THESIS/DISSERTATION FORMAT CHECKLIST

This document is for general guidance. Students are responsible for meeting the department's/program's standards and requirements, and format requirements of the College of Graduate Studies as outlined on this page. For more in-depth formatting requirements, see Thesis and Dissertation Format Guidelines

Last defense date for degree conferral:
Fall and Spring: Friday of 10th week
Summer: Friday of 7th week

Dissertation | phddissertation@csuohio.edu
Thesis | masterthesis@csuohio.edu
General | grad@csuohio.edu

Document Sequence

1. Title Page
2. Copyright* – sample C
3. Signature Page
4. Dedication* – sample D
5. Acknowledgement* – sample E
6. Abstract
7. Table of Contents
8. List of Tables*
9. List of Figures*
10. Body of Paper
11. Bibliography
12. Appendices*

****Optional Sections** Follow style guide on formatting for optional sections.*

Margins + Justification + Font

☐ 1.5" on left
☐ 1" right, top, and bottom
☐ Left-aligned recommended
☐ Black, size 12, Times New Roman font
☐ Use style guide format for headings and subheadings. See sample N

Spacing + Indentation

☐ Double spaced
☐ Start of paragraph should be indented ½" from the left margin
☐ Long quotes, footnotes, tables, bibliographs, captions, etc., conform to style manual for specific discipline

Pagination

☐ No printed page numbers before abstract page, though include in page count
☐ First page with a number printed on the page is the abstract.
  - Lower case Roman Numerals i.e., iii, iv, No Punctuation!

☐ The text pages (first page, bibliography, appendices) are numbered consecutively in Arabic, 1,2, centered and ½ inch bottom of page – only page number
  - NO punctuation marks, the word page, or letter suffixes, e.g., 10.; 10a, page 10.

Title Page

☐ Use structure sample A

Signature Page

☐ Use structure sample B. Do not include signatures on publication copy. A signed copy will be submitted to our office from your department

Abstract

☐ Use structure sample F
☐ Lower case Roman Numeral pagination
☐ Cannot exceed 350 words

Table of Contents

☐ Use structure sample G
☐ Chapter title in ALL CAPS
☐ Abstract, References, Appendices, List of Tables and Figures – ALL CAPS
☐ Subheadings are indented and Title Case
☐ Each title/subheading (except CHAPTER and APPENDCIES) followed by leader dots and a page number
☐ No bold, italics or underline, SMALL CAPS
☐ Use the title Appendix = single; Appendices = multiple

Tables + Figures

☐ Use structure samples H+I
☐ Tables/Figures must fit within margin, descriptions can be single spaced. See samples K + M
☐ Color may be used. Font can be smaller
☐ Figures – copy and paste as picture, include alt text. See samples K, O-R
☐ Photographs and images must be clear, meet margin and accessibility requirements. Color permitted

Body of Paper

☐ First page of each Chapter will start 3" from top of page. See samples J+K
☐ The chapter title will always be heading level 1, all subsequent headers should follow the designated format by your writing manual. See sample R

Bibliography / References

☐ Entry double spaced and follow writing manual. See two examples, sample N

Appendices*

☐ Include APPENDIX subheading above appendix titles listed by letter/roman numerals and in ALL CAPS.
☐ See samples S-V

CSU | College of Graduate Studies

SAMPLE Thesis + Dissertation Suggested Timeline
(for fall/spring degree conferral, contact Graduate Studies for specific dates)

August/January

- Apply for graduation - CampusNet graduation tab
- Program/department submits approval form to Graduate Studies for dean's signature. The form must include the department chair and academic college dean's signatures.
- **Last date to defend for degree conferral is Friday of 10th week.**
  - The last date for summer is Friday of the 7th week.
    - The earlier you defend, the more time you will have to complete the remaining steps. *Note: you must be registered for thesis or dissertation credit the term you defend.*

September/February

See the dissertation/thesis publication checklist for additional information.

- Defend, have committee members sign signature page.
- Incorporate requested changes from your committee members.
- Edit your paper; follow Graduate Studies format guidelines.
- Schedule via StarFish, format review meeting with the College of Graduate Studies.
  - The format review may require multiple revisions, and plan accordingly.

October/March

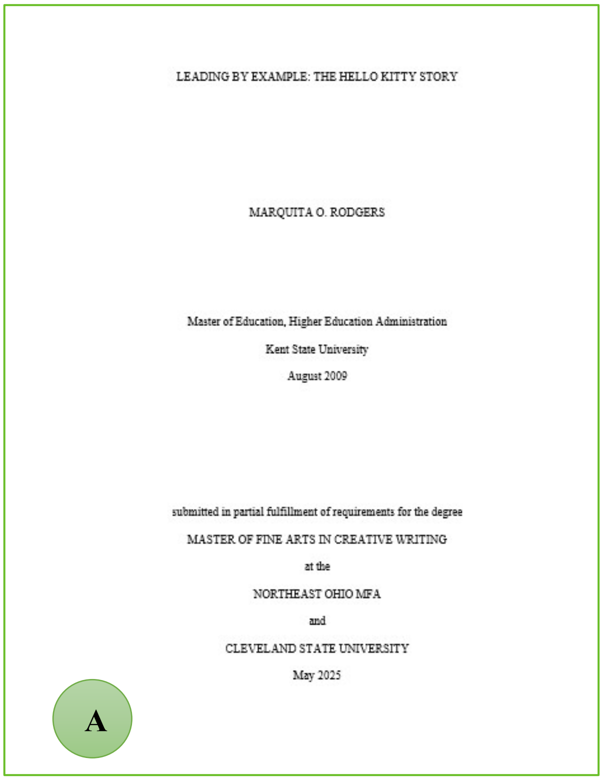
- Academic college or program forwards notice of completion *and* signature page to Graduate Studies.
- *Doctoral Only: submit receipt and certificate of completion to Graduate Studies.*
- Deadline to schedule format review meeting for fall/spring degree conferral.

November/April

- Create an account and upload *pdf* to OhioLINK for publication. Instructions will be provided.
- Graduate Studies will officially publish to OhioLINK or return for corrections.
  - You will receive confirmation email.
- Graduate Studies conducts degree audit.

December/May

- Deadline to ensure degree conferral.
  - *Note: Publication on OhioLINK is a degree requirement. The deadline to publish is approximately four weeks following the last day of class for your degree to be conferred for the proposed term. Failure to publish by the established deadline can delay the conferral of your degree.*

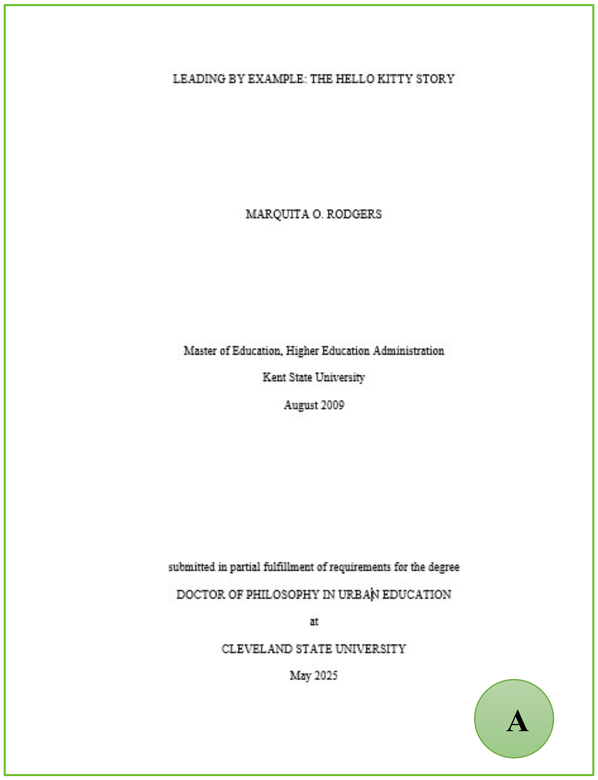


LEADING BY EXAMPLE: THE HELLO KITTY STORY

MARQUITA O. RODGERS

Master of Education, Higher Education Administration
Kent State University
August 2009

submitted in partial fulfillment of requirements for the degree
MASTER OF FINE ARTS IN CREATIVE WRITING
at the
NORTHEAST OHIO MFA
and
CLEVELAND STATE UNIVERSITY
May 2025

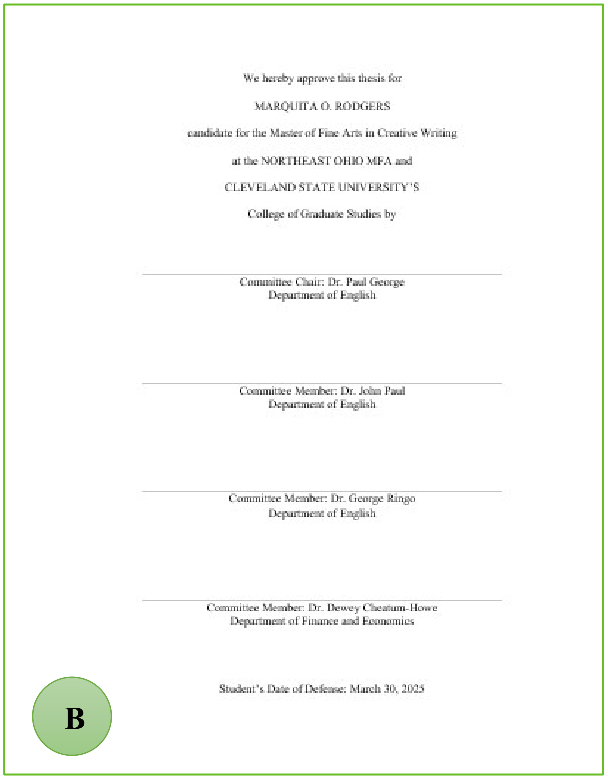


LEADING BY EXAMPLE: THE HELLO KITTY STORY

MARQUITA O. RODGERS

Master of Education, Higher Education Administration
Kent State University
August 2009

submitted in partial fulfillment of requirements for the degree
DOCTOR OF PHILOSOPHY IN URBAN EDUCATION
at
CLEVELAND STATE UNIVERSITY
May 2025



We hereby approve this thesis for
MARQUITA O. RODGERS
candidate for the Master of Fine Arts in Creative Writing
at the NORTHEAST OHIO MFA and
CLEVELAND STATE UNIVERSITY'S
College of Graduate Studies by

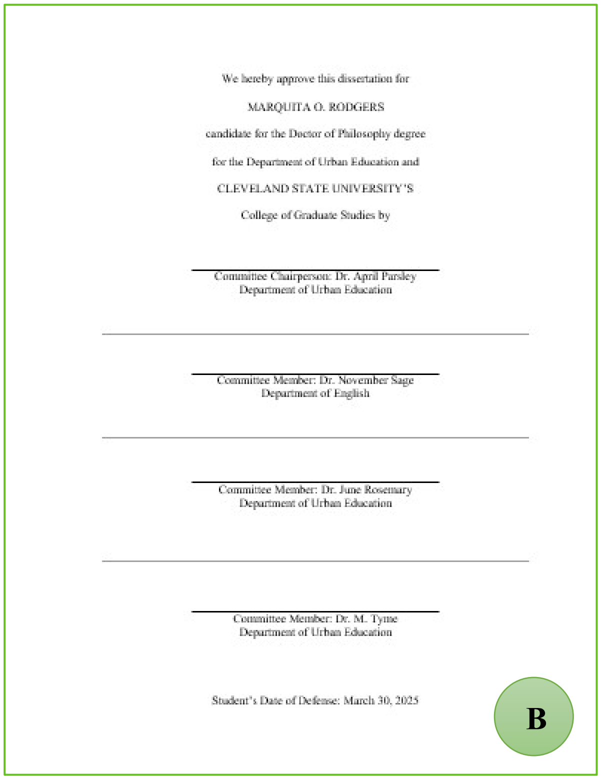
Committee Chair: Dr. Paul George
Department of English

Committee Member: Dr. John Paul
Department of English

Committee Member: Dr. George Ringo
Department of English

Committee Member: Dr. Dewey Cheatum-Howe
Department of Finance and Economics

Student's Date of Defense: March 30, 2025



We hereby approve this dissertation for
MARQUITA O. RODGERS
candidate for the Doctor of Philosophy degree
for the Department of Urban Education and
CLEVELAND STATE UNIVERSITY'S
College of Graduate Studies by

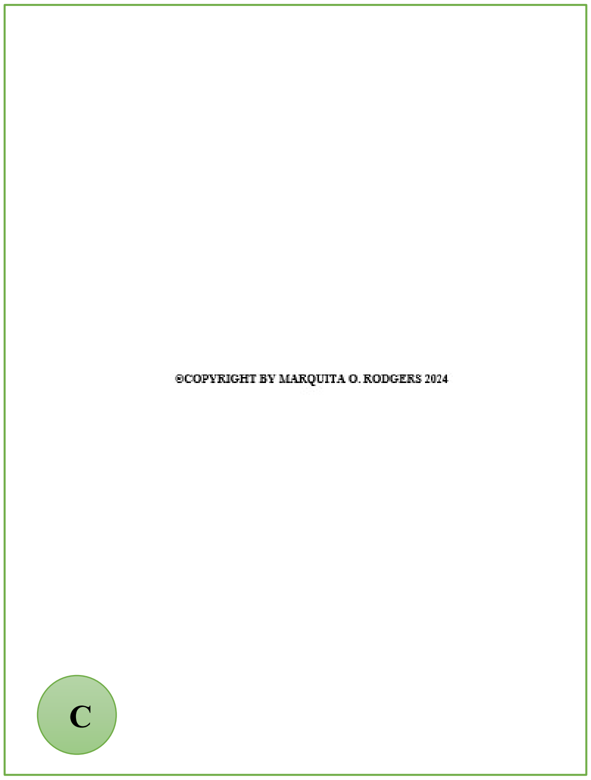
Committee Chairperson: Dr. April Parsley
Department of Urban Education

Committee Member: Dr. November Sage
Department of English

Committee Member: Dr. June Rosemary
Department of Urban Education

Committee Member: Dr. M. Tyme
Department of Urban Education

Student's Date of Defense: March 30, 2025



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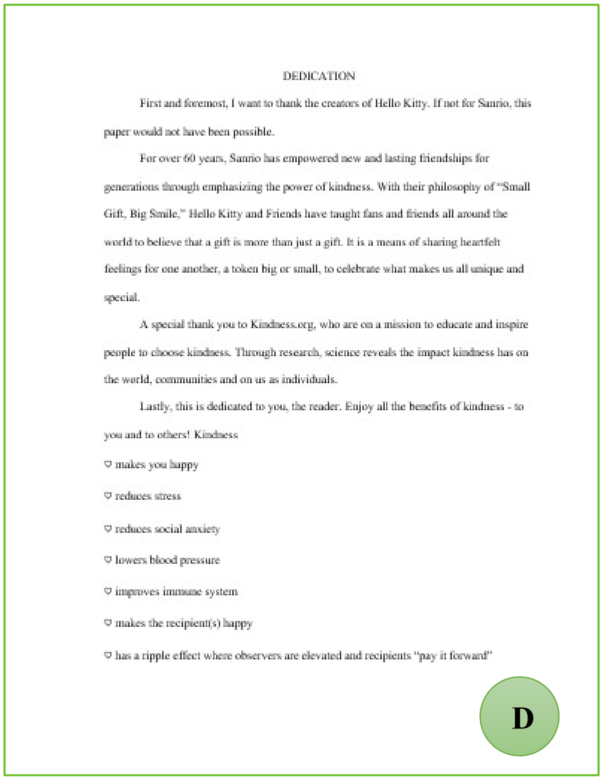
C



DEDICATION

First and foremost, I want to thank the creators of Hello Kitty. If not for Sanrio, this paper would not have been possible.

For over 60 years, Sanrio has empowered new and lasting friendships for generations through emphasizing the power of kindness. With their philosophy of "Small Gift, Big Smile," Hello Kitty and Friends have taught fans and friends all around the world to believe that a gift is more than just a gift. It is a means of sharing heartfelt feelings for one another, a token big or small, to celebrate what makes us all unique and special.

A special thank you to Kindness.org, who are on a mission to educate and inspire people to choose kindness. Through research, science reveals the impact kindness has on the world, communities and on us as individuals.

Lastly, this is dedicated to you, the reader. Enjoy all the benefits of kindness - to you and to others! Kindness

♡ makes you happy

♡ reduces stress

♡ reduces social anxiety

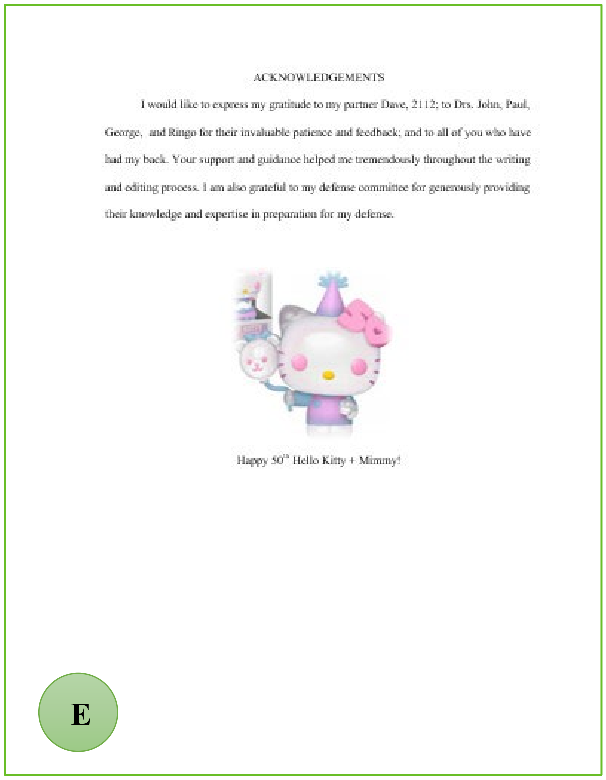
♡ lowers blood pressure

♡ improves immune system

♡ makes the recipient(s) happy

♡ has a ripple effect where observers are elevated and recipients "pay it forward"

D

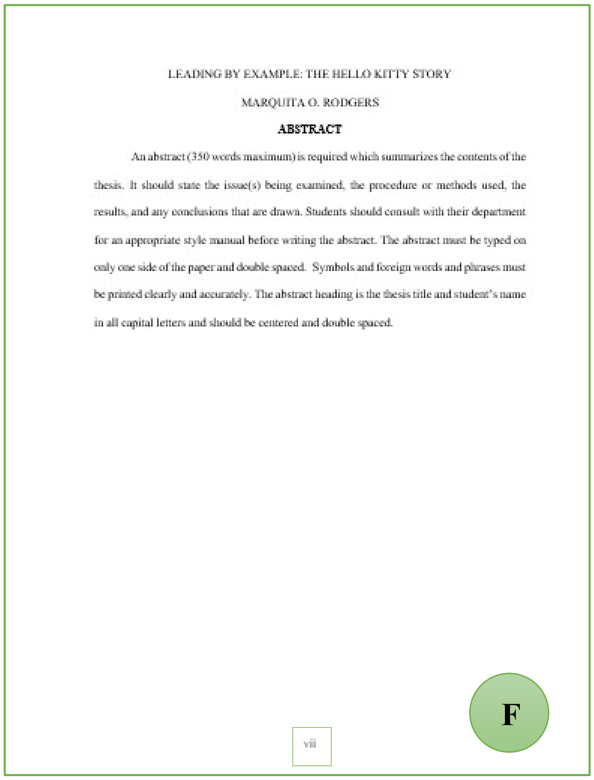


ACKNOWLEDGEMENTS

I would like to express my gratitude to my partner Dave, 2112; to Drs. John, Paul, George, and Ringo for their invaluable patience and feedback; and to all of you who have had my back. Your support and guidance helped me tremendously throughout the writing and editing process. I am also grateful to my defense committee for generously providing their knowledge and expertise in preparation for my defense.

Happy 50th Hello Kitty + Mimmy!

E



LEADING BY EXAMPLE: THE HELLO KITTY STORY

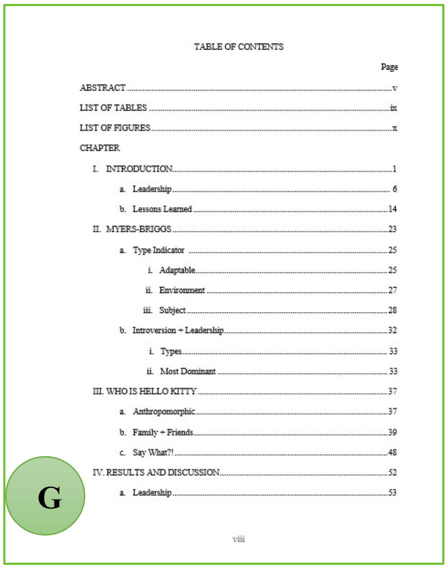
MARQUITA O. RODGERS

ABSTRACT

An abstract (350 words maximum) is required which summarizes the contents of the thesis. It should state the issue(s) being examined, the procedure or methods used, the results, and any conclusions that are drawn. Students should consult with their department for an appropriate style manual before writing the abstract. The abstract must be typed on only one side of the paper and double spaced. Symbols and foreign words and phrases must be printed clearly and accurately. The abstract heading is the thesis title and student's name in all capital letters and should be centered and double spaced.

vii

F



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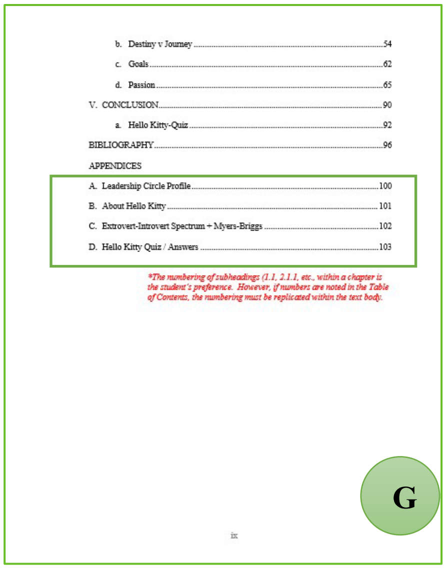

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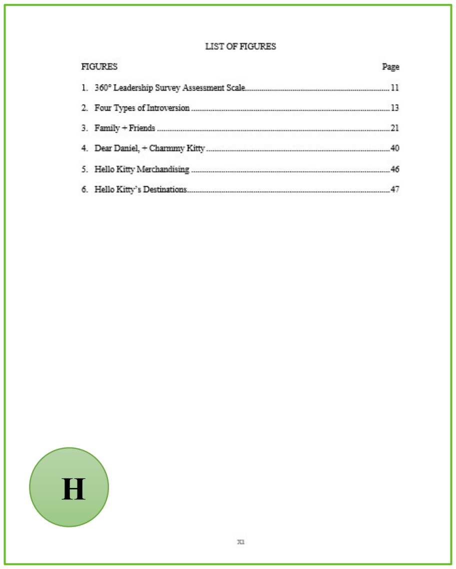
**The numbering of subheadings (1.1, 2.1.1, etc., within a chapter is the student's preference. However, if numbers are noted in the Table of Contents, the numbering must be replicated within the text body.*

ix



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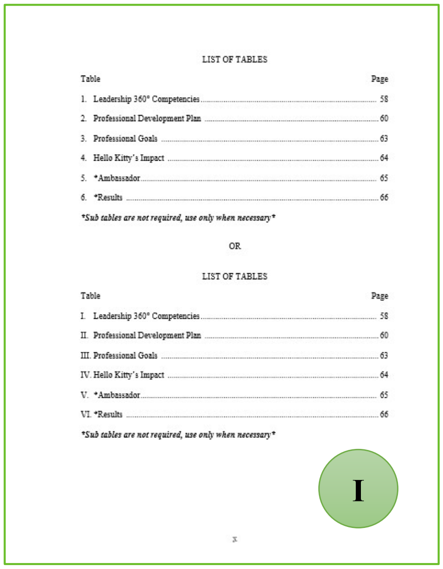

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Sub tables are not required, use only when necessary

OR

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Sub tables are not required, use only when necessary

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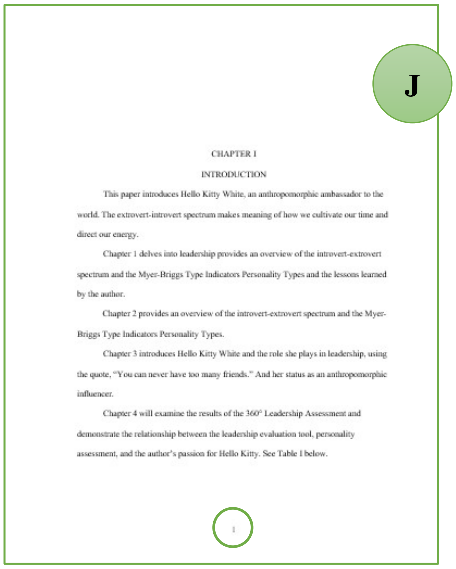


CHAPTER I

INTRODUCTION

This paper introduces Hello Kitty White, an anthropomorphic ambassador to the world. The extrovert-introvert spectrum makes meaning of how we cultivate our time and direct our energy.

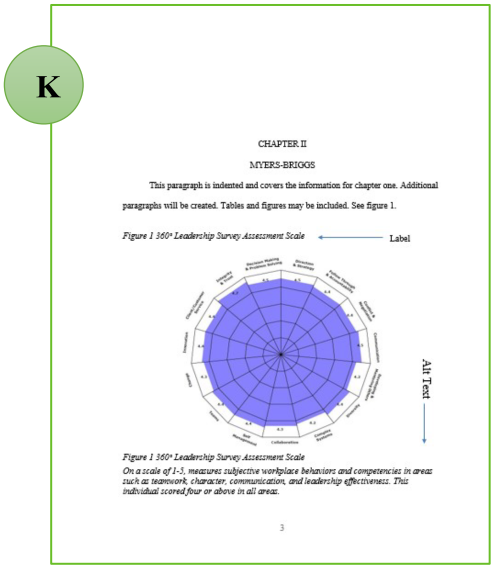
Chapter 1 delves into leadership provides an overview of the introvert-extrovert spectrum and the Myer-Briggs Type Indicators Personality Types and the lessons learned by the author.

Chapter 2 provides an overview of the introvert-extrovert spectrum and the Myer-Briggs Type Indicators Personality Types.

Chapter 3 introduces Hello Kitty White and the role she plays in leadership, using the quote, "You can never have too many friends." And her status as an anthropomorphic influencer.

Chapter 4 will examine the results of the 360° Leadership Assessment and demonstrate the relationship between the leadership evaluation tool, personality assessment, and the author's passion for Hello Kitty. See Table 1 below.

1



CHAPTER II

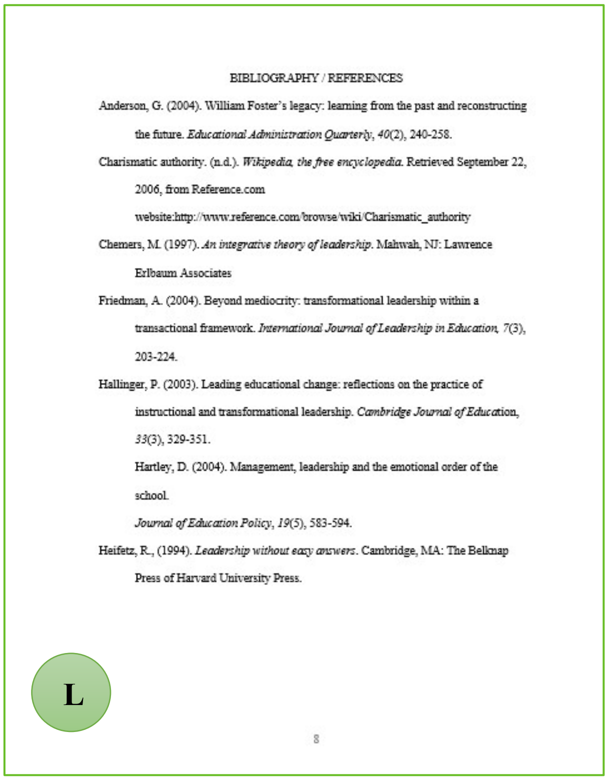
MYERS-BRIGGS

This paragraph is indented and covers the information for chapter one. Additional paragraphs will be created. Tables and figures may be included. See figure 1.

Figure 1 360° Leadership Survey Assessment Scale ← Label

Figure 1 360° Leadership Survey Assessment Scale
On a scale of 1-5, measures subjective workplace behaviors and competencies in areas such as teamwork, character, communication, and leadership effectiveness. This individual scored four or above in all areas.

3



BIBLIOGRAPHY / REFERENCES

Anderson, G. (2004). William Foster's legacy: learning from the past and reconstructing the future. *Educational Administration Quarterly*, *40*(2), 240-258.

Charismatic authority. (n.d.). *Wikipedia, the free encyclopedia*. Retrieved September 22, 2006, from Reference.com website:http://www.reference.com/browse/wiki/Charismatic_authority

Chemers, M. (1997). *An integrative theory of leadership*. Mahwah, NJ: Lawrence Erlbaum Associates

Friedman, A. (2004). Beyond mediocrity: transformational leadership within a transactional framework. *International Journal of Leadership in Education, 7*(3), 203-224.

Hallinger, P. (2003). Leading educational change: reflections on the practice of instructional and transformational leadership. *Cambridge Journal of Education*, *33*(3), 329-351.

Hartley, D. (2004). Management, leadership and the emotional order of the school.

Journal of Education Policy, *19*(5), 583-594.

Heifetz, R., (1994). *Leadership without easy answers*. Cambridge, MA: The Belknap Press of Harvard University Press.

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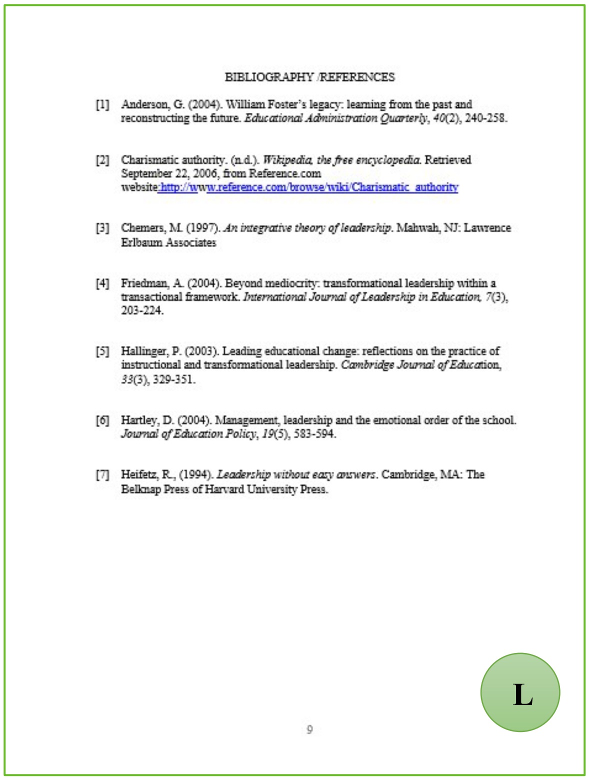

BIBLIOGRAPHY /REFERENCES

[1] Anderson, G. (2004). William Foster's legacy: learning from the past and reconstructing the future. *Educational Administration Quarterly*, *40*(2), 240-258.

[2] Charismatic authority. (n.d.). *Wikipedia, the free encyclopedia*. Retrieved September 22, 2006, from Reference.com website:http://www.reference.com/browse/wiki/Charismatic_authority

[3] Chemers, M. (1997). *An integrative theory of leadership*. Mahwah, NJ: Lawrence Erlbaum Associates

[4] Friedman, A. (2004). Beyond mediocrity: transformational leadership within a transactional framework. *International Journal of Leadership in Education, 7*(3), 203-224.

[5] Hallinger, P. (2003). Leading educational change: reflections on the practice of instructional and transformational leadership. *Cambridge Journal of Education*, *33*(3), 329-351.

[6] Hartley, D. (2004). Management, leadership and the emotional order of the school. *Journal of Education Policy*, *19*(5), 583-594.

[7] Heifetz, R., (1994). *Leadership without easy answers*. Cambridge, MA: The Belknap Press of Harvard University Press.

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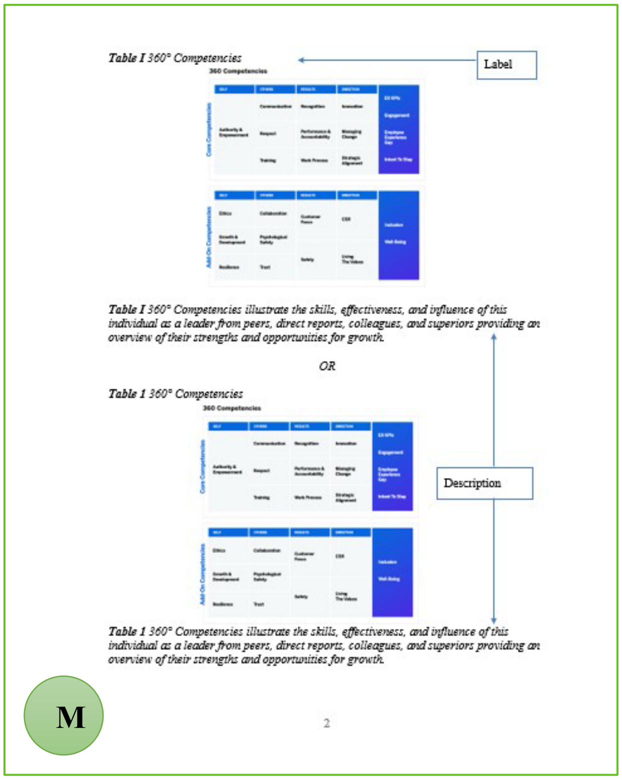


Table I 360° Competencies

Table I 360° Competencies illustrate the skills, effectiveness, and influence of this individual as a leader from peers, direct reports, colleagues, and superiors providing an overview of their strengths and opportunities for growth.

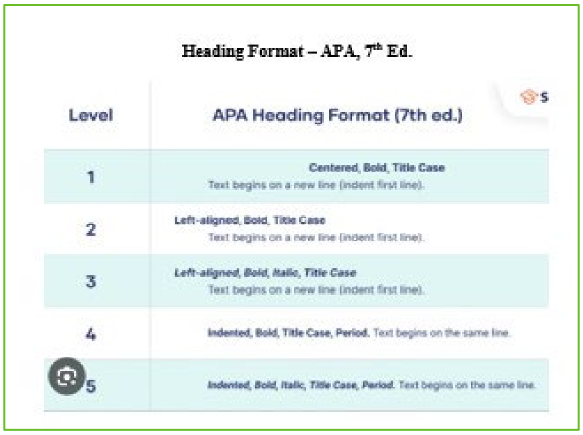
OR

Table 1 360° Competencies

Table 1 360° Competencies illustrate the skills, effectiveness, and influence of this individual as a leader from peers, direct reports, colleagues, and superiors providing an overview of their strengths and opportunities for growth.

M

2

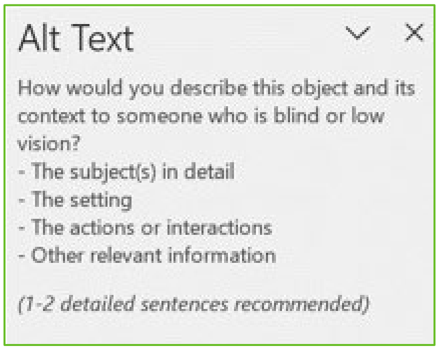


Heading Format – APA, 7th Ed.

Level	APA Heading Format (7th ed.)
1	**Centered, Bold, Title Case** Text begins on a new line (indent first line).
2	**Left-aligned, Bold, Title Case** Text begins on a new line (indent first line).
3	***Left-aligned, Bold, Italic, Title Case*** Text begins on a new line (indent first line).
4	**Indented, Bold, Title Case, Period.** Text begins on the same line.
5	***Indented, Bold, Italic, Title Case, Period.*** Text begins on the same line.

N

Alternative text (alt text) is descriptive text which conveys the meaning and context of a visual item in a digital setting, such as on an app or web page. Well-written, descriptive alt text dramatically reduces ambiguity and improves user experience.

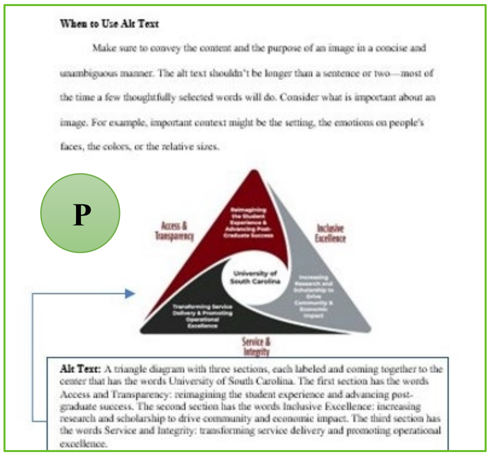


Alt Text

How would you describe this object and its context to someone who is blind or low vision?

- The subject(s) in detail
- The setting
- The actions or interactions
- Other relevant information

(1-2 detailed sentences recommended)


P
Access & Transparency
Reimagining the Student Experience & Advancing Post-Graduate Success
Inclusive Excellence
University of South Carolina
Increasing Research and Scholarship to Drive Community & Economic Impact
Transforming Service Delivery & Promoting Operational Excellence
Service & Integrity

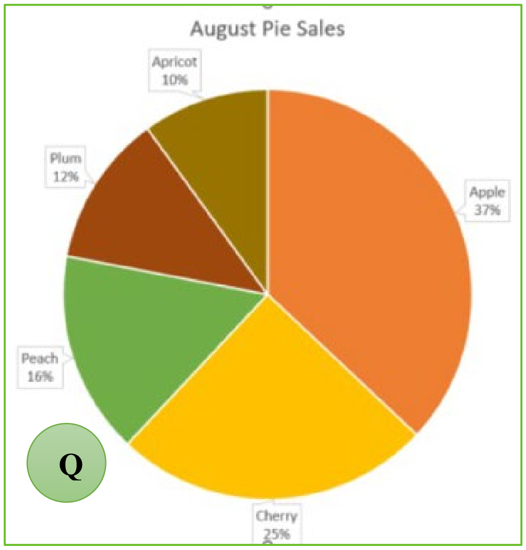
When to Use Alt Text

Make sure to convey the content and the purpose of an image in a concise and unambiguous manner. The alt text shouldn't be longer than a sentence or two—most of the time a few thoughtfully selected words will do. Consider what is important about an image. For example, important context might be the setting, the emotions on people's faces, the colors, or the relative sizes.

Alt Text: A triangle diagram with three sections, each labeled and coming together to the center that has the words University of South Carolina. The first section has the words Access and Transparency: reimagining the student experience and advancing post-graduate success. The second section has the words Inclusive Excellence: increasing research and scholarship to drive community and economic impact. The third section has the words Service and Integrity: transforming service delivery and promoting operational excellence.

Images and pictures. Make sure to convey the content and the purpose of an image in a concise and unambiguous manner. The alt text shouldn't be longer than a sentence or two—most of the time a few thoughtfully selected words will do. Consider what is important about an image.

Diagrams, flow charts, and charts. When dealing with objects that give detailed information, such as an infographic, use alt text to provide the information conveyed in the object. Describing a chart as 'A bar chart showing sales over time,' for example, would not be useful to a blind person. Try to convey the insight; for example, 'A bar chart showing sales over time. In July, sales for brand A surpassed sales for brand B and kept increasing throughout the year.' Alt text should also clearly describe the beginning point, progress, and conclusion of flow charts.



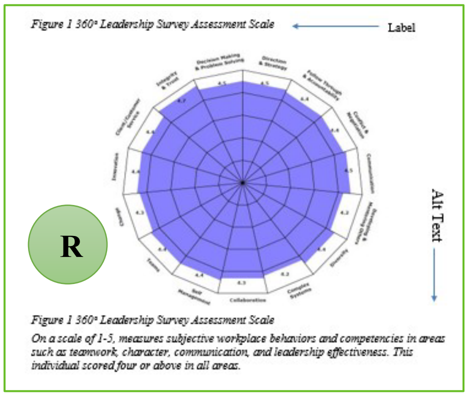
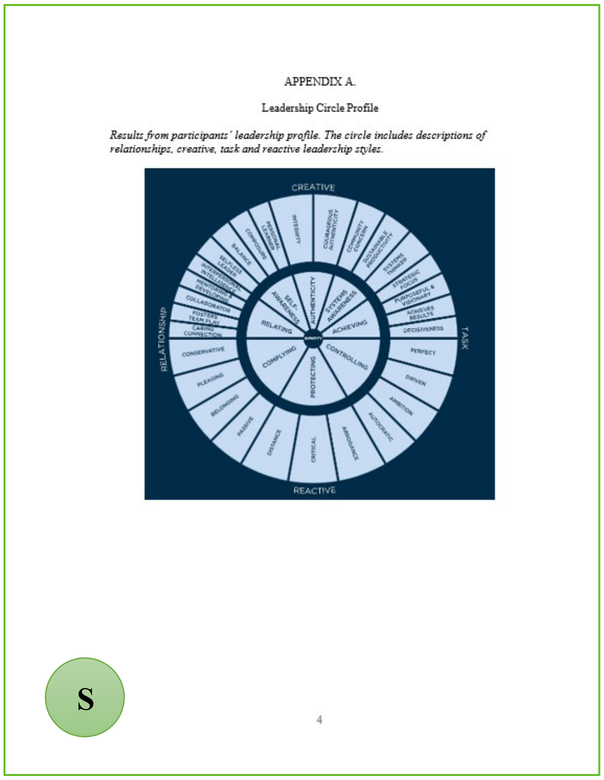


Figure 1 360° Leadership Survey Assessment Scale

Figure 1 360° Leadership Survey Assessment Scale

On a scale of 1-5, measures subjective workplace behaviors and competencies in areas such as teamwork, character, communication, and leadership effectiveness. This individual scored four or above in all areas.

Do not repeat the surrounding textual content as alt text or use phrases referring to images, such as, "a graphic of" or "an image of."



APPENDIX A.

Leadership Circle Profile

Results from participants' leadership profile. The circle includes descriptions of relationships, creative, task and reactive leadership styles.

CREATIVE
RELATIONSHIP
TASK
REACTIVE
INTEGRITY
COURAGEOUS AUTHENTICITY
COMMUNITY CONCERN
SUSTAINABLE PRODUCTIVITY
COMPOSURE
PERSONAL LEARNER
BALANCE
AUTHENTICITY
SELF-AWARENESS
SYSTEMS AWARENESS
RELATING
ACHIEVING
COMPLYING
CONTROLLING
PROTECTING
CONSERVATIVE
PLEASING
BELONGING
PASSIVE
DISTANCE
CRITICAL
ARROGANCE
AUTOCRATIC
AMBITION
DRIVEN
PERFECT
DECISIVENESS

S

About Hello Kitty

Hello Kitty was born on November 1st, 1974, in suburban London, England. She lives with her mother Mary, dad, George, and twin sister Mimmy. Hello Kitty is curious whereas Mimmy is shy.

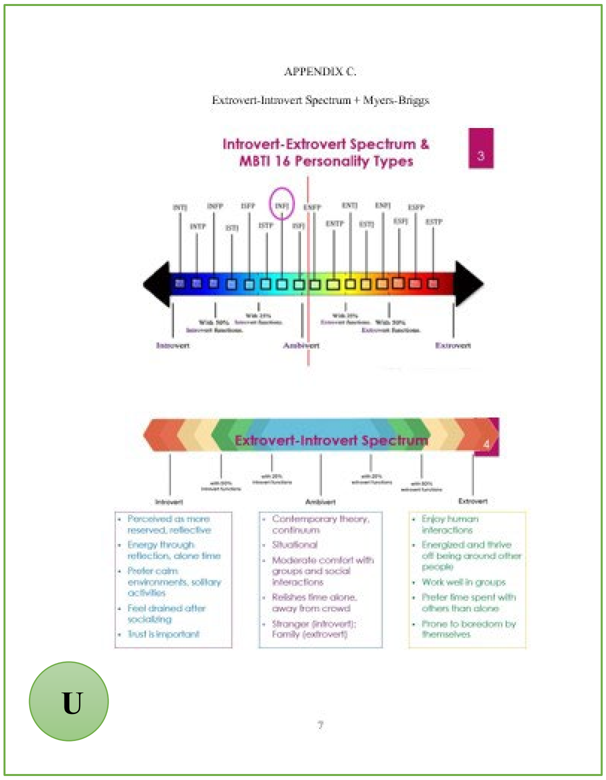
Hello Kitty weighs the same as three apples and is five apples tall. Hello Kitty's full name is Kitty White. She wears her red hair bow on the left while her twin wears her bow on her right side.

Hello Kitty's friends are Cathy, Tippy, Joey, Jodie, Fifi, Tracy, Tiny Chum, Rory, Mory, Tim and Tommy. Dear Daniel is Hello Kitty's friend from childhood. Charmmy Kitty is Hello Kitty's pet kitten.

Both Hello Kitty and Mimmy are in 3rd grade. They have many friends at school and, together, they share many adventures. When school's out Hello Kitty travels the world making new friends.

Hello Kitty was introduced in the United States in 1976. Hello Kitty's favorite thing is do tea parties and her hobbies include music, reading, eating the cookies her mother bakes, and best of all making new friends. Like she says, "You can never have too many friends."

T



APPENDIX C.

Extrovert-Introvert Spectrum + Myers-Briggs

Introvert-Extrovert Spectrum & MBTI 16 Personality Types
3
INTJ
INFP
ISFP
INFJ
ENFP
ENTJ
ENFJ
ESFP
INTP
ISTJ
ISTP
ESTJ
ESFJ
ESTP
Introvert
Ambivert
Extrovert
Extrovert-Introvert Spectrum
4
Introvert
Ambivert
Extrovert

Introvert
- Perceived as more reserved, reflective
- Energy through reflection, alone time
- Prefer calm environments, solitary activities
- Feel drained after socializing
- Trust is important

Ambivert
- Contemporary theory, continuum
- Situational
- Moderate comfort with groups and social interactions
- Relishes time alone, away from crowd
- Stranger (introvert); Family (extrovert)

Extrovert
- Enjoy human interactions
- Energized and thrive off being around other people
- Work well in groups
- Prefer time spent with others than alone
- Prone to boredom by themselves

U

APPENDIX D.

Hello Kitty Quiz

1. What is Hello Kitty's full name?
2. Where was Hello Kitty born?
3. What is Hello Kitty's birth date?
4. Who are Hello Kitty's parents?
5. What's Hello Kitty's twin sister name?
6. Who is Hello Kitty's friend from childhood?
7. How tall is Hello Kitty?
8. How much does Hello Kitty weigh?
9. Hello Kitty is depicted as what?
10. On what side does Hello Kitty wear her red hair bow?
11. What grade are Hello Kitty and Mimmy in?
12. What is Hello Kitty's pet named?
13. In what year was Hello Kitty introduced in the United States?
14. What is Hello Kitty's favorite thing to do?
15. What is Hello Kitty's favorite quote?

V