directors meeting, May 24-28, 1977, page 5*

As the decade continued, national conferences eventually produced excesses, rather than deficits:

Paula Bland (representative from Oklahoma State University) for NACURH '77-presented a check to the NBD for \$1600 as surplus from the conference last year. This amount will be allocated in the Contingency Fund. *Minutes from the Semi-Annual National Board of Directors' Meeting, January 5-8, 1978, page 2*

The Secretary/Treasurer gained more duties as a result of the past financial situations of both the regions and the nation:

Move...that directors send to the Secretary-Treasurer at least once a year 1) name of the bank where regional account is held 2) address and phone number of that account 3) account number of the regional account 4) who signs on the account and 5) the signatories addresses and phone numbers. *Passed by the National Board of Directors, National Board of Directors meeting, May 22, 1978, page 6*

Secretary-Treasurer be charged to develop a check request form and system for all national accounts and to develop a promissory note for loans. That the Secretary-Treasurer must approve all line item changes. *Passed by the National Board of Directors, National Board of Directors meeting, May 22, 1978, page 11*

The Chairperson was also given additional powers relating to finances:

That the NBD give the power to the NBD Chairperson to authorize \$20 allocations out of the contingency/unallocated line-item upon consultation with Secretary-Treasurer and the approval of the NBD Advisor. *Motion passed by the National Board of Directors, National Board of Directors meeting, May 22, 1978, page 11*

SPACURH, one of the regions that received financial assistance from NACURH, addressed the matter to the NBD:

First off I would like to thank the NBD for allocating the \$100.00 loan/grant for the SPACURH region. The money has allowed myself to attend the executive session as well as leaving approximately \$50.00 in the account to facilitate and ongoing communications between the members and potential member schools. *SPACURH Regional Report, May 20, 1978*

Because of our financial difficulty we are not able to do as much as we would like to, however we have approached different merchants and asked to display their products at the next SPACURH conference for a fee. So far the response has been favorable and we hope to get some notoriety as a doing organization. *SPACURH Regional Report, May 20, 1978*

The Tax-exempt situation came to a definitive, if unsatisfactory, conclusion for NACURH by the end of the decade:

NACURH, Inc. apparently has never applied for tax-exempt status as a non-profit educational organization. At least, the organization is not currently listed in the

IRS book of such groups. *Memorandum from Kent Sampson to the National Board of Directors, January 2, 1979*

The lawsuit that drove NACURH to seek information on their liability was addressed by the Regional Director involved:

Right this minute NACURH is in a lawsuit for \$120,000. Obviously, we cannot afford this amount, neither can we afford to fight it and win. As most of you probably know we have acquired a lawyer who has also taken on a partner. They are jointly charging us only \$30 per hour, which compared to the going rate of \$75 per hour is tremendous. To add icing to the cake our additional lawyer is licensed to practice in ORL where our articles of incorporation students is filed. Our lawyer and I have repeatedly asked the plaintiff to drop the suit solely against us...as of yet no answer. *SPACURH Regional Report, January 1979*

As SPACURH was soon to be dissolved as a regional affiliate, the NBD took action on an outstanding loan:

That SPACURH's loan be wiped from the books. *Passed motion, National Board of Directors meeting minutes, January 11, 1979, page 21*

Even NRHH, a service office of NACURH, was able to return money to the national budget by the end of the decade due to careful financial planning:

Financially the organization was a great benefit to the NACURH structure. Due to our close proximity to the conference site our expenses were cut tremendously. The NRHH will return approximately \$300 back to NACURH. *NRHH Report, May 1979*

After a decade of loans, the NBD developed a policy that defined when and how loans were to be given:

#### Loan and Grant Policy

A loan or grant may be funded to a financially troubled region with a two-thirds vote of the NBD. This loan or grant may not exceed 25% of the National Reserve Fund. Only one loan or grant per year to each region. *Financial Policies of the National Association of College and University Residence Halls, May 1979*

Even though most regions were fiscally solvent by the end of the decade, it was noticeable that all was not perfect:

Motion...grant the North Atlantic Region \$140.00 out of reserves. *Motion passed by the National Board of Directors, National Board of Directors meeting minutes, May 21-26 1979, page 12*

### **Interview Responses**

To supplement the written records of the time, individuals were sought out to give insight to this decade of NACURH's history. Responses were organized according to the same themes present in the written records. Six individuals responded either via the written questionnaire or a phone call.

#### **Introduction of Participants**

Dan Jittu served three years (1976-1979) on the NBD as both the SPACURH and PNACURH Regional Director.

Wendi Winters served two years (1972-1974) on the NBD as the NRHH National Office Director.

Dan Hallenbeck served eight years (1972-1980) as the NACURH National Advisor.

Ken Stoner served a year (1966-1967) as NACURH's Vice President, a year (1967-1968) as NACURH's President, two years as the Director of the NIC (1969-1971), and eight years (1980-1988) as the National Advisor.

Tony Warner served as the 1971 Conference Chair and served as the CRC from 1974-1976.

Craig Ullom served as the Director of the NIC for two years (1974-1976) and as the CRC for six years (1977-1983).

## Benefits to Member Schools

What was the best decision, in your mind, that NACURH made during the period of your involvement? Why?

Creating Strategic Alliances with ACUHO and other businesses; spending time or creating a foundation of belief and vision; most important creating an opportunity for diverse colleges to come together through the national conferences. It built relationships that have lasted. I believe these all had long lasting results. *Dan Jittu*

I'm not sure I can identify one decision that NACURH made that was most significant, but one that stands out is the creation of the NIC and the CRC that I mentioned in the previous question. Both worked to provide continuity and stability. *Dan Hallenbeck*

I would have to point out the selection of Zack Cooper as President as being the most important decision followed by the creation of the non-profit corporation. His drive to create a strong national structure with policies and procedures to support it has had a lasting impact on NACURH. These included the strengthening the regional affiliate structure, ideas for income generation, and programs/services that NACURH could offer the membership. *Tony Warner*

What benefits were available to member schools? What was the most important?

Not much. The most important was the sharing of ideas and the creating of new enterprises. *Dan Jittu*

From my perspective the most valuable benefits available to members has been the annual conferences and the information exchange that takes place. *Dan Hallenbeck*

I recall the following services, in order of importance:

The National Conference – at the time the primary benefit – educational sessions, leadership training, keynote addresses, opportunities to network, etc.

National Files – to become the Resource Library, they contained campus program ideas, RHA constitutions, RHA budgets, etc. It was rudimentary; my main memory of this service was trying to get member institutions to submit material for the Library. We created a lot of material in-house to put in the Library. They were managed by a past president of NACURH, Ken Stoner and staff member at Iowa State University.

The beginning of the individual personal property insurance concept as a funding source for NACURH.

A refrigerator rental program called CPI.

Discounts on movie rentals from Swank Motion Pictures.

*NACURH reviews* – a national newsletter/magazine published once or twice a year by a volunteer campus, during our year I believe it was the University of Kansas

Providing someone (not from your own campus) for member campus leaders to talk with about issues and program ideas. *Tony Warner*

All we seemed to offer at the time was the Honorary [NRHH]. *Wendi Winters*

How would describe the role of conferences within NACURH and its regional affiliates?

The greatest recruiting mechanism and the best way to keep NACURH alive. *Dan Jittu*

I believe the conferences were the key. While attending a conference delegates came in contact with other student leaders from other campuses who are dealing with many of the same issues and challenges. Information is exchanged, friendships forged, and new programs born. *Dan Hallenbeck*

At the time of my involvement, the National Conference and the regional conferences were NACURH - in the minds of most members. NACURH had several other services but these were little used with many in their beginning stages. We were in the building\growth years of establishing a strong nationwide regional affiliate structure along with year round benefits and services. *Tony Warner*

Some business got done, networking and friendships aplenty. But, some stuff went on with alcohol, drugs and sex that – all these years later – have made me a really cranky church youth chaperone and Girl Scout leader. *Wendi Winters*

How prominent were the national conferences?

Very prominent and delegate counts grew annually. *Craig Ullom*

For all intents and purposes in those early years, the National Conference defined the NACURH and was its primary, service or benefit. Within the regions the regional conferences were significant. *Tony Warner*

They were huge. A chance to meet kids from across the country, exchange news and the latest insults on our intelligence wrought by dunderheaded administrations (or threats from state legislators) of this school or that – and big parties. *Wendi Winters*

## **Regional Concerns**

What were the functions of the regional affiliates during your time in NACURH?

The functions of the regional associations or affiliates was to recruit new member schools, communicate with its members, and hold annual conferences. The regional presidents sat on the NBD (National Board of Directors), and were key to running the national organization. The Chairman of the Board was elected from the regional presidents who served on the Board. *Dan Hallenbeck*

As I remember, it minimal. The regional affiliates were not highly active, among the two strongest were MACURH and GLACURH. Most of their activities were around and in support of the National Conference, and in the production of their regional meetings/conferences. Some sent out a few newsletters each year. Most of the actual services were expected to come from the National Office. *Tony Warner*

They fed into the national. Relations were friendly. The local conference was a good place to work on regional issues. *Wendi Winters*

Were there any issues of regional versus national viewpoints during your time in NACURH?

[Chairperson] Scott Miller...placed great emphasis that when we came together as a Board of Directors we represented the entire country and not one region. Cathie Crouch... succeeded Scott...continued solidarity. As a director of two struggling regions I tried to get more than our share to create a buzz for schools in our regions interested in becoming active members. We were competing against the Greek system and also against Resident Hall Directors who still thought [of] the system as dorms. *Dan Jittu*

I don't recall a lot of friction between the national and the regional organizations, because they were really working on the same goals, and viewed themselves as part of the team. Strong regional affiliates were the result of strong leaders and advisors, and the converse is also true, weak leaders and advisors resulted in weak affiliates. *Dan Hallenbeck*

...There was not a strong regional structure at the time. Some of the regions were more active than others. I had contact with the regional leaders in planning the conference. I don't remember any real 'issues', more trying to be supportive of the regions and their efforts to grow. *Tony Warner*

What qualities made up a strong regional affiliate?

Quality Leadership [sic] team and quality of conference experience. *Craig Ullom*

Strong School support by the Resident Hall director and ACUHO.

Ability to create its own source of revenue

Hosting events

Leadership training  
Competition for events and school spirit *Dan Jittu*

...There was not a strong regional structure in 1971. The strength (i.e. activity level) of the region was directly dependent on the individuals selected for leadership each year as well as the level of support their Housing Office provided.  
*Tony Warner*

What qualities did a weak regional affiliate exhibit?

Being alone without College and University Housing Officer support  
Hopelessness  
Lack of Vision *Dan Jittu*

...There was no strong regional structure at the time. Again if the individual(s) selected for regional leadership were not strong, dedicated, self-reliant, and inner-motivated then the region for that year was not very active. While some regions were more active than others, it took student leaders and their local campus advisors to make the region active each year. This meant each year was different for each region.

One of the key organizational weaknesses of NACURH and the regional affiliates (as is the case with many national organizations with voluntary leadership) was the transition process of the changing leadership each year. The transfer of files and information was difficult and spotty. In many ways each leader on both the regional and national level had to start over each year. Occasionally, the transition process from one year's leadership to the next worked well, this nearly always lead to a more successful and productive year than those in which the process was weak. In those days before email, electronic file transfers, and faxes – the transition involved shipping whatever files and records existed from previous years to the school of the next year's leadership. This was always a process that was problematic. The actual timing of the leadership change – late spring or summer - made the transition process even more difficult as the transfer of files and other information often did not occur until after classes started in the fall – well after the new leader was expected to have been fully functional. *Tony Warner*

I don't thing the West Coast was heavily involved at the time. The Midwest was very active and enthusiastic and we had a lot of pity for the silly rules imposed on the dorm residents in Mississippi and Alabama. *Wendi Winters*

How would you describe the relationship between the national organization and the regional affiliates?

Very Close. We called for no other reason to make sure the other was doing ok. Long distance was very expensive. *Dan Jittu*

The relationship between the two is integral to the success of each. In other words, the relationship is always evolving, but they are part of the same whole, and the key to being and remaining a strong viable organization is working seamlessly together. *Dan Hallenbeck*

## **National Concerns**

What decision caused a setback to the organization during the period of your involvement? Why?

Many housing officers and student leaders only saw this as a student organization. It was short term in vision. *Dan Jittu*

I don't really remember a 'setback'. I remember it as an exciting time of teamwork, long hours, sleepless nights, brainstorming, and accomplishment. Sure there were internal political frustrations and budget decisions that were hard, but I remember even these issues as fun exciting challenges, not setbacks.

For 1971 there here was site change of the National Conference from Pennsylvania State University to our campus at Oklahoma State University. The reasons are mostly lost to time, but revolved around how much control and input the National Office would have over the conference. I do remember the Penn State students and staff being upset, but in reality I never saw this as a setback but rather an exciting opportunity for OSU and myself. *Tony Warner*

What significant changes happened to NACURH during your time as a student leader?

I think we decided to worry less about the wording of our by-laws and more about the impact NACURH would have on the University system as a whole. *Dan Jittu*

Incorporation as a non-profit organization  
Creation of national policies and operational procedures  
Creation and initial implementation of various ideas of services and programs that would later become key features of NACURH *Tony Warner*

Probably that we – mostly in the midst of pretending to be hippies and trying to avoid being tagged as radical members of the SDS – managed to keep the damn thing going. You've got to realize there were a lot of issues whirling around at that time – Vietnam, drugs, the sexual revolution, a recession, feminism, cops out of control – all 'heavy' stuff. *Wendi Winters*

This was a critical period of time for the organization and in culture. At Long Beach [NACURH 1969 host site], discussion was had as to whether we went political or not, to take a stand on Vietnam or human rights. This political activity was capped at the campus level. NACURH is the longest running student-run organization. We stuck with the mainstream and did not take a divisive stand. Change happened from the ground up, rather than the other way around. *Ken Stoner*

Do you think NACURH was more of an organization or corporation during your years of involvement? Why?

The general membership of NACURH was organizational but I believe the leadership had begun the transitioning process into creating a business that paid more than monetary dividends. A great deal of emphasis was placed on self-actualization and social responsibility to the future leaders. *Dan Jittu*

The short answer is both, but I feel it's necessary to try to put it in a historical context. During the first ten years of NACURH's existence, after the 1961 ACURH conference, an number of new regions were added, some, such as the Great Lakes, from schools that were originally in another larger regions, in this case the Midwest. The regions continued to be the strength of the national organization, and the most members were from the center of the country -- the original two regions. It's where most of the annual conferences were held, and where the leadership came.

The move to incorporate was not unanimously accepted and popular, so NACURH spent a very contentious year in working through that process. On the surface, it seemed the regions would be taking a back seat to the national organization, and many of the traditions would be lost. The process was difficult, not completely understood, and took several years to really be accepted and start to run more smoothly...At any rate it took several years for the corporation concept to catch on and to become fully functional. *Dan Hallenbeck*

From my position of working daily with Zack Cooper and the other students on his staff, it was really both – I was involved in the day to day workings of the organization and in the formative year of the corporation, We worked daily to define what it was and what it would be in the future. I believe among the majority of the national membership it still had the feel and was and operated like an organization, but among the key, highly committed leadership (both at OSU and around the nation) they felt they were involved in making the new concept of a non-profit corporation a reality. *Tony Warner*

In my mind, it was an organization. It was the years during and immediately after the Vietnam War and emotions about authority figures were strong. There were a number of issues we were grappling with and injecting a corporate atmosphere might have been counter-productive. As it is, looking back, a number of officers

either dropped out of school or took reduced course loads during their terms of office – endangering their status as dorm students. *Wendi Winters*

## **Financial Matters**

How would you describe the fiscal situation of NACURH during your involvement?

Deep concern about finances and more focus on revenue generating possibilities especially through conference proceeds. *Craig Ullom*

In its infancy stages some regions [were] stronger. Certainly NACURH had more strength [than] the regions. *Dan Jittu*

Finances were a daily issue – while we had annual school membership dues (about \$60), the annual conference was also a key source of income at the time so I operated and planned the 1971 annual conference in the red pending receipt of the registrations in the weeks before the actual event. The responsibility to end the conference with a surplus was one that I felt daily. Without the support of the campus RHA and the OSU Housing office during this time (allowing us to work on in the red) things would have been difficult. Since Zack and I were both heavily involved in the campus and the fact that RHA was rather well funded at the time, the campus organization underwrote some of the NACURH operations that year. *Tony Warner*

On a shoestring. I doubt if I was reimbursed for postage. *Wendi Winters*

Were there any times during your involvement that NACURH was not financially stable?

If so, please describe the situation to the best of your ability.

Yes regions were on [their own]. We had to get a loan from NACURH and CACUHO to keep the regions going. We would have failed without it. There was no internet, no personal computers and communication was slow and expensive. We tried to do road trips to create excitement about NACURH's importance. Many times this was on our own dime. *Dan Jittu*

...A bad decision threatened the financial stability of the organization, and nearly caused it's demise. NACURH counted on a financial surplus from the annual conferences to operate. Because the conferences were traditionally successful in terms of attendance, they always provided operating income. That was great until one year the NBD and the host school could not agree on the potential number of delegates on which to plan, and the host budgeted for many more conferees than showed up, plus their conference expenses exceeded even what they had budgeted due to some institutional cost for using meeting rooms. So there was no surplus, but a deficit, and the host wanted NACURH to help cover some of the deficit, which we could not do.

The decision that went bad was giving the bid to a school far enough away from the bulk of the membership to make travel with large delegations cost prohibitive, and not monitoring closely enough the host school's budgeting and marketing. Plus, it pointed out the fallacy of basing so much of our operational costs on the anticipated conference surplus. As I recall, although the details have escaped me, a portion of each member school's dues was sent to national, but the larger share kept in the region. So, we had some money to operate the next year, but not enough to get through the year.

At the winter Board meeting, it was obvious the financial outlook was bleak, but we didn't realize how bleak until about February or March when the NBD Chair quit communicating with anyone, including me. The office had run out of money, and he couldn't, from his perspective, make a long distance call or mail a letter. Although annoying not to be able to contact him, it wasn't until the national conference at Illinois State University the Memorial Day Weekend of 1974, that we realized the gravity of the situation. The NBD Chair was embarrassed and felt like a failure, so did not even show up at the conference. The Board met through out the conference and there were many late night meetings with the Board, delegates, and advisors. The future was definitely uncertain, and we weren't sure survival was possible. At the end of that conference, the Board decided to meet at the site of the Midwest Regional Conference, Kansas State University, for several days before the MACURH meeting to develop a plan of action. That was one of our best decisions.

At that summer meeting we figured out how to keep going for the next year through tapping the gratitude of our member institutions, and being very careful of expenses. Throughout NACURH's history to that point, member institutions contributed financial assistance, both directly and indirectly, to keep the organization afloat and operating. Things such as copies, postage, phone calls, printing, office equipment, staff time and assistance, and free facility usage are examples of the help that was forthcoming and never accounted by member institutions. Individual school advisors have never been recognized to the level they deserve for sharing their time and talent with the students on their campuses working with and for NACURH and it's regional organizations, and supporting and believing in the mission of the overall organization. My point is that NACURH would not have survived this long without the help of many people over the years. *Dan Hallenbeck*

I do not have the specifics. But, the S.E.X. Conference (Student Educational Exchange) at U-DE was under-attended. Deep southern schools did not approve of a theme that even joked about sex. Offering t-shirts that read: 'I had S.E.X. at the University of Delaware' probably didn't help either. *Wendi Winters*

### **Conclusion**

The four themes of benefits to member schools, regional concerns, national concerns, and financial matters emerged through the study of primary documents, as well

as answers given by those who served in NACURH between 1971 and 1980. While the written records provide an accurate picture of the actions that took place, the responses given by questionnaire participants bring to light the thoughts behind by actions, as well as perspective on why and how certain actions took place.

## **CHAPTER FIVE**

### **DISCUSSION**

This chapter summarizes the conclusions to be drawn from this study, the discussion of the results, and recommendations for further research on the topic. The history of NACURH has been covered in brief prior to this study, and the purpose of this study was to explore the changes experienced by NACURH specifically between the years of 1971 and 1980. Four themes emerged through the course of researching this period of time: benefits to member schools, national concerns, regional concerns, and financial matters. These four themes combined to give a full picture of the changes NACURH went through in the nine years that was the focus of this study.

#### **Conclusions**

##### **Benefits to Member Schools**

During this period of time, NACURH developed new services, as well as continued to develop services already available to its member schools. Through the deliberations of the NBD and the actions of individuals invested in the organization, advances were made to make NACURH a valued entity on campuses around the nation.

**National files.** The development of a file system for member schools to draw upon was a crucial development in the growth of NACURH. These files, submitted by NCCs as part of the affiliations requirement, allowed student leaders to share what was

happening on their campus, both programmatically and politically. This period of time, and that right before it, was an important part of United States history. Student activity was on the rise, some due to the political forces operating within the country. Having a national resource such as the Resource File Index available was an important way for campuses to share ideas, methods, and experiences with one another. Prior to the advent of the national filing system, each region maintained its own resource files. By centralizing this function, NACURH was able to make a statement of being a national organization. Member schools were able to request files from the NIC as a part of their membership in the organization. This also served a purpose, administratively, for the NIC. They now were responsible for not only affiliating schools, but for serving those same schools by giving them access to the files. The NIC was able to provide continuity to the member schools as the keeper of these files- having an office for the nation gave member institutions somewhere to turn to for both affiliation and resources.

At first, the requirements for these files were very loose and not much direction was given to the member schools. However, as the decade progressed, more attention was paid to the files and how they were submitted. A uniform approach was taken and guidelines were set down by the close of the decade so schools had an idea how to compose the reports, but also so they knew any file they requested from the NIC would, generally, have the same formatting.

Later in the decade, it was brought to the NBD's attention that many schools did not submit their reports, which then called into question the validity of these schools having voting rights. At this point, the decision on the matter was deferred to the regions, which still maintained some sovereignty when it came to national affairs.

**Federal recognition.** By the second half of the decade, NACURH was looking outside of its own organization to advocate for and recognize residence hall students and their issues. The way NACURH went about this was the creation and promotion of National Residence Hall Month, which was a subject of interest for the NBD. First, the NBD selected a month, April, to be recognized as National Residence Hall Month. NACURH had already lined up a Senator to sponsor their resolution, but they then suggested member schools work individually to write their Congressional representatives about the issue to see that the resolution was passed. The NBD also hoped to have this month recognized by professional student affairs organizations, with which NACURH already had ties.

**Conferences.** One of the most visible benefits to member schools were the annual national conferences. These conferences not only impacted those who were highly involved in the organization, but gave leadership opportunities to delegates from campuses from around the country. These delegates engaged in dialogue and attended sessions to better themselves as leaders, as well as their campuses.

The Conference Resource Consultant position was created to enhance the national conferences through consistent advising and historical perspective. This housing professional served over a period of years to help each annual conference plan and execute all that was involved with a conference, from registration to wrap-up report.

Attention was also given to the NCCs and the change in their role within NACURH. Prior to incorporation, they had much more of a say in national business. Following incorporation, much of the power held by the NCCs was transferred to the NBD. In order to ease this transition, a corporate meeting was held at each national

conference so the NCCs could have a say in national business. In addition to this, the Secretary/Treasurer was charged with the task of sending out NBD meeting minutes to each member school, in order to keep NACURH's constituency updated on national happenings.

For many students, the term "NACURH" meant the national conference, not the organization. This was a place where they could all come together and talk about issues on their campuses. While the national files were available to member schools, it is not likely many students beyond the NCC knew of its existence. Rather, they relied upon their experiences at the national conference to learn from and grow with one another. The national conference was the lifeline for the organization and gave it an annual purpose.

### **Regional Concerns**

After incorporation, the different regions of NACURH became regional affiliates. Schools were a member of both their regional affiliate and the national organization upon affiliating with NACURH. The NBD dealt with regional concerns on a regular basis between 1971 and 1980, mostly troubleshooting specific problems in specific regions.

**The Pacific coast.** The crisis of the affiliates on the Pacific coast stemmed from lack of member schools to constitute a viable affiliate. At the beginning of the decade, PACURH experienced turnover in leadership and a lack of member schools to attend their regional conferences, if regional conferences were even held. The PACURH region was in such a state of disrepair that by 1973, reorganization was taking place. The NBD received periodic updates on the situation and these were reflected in the minutes. As there was no representation from the Pacific for a number of years, the NBD relied on second-hand accounts to learn what was taking place.

The reorganization of PACURH resulted in the creation of two new regions, SPACURH and PNACURH. It was hoped that by splitting the region in two, they would be able to recruit an adequate number of member schools and host regional conferences. However, the difficulties for this area of the country persisted and led to PNACURH and SPACURH being a prominent part of NBD discussions.

SPACURH finally found firm leadership on both the regional and national level in the person of D. Jittu, who worked to advocate on his member schools' behalf to the NBD. The lack of member schools within the region resulted in a lack of funding, which led Jittu to request loans from the national level. Through those loans, SPACURH was kept afloat. When leadership within PNACURH failed, Jittu was assigned the responsibility of leading that region as well.

By the end of the decade, the NBD took on the task of analyzing the Pacific coast and charged a special committee to come up with a solution. The final result was the merging of the two regions back into PACURH, in order to create a financially solvent affiliate that would not need as much money or manpower as two separate regions.

**The Intermountain Affiliate.** IACURH proved to be an enigma to the NBD for the first half of the 1970s. Little to nothing was known about his region or its operations, as it and its member schools had ceased affiliating with NACURH prior to the time of incorporation. No full explanation was given to the NBD, who regularly received no report from IACURH due to its absence in the national boardroom.

However, it should be noted that IACURH continued to function as an independent student organization, even though it was not affiliated with NACURH. Overtures were made by the national leadership to IACURH in the hopes to bring them

back into the organization, but these efforts seemed to stall because of IACURH's deep-rooted problems with the national organization.

By the middle of the decade, some schools within IACURH had affiliated with the national organization, while others preferred to affiliate just with the regional organization. This led to the confusing situation of two Regional Directors- one for the IACURH organization, one for the schools who also affiliated with NACURH. Attempts to bring all of the schools back to NACURH failed, due mainly to the fact that affiliating with NACURH cost more than just affiliating with IACURH. In 1978, the number of IACURH-only and NACURH affiliated schools was almost equal in the Intermountain Affiliate; by the end of the decade, the number of schools affiliating with only IACURH was falling rapidly. The NBD also closed the loophole of regional affiliations when it stated very clearly that there would be no such thing as a regional-only member institution.

**Ohio.** A great deal of time and energy was spent on the question of the state of Ohio and in which region it would reside. GLACURH and NAACURH were in perpetual negotiations about this state and the NBD received regular reports about these talks. NAACURH freely admitted that it was looking for a way to reduce its regional size, but when overture were made by GLACURH to take on Ohio, it met remarkable resistance. A number of proposals were put forth by the Great Lakes Affiliate, none of which met with any success.

GLACURH was no stranger to trading states with another region. MACURH had previously asked for GLACURH to delete mention of Iowa in their charter, but offered

the incentive of complete communication for this to be done. With the case of Ohio, it was GLACURH's turn to be aggressive and pursue what it wanted.

The question of Ohio was raised at NAACURH's regional conference in 1979. The NCCs of that region debated the issue and decided Ohio was to remain in NAACURH, rather than being given to GLACURH. This was reported to the NBD in NAACURH's Annual Report. NAACURH was also working through an issue of accountability for its own region, so it may be concluded there were other regional concerns that were at the forefront of the regional leadership. GLACURH offered no rebuttal to the wishes of the NAACURH NCCs and the issue disappeared from the NBD's agenda.

### **National Concerns**

The primary focus of the NBD was on national business. Oftentimes, the NBD would try to focus on its own organizational structure and the National Advisor would need to remind them to look outside the box and focus on the member schools as well. However, the focus on structure was not a complete loss, as NACURH needed a solid foundation before it could build itself up.

**Identity.** One of the chief concerns of NACURH at the beginning of the 1971-1980 time period was how to identify itself: as an organization or a corporation. While the transition from organization to corporation happened overnight, the perception of the change took quite a bit longer to reach not only the member schools, but the NBD itself. The role of the National President, a holdover from the time when NACURH was an organization, was transitioned into the role of National Chairperson. To a degree, many of the duties that used to be associated with the National President were decentralized and

given to the Regional Directors and the NIC. By spreading these duties out, it gave the Regional Directors more autonomy as leaders of their respective regions and gave more time to the Executives to focus on big-picture ideas, rather than day-to-day operations.

The transition to being a corporation took years to come to fruition. The regions were concerned they would lose parts of their unique identity to an overwhelming national identity. All the concepts that came along with being labeled a corporation also took some time to take root. By the end of the decade, the fact of being a corporation was a reality- this could not be said at the beginning of the time period. The NBD made the transition quicker than the general population, which allowed them to develop benefits to member schools and effect change from the top down. In the end, NACURH developed into a hybrid of an organization and corporation.

**Liability.** A prominent national concern was the liability of the organization if an accident were to occur, especially at a conference. This issue came to light following a SPACURH conference in the middle of the decade. At the time, NACURH did not have any policies in place to reduce liability for themselves as an organization. What took place was a reactive measure to investigate how it, as an organization, could reduce or eliminate the threat of litigation following an injury at a conference. The NBD charged K. Sampson, one of their professional housing contacts, to investigate the issue of liability. Sampson was at Oklahoma State University, where NACURH was legally incorporated, and therefore could consult local legal professionals to gauge how liable NACURH was for this accident. In the end, a delegate waiver was created to release NACURH of any liability from injuries incurred at one of its conferences.

**Normalizing board operations.** Once the NBD structure was established- having a representative from each region as a voting member and having executives to lead the board, they then turned to perfecting the NBD and its operations as much as possible. Within two years of incorporation, the heads of both national offices were added to the NBD as ex-officio members. By doing this, NACURH showed that it valued what these offices gave to the organization. At the same time, it gave the offices a voice in services or tasks that may be given to them by the NBD.

Around the same time, the NBD decided that meeting at just the national conference did not allow them enough time to conduct their business. The first change was a concept called preconference, which is a period of days before delegates arrive to the national conference. This time is for the NBD to meet and complete its board business. Shortly thereafter, a second NBD meeting was added. Taking place in January, the semi-annual meeting would take place at the site of the national conference and allow the NBD to conduct its business, as well as inspect the facilities used by delegates to the national conference.

A new election cycle was piloted, and ultimately abandoned, near the end of the decade. It was hoped that electing and installing national executives in January, rather than May, would give the NBD and national conference experienced national leadership. However, due to the overlap with academic calendars, etc., a high turnover rate was encountered.

Communication standards were recommended to give the NBD guidelines to update one another. Due to the spread out nature of the NBD, it was difficult to know what was going on in other regions between meetings. By developing a standard for

regular updates, the NBD would be knowledgeable of what was taking place nationwide, rather than exclusively in their regions or within their offices.

### **Financial Matters**

Finances were a prominent concern of the NBD throughout the period studied. While organizationally the corporation was secure, financially it was not so lucky. By experiencing financial difficulties, NACURH was able to troubleshoot its weaknesses and set itself up for financial success by the end of the decade.

**Scarcity of resources.** NACURH, as an organization, did not have many resources to draw upon when the decade began. Revenue was produced through membership dues and even then, most of the limited money was given to the regional affiliates. In order to cut costs, the NBD sometimes met where it was convenient, especially before the standard of meeting at the national conference site was set. For the NBD, travel costs were among the highest in the national budget, so it was optimal if multiple members either travelled together or if a meeting was hosted where multiple members resided. Expenses were often fronted by an NBD member's host school- even the host institution of the national conference paid for many of the costs of hosting, as the organization could not generate enough money to cover even simple costs, such as postage. Even travel to keep in touch with member schools was paid for by NBD members, rather than the national budget.

**NACURH 1973.** The biggest crisis NACURH encountered in its beginning years as a corporation centered on the 1973 annual conference. Due to the dependency on conference excess to keep the organization afloat, the NBD pinned all of its hopes on the

annual conference. However, this dependency upon on shaky variable backfired when the University of Delaware hosted the conference.

Several variables factored into the financial failure in 1973. The first was the location of the conference. Delaware was far enough from many member schools to cause low registration. Member schools simply did not have the money to send delegates to a far away school on one of the coasts. Delaware decided to budget for many more delegates than the NBD was comfortable with, thus setting prices, etc. that were out of touch with reality.

Another factor that contributed to the failure of this national conference was the theme. In a time when many schools were still conservative, especially those located in the south, Delaware decided to theme their conference as “S.E.X.” (Students Educational Exchange). This theme, rather than unifying the nation, drove some schools away from attending.

Lastly, there was little oversight on the planning process of the conference. The staff was left to its own devices, which led to the previous two points, and ultimately set the conference up for failure. The conference went into deep deficit and NACURH was unable to take on debt. The national budget went into the red and the NBD voted to sell physical assets to cover its expenses.

NACURH learned several financial lessons from this experience. First, the CRC position was instituted to help national conference staffs effectively plan their conferences. Second, the national budget freed itself from the dependency on conference excess funds. By operating independently of this money, the NBD could then budget its years effectively. Third, the NBD decided to hold a special meeting to solve the crisis.

The effect of the conference failure was not felt for a year afterward, but the NBD still saw the need to troubleshoot. By thinking outside the box, the NBD was able to save the budget and, ultimately, the organization.

**Loans.** Throughout this period, regional affiliates were dependent upon the national corporation for loans. As has been stated, the inflow of money from membership dues did not always suffice. Many costs, such as NBD travel, were passed along to the regions in order to alleviate the national budget. Regions experienced shortfalls for many regions. A majority of the time, regions simply spent more than they had revenue. However, unethical student leaders sometimes embezzled money from the organization and were never heard from again. This not only put a financial strain on those regions, but also encouraged the regional affiliates and the NBD to look at accountability measures for regional and national officers.

Some regions, such as SPACURH, were never able to pay their loans back. Occasionally, the NBD would vote to remove loans from the books, as it was anticipated these loans would never be paid back.

Loans were simply voted on and approved by the NBD throughout the decade. There was no policy dictating why or how a region could request a loan. Due to the amount of loan requests, and loans wiped from the books, between 1971 and 1979, the NBD crafted a simple policy to outline a procedure for approving a loan or grant. While most regions had resolved their financial difficulties by the end of the decade, there were still those who needed assistance.

## **Limitations**

1. The biggest limitation to this study is the reliance on the memories of survey participants. While all participants were active within NACURH during the 1971 to 1980 time period, it is important to note that several decades have passed between their experiences and the construction of this study.
2. The study utilizes records from the time period. While most of them are assumed to be accurate, there could be missing documents that would have helped this study. As there is no way to know what may be missing, it is impossible to say what impact these missing documents had on the research.
3. A further limitation stemming from the qualitative portion of the research deals with the survey participants. While every effort was made to reach out to those who were active within NACURH, not many could be found to take the survey. If this survey had been done a decade ago, there may have been more individuals available to interview. The relative ease an internet search provides to find individuals is counteracted by the fact that most of those who were active back from 1971 to 1980 are not active users of the internet and, thus, are nearly impossible to find.

## **Recommendations for Future Research**

This study only addressed a select time period within NACURH's history. If further research is undertaken, the following recommendations should be taken under advisement:

1. Begin researching NACURH's history from the beginning. While 1971 to 1980 was extremely important for the organization, this does not mean that the rest of NACURH's history was not. The rise of the organization through the 1960s is an important

component in the history of NACURH. Additionally, more contemporary time periods will yield a full picture of what NACURH became after its growing years.

2. Allow a good deal of time to find and interview those who took part in leadership roles within NACURH. Some are hard to find and many have very full lives. Give interviewees plenty of time to think about the questions asked of them and allow them to respond as they may. Written records alone cannot give an accurate description of what took place.

### **Conclusion**

This qualitative study explored how NACURH changed between the act of incorporation in 1971 and the interceding nine years. Secondary documents were utilized to profile what the organization looked like during this time period. Existing literature on the topic was sparse, leading to two research methods. By examining both historical documents and gaining insight from individuals who served NACURH during this time period, a full picture of what took place within NACURH formed. Four themes emerged throughout the course of the research: benefits to member schools, regional concerns, national concerns, and financial matters. These four areas accurately depict an organization growing into and learning from itself within a span of nine years.

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APPENDIX A  
QUESTIONNAIRE

1. What is your name?
2. What position(s) did you hold within NACURH, including its regional affiliates, member institutions, and national offices?
3. What years were you involved in NACURH and its regional affiliates?
4. Do you think NACURH was more of an organization or corporation during your years of involvement? Why?
5. What were the functions of the regional affiliates during your time in NACURH?
6. Were there any issues of regional versus national viewpoints during your time in NACURH?
7. What qualities made up a strong regional affiliate?
8. What qualities did a weak regional affiliate exhibit?
9. What student leaders stand out in your mind from the time you spent in NACURH? Why?
10. How would you describe the relationship between the national organization and the regional affiliates?
11. What role did the following people/entities play? In what ways did they impact NACURH?
  - a. National Advisor
  - b. National Executives
  - c. Regional Directors
  - d. Associate Directors/Finance Officers
  - e. National Information Center
  - f. NRHH National Office
12. What was the best decision, in your mind, that NACURH made during the period of your involvement? Why?
13. What decision caused a setback to the organization during the period of your involvement? Why?
14. What benefits were available to member schools? What was the most important?
15. How would you describe the fiscal situation of NACURH during your involvement?
16. Were there any times during your involvement that NACURH was not financially stable? If so, please describe the situation to the best of your ability.
17. How would describe the role of conferences within NACURH and its regional affiliates?
18. How prominent were the national conferences?
19. What is a memorable conference memory you have?
20. What significant changes happened to NACURH during your time as a student leader?
21. What executive team(s) did you work with?
22. How would you describe the executive team(s) you worked with and how would you describe them? What impact did they have on your involvement?
23. What was your impact on NACURH?
24. What forms of recognition were available during your time in NACURH? How would you describe it? How important was recognition?
25. Do you have any additional comments about NACURH or your involvement with it?

APPENDIX B  
INFORMED CONSENT FORM

## CONSENT FORM

Study Title: NACURH History: 1971-1980

Principal Investigator: Daryl Richard Lawrence  
103 Whitney Center  
1725 State St.  
La Crosse, WI 54601  
(608) 789-4140

Study Purpose: The purpose of this study is to understand the events in the National Association of College and University Residence Halls' (NACURH's) formative years as a corporation. The beginning of this study lies with the act of incorporation on November 16, 1971 and the terminus is at the end of that decade. In the interceding years are many events and themes that shaped the organization and prepared it for what it has become in the present time, the largest student-run corporation in the world. These events and themes include, but are not limited to, the following: regional affiliate sovereignty, fiscal management, benefits available to member schools, recognition, the importance of conferences, and the individual administrations that governed NACURH.

The study will consist of completing a survey of questions relating to experience and service within NACURH.

Potential Risks: None.

Rights and Confidentiality:

- My participation is voluntary.
- I can withdraw from the study at any time for any reason without penalty.
- The completed study will be made available to NACURH, Inc. for deposit in their organizational archive, as well as distribution to their member institutions.

Possible Benefits: The history of NACURH, Inc. will be more fully explored and analyzed within this study through my participation, thereby allowing future student leaders to learn more about the organization in which they serve.

Questions relating to the study can be directed to Daryl Richard Lawrence (608-789-4140), the principal investigator, or Dr. Nick Nicklaus, Office of Residence Life, (608-785-8970). Questions regarding the protection of human subjects may be addressed to the UW-La Crosse Institutional Review Board for the Protection of Human Subjects, (608-785-8124 or [irb@uwlax.edu](mailto:irb@uwlax.edu)).

Participant: \_\_\_\_\_

Date: \_\_\_\_\_

Researcher: \_\_\_\_\_

Date: \_\_\_\_\_

APPENDIX C  
DEFINITION OF TERMS

**AD (Associate Director)**- a member of the regional board of directors for each region, usually in charge of finances.

**Affiliate**- A regional grouping of schools that pay dues to the national organization. Schools must belong to a region in order to belong to the national organization.

**CRC (Conference Resource Consultant)**- a member of the national executive team that consults with the hosts of the annual national conferences.

**GLACURH (Great Lakes Affiliate of College and University Residence Halls)**- the region comprised of Minnesota, Wisconsin, Indiana, Illinois, and Michigan.

**IACURH (Intermountain Affiliate of College and University Residence Halls)**- the region comprised of Arizona, New Mexico, Colorado, Montana, Wyoming, Utah, and Idaho.

**MACURH (Midwest Affiliate of College and University Residence Halls)**- the region comprised of North and South Dakota, Iowa, Kansas, Nebraska, Missouri, Arkansas, Oklahoma, and Texas.

**NAACURH (North Atlantic Affiliate of College and University Residence Halls)**- the region comprised of Delaware, New Jersey, Maryland, Pennsylvania, Washington, D.C., West Virginia, Connecticut, Maine, Vermont, New Hampshire, Massachusetts, Rhode Island, Ohio, New York, and Virginia.

**NACURH (National Association of College and University Residence Halls)**- the national residence hall organization that encompassed six or seven regional affiliates during this time period.

**NBD (National Board of Directors)**- the body charged with overseeing the affairs of the nation and enacting national changes

**NCC (National Communications Coordinator)**- a representative from an affiliated institution that votes on regional and national business

**NIC (National Information Center)**- the national office within NACURH that oversaw institutional affiliations and maintained the RFI.

**NRHH NO (National Residence Hall Honorary National Office)**- the national office that oversaw the affiliation of NRHH chapters across the nation.

**NRHH (National Residence Hall Honorary)**- the honorific branch of NACURH, which had chapters at many NACURH-affiliated institutions.

**PACURH (Pacific Affiliate of College and University Residence Halls)**- the region comprised of Alaska, Washington, Oregon, California, Nevada, and Hawaii.

**PNACURH (Pacific North Affiliate of College and University Residence Halls)**- the region comprised of Alaska, Washington, Oregon, and the northern half of California.

**RFI (Resource File Index)**- the collection of files that were available to all NACURH member institutions.

**SAACURH (South Atlantic Affiliate of College and University Residence Halls)**- the region comprised of Alabama, Florida, Mississippi, Georgia, North Carolina, South Carolina, Tennessee, Louisiana, and Kentucky.

**SPACURH (Southern Pacific Affiliate of College and University Residence Halls)**- the region comprised of the southern half of California, Nevada and Hawaii.