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CHARACTERISTICS OF VOLUNTEER LEADERS IN THE
AMERICAN DIETETIC ASSOCIATION COMPARED TO
NON-VOLUNTEER REGISTERED DIETITIANS

by

Samantha Payne Rasmussen

A thesis submitted to the faculty of

Brigham Young University

in partial fulfillment of the requirements for the degree of

Master of Science

Department of Nutrition, Dietetics and Food Science

Brigham Young University

June 2008

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BRIGHAM YOUNG UNIVERSITY

GRADUATE COMMITTEE APPROVAL

of a thesis submitted by

Samantha Payne Rasmussen

This thesis has been read by each member of the following graduate committee and by majority vote has been found to be satisfactory.

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FINAL READING APPROVAL AND ACCEPTANCE

BRIGHAM YOUNG UNIVERSITY

As chair of the candidate's graduate committee, I have read the thesis of Samantha Payne Rasmussen in its final form and have found that (1) its format, citations, and bibliographical style are consistent and acceptable and fulfill university and department style requirements; (2) its illustrative materials including figures, tables, and charts are in place; and (3) the final manuscript is satisfactory to the graduate committee and is ready for submission to the university library.

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ABSTRACT

CHARACTERISTICS OF VOLUNTEER LEADERS IN THE AMERICAN DIETETIC ASSOCIATION COMPARED TO NON-VOLUNTEER REGISTERED DIETITIANS

Samantha Payne Rasmussen

Department of Nutrition, Dietetics, and Food Science

Master of Science

Objective To identify characteristics of dietitians who serve as leaders in the American Dietetic Association (ADA) and their managers, and to compare them to registered dietitians not in volunteer leadership roles and their managers.

Design A cross-sectional survey of volunteer leaders and those who have never volunteered as leaders in ADA.

Subjects/setting The study sample included elected officers in ADA and executive board members of ADA state affiliates (volunteer leaders) (n=259) and their managers (n=115), as well as a sample of registered dietitians not in ADA leadership roles (control) (n=273) and their managers (n=221).

Statistical analyses performed The variables examined include employment, personal, and professional demographics, as well as leadership characteristics and manager support.

Professional Enrichment and Manager Support Scores were calculated by summing responses to pertinent questions. Descriptive statistics, General Linear Model, and Chi Square tests were used to examine relationships between variables of interest.

Results A significantly greater number of volunteer leaders had advanced degrees, were employed as university/college faculty, and were over the age of 45 compared with the control group (χ^2 , $p < 0.0001$). Two-thirds of volunteer leaders (64.1%), but only 40.5% of the control group had between one and four children (χ^2 , $p < 0.0001$). Volunteer leaders perceived higher managerial support to be professionally involved than did registered dietitians in the control group (GLM, $p < 0.0001$).

Conclusions Although there were significant demographic differences between volunteer leaders and the control group in areas of education, employment setting, and age, there are no indications that these differences make it inherently more difficult to volunteer. Having a family does not seem to negatively affect the ability of people to volunteer in ADA. Managers of volunteer leaders verbally or nonverbally show support for their employees to spend time volunteering. Volunteer leaders seem to have a desire to volunteer which cannot be explained by demographic differences from those who choose not to volunteer.

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Characteristics of Volunteer Leaders in the American Dietetic Association Compared to Non-Volunteer Registered Dietitians

ABSTRACT

Objective To identify characteristics of dietitians who serve as leaders in the American Dietetic Association (ADA) and their managers, and to compare them to registered dietitians not in volunteer leadership roles and their managers.

Design A cross-sectional survey of volunteer leaders and those who have never volunteered as leaders in ADA.

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Statistical analyses performed The variables examined include employment, personal, and professional demographics, as well as leadership characteristics and manager support. Professional Enrichment and Manager Support Scores were calculated by summing responses to pertinent questions. Descriptive statistics, General Linear Model, and Chi Square tests were used to examine relationships between variables of interest.

Results A significantly greater number of volunteer leaders had advanced degrees, were employed as university/college faculty, and were over the age of 45 compared with the control group (χ^2 , $p < 0.0001$). Two-thirds of volunteer leaders (64.1%), but only 40.5% of the control group had between one and four children (χ^2 , $p < 0.0001$). Volunteer leaders

perceived higher managerial support to be professionally involved than did registered dietitians in the control group (GLM, $p < 0.0001$).

Conclusions Although there were significant demographic differences between volunteer leaders and the control group in areas of education, employment setting, and age, there are no indications that these differences make it inherently more difficult to volunteer. Having a family does not seem to negatively affect the ability of people to volunteer in ADA. Managers of volunteer leaders verbally or nonverbally show support for their employees to spend time volunteering. Volunteer leaders seem to have a desire to volunteer which cannot be explained by demographic differences from those who choose not to volunteer.

Characteristics of Volunteer Leaders in the American Dietetic Association Compared to Non-Volunteer Registered Dietitians

Professional associations provide many benefits not only to individual members, but to the profession itself and to society as a whole. Professional associations enable professionals to stay connected (1-7) and also set standards for education, certification, and performance for a given field (1, 8). Involvement in professional associations can bring professional growth (2-3, 9-11) and personal benefits such as assistance in reaching goals, association with others, and increased opportunity to learn and grow (12-14). The American Dietetic Association (ADA) is the largest organization for food and nutrition professionals, with approximately 68,000 members (15). Membership in ADA is not mandatory for dietitians; however, ADA does provide many opportunities and resources for its members to be successful in both their profession and their plan for lifelong learning. Beyond paid staff members, ADA is operated primarily by volunteer leaders.

Since the 1970's, there has been a general decline in the number of volunteers in both community and professional settings in the United States (16). In a report on volunteering in America (17), it was noted that although overall volunteer rates in the United States have increased by 6.3 percentage points since 1989, the rate of volunteering in civic, political, professional or international venues declined from 13.2% in 1989 to 6.6% in 2006. As the competition for individuals' discretionary time is increasing, potential

volunteers are much more selective in choosing which activities are most important to them and in which they will participate (4, 18).

Volunteer activity seems to be influenced by a number of factors. The likelihood of a person volunteering is increased with higher education and income (19-21). Gender and race have been shown to be related to volunteer activity; women tend to volunteer at higher rates than do men (8, 22, 23), and Whites have a considerably higher volunteer rate than do Blacks (22, 23). Although there are conflicting findings, volunteer activity also appears to be influenced by age and marital status. Some studies report that persons over age 35 are generally more likely to volunteer than younger people (9, 16, 22), while others indicate that older persons volunteer less often than do younger individuals (20, 23). Several studies suggest that married persons tend to volunteer more than those who are not married (19, 22, 24), however, others have found no association between marital status and volunteer rates (20). It has also been reported that women with children are less likely to be involved professionally than those without children and that number of children is positively related to lower involvement among highly educated women (25, 26).

We are unaware of previous research looking at factors which influence the professional involvement of volunteer leaders in ADA. The purpose of this study was to identify the characteristics of dietitians who serve as leaders in ADA and their managers, and to compare them to registered dietitians not in volunteer leadership roles and their managers.

METHODS

Population

The population for this study included the 172 elected officers of the American Dietetic Association (ADA) and 296 executive board members of ADA state affiliates (volunteer leaders), as well as their managers. In addition, a sample of registered dietitians not in volunteer leadership roles (control group) and their managers was surveyed. It was assumed that the control group would have a low response rate due to the nature of the questions asked. Also, there was a screening question on the surveys for the control group to ensure that those who had volunteered previously did not complete the survey. A random sample of 1,405 registered dietitians was obtained to acquire a number of responses comparable to the number from the dietitians who were in volunteer leadership roles. The names and contact information for the elected leaders of ADA and for the presidents of the state affiliates were acquired from the ADA Leadership Directory (27). Presidents of the affiliates were contacted via email to obtain the names, mailing addresses, and email addresses for the rest of the executive board members, as the ADA Leadership Directory had information only for the affiliate presidents. The names and mailing addresses for the control group were obtained from Aggressive List Management, the ADA contracted list service. Managers of each group of dietitians were accessed through the registered dietitian. Each dietitian either delivered a paper copy of the survey to the manager or provided the manager's e-mail address to the researchers. When an email address was provided, the manager received an electronic survey.

Survey Instrument

The research instrument consisted of five different surveys – one developed for each of the three groups of dietitians, one for managers of volunteer leaders, and one managers of the control group. All five of the surveys included questions about the respondents' employment, personal, professional, and leadership characteristics; as well as questions about managerial support of professional involvement. The surveys also included questions about the respondents' perception of benefits derived from and barriers to professional involvement which were used for a concurrent research study. Although the questions on each survey for the dietitians and their managers were similar, the questions varied in their wording to reflect the group to which they were directed. Questions regarding professional involvement were adapted from a previously published study (10). Other questions on the surveys were developed for this study. A pilot study was conducted prior to survey distribution to test the procedures and survey questions. Data collection occurred between October 2007 and January 2008. The University Institutional Review Board approved this study. By completing the survey, the subject indicated their willingness to participate in the research.

Data Analysis

The data were analyzed using SAS software (version 9.1, 2003-2005, SAS Institute, Cary, NC). Two scores, a Professional Enrichment Score and a Manager Support Score, were derived from selected questions. The Professional Enrichment Score was determined for both dietitians and managers. Professional Enrichment Scores for the three groups of dietitians were based on responses to questions regarding affiliations with

other professional organizations, specialty certifications obtained, membership in ADA practice groups and a self-rating of professional involvement. In previous research (10), self-rating of professional involvement was found to be highly correlated with other measures of professional involvement. Professional Enrichment Scores for the dietitians ranged from zero to four, with a higher score meaning a higher level of professional involvement. Professional Enrichment Scores for the three groups of managers were based on membership in ADA, membership in other professional organizations and a self-rating of professional involvement. Manager Professional Enrichment Scores ranged from zero to three, with a higher score indicating a higher level of professional involvement. The Manager Support Score is a measure of the level of support managers have for their employees to be professionally involved. Dietitian-reported Manager Support Scores were based on whether or not the dietitian's employer pays for membership in ADA, if the dietitian perceived that their manager expects them to be involved in a professional organization, and the influence the manager has on the dietitian's professional involvement. Manager Support Scores ranged from zero to three, with a higher score indicating the dietitian perceives higher employer support of professional involvement by the manager.

Frequency data were gathered for all individual questions, as well as for the Professional Enrichment and Manager Support Scores. Chi-square tests were used to determine independence between the respondents' employment, personal, professional and leadership characteristics. A General Linear Model was used to determine the relationship between Professional Enrichment Scores and several demographic questions.

A Pearson correlation was used to measure the relationship of the Professional Enrichment Score of the dietitian and the dietitian-reported Manager Support Score. The managers' response rate was determined by the number of responses from the registered dietitian, assuming that only dietitians who responded to the survey gave their managers a copy of the survey.

RESULTS

Of the 172 surveys sent to the elected officers of the American Dietetic Association (ADA), 107 were returned (62.2%) and 54 of their managers responded (50.5%). The executive board members of ADA state affiliates returned 152 of the 296 surveys distributed (51.7%) with 61 of their managers responding (40.1%). Of the 1,405 surveys sent to the control group, 273 were returned (19.4%) and 221 of their managers responded (81.0%).

Demographics of the control group were representative of ADA membership regarding highest degree obtained, age, ethnicity, and employment (Table 1) (28). However, the demographics of the volunteer leaders were not as representative of the general ADA membership (28) and therefore were different from the control group in several respects. In this study, 56.8% of volunteer leaders had a master's degree and 20.4% had a doctoral degree, whereas 41.3% of the general membership of ADA has a master's degree and 3.6% hold a doctoral degree. A greater percentage of volunteer leaders (3.9%) were African American compared to the control group (2.6%); however, a greater percentage of the control group (6.0%) were Asian/Pacific Islander compared to the volunteer

leaders (1.7%) (χ^2 , $p < 0.0389$). The greatest number of volunteer leaders were employed as college or university faculty (26.2%), followed by employment in a hospital (21.3%) (Table 1), while the largest percentage of ADA membership (42.4%) (28) and of the control group (33.0%) were employed at a hospital. Less than one third (30.3%) of volunteer leaders were under the age of 45 years; however almost two-thirds (62.9%) of ADA membership is under 46 years of age (28). Only 23.4% of the control group had had registered dietitian status for more than 25 years, which mirrors their years of ADA membership; however, 43% of volunteer leaders had been a registered dietitian for more than 25 years (χ^2 , $p < 0.0001$). A large majority of volunteer leaders (82.6%) were under the age of 35 when they first held an elected or appointed position in a professional organization.

Demographics of the managers are shown in Table 2. Managers of volunteer leaders were significantly more likely to have an advanced degree than were managers of the control group (χ^2 , $p = 0.0009$). Also, 20.4% of volunteer leader managers were under the age of 45, compared to 31.5% of control managers who were under the age of 45 (χ^2 , $p = 0.0309$). A large majority of the control managers (80.9%) were registered dietitians, whereas 55% of managers of volunteer leaders were registered dietitians (χ^2 , $p < 0.0001$). There was no significant difference in the number of dietitians the managers of volunteer leaders supervised compared to the number supervised by control managers (Table 2).

Using a General Linear Model (GLM), Professional Enrichment Scores of dietitians were, as expected, significantly higher for volunteer leaders compared to the control

group ($p < 0.0001$, Table 3). Three-quarters of the control group (76.2%) had a Professional Enrichment Score of two or less, whereas 60.8% of volunteer leaders had a score of three or four and 30.1% of volunteer leaders had a score of two. Professional Enrichment Scores were highest for dietitians who are divorced, do not have a child aged nine years old or younger, have been employed in their current position seven to eleven years, and earn between \$50-59,000 ($p \leq 0.05$, Table 3). Interestingly, over one-third of volunteer leaders (37.0%) earn over \$70,000 per year, whereas only 15.2% of the control group earn that amount (χ^2 , $p < 0.0001$). Despite affecting Professional Enrichment Scores, marital status or having a child aged nine years old or younger did not significantly affect the number of hours the volunteer leaders spent volunteering in their positions. The majority (54%) of the elected officers in ADA spend 11-20 hours per month volunteering with ADA, whereas the majority (56.7%) of the executive board members of ADA state affiliates spend 10 hours or less per month volunteering in their position. Two-thirds (63.1%) of volunteer leaders use weekends and almost three-quarters (71.3%) use evenings to accomplish their volunteer duties.

Two-thirds of volunteer leaders (64.1%), but only 40.5% of the control group had between one and four children (χ^2 , $p < 0.0001$). One-third of volunteer leaders (34.0%) compared to 58.3% of the control group had no children (χ^2 , $p < 0.0001$). Over one-third of volunteer leaders (41.0%) had children who were over the age of 18, whereas 19.9% of the control group had children over the age of 18. Despite having a greater number of children, in response to the question, "How does your family and/or significant other influence your ADA involvement," 55.1% of volunteer leaders responded that their

family and/or significant other make it easy to be involved, compared to 11.7% of the control group who responded in the same manner (χ^2 , $p < 0.0001$).

A significantly greater number of volunteer leaders (61.7%) had been involved in leadership positions in college compared to the control group (43.0%) (χ^2 , $p < 0.0001$).

Also, a significantly greater number of volunteer leaders (91.7%) belonged to one or more ADA practice groups compared to the control group (64.0%) (χ^2 , $p < 0.0001$).

However, there was no significant difference in the number of volunteer leaders who belonged to other professional organizations or who had any specialty certifications compared to the control group.

Volunteer leaders perceived a higher level of managerial support to be professionally involved than did registered dietitians in the control group (GLM, $p < 0.0001$, Table 4). Over half of the volunteer leaders (54.9%) had a Manager Support Score of two or three, whereas only 25.6% of the control group had a score of two or three. The correlation between the Professional Enrichment Score of the dietitians and the dietitian-reported Manager Support Score was 0.23 ($p < 0.0001$). The vast majority of managers of volunteer leaders (84.5%) expect their employees to be involved in their professional organization. Surprisingly, a majority of managers of the control group (66.9%) have the same expectation (χ^2 , $p < 0.003$). Even though two-thirds of control managers expected professional involvement of their employees, only 42.6% of their employees perceived that their managers had that expectation. Over half of volunteer leaders (58.2%)

compared with 19.0% of the control group stated that their manager makes it easy to be involved in ADA (χ^2 , $p < 0.0001$).

Almost two-thirds (60.6%) of managers of volunteer leaders rated their own current professional involvement as “very involved” or “involved;” while only 32.1% of managers of the control group rated their current professional involvement in the same manner (χ^2 , $p < 0.0001$). Also, 76.8% of managers of volunteer leaders compared with 55.4% of managers of the control group had held a leadership position in any professional organization (χ^2 , $p < 0.0008$). Using GLM, Managers’ Professional Enrichment Scores were found to be significantly higher for managers of volunteer leaders compared to managers of the control group ($p \leq 0.05$, Table 5). Almost three-quarters of managers of volunteer leaders (71.4%) had Professional Enrichment Scores of two or three, whereas 58.0% of managers of the control group had a score of two or three. Professional Enrichment Scores among the three groups of managers were further affected by highest degree earned and registered dietitian status (GLM, $p \leq 0.05$, Table 5).

Half of volunteer leaders (49.2%) stated that a mentor influenced them to become involved in ADA and 53.1% became involved because they observed other involved registered dietitians. Almost all of the volunteer leaders (98.8%) have encouraged others to volunteer in a professional organization.

DISCUSSION

This study reported characteristics of volunteer leaders in ADA and compared them with a control group. The control group was generally similar to ADA membership (28); however, demographics of volunteer leaders differed from both controls and general membership in regard to level of education, employment setting, and age. A significantly greater number of volunteer leaders held a master's or doctoral degree compared to the control group, supporting previous research which found the likelihood of a person volunteering is increased with higher levels of education (19-21). Employment setting may influence ability to volunteer, as those who work in a clinical setting might have less flexibility in their day-to-day work schedules than do those who work as faculty members for a college or university. A large number of volunteer leaders, however, do work in a hospital, which suggests that working in a clinical setting does not preclude volunteer activity. A majority of volunteer leaders were over the age of 45, supporting previous studies which found that volunteerism is greater in those over age 35 (9, 16, 22). A large majority of volunteer leaders, however, were under the age of 35 when they first held an elected or appointed position in a professional organization. This not only suggests that they have spent a large part of their professional lives in volunteer leadership, but also supports the conclusion that volunteerism might be influenced as much by generational effects as by life cycle effects (16).

Professional Enrichment Scores were higher for dietitians who do not have a child aged nine years old or younger. In addition, the children of volunteer leaders tended to be older than those of the control group, probably in relation to a significantly greater percentage

of volunteer leaders being over the age of 45 compared to the control group. Volunteer leaders, however, probably had younger children when they first became involved in leadership. Interestingly, despite volunteer leaders having a significantly greater number of children than the control group, a majority of volunteer leaders stated that their family made it easy for them to be involved in ADA. Also, having a young child did not affect the number of hours volunteer leaders spent serving in their ADA position.

Although volunteer leaders were more likely to have been involved in student leadership positions in college and to belong to one or more ADA practice groups than were the control group, volunteer leaders did not have a higher incidence of belonging to other professional organizations or having specialty certifications than did the control group.

A greater number of volunteer leaders had high Manager Support Scores compared to the control group. The increased managerial support of volunteer leaders may be related to the higher professional involvement of the managers themselves. Even though two-thirds of control managers expected professional involvement of their employees, most of their employees did not perceive that their managers had that expectation. It appears that the managers of volunteer leaders make the work environment flexible to facilitate professional involvement regardless of employment setting. Also, compared to control managers, managers of volunteer leaders seem to do other things that make their employees perceive that they have managerial support for their volunteer activity.

Although the correlation between the Professional Enrichment Score of the dietitians and

the dietitian-reported Manager Support Score was low (0.23), indicating variability, the level of significance indicated a relationship between the two variables ($p < 0.0001$).

Almost all of the volunteer leaders have encouraged others to volunteer in a professional organization, indicating that they enjoy what they are doing enough to encourage others to participate. By encouraging others to volunteer, volunteer leaders might also be following the example of the mentors who influenced them to become involved.

A limitation of this study is that only elected officers in ADA and executive board members of ADA state affiliates (volunteer leaders) for 2007–2008 were surveyed; there are many other volunteers who serve in ADA, including those on committees and task forces. Another limitation is that this study relied on the dietitians to invite their manager to participate in the study, so it is likely that all managers did not receive survey questionnaires.

CONCLUSIONS

Although there were significant demographic differences between volunteer leaders and the control group in the areas of education, ethnicity, employment setting, and age, there are no indications that these differences make it inherently more difficult to volunteer in ADA. Despite the differences, there certainly are volunteer leaders who fit the control group and general ADA membership profile. Contrary to previous research (25, 26), having a family does not seem to negatively affect the ability of people to volunteer in ADA. Managers of volunteer leaders verbally or nonverbally show support for their

employees to spend time volunteering. Because perceived employer support is related to increased volunteer leadership, employers might consider ways in which they could create a more flexible work environment. However, volunteer leaders seem to have an internal desire to volunteer which cannot be explained by demographic differences from those who choose not to volunteer.

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Table 1: Demographic Data for Dietitians				
Characteristic	Volunteer Leaders	Control	P Value^a	
	← n(%) →			
Highest Degree				
Bachelor's Degree	57(22.8)	131(48.7)	<0.0001	
Master's Degree	142(56.8)	129(48.0)		
Doctorate Degree	51(20.4)	9(3.4)		
Age				
< 25	1(0.4)	2(0.7)	<0.0001	
25 to 34	38(15.0)	83(30.9)		
35 to 44	38(15.0)	56(20.8)		
45 to 54	96(37.8)	93(34.6)		
55 to 64	64(25.2)	29(10.8)		
≥ 65	17(6.7)	6(2.2)		
Ethnic Group				
African American	10(3.9)	7(2.6)	0.0389	
Asian/Pacific Islander	5(1.7)	16(6.0)		
Caucasian	235(92.3)	237(88.4)		
Hispanic	5(2.0)	4(1.5)		
Other	0(0.0)	4(1.5)		
Primary Current Employment Setting				
Hospital	52(21.3)	89(33.0)	<0.0001	
Clinic or Ambulatory Care Center	25(10.3)	51(18.9)		
Extended Care Facility	8(3.3)	26(9.6)		
HMO, Physician, or Other Care Provider	2(0.8)	7(2.6)		
Home Care	1(0.4)	5(1.9)		
Community/Public Health Program	24(9.8)	16(5.9)		
School Foodservice (K-12, college)	6(2.5)	4(1.5)		
College or University Faculty	64(26.2)	13(4.8)		
Private Practice, Primarily Individual Client Counseling	9(3.7)	11(4.1)		
Consultation, Primarily to other Health Care Facilities	9(3.7)	16(5.9)		
Consultation, Primarily to other Organizations	15(6.2)	7(2.6)		
Other For-Profit Organizations	15(6.2)	10(3.7)		
Other Nonprofit Organizations	14(5.7)	15(5.6)		
Primary Current Type of Employer				
Federal Government	10(4.1)	15(5.7)		<0.0001
State Government	72(29.5)	16(6.0)		
City or Local Government	9(3.7)	21(7.9)		
Contract Food Management	14(5.7)	20(7.6)		
Managed Care Organization	1(0.4)	23(8.7)		
Other For-Profit Organization	28(11.5)	63(23.8)		
Nonprofit Organization	83(34.0)	80(30.2)		
Self-Employed	27(11.1)	27(10.2)		

^aχ² test of independence

Table 2: Demographic Data for Managers			
Characteristic	Leader Manager Total	Control Manager	P Value^a
	← n(%) →		
Highest Degree			
Bachelor's Degree	26(28.0)	54(41.5)	0.0009
Master's Degree	40(43.0)	63(48.5)	
Doctorate Degree	27(29.0)	13(10.0)	
Age			
25 to 34	5(5.1)	19(14.6)	0.0309
35 to 44	15(15.3)	22(16.9)	
45 to 54	36(36.7)	56(43.1)	
55 to 64	38(38.8)	30(23.1)	
≥ 65	4(4.1)	3(2.3)	
Are you a Registered Dietitian?			
Yes	55(55.0)	106(80.9)	<0.0001
No	45(45.0)	25(19.1)	
Number of Employees Supervised			
≤ 5	15(15.0)	33(25.6)	0.0118
6 to 15	28(28.0)	40(31.0)	
16 to 25	21(21.0)	20(15.5)	
26 to 35	4(4.0)	12(9.3)	
36 to 45	4(4.0)	5(3.9)	
46 to 55	1(1.0)	5(3.9)	
>55	27(27.0)	14(10.9)	
Number of Dietitians Supervised			
1	28(29.2)	35(30.2)	0.3189
2 to 5	34(35.4)	51(74.0)	
6 to 10	20(20.8)	14(12.1)	
>10	14(14.6)	16(13.8)	

^a χ^2 test of independence

Table 11. Professional Enrichment Scores^a of Dietitians by Demographics			
	n	%	LSM ± SE^b
Group			
National Leader	104	15.9	2.60±0.16 ^y
State Leader	152	23.2	2.44±0.14 ^y
Control	398	60.9	1.64±0.13 ^z
Years Employed in Current Position			
≤ 3	175	34.3	2.22±0.13 ^{y,z}
4 to 6	113	22.2	2.28±0.14 ^{y,z}
7 to 11	93	18.2	2.38±0.16 ^y
12 to 16	35	6.9	2.22±0.21 ^{y,z}
17 to 21	49	9.6	2.01±0.19 ^z
22 to 25	17	3.3	2.16±0.29 ^{y,z}
> 25	28	5.5	2.30±0.22 ^{y,z}
Annual Pay/Salary			
\$30,000 - 39,000	51	10.1	1.97±0.19 ^y
\$40,000 - 49,000	124	24.6	2.14±0.15 ^{y,z}
\$50,000 - 59,000	120	23.8	2.30±0.15 ^z
\$60,000 - 69,000	80	15.9	2.27±0.16 ^{y,z}
\$70,000 - 79,000	46	9.1	2.35±0.19 ^{y,z}
\$80,000 - 89,000	27	5.4	2.23±0.23 ^{y,z}
≥\$90,000	56	11.1	2.34±0.18 ^{y,z}
Payment			
Hourly	159	31.3	2.17±0.15
Salary	349	68.7	2.28±0.12
Highest Degree			
Bachelor's Degree	188	36.2	2.10±0.14
Master's Degree	271	52.2	2.22±0.13
Doctorate Degree	60	11.6	2.36±0.18
Marital Status			
Single	72	13.8	2.07±0.17 ^{w,x,y}
Cohabiting	17	3.3	1.92±0.26 ^{w,x,y}
Married	383	73.2	2.19±0.09 ^{w,x,y}
Divorced	40	7.7	2.61±0.19 ^z
Widowed	11	2.1	2.35±0.32 ^{w,x,y,z}
Child Aged 0-9 years old			
Yes	117	17.9	1.97±0.16 ^y
No	537	82.1	2.48±0.11 ^z
^a Professional Enrichment Score is a measure of the professional involvement; range 0-4 for the dietitian (4=high level of professional involvement)			
^b Least Squares Mean ± Standard Error			
^{w,x,y,z} Least Squares Means with different superscript for each characteristic are significantly different from each other, GLM p≤0.05			

Table 4. Dietitian-Reported Manager Support Scores^a

	n	%	LSM ± SE^b
Group			
National Leader	104	15.9	1.66±0.10 ^y
State Leader	152	23.2	1.43±0.08 ^y
Control	398	60.9	0.93±0.06 ^z

^aManager Support Score is a measure of the perceived level of support managers have for their employees to be professionally involved; range 0-3 for the dietitian (3=high level of managerial support)

^bLeast Squares Mean ± Standard Error

^{y,z}Least Squares Means with different superscript are significantly different from each other, GLM p≤0.001

Table 5. Professional Enrichment Scores^a of Managers by Demographics

	n	%	LSM ± SE^b
Group			
National Leader Manager	54	16.1	1.97±0.08 ^y
State Leader Manager	61	18.2	1.86±0.12 ^y
Control Manager	220	65.7	1.57±0.11 ^z
Highest Degree			
Bachelor's Degree	80	35.9	1.46±0.09 ^x
Master's Degree	103	46.2	1.75±0.08 ^y
Doctorate Degree	40	17.9	2.19±0.12 ^z
Are you a Registered Dietitian?			
Yes	161	69.7	2.20±0.10 ^y
No	70	30.3	1.39±0.07 ^z

^aProfessional Enrichment Score is a measure of the professional involvement; range 0-3 for the manager (3=high level of professional involvement)

^bLeast Squares Mean ± Standard Error

^{x,y,z}Least Squares Means with different superscript for each characteristic are significantly different from each other, GLM p≤0.05

Appendix A

INTRODUCTION

Hypotheses

- I. Dietitians with higher income or who are more experienced (over 11 years as a dietitian) will volunteer more than will those with a lower income or fewer years as a dietitian.
- II. Dietitians with children aged 0-9 years are less likely to volunteer than are dietitians who do not have children in that age range.
- III. Dietitians who volunteer will have more supportive managers than will other dietitians.

Limitations

Limitations of the present study may include:

- only elected officers in ADA and executive board members of ADA state affiliates (volunteer leaders) for 2007–2008 were surveyed; there are many other volunteers who serve in ADA, including those on committees and task forces.
- this study relied on the dietitians to invite their manager to participate in the study, so it is likely that all managers did not receive survey questionnaires.

Definitions

American Dietetic Association (ADA) – The largest organization for professionals in the field of food and nutrition with approximately 68,000 members (1)

Control – A random sample of registered dietitians not in volunteer leadership roles

Control Manager – Manager of the random sample of registered dietitians not in volunteer leadership roles

Manager Support Score – Measures the level of support managers have for their employees to be professionally involved. Manager Support Scores for the dietitians range from zero to three, with a score of three meaning that the dietitian has a high level of professional involvement. Manager Support Scores range from zero to two.

National Leader – Elected officer in the ADA

National Leader Manager – Manager of elected officers in ADA

Professional Enrichment Score – A measure of the professional involvement of both the dietitians and the managers. Professional Enrichment Scores for the dietitians range from zero to four, with a score of four meaning that the dietitian has a high level of professional involvement. Manager Professional Enrichment Scores range from zero to three.

Registered Dietitian – A credential given by the Commission on Dietetic Registration of the American Dietetic Association

State Leader – Executive board member of ADA state affiliates

State Leader Manager – Manager of executive board members of ADA state affiliates

Volunteer Leaders – A term used to describe both elected officers in ADA and executive board members of ADA state affiliates in conjunction

Appendix B

LITERATURE REVIEW

Professional Associations

Role

Tecker and Fidler (2) observed that professional associations are created when a group of like-minded individuals decide to join together to transform or shape the world in which they live, rather than allow their world to be shaped for them by others. The fundamental value shared by all associations is that groups of people actively working together will be more effective in bringing about change than will individuals operating in isolation.

Pemberton (3) felt the professional association's most important function is to first define the nature and scope of the field and then to maintain "hospitable boundaries" with other fields. Additional roles of the association include: the development and enforcement of professional performance standards; setting standards for education, certification or licensing, and continuing education requirements; encouraging, funding, monitoring, and publishing research which expands the field's knowledge base; defining and explaining the ethical norms of the field; and providing opportunities to network. Lozano (4) noted that among the reasons for establishing professional associations is the need to exchange information among peers and to have a forum to debate important issues of the day.

Further, professional associations may be established for the purposes of licensing or accrediting, to mentor newcomers to the field, or to allow professionals to set standards for themselves. Smoyak (5) believed associations are the link between professions and

individual professional people. Through conferences, conventions, and membership services the association makes it possible for professionals to stay connected and to maintain and develop a sense of professional identity. Bromly and Ehrenreich (6) thought that professional organizations provide a specific discipline with a unity of purpose.

Involvement in the Professional Association

Hall (7) observed that individuals may choose to join professional organizations to meet personal needs such as assistance in reaching goals, stimulation (fulfilled by association with others), to gain information, and for self-evaluation. Bromly and Ehrenreich (6) felt that becoming involved in a professional association provides a way to give something back to the profession that will impact one's peers. Working on a committee can be a first step to involvement in the organization. Hoch (8) believed that prior to getting involved in the leadership of a professional organization at a national level, one should first start on a state level.

Characteristics Affecting Professional Involvement

Brooks (9) observed that if two people were identical in every way, except that one were a man and the other a woman, the man would be five percentage points more likely to belong to a professional association than the women. Also, a person with a college degree is 16 percentage points more likely to belong to a professional association than a person with only a high school diploma. Brooks (9) found that association membership increases throughout early adulthood, peaks in one's mid-40's, and declines thereafter. Putnam (10)

believed that different forms of involvement peak at different stages of the life cycle, with membership in professional organizations cresting among men and women in their forties and fifties.

Benefits of Professional Involvement

Professional Growth Ensman (11) noted that associations are known for expert publications. Journals and trade magazines contain news, trade information, and research. An association is also a cost-effective medium for managing industry-wide concerns. Quinn (12) drew attention to benefits like the opportunity to meet fellow professionals from outside your place of work which allows you to gauge your operation against your peers'. Educational programs provided by associations, such as workshops and seminars, become a key benefit of membership as corporate education dollars dwindle. Davidhizar and Shearer (13) stated that opportunities to attend in-service training sessions, workshops, and other educational events provide chances for career development and advancement. McCaffree (14) interviewed Mark Levin who noted that providing the opportunity to be a leader in a professional association can help individuals develop leadership and other skills, which helps them to be more valued employees. Mortensen et al. (15) observed a positive relationship between job satisfaction and markers of professional involvement among registered dietitians.

Personal Benefits Individuals may choose group affiliation to meet personal needs such as assistance in reaching goals, associations with others, and opportunities for self-evaluation (7). Ensman (11) observed that association members have similar concerns,

needs, and interests which encourage friendships. Professional associations may also provide tangible benefits such as liability insurance and purchasing discounts. Bromly and Ehrenreich (6) believed that involvement in a professional group provides an environment for individual learning. Hoch (8) noted there can be a lot to be personally gained from serving in a leadership capacity in a professional association. Some of these personal benefits include increased opportunity to learn and grow. Smoyak (5) felt belonging to an association provides a sense of identity that rarely emerges from a workplace or in solo practices.

Networking van Emmerik et al. (16) defined networking as an increased exposure to other people within an organization, which may enhance understanding of organizational practices or provide valuable job search information. Networking is the building and nurturing of personal and professional relationships to create a system of information, contact, and support which altogether is thought to be crucial for career and personal success. Quinn (12) felt participation in a professional group exponentially expands a member's network of contacts. Ensmann (11) noted that events, meetings, membership directories, and information exchanges are opportunities to network. Pemberton (3) believed the conferences and meetings sponsored by professional organizations provide occasions to network, share personal experiences, exchange both similar and contested views on topics of professional interest, and reinforce professional identity. In Joan Enderle's interview with Schwartz (17), it was noted that volunteering in leadership roles in a professional organization provides key contacts which are helpful in one's career. Bromly and Ehrenreich (6) felt developing both formal and informal networks provides a

diverse base and cultivates distinct parts of a person. A formal network is one that is established with a defined set of parameters and shares a common agenda. Informal networks can be seen as nurturing communities in which professional needs are met. Informal networking is accomplished on a more infrequent basis and occurs when there is an immediate need or an opportunity has presented itself for an exchange of information with a colleague.

Mentoring Opportunities Smoyak (5) noted that professionals often choose to become members of particular professional organizations due to the influence of formal and informal mentors. Bunjes and Canter (18) observed that professional associations can provide an opportunity to interact with prospective mentors. Mentoring relationships provide guidance and support in career development. Hoch (8) believed mentoring helps the mentor to better learn material which he or she is teaching to the mentee.

Family Influence on Professional Involvement

Statham and Houseknecht (19) found that women with children are less likely to be involved professionally than those without children, women with preschool children are less likely to be involved than those with children who are beyond preschool, and number of children is positively related to lower involvement among highly educated women. Also, married women are less likely to be involved than are single women. Brooks (9) noted that having an extra person in the family, such as an additional child, decreased the likelihood of an individual becoming a member of a professional association. Mortensen et al. (15) observed that marital status and number of children were not significantly

related to indicators of professional involvement; however, dietitians who had a child younger than age 18 years had lower Professional Markers of involvement scores than did those without children younger than age 18 years.

The American Dietetic Association

The American Dietetic Association (ADA) is the largest organization for professionals in the field of food and nutrition with approximately 68,000 members (1). Beyond paid staff, ADA is operated primarily by volunteer leaders.

Characteristics of the American Dietetic Association Membership

In a report on the membership of the American Dietetic Association in 1999, Bryk and Kornblum (20) found over 97% of registered dietitians (RDs) were female. The median age of the surveyed RDs was 42.2 years with 34% of RDs between the ages of 35 and 45. More than 52% of RDs reported that they had received or were pursuing a graduate degree and over 63% worked 31-40 paid hours per week with 42.4% working in a hospital setting. Calabro et al. (21) discovered clinical dietetics was the most frequently selected area of practice in a survey of dietitians in 61 countries. Bradley et al. (22) noted that advanced-level RDs on average worked more hours weekly, had been in practice slightly longer, and reported a broader scope of job duties than did entry-level RDs. Also, advanced-level practitioners were likely to have more years of formal education, received a professional award/honor, authored more professional publications, and made more professional presentations than other practitioners.

Volunteerism

Levin (23) observed that the need to volunteer can't be defined in one general statement, as it is an individual need. The reasons that people volunteer include religious or moral conviction, instinctual goodness, to promote a personal need or belief, or to get something out of their experience that they don't get in other parts of their lives, such as leadership opportunities, friendships, or respect. Ellis (24) noted that volunteering is usually a leisure-time activity in which members of an association participate after filling the priority demands of a job or family. Volunteers, however, will complete a variety of tasks if they enjoy what they are doing and the people with whom they are volunteering.

Characteristics Affecting Volunteering

Education and Income Choi (25) found that the odds of volunteering are about 1.6 times higher for each additional year of education beyond high school. There was also a statistically significant increase in volunteering rates seen with higher income, respondents who reported a religious preference, and those with fewer symptoms of depression. Chambre (26) noted among older volunteers (over 60 years of age) the better educated and more affluent who were not employed were the most active in volunteer activities. Fischer (27) found that those with the highest levels of education are the most likely to volunteer; those with the least education are the least likely to volunteer.

Employer Support Lozano (4) described employer-supported participation as enabling employees to donate their time and talents. In a survey of elementary and secondary physical educators, Zakrajsek and Woods (28) found that employers are becoming more

reluctant to endorse teacher absence for professional conferences. Mortensen et al. (15) noted that as employer support increased, so did markers of professional involvement among registered dietitians.

Time Tecker and Fidler (2) felt that there are two primary reasons why talented volunteers have less and less time to contribute to associations. First, the professional and personal lives of members are becoming more complicated. Second, there is more competition for the discretionary time of volunteers, and so talented volunteers are becoming more selective in choosing opportunities that meet their personal needs and values. In Cynthia D'Amour's interview with McCaffree (14), it was noted that leaders have to create the right experience for prospective volunteers because people will volunteer only if it is worth their time. Levin (23) observed that although the main reason people give for not wanting to serve is that they don't have the time, the real reason isn't that they don't have the time, it's that they don't see how the volunteer role is more important than what they are already doing. Hoch (8) noted that a busy person is likely to succeed in leadership positions in professional associations due to organizational skills. A busy person is also driven, efficient, and motivated to succeed.

Gender Boraas (29) discovered that women volunteer at a higher rate than do men, a relationship that held across age groups, education levels, and other major demographic characteristics. Lozano (4) noted that while women are more likely than men to volunteer, men contribute more total volunteer hours per year. Fischer et al. (27) found, however, that older women and men are equally as likely to be volunteers, but older

women volunteers tend to spend more time in volunteer work than do older men volunteers. Wilson and Musick (30) reported that despite having less education and lower incomes than men, women were more likely than men to engage in volunteer work possibly due to increased social networks.

Age Putnam (10) distinguished between life cycle and generational effects. Life style effects mean that individuals change, but society as a whole does not. Generational effects mean that society changes, even though individuals do not. Life cycle patterns in social behavior are typically caused by one of three factors – the demands of family, the slackening of energy, and the shape of careers (i.e. entering and leaving the workforce). Despite these life cycle patterns, Putman (10) feels that volunteerism is largely influenced by generational effects since Americans born in the first half of the twentieth century have been persistently more likely to volunteer than Americans born in the second half of the century. This effect could be due to the replacement of a cohort of men and women whose values and civic habits were formed during a period of heightened civic obligation (such as during World War II) with others whose formative years were different.

McCaffree (14) interviewed Mark Levin, who felt that younger people are not at a point in their careers where they can afford the kind of time that volunteering in their professional association takes; however, when these individuals have advanced in their careers, they have every intention of being involved in their profession.

Wilson and Musick (30) reported that older people are less likely to engage in either formal or informal volunteer work due to increasing health problems or a decline in social obligations. Chambre (26) also found individuals aged 60 and older volunteer less often than do individuals in the rest of the population. Boraas (29) discovered people aged 35 to 54 years are more likely to volunteer than those who are younger or older.

Marital Status There is some debate as to whether or not marital status is associated with volunteering. Chambre (26) found no association between volunteer participation and marital status for respondents who are over 65. However, Fischer et al. (27) discovered married elderly are more likely than non-married elderly to do some form of volunteer work. They attribute this to the fact that non-married elders tend to be older and have lower incomes than married elderly. Also, it is possible that spouses facilitate or encourage volunteer types of activities and that married people sustain ties with larger networks, giving more opportunities to provide voluntary services. Boraas (29) noted that volunteer rates are higher among married persons than among those never married or persons who are divorced, separated, or widowed in the general population. Wardell et al. (31) found that over half of the volunteers they surveyed (55%) were married or cohabiting compared to about one-quarter (27%) who had never been married.

Race Boraas (29) reported that Whites have a considerably higher volunteer rate than do Blacks, and individuals of Hispanic origin have the lowest rate. This trend holds true for all age groups. Wilson and Musick (30) note that lower volunteer rates for Blacks compared to Whites are largely accounted for by Black's lower rate of social interaction.

Decline in Volunteerism

There has been a general decline in the number of volunteers in both community and professional settings in the United States. Putnam (10) noted that from the 1970's to the 1990's the number of Americans who said they served as an officer of some club or organization declined by 42%, those who served on a committee for some local organization declined by almost 40%, and those who attended a public meeting on local or state affairs declined by one third. The memberships of community-based organizations, church-based organizations, and unions have also declined over the last thirty years. Putnam (10) also reports that although the number of Americans who belong to a professional organization has grown significantly over the past thirty years, the rate of professional involvement among members of a given profession has declined over that same time period. In a report on volunteering in America (32), it was noted that although overall volunteer rates in the United States have increased by 6.3 percentage points since 1989, the rate of volunteering in civic, political, professional or international venues declined from 13.2% in 1989 to 6.6% in 2006.

Volunteer Leadership

Barker et al. (33) felt that leadership is directly linked to organizational success. Tecker and Fidler (2) observed that association leadership is usually a balance between volunteers and staff. Staff driven leadership is generally more efficient and can have greater expertise than volunteer leadership; however, staff may have lower levels of commitment. Volunteer leadership generally has high involvement and participation, as well as a better understanding of member needs than staff-driven leadership. The

disadvantages of volunteer leadership include lower productivity, less stability, and less clear roles/responsibilities when compared to a staff driven leadership. Schwartz (17) interviewed Lori Porter who noted that volunteer leadership positions in professional associations typically turn over regularly, which gives the staff leaders the opportunity and challenge of working with many people who have different personalities, leadership styles, and professional backgrounds.

Levin (23) noted that motivating others to serve in volunteer leadership roles means understanding the need to serve and understanding what the volunteers expect in return for their service. Two important motivators for volunteer leaders include a sense of accomplishment and recognition for good work. Levin (23) also felt that knowing what is expected of a volunteer leader and having the skills to fulfill the expectation are two entirely different things. Training volunteer leaders is essential to improving their performance and their sense of accomplishment. McCaffree (14) felt that developing a foundation of leadership skills in the members of an association is essential to the support of the organization in the future. This foundation helps to attract volunteers, which is crucial to preventing burnout among current volunteers and keeping the organization fresh.

Appendix C

METHODS

Subject Selection

The population for this study included the 172 elected officers of the American Dietetic Association (ADA) and 296 executive board members of the ADA state affiliates (volunteer leaders), as well as the managers of these groups. In addition, a sample of registered dietitians not in volunteer leadership roles (control group) and their managers were surveyed. It was assumed that the control group would have a low response rate due to the nature of the questions asked. Also, there was a screening question on the surveys for the control group to ensure that those who had volunteered previously did not complete the survey. A random sample of 1,405 registered dietitians was obtained to acquire a number of responses comparable to the number from the dietitians who were in volunteer leadership roles.

The names and contact information for the elected leaders of ADA were acquired from the ADA Leadership Directory (34). The names and contact information for the presidents of the state affiliates were also obtained from the ADA Leadership Directory (34). Presidents of the affiliates were contacted via email (Appendix E) to obtain the names, mailing addresses, and email addresses for the rest of the executive board members, as the ADA Leadership Directory had information only for the presidents. The names and mailing addresses for the control group were obtained from Aggressive List

Management, the ADA contracted list service. Managers of each group of dietitians were accessed through the registered dietitian. Each dietitian either delivered a paper copy of the survey to the manager or provided the supervisor's e-mail address to the researchers. When an email address was provided, the manager received an electronic survey.

Research Instrument

The research instrument consisted of five different surveys – one developed for each of the three groups of dietitians, one for managers of volunteer leaders, and one managers of the control group (Appendix F). All five of the surveys included questions about the respondents' characteristics as well as their perception of benefits and barriers derived from professional involvement. The questions for these surveys were adapted from a previously published study regarding professional involvement and job satisfaction (15).

The research instrument also served as a data collection tool for concurrent research regarding the perceived benefits of and barriers to professional involvement.

Employment demographic questions asked about employment setting, employment status, years of employment and pay/salary. Manager support questions inquired about how the manager influences the professional involvement of the dietitian. Professional demographic questions included those about number of years involved in ADA, involvement in other professional organizations, and specialty certifications obtained. Personal demographic questions asked about highest degree obtained, age, ethnicity, marital status, and number of children. Leadership characteristics questions asked the study participant to rate their current professional and community involvement, as well as

inquired about the leader's involvement in leadership in college and how they are currently involved in ADA or ADA state affiliate.

The benefits and barriers section asked the volunteer leaders to identify actual benefits of and barriers to their professional involvement. This section asked the control group to identify what they perceive as potential benefits of professional involvement and what their barriers to professional involvement are. The managers of volunteer leaders were asked to identify what they perceive as benefits of and barriers to involvement for the dietitian, as well as to identify benefits and disadvantages of the employees' professional involvement to the organization. The managers of the control group were asked to identify what they perceive as potential benefits of and barriers to involvement for the dietitian, as well as to identify potential benefits and disadvantages of the employees' professional involvement to the organization.

There were both electronic and paper versions of three of the five surveys since a secondary research question was to determine if there is a difference in response rate between electronic and paper surveys. Qualtrics (www.qualtrics.com, Inc.) was used to create and distribute the electronic version of the survey. Aggressive List Management did not provide the email addresses of the random sample of dietitians, so those dietitians and their managers all received the paper version of the survey (Exhibit 1). The dietitians who were in volunteer leadership roles at the state or national level of ADA were randomly selected to receive either the paper or the electronic survey. The questions on the electronic version of the survey were the same as those on the corresponding paper

survey, with the exception of the last question on the electronic survey sent to the dietitians. This question asked the respondent to provide the researchers the email address of the supervisor/manager so that a link to a survey could be sent. The dietitian was also asked to notify the manager that an electronic survey would be coming within the next few days.

Exhibit 1. Survey Distribution

	National Leader	State Leader	Control
Survey Type	Number Distributed	Number Distributed	Number Distributed
Paper Version	86	147	1,405
Electronic Version	86	149	N/A

*Distribution of surveys to managers depended on the dietitian

Approval

The research methodology and instrument were approved by Brigham Young University’s Institutional Review Board for Human Subjects (Appendix G). By completing the survey, the subject indicated their willingness to participate in the study.

Pilot Study

The procedures and the six surveys were tested through a pilot study. A small sample representative of each group was taken. This sample included three dietitians who were former national American Dietetic Association (ADA) leaders, three dietitians who were former ADA state affiliate leaders, and a purposive sample of six registered dietitians who had never participated in volunteer leadership roles, as well as the managers of these

three groups of dietitians. The dietitians were contacted before the surveys were distributed and all agreed to participate in the pilot study. Both the paper and electronic versions of the surveys were reviewed by participants in the pilot study. (See Appendix H) After completing the survey, participants in the pilot study completed a pilot questionnaire (Appendix I) which asked respondents to evaluate the cover letter, instructions and survey instrument.

Participant Response

Three of the former leaders and two of the managers participated in the pilot study by giving feedback on the paper version of the survey. Two of the former leaders and none of the managers participated in the pilot study by giving feedback on the electronic version of the survey. All six dietitians in the control group and all six of the managers participated in the pilot study by returning the paper survey as well as the questionnaire regarding the clarity and acceptability of the initial cover letter and survey. Respondents' suggestions were reviewed and appropriate changes were made based on suggestions and comments.

Survey Distribution

Half of the dietitians in leadership roles received paper copies of the survey, while the other half were given a link to the electronic version of the survey (Appendices F, J-K). All of the dietitians from the control group were given a paper copy of the survey as the researchers were provided only their mailing addresses. If the dietitian received a paper copy of the survey, the manager also received a paper copy. If the dietitian was sent a

link to the electronic version of the survey, the manager also was sent a link to the electronic version of the survey. The dietitians were responsible for giving either a hard copy of the survey to the manager or providing the supervisor's e-mail addresses to the researchers.

A group of 13 state affiliate presidents did not provide the contact information for their executive board members. In order to attempt to survey the entire population of ADA state affiliate leaders and their managers, these 13 presidents were mailed a packet which contained the following:

- a) An initial cover letter (Appendix J) and survey to fill out themselves (Appendix F)
- b) An initial cover letter (Appendix J) and survey for their manager to complete (Appendix F)
- c) Five sealed and metered envelopes for them to mail to their executive board members containing two cover letters and two surveys (one for the dietitian and one for their manager)

To encourage participation, a \$0.25 donation to the American Dietetic Foundation was promised for each completed survey.

Follow-up

Paper Version

Four to five weeks after the initial survey was mailed, a follow-up survey was distributed to those who had not responded to that point. Dietitians who were initially sent a paper survey who had not responded were sent a paper copy of the follow-up letter (Appendix L) and survey. If both the manager and the dietitian had not responded, the dietitian was

sent a follow-up letter and a survey, as well as a follow-up letter and a survey for the manager. If the dietitian responded, but the manager had not, the dietitian was sent a short letter requesting that s/he give an enclosed follow-up letter and survey to the manager (Appendix M). The 13 ADA state affiliate presidents who failed to provide contact information for their board members were mailed a follow-up packet similar to the initial packet but containing only the appropriate follow-up letters and surveys.

Electronic Version

Two to three weeks after the initial electronic cover letter with a link to the survey was distributed, the first electronic follow-up letter (Appendix N) was sent to dietitians and managers who had not yet responded. Dietitians who were initially sent a link to the electronic version of the survey who had not responded were sent an email including a follow-up letter with a link to the survey. Managers who had not responded were also sent an email including a follow-up letter with a link to the survey. A second follow-up letter (Appendix O) was sent approximately four weeks later to both dietitians and managers who had not responded to that point.

Data Analysis

The data were analyzed using SAS software (version 9.1, 2003-2005, SAS Institute, Cary, NC) to determine the characteristics of those highly involved and their managers. Professional Involvement and Manager Support Scores were determined from various questions (Exhibit 2).

Exhibit 2. Questions comprising scores

	National Leader	National Leader Manger	State Leader	State Leader Manager	Control	Control Manager
	Questions	Questions	Questions	Questions	Questions	Questions
Professional Enrichment Score	#23-25, 30	#2-3, 14	#23-25, 30	#2-3, 14	#22-24, 26	#2-3, 13
Manager Support Score	#9, 11-12	#9-10	#9, 11-12	#9-10	#11, 13-14	#8-9

Professional Enrichment Scores for the three groups of dietitians were based on responses to four questions:

- Do you belong to any other professional organization(s)?
- Do you have any specialty certification(s)?
- To how many ADA practice groups do you belong?
- How do you rate your current professional involvement?

Responses to “membership to other professional organizations” and “specialty certifications” were either yes (1) or no (0). For number of practice groups, the researchers gave a value of 1 for dietitians who were a member of one or more practice groups and a value of 0 for dietitians not a member to any practice groups. Self-rating of professional involvement was done on a four point scale: very involved (1), involved (1), somewhat involved (0), and not involved (0). By combining the answers to the four questions, a dietitian Professional Enrichment Score from 0-4 was possible.

Professional Enrichment Scores for the three groups of managers were based on responses to three questions:

- Are you a member of the ADA?
- Do you belong to any other professional organization(s)?
- How do you rate you current professional involvement?

Responses to “membership to ADA” and “membership to other professional organizations” were either yes (1) or no (0). Self-rating of professional involvement was done on a four point scale: very involved (1), involved (1), somewhat involved (0), and not involved (0). By combining the answers to the three questions, a manager Professional Enrichment Score from 0-3 was possible.

Manager Support Scores for the three groups of dietitians were based on responses to three questions:

- Does your employer pay for your membership in the ADA?
- Does your manager expect you to be involved in a professional organization?
- How does your manager influence your ADA involvement?

Responses to “does your employer pay for ADA membership” were yes (1) or no (0).

Answer choices for the question “does your manager expect you to be involved in a professional organization” were yes (1), no (0), or I don’t know (0). Responses to “how does your manager influence your ADA involvement” were, “makes it easy to be involved” (1), “doesn’t influence” (1), or “makes it difficult to be involved” (0). By combining the answers to the three questions, a Manager Support Score from 0-3 was possible.

Manager Support Scores for the three groups of managers were based on responses to two questions:

- Do you expect your employees to be involved in their professional organization(s)?
- Do you wish your employees overall were more involved in their professional organization(s)?

Responses to these questions were yes (1) or no (0). By combining the answers to the two questions, a Manager Support Score from 0-2 was possible.

Frequency data were gathered for all individual questions, as well as for the Professional Enrichment and Manager Support Scores. The Chi-square test was used to determine independence between the respondents' employment, personal, professional and leadership characteristics. The General Linear Model was used to determine the relationship between Professional Enrichment Scores and several demographic questions. Pearson correlation coefficient was used to measure the correlation of various questions. Odds Ratio was used to compare the responses of the managers to those of their employee.

Appendix D

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Appendix E

Emails Sent to State Affiliate Presidents Requesting Contact Information for their Executive Board Members

- Initial Email
- 1st Follow-up
- 2nd Follow-up

Dear Affiliate President:

As part of our research for our Master's degree, we are investigating the perceived benefits and barriers to volunteering in the American Dietetic Association (ADA) and its affiliates, as well as the characteristics of those who volunteer. We hope that the results of this survey will increase understanding of the role of volunteer leadership in professional life.

Our study focuses on volunteer leaders and their managers. In order to survey our entire target population, we need to acquire the contact information of the Executive Board of each ADA affiliate. We would appreciate your assistance in obtaining this information. Please fill out the form below by replying to this email within the next two weeks.

Thank you for your cooperation in our research,

Ashley Cameron, RD CD
Samantha Rasmussen, RD CD
Graduate Students
Brigham Young University

Position	Name	Address	E-mail Address
Secretary			
Treasurer			
Council on Professional Issues Chair			
Nominating Committee Chair			
Legislative Network Coordinator			

Dear Affiliate President:

In today's busy world it is difficult to find extra time. We appreciate how busy you are with your work, family, and volunteer experiences. It would be a great help to us if you could find ten minutes to help us obtain the contact information below. As part of our research for our Master's Degrees, we are investigating the perceived benefits and barriers to volunteering in the American Dietetic Association (ADA) and its affiliates, as well as the characteristics of those who volunteer. We hope that the results of this survey will increase understanding of the role of volunteer leadership in professional life.

Our study focuses on volunteer leaders and their managers. In order to survey our entire target population, we need to acquire the contact information of the Executive Board of each ADA affiliate. We would appreciate your assistance in obtaining this information. Please fill out the form below by replying to this email as soon as possible.

Again, thank you for your cooperation in our research.

Ashley Cameron, RD CD
Samantha Rasmussen, RD CD
Graduate Students
Brigham Young University

Position	Name	Address	E-mail Address
Secretary			
Treasurer			
Council on Professional Issues Chair			
Nominating Committee Chair			
Legislative Network Coordinator			

Dear Affiliate President:

Hi, it is us again. We just wanted to send another letter requesting your help in obtaining the needed addresses for our research. We understand that you are busy with all of your responsibilities. It would be a great help to us if you could find ten minutes to help us obtain the contact information below.

As part of our research for our Master's Degrees, we are investigating the perceived benefits and barriers to volunteering in the American Dietetic Association (ADA) and its affiliates, as well as the characteristics of those who volunteer. We hope that the results of this survey will increase understanding of the role of volunteer leadership in professional life.

Our study focuses on volunteer leaders and their managers. In order to survey our entire target population, we need to acquire the contact information of the Executive Board of each ADA affiliate. We would appreciate your assistance in obtaining this information. Please fill out the form below by replying to this email as soon as possible.

Again, thank you for your cooperation in our research.

Ashley Cameron, RD CD
Samantha Rasmussen, RD CD
Graduate Students
Brigham Young University

Position	Name	Address	E-mail Address
Secretary			
Treasurer			
Council on Professional Issues Chair			
Nominating Committee Chair			
Legislative Network Coordinator			

Appendix F

Survey Instrument

- National Leader
- State Leader
- National and State Leader Mangers
- Control
- Control Manager

Survey for National Leader

1. Do you consider yourself **PRIMARILY** a _____: *(mark only one)*
- Clinical Dietitian
 - Community/Public Health Dietitian
 - Foodservice* Management Dietitian
 - Other* Management Dietitian
 - Educator/Research Dietitian
 - Generalist Dietitian
 - Other: _____

2. Are you currently employed?
- Yes
 - Retired (go to question 15)
 - Not currently employed, but not retired (go to question 15)

3. What is your **PRIMARY current** employment setting? *(mark only one)*
- Hospital (inpatient/acute care)
 - Clinic or ambulatory care center
 - Extended care facility
 - HMO, physician, or other care provider
 - Home care
 - Community/public health program
 - School foodservice (K-12, college)
 - College or university faculty
 - Private practice, primarily individual client counseling
 - Consultation, primarily to health care facilities
 - Consultation, primarily to other organizations
 - Other for-profit organizations
 - Other nonprofit organizations

What is your job title?

4. What is your **PRIMARY current** type of employer? *(mark only one)*
- Federal government
 - State government
 - City or local government
 - Contract food management
 - Managed care organization
 - Other for-profit organization
 - Nonprofit organization
 - Self-employed – *please complete this survey, but disregard the manager's survey*

5. What is your employment status?
- Full-time
 - Part-time
 - Per diem

6. How many years have you been employed in your current position?
- ≤ 3
 - 4 – 6
 - 7 – 11
 - 12 – 16
 - 17 – 21
 - 22 – 25
 - > 25

7. How are you paid?
- Hourly
 - Salary

8. What is your annual pay/salary? *(Please extrapolate to 40 hours per week if you work part-time.)*
- \$30,000 – 39,000
 - \$40,000 – 49,000
 - \$50,000 – 59,000
 - \$60,000 – 69,000
 - \$70,000 – 79,000
 - \$80,000 – 89,000
 - ≥\$90,000

9. Does your employer pay for your membership in the American Dietetic Association (ADA)?
- Yes
 - No

10. Do you discuss the benefits of ADA membership with your employer?
- Yes
 - No

11. Does your supervisor/manager expect you to be involved in a professional organization?
- Yes
 - No
 - I don't know

12. How does your supervisor/manager influence your ADA involvement?
- Makes it easy to be involved
 - Doesn't influence
 - Makes it difficult to be involved

13. In general, when do you accomplish your ADA **VOLUNTEER** duties? (*Mark all that apply*)

- I use a vacation day(s)
- I use evenings
- I use weekends
- It is considered part of my workload

14. How are your **JOB** duties accomplished when you spend time volunteering in your ADA position? (*Mark all that apply*)

- I work on a vacation day(s)
- I work evenings
- I work on weekends
- Volunteering is considered part of my workload
- Other _____

15. How many years have you been a Registered Dietitian?

- ≤ 3
- 4 – 6
- 7 – 11
- 12 – 16
- 17 – 21
- 22 – 25
- > 25

16. How many years have you been a member of the ADA?

- ≤ 3
- 4 – 6
- 7 – 11
- 12 – 16
- 17 – 21
- 22 – 25
- > 25

17. What is the highest degree that you hold?

- Bachelor's Degree in _____
- Master's Degree in _____
- Doctorate Degree in _____

18. What is your age group?

- < 25
- 25 – 34
- 35 – 44
- 45 – 54
- 55 – 64
- ≥ 65

19. To which ethnic group do you belong?

- African American
- Asian/Pacific Islander
- Caucasian
- Hispanic
- Native American
- Other _____

20. What is your marital status?

- Single
- Cohabiting
- Married
- Divorced
- Widowed

21. How does your family and/or significant other influence your ADA involvement?

- Makes it easy to be involved
- Doesn't influence
- Makes it difficult to be involved

22. How many children do you have?

- 0
- 1 – 2
- 3 – 4
- ≥ 5

If you have children, how many do you have in the following age ranges?

- 0 – 5 years _____
- 6 – 9 years _____
- 10 – 18 years _____
- >18 years _____

23. Do you belong to any other professional organization(s)?

- Yes
- No

If yes, please list which one(s).

24. Do you have any specialty certification(s)?

- Yes
- No

If yes, please list which one(s).

Please turn page to continue...

25. To how many ADA practice groups do you belong?
- 0
 - 1
 - 2 – 3
 - ≥ 4
26. Were you involved in leadership positions when you were in college? (i.e. Student Council, Club Leadership, etc.)
- Yes
 - No
27. What was your age when you **first** held an elected or appointed position in any professional organization?
- < 25
 - 25 – 34
 - 35 – 44
 - 45 – 54
 - 55 – 64
 - ≥ 65
28. Have you ever encouraged others to volunteer in a professional association?
- Yes
 - No
29. What influenced you to get involved? (*Mark all that apply*)
- A mentor
 - My employer encouraged me
 - I observed other involved RDs
 - I wanted to “fix” something in the ADA
 - Other _____
30. How do you rate your current professional involvement?
- Very Involved
 - Involved
 - Somewhat Involved
 - Not Involved
31. How do you rate your involvement in community and/or church activities?
- Very Involved
 - Involved
 - Somewhat Involved
 - Not Involved
32. How many **ELECTED** positions have you held in the ADA at the national level?
- 0
 - 1 – 2
 - 3 – 4
 - 5 – 6
 - ≥ 7
33. Of which of the following groups are you **currently** a member?
- Board of Directors
 - Commission on Accreditation for Dietetics Education
 - Commission on Dietetic Registration
 - House of Delegates
 - Nominating Committee
 - DPG Chair
34. What is the approximate number of hours you spend volunteering in your position in a **typical month**?
- 10 hours or less
 - 11 – 20 hours
 - 21 – 30 hours
 - 31 – 40 hours
 - ≥ 41 hours
35. How many elected or appointed positions have you held in your ADA **Affiliate**?
- 0
 - 1 – 2
 - 3 – 4
 - 5 – 6
 - ≥ 7

Use the following scale to answer the questions below. **Circle** the appropriate number.

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	2	3	4	5

Professional involvement increases my...

36. ...networking opportunities	1	2	3	4	5
37. ...job knowledge	1	2	3	4	5
38. ...job skill	1	2	3	4	5
39. ...efficiency on the job	1	2	3	4	5
40. ...professionalism	1	2	3	4	5
41. ...ability to train others	1	2	3	4	5
42. ...job satisfaction	1	2	3	4	5
43. ...patient/client base	1	2	3	4	5
44. ...advancement opportunities	1	2	3	4	5
45. ...ability to incorporate evidence based practice	1	2	3	4	5
46. ...leadership skill	1	2	3	4	5
47. ...level of fatigue	1	2	3	4	5
48. ...workload	1	2	3	4	5
49. ...confidence	1	2	3	4	5

Professional involvement...

50. ...is time consuming	1	2	3	4	5
51. ...advantages outweigh disadvantages	1	2	3	4	5
52. ...develops friendships	1	2	3	4	5
53. ...decreases my productivity at work	1	2	3	4	5
54. ...takes me away from my family/friends excessively	1	2	3	4	5
55. ...provides performance benchmarks	1	2	3	4	5
56. ...is tiring	1	2	3	4	5
57. ...is satisfying	1	2	3	4	5
58. ...allows me to make a professional contribution	1	2	3	4	5
59. ...is overwhelming	1	2	3	4	5
60. ...is intellectually stimulating	1	2	3	4	5
61. ...reduces time for other hobbies and interests	1	2	3	4	5
62. ...disadvantages outweigh advantages	1	2	3	4	5
63. ...pays for my registration and travel for meetings	1	2	3	4	5
64. ...is expensive	1	2	3	4	5

65. Please list the most important benefits of professional involvement to you.

66. What are the most difficult parts of professional involvement?

Please turn page to continue...

The American Dietetic Association (ADA) offers the following five categories of benefits exclusively to its members. How important are these benefits to you? Using the following scale, please circle the appropriate number.

Extremely Unimportant	Unimportant	Neither Important nor Unimportant	Important	Extremely Important
1	2	3	4	5

- | | | | | | |
|---|----------|----------|----------|----------|----------|
| 67. Information available, such as... | 1 | 2 | 3 | 4 | 5 |
| ...the ADA website | | | | | |
| ...monthly peer reviewed Journal of the ADA | | | | | |
| ...access to scientific summaries | | | | | |
| ...ADA Times received in the mail bi-monthly | | | | | |
| ...ADA's book and publication catalog | | | | | |
| ...participation in e-mail publications
(Daily News, CEO Digest, On the Pulse) | | | | | |
| 68. Money and time saving benefits, such as... | 1 | 2 | 3 | 4 | 5 |
| ...discount car rentals | | | | | |
| ...ability to book air travel through the ADA Travel Store | | | | | |
| ...homeowner's and auto insurance | | | | | |
| ...the ADA credit card | | | | | |
| ...access to professional liability insurance offered through the ADA | | | | | |
| ...Nationwide Nutrition Network, ADA's national referral service | | | | | |
| 69. Professional development through... | 1 | 2 | 3 | 4 | 5 |
| ...ADACareerlink, ADA's free online job service | | | | | |
| ...career aids to help dietitians progress in their careers | | | | | |
| ...Center for Professional Development | | | | | |
| ...ADA's guide to becoming an MNT Medicare provider | | | | | |
| 70. Networking through... | 1 | 2 | 3 | 4 | 5 |
| ...participation in electronic mailing lists | | | | | |
| ...dietetic practice groups | | | | | |
| ...leadership opportunities | | | | | |
| ...affiliate dietetic associations | | | | | |
| 71. Other benefits, such as... | 1 | 2 | 3 | 4 | 5 |
| ...Issue Management Process | | | | | |
| ...American Dietetic Association Foundation scholarship program | | | | | |

Thank you for your valuable assistance!

Survey for State Leader

1. Do you consider yourself **PRIMARILY** a _____: *(mark only one)*
- Clinical Dietitian
 - Community/Public Health Dietitian
 - Foodservice* Management Dietitian
 - Other* Management Dietitian
 - Educator/Research Dietitian
 - Generalist Dietitian
 - Other: _____
2. Are you currently employed?
- Yes
 - Retired (go to question 15)
 - Not currently employed, but not retired (go to question 15)
3. What is your **PRIMARY current** employment setting? *(mark only one)*
- Hospital (inpatient/acute care)
 - Clinic or ambulatory care center
 - Extended care facility
 - HMO, physician, or other care provider
 - Home care
 - Community/public health program
 - School foodservice (K-12, college)
 - College or university faculty
 - Private practice, primarily individual client counseling
 - Consultation, primarily to health care facilities
 - Consultation, primarily to other organizations
 - Other for-profit organizations
 - Other nonprofit organizations
- What is your job title?

4. What is your **PRIMARY current** type of employer? *(mark only one)*
- Federal government
 - State government
 - City or local government
 - Contract food management
 - Managed care organization
 - Other for-profit organization
 - Nonprofit organization
 - Self-employed – *please complete this survey, but disregard the manager’s survey*
5. What is your employment status?
- Full-time
 - Part-time
 - Per diem
6. How many years have you been employed in your current position?
- ≤ 3
 - 4 – 6
 - 7 – 11
 - 12 – 16
 - 17 – 21
 - 22 – 25
 - > 25
7. How are you paid?
- Hourly
 - Salary
8. What is your annual pay/salary? *(Please extrapolate to 40 hours per week if you work part-time.)*
- \$30,000 – 39,000
 - \$40,000 – 49,000
 - \$50,000 – 59,000
 - \$60,000 – 69,000
 - \$70,000 – 79,000
 - \$80,000 – 89,000
 - ≥\$90,000
9. Does your employer pay for your membership in the American Dietetic Association (ADA)?
- Yes
 - No
10. Do you discuss the benefits of membership to the ADA with your employer?
- Yes
 - No
11. Does your supervisor/manager expect you to be involved in a professional organization?
- Yes
 - No
 - I don’t know
12. How does your supervisor/manager influence your ADA involvement?
- Makes it easy to be involved
 - Doesn’t influence
 - Makes it difficult to be involved

13. In general, when do you accomplish your ADA **VOLUNTEER** duties? (*Mark all that apply*)

- I use a vacation day(s)
- I use evenings
- I use weekends
- It is considered part of my workload

14. How are your **JOB** duties accomplished when you spend time volunteering in your ADA position? (*Mark all that apply*)

- I work on a vacation day(s)
- I work evenings
- I work on weekends
- Volunteering is considered part of my workload
- Other _____

15. How many years have you been a Registered Dietitian?

- ≤ 3
- 4 – 6
- 7 – 11
- 12 – 16
- 17 – 21
- 22 – 25
- > 25

16. How many years have you been a member of the American Dietetic Association (ADA)?

- ≤ 3
- 4 – 6
- 7 – 11
- 12 – 16
- 17 – 21
- 22 – 25
- > 25

17. What is the highest degree that you hold?

- Bachelor's Degree in _____
- Master's Degree in _____
- Doctorate Degree in _____

18. What is your age group?

- < 25
- 25 – 34
- 35 – 44
- 45 – 54
- 55 – 64
- ≥ 65

19. To which ethnic group do you belong?

- African American
- Asian/Pacific Islander
- Caucasian
- Hispanic
- Native American
- Other _____

20. What is your marital status?

- Single
- Cohabiting
- Married
- Divorced
- Widowed

21. How does your family and/or significant other influence your ADA involvement?

- Makes it easy to be involved
- Doesn't influence
- Makes it difficult to be involved

22. How many children do you have?

- 0
- 1 – 2
- 3 – 4
- ≥ 5

If you have children, how many do you have in the following age ranges?

- 0 – 5 years _____
- 6 – 9 years _____
- 10 – 18 years _____
- >18 years _____

23. Do you belong to any other professional organization(s)?

- Yes
- No

If yes, please list which one(s).

24. Do you have any specialty certification(s)?

- Yes
- No

If yes, please list which one(s).

Please turn page to continue...

25. To how many ADA practice groups do you belong?
- 0
 - 1
 - 2 – 3
 - ≥ 4
26. Were you involved in leadership positions when you were in college? (i.e. Student Council, Club Leadership, etc.)
- Yes
 - No
27. What was your age when you **first** held an elected or appointed position in any professional organization?
- < 25
 - 25 – 34
 - 35 – 44
 - 45 – 54
 - 55 – 64
 - ≥ 65
28. Have you ever encouraged others to volunteer in a professional association?
- Yes
 - No
29. What influenced you to get involved? (*Mark all that apply*)
- A mentor
 - My employer encouraged me
 - I observed other involved RDs
 - I wanted to “fix” something in the ADA
 - Other _____
30. How do you rate your current professional involvement?
- Very Involved
 - Involved
 - Somewhat Involved
 - Not Involved
31. How do you rate your involvement in community and/or church activities?
- Very Involved
 - Involved
 - Somewhat Involved
 - Not Involved
32. How many **ELECTED** positions have you held in your ADA Affiliate?
- 0
 - 1 – 2
 - 3 – 4
 - 5 – 6
 - ≥ 7
33. How many **APPOINTED** positions have you held in your ADA Affiliate?
- 0
 - 1 – 2
 - 3 – 4
 - 5 – 6
 - ≥ 7
34. Have you ever held a national ADA office? (*either elected or appointed*)
- Yes
 - No
- If yes, how many positions have you held in the ADA?
- 0
 - 1 – 2
 - 3 – 4
 - 5 – 6
 - ≥ 7
35. Are you interested in holding a national ADA position in the future?
- Yes
 - No
36. What is your current position in your ADA affiliate?
- President or president-elect
 - CPI chair or CPI chair-elect
 - LNC or LNC-elect
 - Treasurer
 - Secretary
 - Other: _____
37. What is the approximate number of hours you spend volunteering in your position in a **typical month**?
- 10 hours or less
 - 11 – 20 hours
 - 21 – 30 hours
 - 31 – 40 hours
 - ≥ 41 hours

Use the following scale to answer the questions below. **Circle** the appropriate number.

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	2	3	4	5

Professional involvement increases my...

38. ...networking opportunities	1	2	3	4	5
39. ...job knowledge	1	2	3	4	5
40. ...job skill	1	2	3	4	5
41. ...efficiency on the job	1	2	3	4	5
42. ...professionalism	1	2	3	4	5
43. ...ability to train others	1	2	3	4	5
44. ...job satisfaction	1	2	3	4	5
45. ...patient/client base	1	2	3	4	5
46. ...advancement opportunities	1	2	3	4	5
47. ...ability to incorporate evidence based practice	1	2	3	4	5
48. ...leadership skill	1	2	3	4	5
49. ...level of fatigue	1	2	3	4	5
50. ...workload	1	2	3	4	5
51. ...confidence	1	2	3	4	5

Professional involvement...

52. ...is time consuming	1	2	3	4	5
53. ...advantages outweigh disadvantages	1	2	3	4	5
54. ...develops friendships	1	2	3	4	5
55. ...decreases my productivity at work	1	2	3	4	5
56. ...takes me away from my family/friends excessively	1	2	3	4	5
57. ...provides performance benchmarks	1	2	3	4	5
58. ...is tiring	1	2	3	4	5
59. ...is satisfying	1	2	3	4	5
60. ...allows me to make a professional contribution	1	2	3	4	5
61. ...is overwhelming	1	2	3	4	5
62. ...is intellectually stimulating	1	2	3	4	5
63. ...reduces time for other hobbies and interests	1	2	3	4	5
64. ...disadvantages outweigh advantages	1	2	3	4	5
65. ...pays for my registration and travel for meetings	1	2	3	4	5
66. ...is expensive	1	2	3	4	5

67. Please list the most important benefits of professional involvement to you.

68. What are the most difficult parts of professional involvement?

Please turn page to continue...

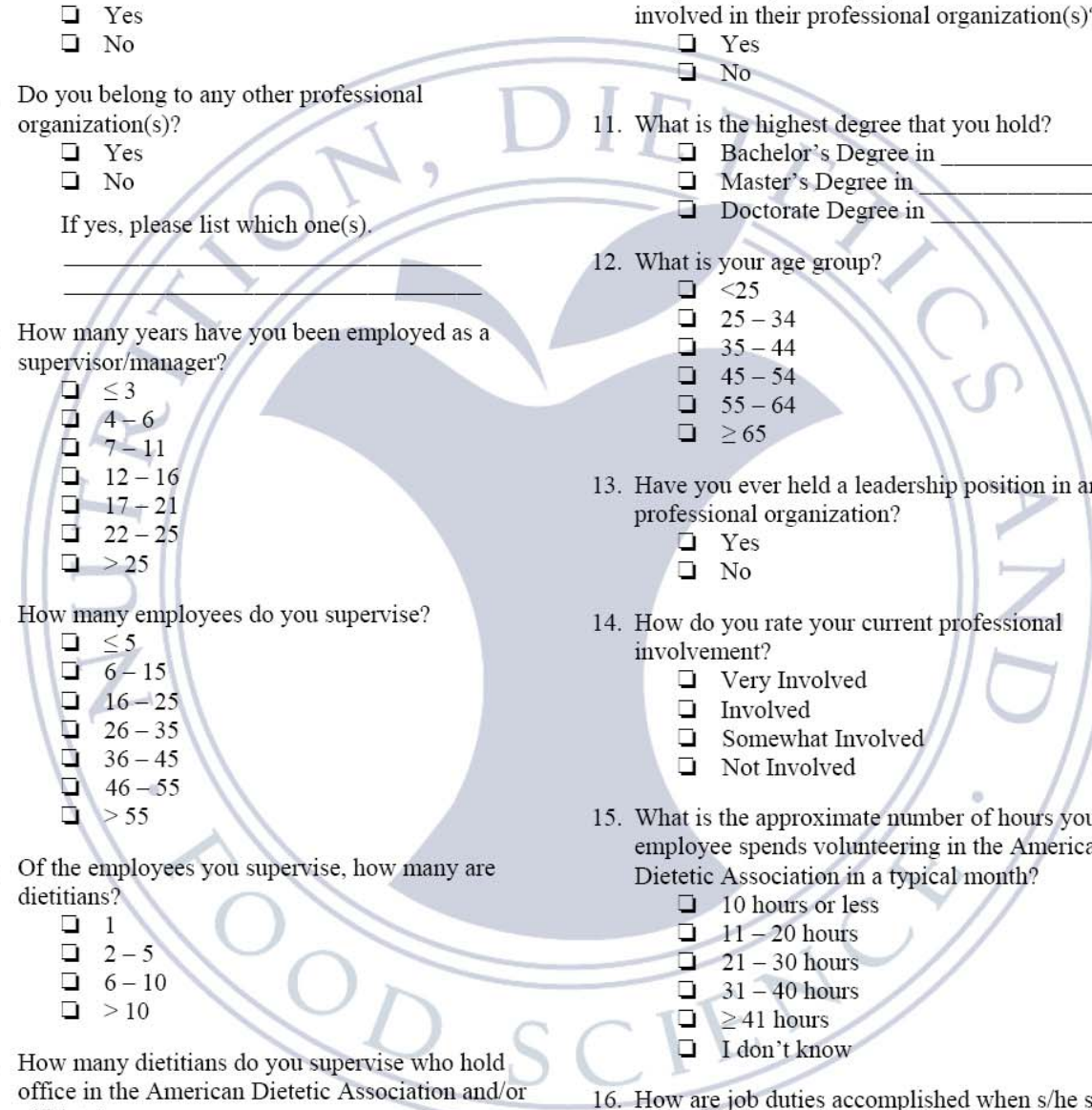
The American Dietetic Association (ADA) offers the following five categories of benefits exclusively to its members. How important are these benefits to you? Using the following scale, please circle the appropriate number.

Extremely Unimportant	Unimportant	Neither Important nor Unimportant	Important	Extremely Important
1	2	3	4	5

- | | | | | | |
|---|----------|----------|----------|----------|----------|
| 69. Information available, such as... | 1 | 2 | 3 | 4 | 5 |
| ...the ADA website | | | | | |
| ...monthly peer reviewed Journal of the ADA | | | | | |
| ...access to scientific summaries | | | | | |
| ...ADA Times received in the mail bi-monthly | | | | | |
| ...ADA's book and publication catalog | | | | | |
| ...participation in e-mail publications
(Daily News, CEO Digest, On the Pulse) | | | | | |
| 70. Money and time saving benefits, such as... | 1 | 2 | 3 | 4 | 5 |
| ...discount car rentals | | | | | |
| ...ability to book air travel through the ADA Travel Store | | | | | |
| ...homeowner's and auto insurance | | | | | |
| ...the ADA credit card | | | | | |
| ...access to professional liability insurance offered through the ADA | | | | | |
| ...Nationwide Nutrition Network, ADA's national referral service | | | | | |
| 71. Professional development through... | 1 | 2 | 3 | 4 | 5 |
| ...ADACareerlink, ADA's free online job service | | | | | |
| ...career aids to help dietitians progress in their careers | | | | | |
| ...Center for Professional Development | | | | | |
| ...ADA's guide to becoming an MNT Medicare provider | | | | | |
| 72. Networking through... | 1 | 2 | 3 | 4 | 5 |
| ...participation in electronic mailing lists | | | | | |
| ...dietetic practice groups | | | | | |
| ...leadership opportunities | | | | | |
| ...affiliate dietetic associations | | | | | |
| 73. Other benefits, such as... | 1 | 2 | 3 | 4 | 5 |
| ...Issue Management Process | | | | | |
| ...American Dietetic Association Foundation scholarship program | | | | | |

Thank you for your valuable assistance!

Survey for National and State Leader Managers

- 
1. Are you a Registered Dietitian?
 - Yes
 - No
 2. Are you a member of the American Dietetic Association?
 - Yes
 - No
 3. Do you belong to any other professional organization(s)?
 - Yes
 - No
 If yes, please list which one(s).

 4. How many years have you been employed as a supervisor/manager?
 - ≤ 3
 - 4 – 6
 - 7 – 11
 - 12 – 16
 - 17 – 21
 - 22 – 25
 - > 25
 5. How many employees do you supervise?
 - ≤ 5
 - 6 – 15
 - 16 – 25
 - 26 – 35
 - 36 – 45
 - 46 – 55
 - > 55
 6. Of the employees you supervise, how many are dietitians?
 - 1
 - 2 – 5
 - 6 – 10
 - > 10
 7. How many dietitians do you supervise who hold office in the American Dietetic Association and/or affiliate?
 - 1
 - 2 – 5
 - 6 – 10
 - > 10
 8. Do your employees who are members of the American Dietetic Association discuss member benefits with you?
 - Yes
 - No
 9. Do you expect your employees to be involved in their professional organization(s)?
 - Yes
 - No
 10. Do you wish your employees overall were more involved in their professional organization(s)?
 - Yes
 - No
 11. What is the highest degree that you hold?
 - Bachelor's Degree in _____
 - Master's Degree in _____
 - Doctorate Degree in _____
 12. What is your age group?
 - <25
 - 25 – 34
 - 35 – 44
 - 45 – 54
 - 55 – 64
 - ≥ 65
 13. Have you ever held a leadership position in any professional organization?
 - Yes
 - No
 14. How do you rate your current professional involvement?
 - Very Involved
 - Involved
 - Somewhat Involved
 - Not Involved
 15. What is the approximate number of hours your employee spends volunteering in the American Dietetic Association in a typical month?
 - 10 hours or less
 - 11 – 20 hours
 - 21 – 30 hours
 - 31 – 40 hours
 - ≥ 41 hours
 - I don't know
 16. How are job duties accomplished when s/he spends time volunteering in the American Dietetic Association position? *(mark all that apply)*
 - S/he uses a vacation day(s)
 - S/he works on weekends
 - S/he works evenings
 - Volunteer work is part of her/his job
 - I don't know

Use the following scale to answer the questions below. **Circle** the appropriate number.

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	2	3	4	5

Professional involvement increases the dietitian’s...

17. ...networking opportunities	1	2	3	4	5
18. ...job knowledge	1	2	3	4	5
19. ...job skill	1	2	3	4	5
20. ...efficiency on the job	1	2	3	4	5
21. ...professionalism	1	2	3	4	5
22. ...ability to train others	1	2	3	4	5
23. ...job satisfaction	1	2	3	4	5
24. ...patient/client base	1	2	3	4	5
25. ...advancement opportunities	1	2	3	4	5
26. ...ability to incorporate evidence based practice	1	2	3	4	5
27. ...leadership skills	1	2	3	4	5
28. ...level of fatigue	1	2	3	4	5
29. ...workload	1	2	3	4	5
30. ...confidence	1	2	3	4	5

Professional involvement...

31. ...is time consuming	1	2	3	4	5
32. ...advantages outweigh the disadvantages	1	2	3	4	5
33. ...leads to friendships for the dietitian	1	2	3	4	5
34. ...decreases work productivity	1	2	3	4	5
35. ...takes time away from the dietitian’s work excessively	1	2	3	4	5
36. ...provides performance benchmarks	1	2	3	4	5
37. ...is tiring for the dietitian	1	2	3	4	5
38. ...is satisfying to the dietitian	1	2	3	4	5
39. ...allows the dietitian to make a professional contribution	1	2	3	4	5
40. ...is overwhelming for the dietitian	1	2	3	4	5
41. ...stimulates the dietitian intellectually	1	2	3	4	5
42. ...reduces the dietitian’s time for additional assignments	1	2	3	4	5
43. ...disadvantages outweigh the advantages	1	2	3	4	5
44. ...pays for the dietitian’s registration and travel for meetings	1	2	3	4	5
45. ...is expensive	1	2	3	4	5

46. Please list the most important benefits to you and/or your organization of your dietitian’s professional involvement.

47. What are the most difficult parts of your dietitian’s professional involvement for you and/or your organization?

Please turn page to continue...

The American Dietetic Association (ADA) offers the following five categories of benefits exclusively to its members. How important are these benefits to you as a dietetics manager and to your organization? Using the following scale, please circle the appropriate number.

Extremely Unimportant	Unimportant	Neither Important nor Unimportant	Important	Extremely Important
1	2	3	4	5

- | | | | | | |
|---|----------|----------|----------|----------|----------|
| 48. Information, such as... | 1 | 2 | 3 | 4 | 5 |
| ...the ADA website | | | | | |
| ...monthly peer reviewed Journal of the ADA | | | | | |
| ...access to scientific summaries | | | | | |
| ...ADA Times received in the mail bi-monthly | | | | | |
| ...ADA's book and publication catalog | | | | | |
| ...participation in e-mail publications
(Daily News, CEO Digest, On the Pulse) | | | | | |
| 49. Money and time saving benefits, such as... | 1 | 2 | 3 | 4 | 5 |
| ...discount car rentals | | | | | |
| ...ability to book air travel through the ADA Travel Store | | | | | |
| ...homeowner's and auto insurance | | | | | |
| ...the ADA credit card | | | | | |
| ...access to professional liability insurance offered through the ADA | | | | | |
| ...Nationwide Nutrition Network, ADA's national referral service | | | | | |
| 50. Professional development through... | 1 | 2 | 3 | 4 | 5 |
| ...ADACareerlink, ADA's free online job service | | | | | |
| ...career aids to help dietitians progress in their careers | | | | | |
| ...Center for Professional Development | | | | | |
| ...ADA's guide to becoming an MNT Medicare provider | | | | | |
| 51. Networking through... | 1 | 2 | 3 | 4 | 5 |
| ...participation in electronic mailing lists | | | | | |
| ...dietetic practice groups | | | | | |
| ...leadership opportunities | | | | | |
| ...affiliate dietetic associations | | | | | |
| 52. Other benefits, such as... | 1 | 2 | 3 | 4 | 5 |
| ...Issue Management Process | | | | | |
| ...American Dietetic Association Foundation scholarship program | | | | | |

Thank you for your valuable assistance!

Survey for the Control Group

1. Are you currently employed as a dietitian?
- Yes
 - No

If no, please return the blank questionnaire.

2. Have you ever held a leadership position in the American Dietetic Association or your State Association?
- Yes
 - No

If yes, please return the blank questionnaire.

3. Do you consider yourself **PRIMARILY** a _____: *(mark only one)*

- Clinical Dietitian
- Community/Public Health Dietitian
- Foodservice Management Dietitian
- Other Management Dietitian
- Educator/Research Dietitian
- Generalist Dietitian
- Other: _____

4. What is your **PRIMARY current** employment setting? *(mark only one)*
- Hospital (inpatient/acute care)
 - Clinic or ambulatory care center
 - Extended care facility
 - HMO, physician, or other care provider
 - Home care
 - Community/public health program
 - School foodservice (K-12, college)
 - College or university faculty
 - Private practice, primarily individual client counseling
 - Consultation, primarily to health care facilities
 - Consultation, primarily to other organizations
 - Other for-profit organization
 - Other nonprofit organization

5. What is your **PRIMARY current** type of employer? *(mark only one)*

- Federal government
- State government
- City or local government
- Contract food management
- Managed care organization
- Other for-profit organization
- Nonprofit organization
- Self-employed – *please complete this survey, but disregard the manager's survey*

6. How many years have you been employed in your current position?

- ≤ 3
- 4 – 6
- 7 – 11
- 12 – 16
- 17 – 21
- 22 – 25
- > 25

7. What is your employment status?

- Full-time
- Part-time
- Per diem

8. How are you paid?

- Hourly
- Salary

9. What is your annual pay/salary? *(Please extrapolate to 40 hours per week if you work part-time.)*

- \$30,000 – 39,000
- \$40,000 – 49,000
- \$50,000 – 59,000
- \$60,000 – 69,000
- \$70,000 – 79,000
- \$80,000 – 89,000
- ≥\$90,000

What is your job title?

10. Are you a member of the American Dietetic Association (ADA)?
- Yes
 - No
- If yes, how many years have you been a member of the ADA?
- ≤ 3
 - 4 – 6
 - 7 – 11
 - 12 – 16
 - 17 – 21
 - 22 – 25
 - > 25
11. Does your employer pay for your membership in the ADA?
- Yes
 - No
12. Do you discuss the benefits of ADA membership with your employer?
- Yes
 - No
13. Does your supervisor/manager expect you to be involved in a professional organization?
- Yes
 - No
 - I don't know
14. How does your supervisor/manager influence your ADA involvement?
- Makes it very easy to be involved
 - Doesn't influence
 - Makes it difficult to be involved
15. How many years have you been a Registered Dietitian?
- ≤ 3
 - 4 – 6
 - 7 – 11
 - 12 – 16
 - 17 – 21
 - 22 – 25
 - > 25
16. What is the highest degree that you hold?
- Bachelor's Degree in _____
 - Master's Degree in _____
 - Doctorate Degree in _____
17. What is your age group?
- < 25
 - 25 – 34
 - 35 – 44
 - 45 – 54
 - 55 – 64
 - ≥ 65
18. Which ethnic group best describes you?
- African American
 - Asian/Pacific Islander
 - Caucasian
 - Hispanic
 - Native American
 - Other
19. What is your marital status?
- Single
 - Cohabiting
 - Married
 - Divorced
 - Widowed
20. How does your family and/or significant other influence your ADA involvement?
- Makes it very easy to be involved
 - Allows involvement
 - Doesn't influence
 - Makes it difficult to be involved
21. How many children do you have?
- 0
 - 1 – 2
 - 3 – 4
 - ≥ 5
- If you have children, how many do you have in the following age ranges?
- 0 – 5 years _____
 - 6 – 9 years _____
 - 10 – 18 years _____
 - >18 years _____

Please turn page to continue...

22. Do you belong to any other professional organization(s)?

- Yes
- No

If yes, please list which one(s).

23. Do you have any specialty certification(s)?

- Yes
- No

If yes, please list which one(s).

24. To how many ADA practice groups do you belong?

- 0
- 1
- 2 – 3
- ≥ 4

25. Were you involved in leadership positions when you were in college? (i.e. Student Council, Club Leadership, etc.)

- Yes
- No

26. How do you rate your current professional involvement?

- Very Involved
- Involved
- Somewhat Involved
- Not Involved

27. How do you rate your involvement in community and/or church activities?

- Very Involved
- Involved
- Somewhat Involved
- Not Involved

Use the following scale to answer the questions below. **Circle** the appropriate number.

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	2	3	4	5

My perception of professional involvement is that it might increase my...

28. ...networking opportunities	1	2	3	4	5
29. ...job knowledge	1	2	3	4	5
30. ...job skill	1	2	3	4	5
31. ...efficiency on the job	1	2	3	4	5
32. ...professionalism	1	2	3	4	5
33. ...ability to train others	1	2	3	4	5
34. ...job satisfaction	1	2	3	4	5
35. ...patient/client base	1	2	3	4	5
36. ...advancement opportunities	1	2	3	4	5
37. ...ability to incorporate evidence based practice	1	2	3	4	5
38. ...leadership skill	1	2	3	4	5
39. ...level of fatigue	1	2	3	4	5
40. ...workload	1	2	3	4	5
41. ...confidence	1	2	3	4	5

In my opinion, professional involvement would...

42. ...be time consuming	1	2	3	4	5
43. ...have advantages that outweigh disadvantages	1	2	3	4	5
44. ...lead to new friendships	1	2	3	4	5
45. ...decrease my productivity at work	1	2	3	4	5
46. ...takes away time from family/friends excessively	1	2	3	4	5
47. ...provide performance benchmarks	1	2	3	4	5
48. ...be tiring	1	2	3	4	5
49. ...be satisfying	1	2	3	4	5
50. ...allow those involved to make a professional contribution	1	2	3	4	5
51. ...be overwhelming	1	2	3	4	5
52. ...be intellectually stimulating	1	2	3	4	5
53. ...reduce time for other hobbies and interests	1	2	3	4	5
54. ...have disadvantages that outweigh advantages	1	2	3	4	5
55. ...pay for my registration and travel for meetings	1	2	3	4	5
56. ...be expensive	1	2	3	4	5

57. Please list the most important benefits you might gain from professional involvement.

58. What would be the most difficult parts of professional involvement?

Please turn page to continue...

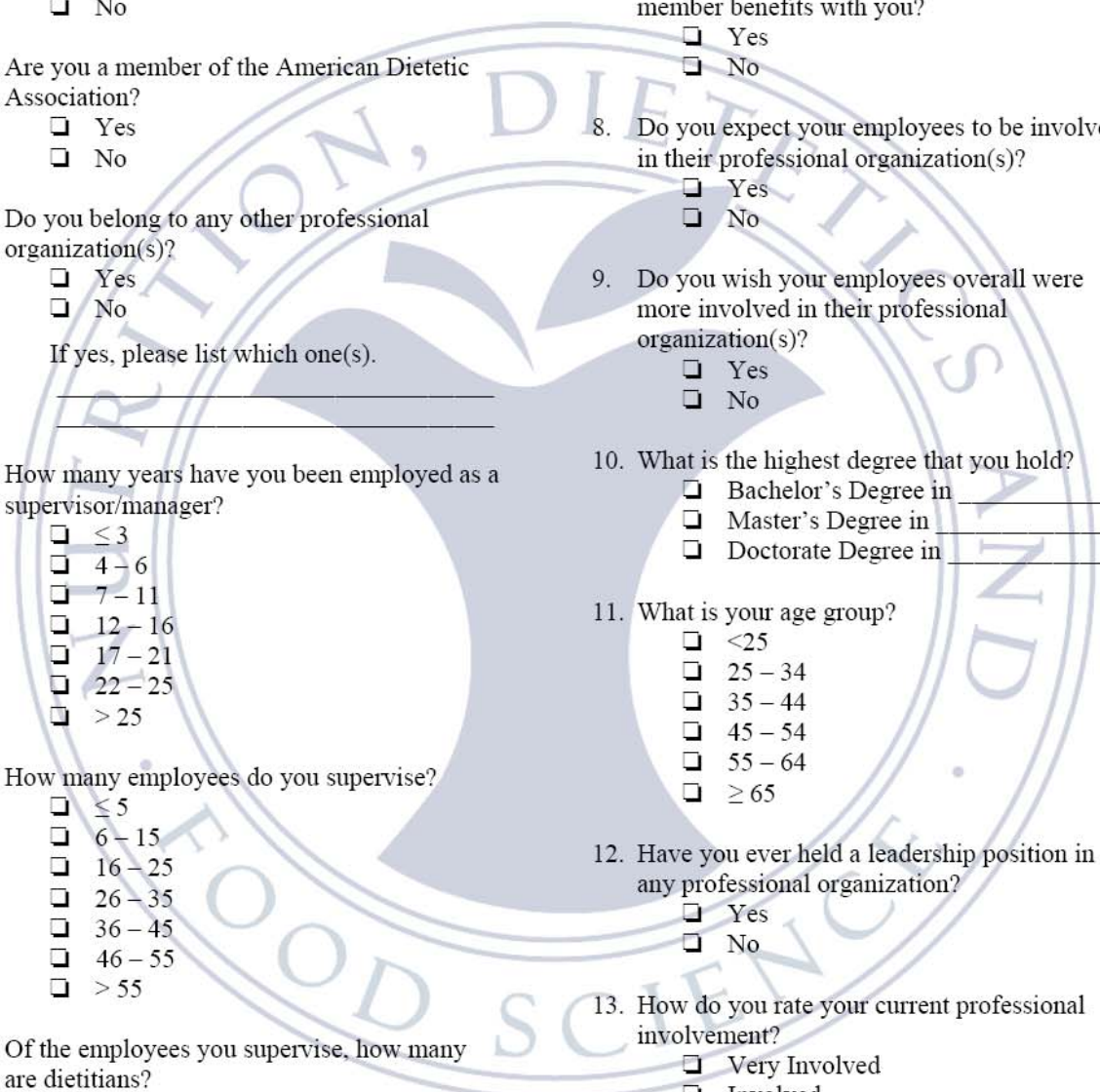
The American Dietetic Association (ADA) offers the following five categories of benefits exclusively to its members. How important are these benefits to you? Using the following scale, please circle the appropriate number.

Extremely Unimportant	Unimportant	Neither Important nor Unimportant	Important	Extremely Important
1	2	3	4	5

- | | | | | | |
|---|----------|----------|----------|----------|----------|
| 59. Information available, such as... | 1 | 2 | 3 | 4 | 5 |
| ...the ADA website | | | | | |
| ...monthly peer reviewed Journal of the ADA | | | | | |
| ...access to scientific summaries | | | | | |
| ...ADA Times received in the mail bi-monthly | | | | | |
| ...ADA's book and publication catalog | | | | | |
| ...participation in e-mail publications
(Daily News, CEO Digest, On the Pulse) | | | | | |
| 60. Money and time saving benefits, such as... | 1 | 2 | 3 | 4 | 5 |
| ...discount car rentals | | | | | |
| ...ability to book air travel through the ADA Travel Store | | | | | |
| ...homeowner's and auto insurance | | | | | |
| ...the ADA credit card | | | | | |
| ...access to professional liability insurance offered through the ADA | | | | | |
| ...Nationwide Nutrition Network, ADA's national referral service | | | | | |
| 61. Professional development through... | 1 | 2 | 3 | 4 | 5 |
| ...ADACareerlink, ADA's free online job service | | | | | |
| ...career aids to help dietitians progress in their careers | | | | | |
| ...Center for Professional Development | | | | | |
| ...ADA's guide to becoming an MNT Medicare provider | | | | | |
| 62. Networking through... | 1 | 2 | 3 | 4 | 5 |
| ...participation in electronic mailing lists | | | | | |
| ...dietetic practice groups | | | | | |
| ...leadership opportunities | | | | | |
| ...affiliate dietetic associations | | | | | |
| 63. Other benefits, such as... | 1 | 2 | 3 | 4 | 5 |
| ...Issue Management Process | | | | | |
| ...American Dietetic Association Foundation scholarship program | | | | | |

Thank you for your valuable assistance!

Survey for the Control Group Managers

- 
1. Are you a Registered Dietitian?
 - Yes
 - No
 2. Are you a member of the American Dietetic Association?
 - Yes
 - No
 3. Do you belong to any other professional organization(s)?
 - Yes
 - No
 If yes, please list which one(s).

 4. How many years have you been employed as a supervisor/manager?
 - ≤ 3
 - 4 – 6
 - 7 – 11
 - 12 – 16
 - 17 – 21
 - 22 – 25
 - > 25
 5. How many employees do you supervise?
 - ≤ 5
 - 6 – 15
 - 16 – 25
 - 26 – 35
 - 36 – 45
 - 46 – 55
 - > 55
 6. Of the employees you supervise, how many are dietitians?
 - 1
 - 2 – 5
 - 6 – 10
 - > 10
 7. Do your employees who are members of the American Dietetic Association discuss member benefits with you?
 - Yes
 - No
 8. Do you expect your employees to be involved in their professional organization(s)?
 - Yes
 - No
 9. Do you wish your employees overall were more involved in their professional organization(s)?
 - Yes
 - No
 10. What is the highest degree that you hold?
 - Bachelor's Degree in _____
 - Master's Degree in _____
 - Doctorate Degree in _____
 11. What is your age group?
 - <25
 - 25 – 34
 - 35 – 44
 - 45 – 54
 - 55 – 64
 - ≥ 65
 12. Have you ever held a leadership position in any professional organization?
 - Yes
 - No
 13. How do you rate your current professional involvement?
 - Very Involved
 - Involved
 - Somewhat Involved
 - Not Involved

Use the following scale to answer the questions below. **Circle** the appropriate number.

Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
1	2	3	4	5

Professional involvement might increase a dietitian's...

14. ...networking opportunities	1	2	3	4	5
15. ...job knowledge	1	2	3	4	5
16. ...job skill	1	2	3	4	5
17. ...efficiency on the job	1	2	3	4	5
18. ...professionalism	1	2	3	4	5
19. ...ability to train others	1	2	3	4	5
20. ...job satisfaction	1	2	3	4	5
21. ...patient/client base	1	2	3	4	5
22. ...advancement opportunities	1	2	3	4	5
23. ...ability to incorporate evidence based practice	1	2	3	4	5
24. ...leadership skills	1	2	3	4	5
25. ...level of fatigue	1	2	3	4	5
26. ...workload	1	2	3	4	5
27. ...confidence	1	2	3	4	5

Professional involvement...

28. ...is time consuming	1	2	3	4	5
29. ...advantages outweigh the disadvantages	1	2	3	4	5
30. ...leads to friendships for the dietitian	1	2	3	4	5
31. ...decreases work productivity	1	2	3	4	5
32. ...takes excessive time away from the dietitian's work	1	2	3	4	5
33. ...provides performance benchmarks	1	2	3	4	5
34. ...is tiring for the dietitian	1	2	3	4	5
35. ...is satisfying to the dietitian	1	2	3	4	5
36. ...allows the dietitian to make a professional contribution	1	2	3	4	5
37. ...is overwhelming for the dietitian	1	2	3	4	5
38. ...stimulates the dietitian intellectually	1	2	3	4	5
39. ...reduces the dietitian's time for additional assignments	1	2	3	4	5
40. ...disadvantages outweigh the advantages	1	2	3	4	5
41. ...pays for the dietitian's registration and travel for meetings	1	2	3	4	5
42. ...is expensive	1	2	3	4	5

43. Please list the benefits you and/or your organization might have through a dietitian's professional involvement.

44. What would be the most difficult parts of a dietitian's professional involvement for you and/or your organization?

Please turn page to continue...

The American Dietetic Association (ADA) offers the following five categories of benefits exclusively to its members. How important are these benefits to you as a dietetic manager and to your organization? Using the following scale to answer, please circle the appropriate number.

Extremely Unimportant	Unimportant	Neither Important nor Unimportant	Important	Extremely Important
1	2	3	4	5

- | | | | | | |
|--|----------|----------|----------|----------|----------|
| 45. Information, such as... | 1 | 2 | 3 | 4 | 5 |
| ...the ADA website | | | | | |
| ...monthly peer reviewed Journal of the ADA | | | | | |
| ...access to scientific summaries | | | | | |
| ...ADA Times received in the mail bi-monthly | | | | | |
| ...ADA's book and publication catalog | | | | | |
| ...participation in e-mail publications (Daily News, CEO Digest, On the Pulse) | | | | | |
| 46. Money and time saving benefits, such as... | 1 | 2 | 3 | 4 | 5 |
| ...discount car rentals | | | | | |
| ...ability to book air travel through the ADA Travel Store | | | | | |
| ...homeowner's and auto insurance | | | | | |
| ...the ADA credit card | | | | | |
| ...access to professional liability insurance offered through the ADA | | | | | |
| ...Nationwide Nutrition Network, ADA's national referral service | | | | | |
| 47. Professional development through... | 1 | 2 | 3 | 4 | 5 |
| ...ADACareerlink, ADA's free online job service | | | | | |
| ...career aids to help dietitians progress in their careers | | | | | |
| ...Center for Professional Development | | | | | |
| ...ADA's guide to becoming an MNT Medicare provider | | | | | |
| 48. Networking through... | 1 | 2 | 3 | 4 | 5 |
| ...participation in electronic mailing lists | | | | | |
| ...dietetic practice groups | | | | | |
| ...leadership opportunities | | | | | |
| ...affiliate dietetic associations | | | | | |
| 49. Other benefits, such as... | 1 | 2 | 3 | 4 | 5 |
| ...Issue Management Process | | | | | |
| ...American Dietetic Association Foundation scholarship program | | | | | |

Thank you for your valuable assistance!

Appendix G

**Approval Letter from Brigham Young University's Institutional Review Board for
Human Subjects**

Appendix H

Pilot Study Cover Letter

- Cover Letter for the Three Groups of Dietitians
 - Paper Version
 - Electronic Version

- Cover Letter for the Three Groups of Managers
 - Paper Version
 - Electronic Version

Dear Dietitian:

Thank you for participating in the pilot study for our research project on professional involvement. This survey asks questions about the benefits and barriers of professional involvement, employment and volunteer activities, and demographic characteristics. We understand that not everything on this survey will be applicable to your current situation. Please leave items that are not applicable blank.

Would you please assist us with the following:

- Read the initial cover letter below
- Respond to the survey by following the link
- Provide the email address of your manager/supervisor where indicated.

Thank you for your assistance.

Sincerely,

Ashley Cameron, RD, CD
Graduate Student

Samantha Rasmussen, RD, CD
Graduate Student

Nora Nyland, PhD, RD, CD
Graduate Committee Chair

Dear Manager:

Thank you for participating in the pilot study for our research project on professional involvement. This survey asks questions about your perceptions of the benefits and barriers of professional involvement. In addition, there will be questions about your perceptions of your employee's employment and volunteer activities, and demographic questions. We understand that not everything on this survey will be applicable to your current situation. Please leave items that are not applicable blank.

Would you please assist us with the following:

- Read the initial cover letter below
- Respond to the survey by following the link

Thank you for your assistance.

Sincerely,

Ashley Cameron, RD, CD
Graduate Student

Samantha Rasmussen, RD, CD
Graduate Student

Nora Nyland, PhD, RD, CD
Graduate Committee Chair

Appendix I

Pilot Questionnaire

Pilot Questionnaire

Please answer the questions about each of the following:

	Yes	No
1. Were the cover letter and instructions clear? Comments:	<input type="checkbox"/>	<input type="checkbox"/>
2. Were the cover letter and instructions concise? Comments:	<input type="checkbox"/>	<input type="checkbox"/>
3. Were the cover letter and instructions understood? Comments:	<input type="checkbox"/>	<input type="checkbox"/>

Please answer the following questions about the survey:

1. Is the wording of any question confusing? Yes No
 If yes, which question(s)? _____
 Comments: _____

2. Is the survey itself readable? Yes No
 Comments: _____

3. Are any questions offensive? Yes No
 If yes, which question(s)? _____
 Comments: _____

4. Is the flow of questions logical? Yes No
 Comments: _____

5. Are there any additional questions or issues that you feel should be addressed in the survey? Yes No
 Comments: _____

6. Approximately how long did it take for you to complete the survey? _____

7. Please give any other suggestions or comments: _____

Appendix J

Initial Cover Letters for Paper Version

- National and State Leaders
- National and State Leader Managers
- Control
- Control Manager

Appendix K

Initial Cover Letters for Electronic Version

- National and State Leaders
- National and State Leader Managers

Fall 2007

Dear American Dietetic Association Leader:

As a leader in the American Dietetic Association (ADA) at the national or local level you and your employer have been selected to participate in a study to determine what sets volunteer leaders apart from the general ADA membership. We are investigating the perceived benefits and barriers to volunteering in the ADA as well as the characteristics of those who volunteer.

Our sample is limited to volunteer leaders and their managers. Therefore, your opinions and observations are critical to the success of this research. We hope that the results of this survey will increase understanding of the role of volunteer leadership in professional life. This survey will take only 10 minutes of your time and includes questions about your employment and volunteer activities, as well as demographic questions.

This study has been approved by the Institutional Review Board (IRB) at Brigham Young University and is not conducted on behalf of the American Dietetic Association. If you have any questions about this study or your rights as a participant, you may contact Renea Beckstrand, Chair of the IRB at (801) 422-3814. No known risks or discomforts are associated with participation in this study. Participation is voluntary and is indicated by your completion of the survey. Results will be compiled and individual responses kept confidential.

Please complete this questionnaire by November 12. **For every survey returned, \$0.25 will be donated to the American Dietetic Association Foundation. A 100% response rate will equal \$350.**

We appreciate your participation!

Sincerely,

Ashley Cameron, RD, CD
Graduate Student

Samantha Rasmussen, RD, CD
Graduate Student

Nora Nyland, PhD, RD, CD
Graduate Committee Chair

Fall 2007

Dear Director/Manager:

The benefits and barriers of professional involvement are relatively unstudied, especially in the field of dietetics. We are investigating the perceived benefits and barriers to volunteering in the American Dietetic Association (ADA) at the national and local levels. In addition, we are obtaining demographic information regarding those who volunteer in the Association. You and your employee have been selected for participation in this study due to your employee's involvement as a volunteer leader.

Our sample is limited to volunteer leaders and their managers. Therefore, your opinions and observations are critical to the success of this research. We hope that the results of this survey will increase understanding of the role of volunteer leadership in professional life. This survey will take only 10 minutes of your time and includes questions about your perceptions of your employee's employment and volunteer activities, as well as demographic questions.

This study has been approved by the Institutional Review Board (IRB) at Brigham Young University and is not conducted on behalf of the American Dietetic Association. If you have any questions about this study or your rights as a participant, you may contact Renea Beckstrand, Chair of the IRB at (801) 422-3814. No known risks or discomforts are associated with participation in this study. Participation is voluntary and is indicated by your completion of the survey. Results will be compiled and individual responses kept confidential.

Please complete this questionnaire by November 12. **For every survey returned, \$0.25 will be donated to the American Dietetic Association Foundation. A 100% response rate will equal \$350.**

We appreciate your participation!

Sincerely,

Ashley Cameron, RD, CD Graduate Student	Samantha Rasmussen, RD, CD Graduate Student	Nora Nyland, PhD, RD, CD Graduate Committee Chair
--	--	--

P.S. In the unlikely event you receive more than one type of survey for this research, kindly complete them both.

Appendix L

Follow-up Cover Letters for Paper Version

- National and State Leaders
- National and State Leader Managers
- Control
- Control Manager

Appendix M

Follow-up Letter to Dietitians whose Manager had not Responded to the First Mailing of the Paper Survey

Appendix N

1st Follow-up Cover Letters for Electronic Version

- National and State Leaders
- National and State Leader Managers

Fall 2007

Dear American Dietetic Association Leader:

Please help us identify the characteristics of the dedicated group of volunteers like you!

Recently we sent you a survey; however we have not yet received a response from you. Our sample is limited to volunteer leaders and their managers. Therefore, your opinions and observations are critical to the success of this research. We hope that the results of this survey will increase understanding of the role of volunteer leadership in professional life. This survey will take only 10 minutes of your time.

This study has been approved by the Institutional Review Board (IRB) at Brigham Young University and is not conducted on behalf of the American Dietetic Association. If you have any questions about this study or your rights as a participant, you may contact Renea Beckstrand, Chair of the IRB at (801) 422-3814. Participation is voluntary and is indicated by your completion of the survey. Results will be compiled and individual responses kept confidential.

Please complete this questionnaire by November 28. **For every survey returned, \$0.25 will be donated to the American Dietetic Association Foundation. A 100% response rate will equal \$350.**

We appreciate your participation!

Sincerely,

Ashley Cameron, RD, CD Graduate Student	Samantha Rasmussen, RD, CD Graduate Student	Nora Nyland, PhD, RD, CD Graduate Committee Chair
--	--	--

Fall 2007

Dear Director/Manager:

The benefits and barriers of professional involvement are relatively unstudied, especially in the field of dietetics. You and your employee have been selected for participation in this study due to your employee's involvement as a volunteer leader.

Recently we sent you a survey; however, we have not yet received a response from you. Our sample is limited to volunteer leaders and their managers. Therefore, your opinions and observations are critical to the success of this research. We hope that the results of this survey will increase understanding of the role of volunteer leadership in professional life. This survey will take only 10 minutes of your time.

This study has been approved by the Institutional Review Board (IRB) at Brigham Young University and is not conducted on behalf of the American Dietetic Association. If you have any questions about this study or your rights as a participant, you may contact Renea Beckstrand, Chair of the IRB at (801) 422-3814. Participation is voluntary and is indicated by your completion of the survey. Results will be compiled and individual responses kept confidential.

Please complete this questionnaire by November 28. **For every survey returned, \$0.25 will be donated to the American Dietetic Association Foundation. A 100% response rate will equal \$350.**

We appreciate your participation!

Sincerely,

Ashley Cameron, RD, CD
Graduate Student

Samantha Rasmussen, RD, CD
Graduate Student

Nora Nyland, PhD, RD, CD
Graduate Committee Chair

Appendix O

2nd Follow-up Cover Letters for Electronic Version

- National and State Leaders
- National and State Leader Managers

Fall 2007

Dear American Dietetic Association Leader:

It may seem like we're nagging (well, maybe we are), but your opinion is so important to us, we don't want to miss it.

We have not yet received a response from you regarding ADA leaders' and their managers' view of professional involvement. We hope that the results of this survey will increase understanding of the role of volunteer leadership in professional life. This survey will take only 10 minutes of your time.

This study has been approved by the Institutional Review Board (IRB) at Brigham Young University and is not conducted on behalf of the American Dietetic Association. If you have any questions about this study or your rights as a participant, you may contact Renea Beckstrand, Chair of the IRB at (801) 422-3814. Participation is voluntary and is indicated by your completion of the survey. Results will be compiled and individual responses kept confidential.

Please complete this questionnaire by December 21. **For every survey returned, \$0.25 will be donated to the American Dietetic Association Foundation. A 100% response rate will equal \$350.**

We appreciate your participation!

Sincerely,

Ashley Cameron, RD, CD
Graduate Student

Samantha Rasmussen, RD, CD
Graduate Student

Nora Nyland, PhD, RD, CD
Graduate Committee Chair

Fall 2007

Dear Director/Manager:

It may seem like we're nagging (well, maybe we are), but your opinion is so important to us, we don't want to miss it.

The benefits and barriers of professional involvement are relatively unstudied, especially in the field of dietetics. You and your employee have been selected for participation in this study due to your employee's involvement as a volunteer leader.

We have not yet received a response from you regarding ADA leaders' and their managers' view of professional involvement. We hope that the results of this survey will increase understanding of the role of volunteer leadership in professional life. This survey will take only 10 minutes of your time.

This study has been approved by the Institutional Review Board (IRB) at Brigham Young University and is not conducted on behalf of the American Dietetic Association. If you have any questions about this study or your rights as a participant, you may contact Renea Beckstrand, Chair of the IRB at (801) 422-3814. Participation is voluntary and is indicated by your completion of the survey. Results will be compiled and individual responses kept confidential.

Please complete this questionnaire by December 21. **For every survey returned, \$0.25 will be donated to the American Dietetic Association Foundation. A 100% response rate will equal \$350.**

We appreciate your participation!

Sincerely,

Ashley Cameron, RD, CD
Graduate Student

Samantha Rasmussen, RD, CD
Graduate Student

Nora Nyland, PhD, RD, CD
Graduate Committee Chair

Appendix P

RESULTS

Response Rate

In calculating response rates, it was assumed that the 13 state affiliate presidents who were sent a packet of envelopes to mail to their executive board members did in fact distribute the envelopes containing the surveys to the executive board members as directed. To find the percentages for the managers' response rate, the researchers divided the number of responses by the number of responses from the registered dietitian. The assumption was made that only dietitians who responded to the paper survey gave their managers a copy of the survey. For the electronic survey, only those dietitians who had responded to the survey provided their manager's email address to the researchers. Also, an assumption was made that each dietitian had a manager, so these percentages are a little low, as some of the dietitians were self-employed and a few of the volunteer leaders were retired. A total of 996 participants completed surveys resulted in a \$249 donation to the American Dietetic Association Foundation.

The total response rates were as follows:

	Number of Responses	% Response Rate
National Leaders	107	62.2%
National Leader Manager	54	50.5%
State Leader	152	51.7%
State Leader Manager	61	40.1%
Control	273	19.4%*
Control Manager	221	81.0%

*Anticipated low response due to the nature of the questions asked

The response rates for the paper version of the survey were:

	Number of Responses	% Response Rate
National Leaders	54	62.8%
National Leader Manager	45	83.3%
State Leader	76	51.4%
State Leader Manager	49	64.5%
Control	273	19.4%
Control Manager	221	81.0%

The response rates for the electronic version of the survey were:

	Number of Responses	% Response Rate
National Leaders	53	61.6%
National Leader Manager	9	17.0%
State Leader	76	51.4%
State Leader Manager	12	15.8%

The response rate for the volunteer leaders was virtually identical when comparing paper to electronic, but was drastically different for their managers. The low response rate for the managers is partially due to the refusal of some volunteer leaders to provide the researchers with the email addresses of their managers. Also, if the volunteer leader did not notify the manager that they would be receiving a survey via email, the manager would not have been expecting to receive a survey and may not have responded for that reason.

Tables

Characteristic	National Leader		State Leader		Leader Total		Control		χ^2
	n	%	n	%	n	%	n	%	P Value
Highest Degree									
Bachelor's Degree	17	16.83	40	26.85	57	22.80	131	48.70	<0.0001
Master's Degree	54	53.47	88	59.06	142	56.80	129	47.96	
Doctorate Degree	30	29.70	21	14.09	51	20.40	9	3.35	
Age									
< 25	1	0.96	0	0.00	1	0.39	2	0.74	<0.0001
25 to 34	4	3.85	34	22.67	38	14.96	83	30.86	
35 to 44	9	8.65	29	19.33	38	14.96	56	20.82	
45 to 54	42	40.38	54	36.00	96	37.80	93	34.57	
55 to 64	40	38.46	24	16.00	64	25.20	29	10.78	
≥ 65	8	7.69	9	6.00	17	6.70	6	2.23	
Ethnic Group									
African American	6	5.77	4	2.65	10	3.92	7	2.61	0.0389
Asian/Pacific Islander	1	0.96	4	2.65	5	1.69	16	5.97	
Caucasian	93	89.42	142	94.04	235	92.16	237	88.43	
Hispanic	4	3.85	1	0.66	5	1.96	4	1.49	
Other	0	0.00	0	0.00	0	0.00	4	1.49	
Marital Status									
Single	7	6.73	22	14.57	29	11.37	43	16.04	0.4865
Cohabiting	4	3.85	5	3.31	9	3.53	8	2.99	
Married	88	84.62	106	70.20	194	76.08	189	70.52	
Divorced	5	4.81	14	9.27	19	7.45	21	7.84	
Widowed	0	0.00	4	2.65	4	1.57	7	2.61	

continued...

Table 1. Personal Demographics for Registered Dietitians compared by Leader Total and Control, *continued*

Characteristic	National Leader		State Leader		Leader Total		Control		χ^2
	n	%	n	%	n	%	n	%	P Value
How does your family and/or significant other influence your ADA involvement?									
Makes it easy to be involved	71	68.27	70	46.67	141	55.51	31	11.65	<0.0001
Allows involvement	N/A	N/A	N/A	N/A	N/A	N/A	34	12.78	
Doesn't influence	24	23.08	68	45.33	92	36.08	185	69.55	
Makes it difficult to be involved	9	8.65	12	8.00	21	8.24	16	6.02	
Number of Children									
0	29	27.88	58	38.16	87	33.98	232	58.29	<0.0001
1 to 2	47	45.19	75	49.34	122	47.66	134	33.67	
3 to 4	25	24.04	17	11.18	42	16.41	27	6.78	
≥ 5	3	2.88	2	1.32	5	1.95	5	1.26	
Age Range of Children^a									
0 to 5 years	5	4.81	17	11.18	22	8.59	46	11.56	0.6403
6 to 9 years	4	3.85	14	9.21	18	7.03	31	7.79	0.7098
10 to 18 years	24	23.08	34	22.37	58	22.66	60	15.08	0.0739
> 18 years	57	54.81	48	31.58	105	41.02	79	19.85	<0.0001

^aRespondents were asked to mark all that apply

Characteristic	National Leader Manager		State Leader Manager		Leader Manager Total		Control Manager		χ^2
	n	%	n	%	n	%	n	%	P Value
Highest Degree									
Bachelor's Degree	9	23.08	17	31.48	26	27.96	54	41.54	0.0009
Master's Degree	14	35.90	26	48.15	40	43.01	63	48.46	
Doctorate Degree	16	41.03	11	20.37	27	29.03	13	10.00	
Age									
25 to 34	1	2.38	4	7.14	5	5.10	19	14.62	0.0309
35 to 44	8	19.05	7	12.50	15	15.31	22	16.92	
45 to 54	14	33.33	22	39.29	36	36.73	56	43.08	
55 to 64	18	42.86	20	35.71	38	38.78	30	23.08	
≥ 65	1	2.38	3	5.36	4	4.08	3	2.31	

Characteristic	National Leader		State Leader		Leader Total		Control		χ^2	
	n	%	n	%	n	%	n	%	P Value	
Type of Dietitian										
Clinical	15	14.42	28	18.42	43	16.80	137	51.50	<0.0001	
Community/Public Health	9	8.65	41	26.97	50	19.53	38	7.89		
Foodservice Management	13	12.50	12	7.89	25	9.77	21	7.86		
Other Management	6	5.77	9	5.92	15	5.86	14	5.26		
Educator/Researcher	35	33.65	31	20.39	66	25.78	17	6.39		
Generalist	4	3.85	7	4.61	11	4.30	10	3.76		
Other	22	21.15	24	15.79	46	17.97	29	10.90		
Primary Current Employment Setting										
Hospital	20	20.20	32	22.07	52	21.31	89	32.96	<0.0001	
Clinic or Ambulatory Care Center	5	5.05	20	13.79	25	10.25	51	18.89		
Extended Care Facility	4	4.04	4	2.76	8	3.28	26	9.63		
HMO, Physician, or Other Care Provider	1	1.01	1	0.69	2	0.82	7	2.59		
Home Care	0	0.00	1	0.69	1	0.41	5	1.85		
Community/Public Health Program	5	5.05	19	13.10	24	9.84	16	5.93		
School Foodservice (K-12, college)	3	3.03	3	2.07	6	2.46	4	1.48		
College or University Faculty	31	31.31	33	22.76	64	26.23	13	4.81		
Private Practice, Primarily Individual Client Counseling	3	3.03	6	4.14	9	3.69	11	4.07		
Consultation, Primarily to other Health Care Facilities	5	5.05	4	2.76	9	3.69	16	5.93		
Consultation, Primarily to other Organizations	9	9.09	6	4.14	15	6.15	7	2.59		
Other For-Profit Organizations	8	8.08	7	4.83	15	6.15	10	3.70		
Other Nonprofit Organizations	5	5.05	9	6.21	14	5.74	15	5.56		
Primary Current Type of Employer										
Federal Government	6	6.06	4	2.76	10	4.10	15	5.66		<0.0001
State Government	27	27.27	45	31.03	72	29.51	16	6.04		
City or Local Government	3	3.03	6	4.14	9	3.69	21	7.92		
Contract Food Management	4	4.04	10	6.90	14	5.74	20	7.55		
Managed Care Organization	0	0.00	1	0.69	1	0.41	23	8.68		
Other For-Profit Organization	13	13.13	15	10.34	28	11.48	63	23.77		
Nonprofit Organization	30	30.30	53	36.55	83	34.02	80	30.19		
Self-Employed	16	16.16	11	7.59	27	11.07	27	10.19		

continued...

Table 3. Employment Demographics for Registered Dietitians compared by Leader Total and Control, *continued*

Characteristic	National Leader		State Leader		Leader Total		Control		χ^2
	n	%	n	%	n	%	n	%	P Value
Employment Status									
Full-Time	88	86.27	115	77.70	203	81.20	188	74.02	0.0005
Part-Time	9	8.82	27	18.24	36	14.40	66	25.98	
Retired	2	1.96	4	2.70	6	2.40	N/A	N/A	
Not Currently Employed, but not Retired	3	2.94	2	1.35	5	2.00	N/A	N/A	
Years Employed in Current Position									
≤ 3	15	15.31	46	31.72	61	25.10	114	42.70	0.0009
4 to 6	25	25.51	32	22.07	57	23.46	56	20.97	
7 to 11	20	20.41	38	26.21	58	23.87	35	13.11	
12 to 16	9	9.18	8	5.52	17	7.00	18	6.74	
17 to 21	14	14.29	12	8.28	26	10.70	23	8.61	
22 to 25	3	3.06	4	2.76	7	2.88	10	3.75	
> 25	12	12.24	5	3.45	17	7.00	11	4.12	
Payment									
Hourly	23	23.23	39	26.71	62	25.31	97	34.64	0.0085
Salary	75	75.75	105	71.92	180	73.47	169	60.36	
Per Diem	1	1.01	2	1.37	3	1.22	14	5.00	
Annual Pay/Salary									
\$30,000 - 39,000	5	5.15	13	9.03	18	7.47	33	12.55	<0.0001
\$40,000 - 49,000	11	11.34	38	26.39	49	20.33	75	28.52	
\$50,000 - 59,000	13	13.40	39	27.08	52	21.58	68	25.86	
\$60,000 - 69,000	14	14.43	19	13.19	33	13.69	47	17.87	
\$70,000 - 79,000	14	14.43	13	9.03	27	11.20	19	7.22	
\$80,000 - 89,000	11	11.34	11	7.64	22	9.13	5	1.90	
≥\$90,000	29	29.90	11	7.64	40	16.60	16	6.08	

Table 4. Employment Demographics for Managers compared by Leader Manager Total and Control Manager									
Characteristic	National Leader Manager		State Leader Manager		Leader Manager Total		Control Manager		χ^2
	n	%	n	%	n	%	n	%	P Value
Years Employed as a Supervisor/Manager									
≤ 3	2	4.76	7	12.07	9	9.00	27	20.77	0.0678
4 to 6	4	9.52	9	15.52	13	13.00	19	14.62	
7 to 11	6	14.29	9	15.52	15	15.00	24	18.46	
12 to 16	10	23.81	6	10.34	16	16.00	13	10.00	
17 to 21	9	21.43	12	20.69	21	21.00	16	12.31	
22 to 25	2	4.76	3	5.17	5	5.00	11	8.46	
> 25	9	21.43	12	20.69	21	21.00	20	15.38	
Number of Employees Supervised									
≤ 5	5	11.90	10	17.24	15	15.00	33	25.58	0.0118
6 to 15	8	19.05	20	34.48	28	28.00	40	31.01	
16 to 25	8	19.05	13	22.41	21	21.00	20	15.50	
26 to 35	3	7.14	1	1.72	4	4.00	12	9.30	
36 to 45	2	4.76	2	3.45	4	4.00	5	3.88	
46 to 55	1	2.38	0	0.00	1	1.00	5	3.88	
>55	15	35.71	12	20.69	27	27.00	14	10.85	
Number of Dietitians Supervised									
1	11	26.83	17	30.91	28	29.17	35	30.17	0.3189
2 to 5	14	34.15	20	36.36	34	35.42	51	43.97	
6 to 10	9	21.95	11	20.00	20	20.83	14	12.07	
>10	7	17.07	7	12.73	14	14.58	16	13.79	
Number of Dietitians Supervised who Hold Office in the ADA									
1	28	68.29	33	64.71	61	66.30			
2 to 5	12	29.27	18	35.29	30	32.61			
6 to 10	1	2.44	0	0.00	1	1.09			
>10	0	0.00	0	0.00	0	0.00			

Question	National Leader		State Leader		Leader Total		Control		χ^2
	n	%	n	%	n	%	n	%	P Value
Does your employer pay for your membership in the ADA?									
Yes	32	32.99	45	31.25	77	31.95	83	31.09	0.8342
No	65	67.01	99	68.75	164	68.05	184	68.91	
Do you discuss the benefits of ADA membership with your employer?									
Yes	61	64.89	82	57.75	143	60.59	69	25.65	<0.0001
No	33	35.11	60	42.25	93	39.41	200	74.35	
Does your manager expect you to be involved in a professional organization?									
Yes	70	74.47	79	55.24	149	62.87	113	42.64	<0.0001
No	19	20.21	51	35.66	70	29.54	97	36.60	
I don't know	5	5.32	13	9.09	18	7.59	55	20.75	
How does your manager influence your ADA involvement?									
Makes it easy to be involved	56	59.57	82	57.34	138	58.23	50	19.01	<0.0001
Doesn't influence	35	37.23	53	37.06	88	37.13	212	80.61	
Makes it difficult to be involved	3	3.19	8	5.59	11	4.64	1	0.38	

Table 6. Manager Support Questions for Managers compared by Leader Manager Total and Control Manager									
Question	National Leader Manager		State Leader Manager		Leader Manager Total		Control Manager		χ^2
	n	%	n	%	n	%	n	%	P Value
Do your employees who are members of the ADA discuss member benefits with you?									
Yes	31	73.81	34	60.71	65	66.33	49	41.53	0.0003
No	11	26.19	22	39.29	33	33.67	69	58.47	
Do you expect your employees to be involved in their professional organization(s)?									
Yes	40	97.56	42	75.00	82	84.54	81	66.94	0.003
No	1	2.44	14	25.00	15	15.46	40	33.06	
Do you wish your employees overall were more involved in their professional organization(s)?									
Yes	29	72.50	33	58.93	62	64.58	79	66.39	0.782
No	11	27.50	23	41.07	34	35.42	40	33.61	

Table 7. Professional Demographics for Registered Dietitians compared by Leader Total and Control									
Characteristic	National Leader		State Leader		Leader Total		Control		χ^2
	n	%	n	%	n	%	n	%	P Value
Years as a Registered Dietitian									
≤ 3	5	4.85	12	8.00	17	6.72	40	14.93	<0.0001
4 to 6	2	1.94	15	10.00	17	6.72	34	12.69	
7 to 11	1	0.97	28	18.67	29	11.46	46	17.16	
12 to 16	6	5.83	15	10.00	21	8.30	23	8.58	
17 to 21	11	10.68	21	14.00	32	12.65	32	11.94	
22 to 25	11	10.68	17	11.33	28	11.07	29	10.82	
> 25	67	65.05	42	28.00	109	43.08	64	23.88	
Are you a member of the ADA?									
Yes	104	100.00	150	100.00	254	100.00	264	98.14	
No	0	0.00	0	0.00	0	0.00	5	1.86	
Years as a Member of the ADA									
≤ 3	1	0.96	4	2.67	5	1.97	22	8.40	<0.0001
4 to 6	4	3.85	12	8.00	16	6.30	43	16.41	
7 to 11	2	1.92	35	23.33	37	14.57	49	18.70	
12 to 16	7	6.73	20	13.33	27	10.63	28	10.69	
17 to 21	8	7.69	19	12.67	27	10.63	21	8.02	
22 to 25	12	11.54	19	12.67	31	12.20	32	12.21	
> 25	70	67.31	41	27.33	111	43.70	67	25.57	
Do you belong to any other professional organization(s)?									
Yes	66	64.08	81	54.36	147	58.33	140	52.43	0.1767
No	37	35.92	68	45.64	105	41.67	127	47.57	
Do you have any specialty certification(s)?									
Yes	37	35.92	48	32.00	85	33.60	81	30.46	0.4392
No	66	64.08	102	68.00	168	66.40	185	69.55	

continued...

Table 7. Professional Demographics for Registered Dietitians compared by Leader Total and Control, <i>continued</i>									
Characteristic	National Leader		State Leader		Leader Total		Control		χ^2
	n	%	n	%	n	%	n	%	P Value
To how many ADA practice groups do you belong?									
0	2	1.96	19	12.58	21	8.30	96	36.09	<0.0001
1	13	12.75	50	33.11	63	24.90	97	36.47	
2 to 3	60	58.82	68	45.03	128	50.59	68	25.56	
≥ 4	27	26.47	14	9.27	41	16.21	5	1.88	
In general, when do you accomplish your ADA volunteer duties?^a									
Vacation Day(s)	28	28.28	41	28.47	69	28.40			
Evenings	66	66.67	108	74.48	174	71.31			
Weekends	68	68.69	86	59.31	154	63.11			
It is considered part of my workload	54	54.55	71	48.63	125	51.02			
How are your job duties accomplished when you spend time volunteering in your ADA position?^a									
Vacation Day(s)	24	24.24	25	17.24	49	20.08			
Evenings	62	62.63	59	40.41	121	49.39			
Weekends	59	59.60	71	48.97	130	53.28			
Volunteering is considered part of my workload	54	54.55	71	48.63	125	51.02			
Other	19	19.19	26	17.81	45	18.37			

^aRespondents were asked to mark all that apply

Characteristic	National Leader Manager		State Leader Manager		Leader Manager Total		Control Manager		χ^2
	n	%	n	%	n	%	n	%	P Value
Are you a Registered Dietitian?									
Yes	20	47.62	35	60.34	55	55.00	106	80.92	<0.0001
No	22	52.38	23	39.66	45	45.00	25	19.08	
Are you a member of the ADA?									
Yes	23	54.76	33	56.90	56	56.00	103	79.23	0.0002
No	19	45.24	25	43.10	44	44.00	27	20.77	
Do you belong to any other professional organization(s)?									
Yes	34	82.93	41	70.69	75	75.76	78	60.00	0.0121
No	7	17.07	17	29.31	24	24.24	52	40.00	
What is the approximate number of hours your employee spends volunteering in the ADA in a typical month?									
10 hours or less	11	26.19	26	46.43	37	37.76			
11 to 20 hours	15	35.71	11	19.64	26	26.53			
21 to 30 hours	1	2.38	1	1.79	2	2.04			
31 to 40 hours	1	2.24	1	1.79	2	2.04			
≥ 41 hours	2	4.76	0	0.00	2	2.04			
I don't know	12	28.57	17	30.36	29	29.59			
How are job duties accomplished when your employee spends time volunteering in the ADA position?^a									
Vacation Day(s)	13	30.95	9	16.07	22	22.45			
Evenings	18	42.86	18	32.14	36	36.73			
Weekends	18	42.86	16	28.57	34	34.69			
Volunteering is considered part of my workload	24	57.14	33	58.93	57	58.16			
I don't know	6	14.29	13	23.21	19	19.39			

^aRespondents were asked to mark all that apply

Question	National Leader		State Leader		Leader Total		Control		χ^2
	n	%	n	%	n	%	n	%	P Value
Were you involved in leadership positions when you were in college? (i.e. Student Council, Club Leadership, etc.)									
Yes	71	69.61	85	56.29	156	61.66	114	43.02	<0.0001
No	31	30.39	66	43.71	97	38.34	151	56.98	
What was your age when you first held an elected or appointed position in a professional organization?									
< 25	22	21.57	33	21.85	55	21.74			
25 to 34	64	62.75	90	59.60	154	60.87			
35 to 44	11	10.78	18	11.92	29	11.46			
45 to 54	5	4.90	9	5.96	14	5.53			
55 to 64	0	0.00	1	0.66	1	0.40			
≥ 65	0	0.00	0	0.00	0	0.00			
Have you ever encouraged others to volunteer in a professional association?									
Yes	102	100.00	148	98.01	250	98.81			
No	0	0.00	3	1.99	3	1.19			
What influenced you to get involved?^a									
A mentor	50	49.02	75	49.43	125	49.21			
My employer encouraged me	16	15.69	27	17.76	43	16.93			
I observed other involved RDs	49	48.04	86	56.58	135	53.15			
I wanted to "fix" something in the ADA	28	27.45	19	12.50	47	18.50			
Other	31	30.39	43	28.29	74	29.13			
How do you rate your current professional involvement?									
Very Involved	86	84.31	81	53.64	167	66.01	20	7.49	<0.0001
Involved	14	13.73	54	35.76	68	26.88	44	16.48	
Somewhat Involved	2	1.96	15	9.93	17	6.72	105	39.33	
Not Involved	0	0.00	1	0.66	1	3.95	98	36.70	

^aRespondents were asked to mark all that apply

continued...

Question	National Leader		State Leader		Leader Total		Control		χ^2
	n	%	n	%	n	%	n	%	P Value
How do you rate your involvement in community and/or church activities?									
Very Involved	28	27.45	39	25.83	67	26.48	51	19.10	0.0747
Involved	28	27.45	42	27.81	70	27.67	65	23.34	
Somewhat Involved	31	30.39	40	26.49	71	28.06	87	32.58	
Not Involved	15	14.71	30	19.87	45	17.79	64	23.97	
Have you ever held a national ADA office?									
Yes	102	100.00	19	12.58	121	47.83			
No	0	0.00	132	87.42	132	52.17			
How many elected positions have you held in the ADA at the national level?									
0	21	20.39	71	78.02	92	47.42			
1 to 2	58	56.31	17	18.68	75	38.66			
3 to 4	11	10.68	2	2.20	13	6.70			
5 to 6	8	7.77	0	0.00	8	4.12			
≥ 7	5	4.85	1	1.10	6	3.09			
How many elected or appointed positions have you held in your ADA Affiliate?									
0	11	10.68			11	10.68			
1 to 2	26	25.24			26	25.24			
3 to 4	27	26.21			27	26.21			
5 to 6	24	23.30			24	23.30			
≥ 7	15	14.56			15	14.56			
How many elected positions have you held in your ADA Affiliate?									
0			7	4.64	7	4.64			
1 to 2			83	54.97	83	54.97			
3 to 4			40	26.49	40	26.49			
5 to 6			17	11.26	17	11.26			
≥ 7			4	2.65	4	2.65			

continued...

Question	National Leader		State Leader		Leader Total		Control		χ^2	
	n	%	n	%	n	%	n	%	P Value	
How many appointed positions have you held in your ADA Affiliate?										
0			45	29.80	45	29.80				
1 to 2			69	45.70	69	45.70				
3 to 4			26	17.22	26	17.22				
5 to 6			3	1.99	3	1.99				
≥ 7			8	5.30	8	5.30				
Are you interested in holding a national ADA position in the future?										
Yes			77	51.68	77	51.68				
No			72	48.32	72	48.32				
Of which of the following groups are you currently a member?										
Board of Directors	13	13.00			13	13.00				
Commission on Accreditation for Dietetics Education	11	11.00			11	11.00				
Commission on Dietetic Registration	5	5.00			5	5.00				
House of Delegates	48	48.00			48	48.00				
Nominating Committee	8	8.00			8	8.00				
Dietetics Practice Group Chair	15	15.00			15	15.00				
What is your current position in your ADA Affiliate?										
President or President-elect			31	20.53	31	20.53				
CPI Chair or CPI Chair-elect			11	7.28	11	7.28				
Legislative Network Coordinator (LNC) or LNC-elect			15	9.93	15	9.93				
Treasurer			24	15.89	24	15.89				
Secretary			24	15.89	24	15.89				
Other			46	30.46	46	30.46				
What is the approximate number of hours you spend volunteering in your position in a typical month?										
10 hours or less	23	23.00	85	56.67	108	43.20				
11 to 20 hours	54	54.00	44	29.33	98	39.20				
21 to 30 hours	11	11.00	14	9.33	25	10.00				
31 to 40 hours	4	4.00	5	3.33	9	3.60				
≥ 41 hours	8	8.00	2	1.33	10	4.00				

Table 10. Leadership Characteristics for Managers compared by Leader Manager Total and Control Manager									
Question	National Leader Manager		State Leader Manager		Leader Manager Total		Control Manager		χ^2
	n	%	n	%	n	%	n	%	P Value
Have you ever held a leadership position in any professional organization?									
Yes	32	76.19	44	77.19	76	76.77	72	55.38	0.0008
No	10	23.81	13	22.81	23	23.23	58	44.62	
How do you rate your current professional involvement?									
Very Involved	16	38.10	15	26.32	31	31.31	12	9.16	<0.0001
Involved	11	26.19	18	31.58	29	29.29	30	22.90	
Somewhat Involved	12	28.57	19	33.33	31	31.31	56	42.75	
Not Involved	3	7.14	5	8.77	8	8.08	33	25.19	

Table 11. Professional Enrichment Scores^a of Dietitians by Demographics			
	n	%	LSM ± SE^b
Group			
National Leader	104	15.90	2.60±0.16 ^y
State Leader	152	23.24	2.44±0.14 ^y
Control	398	60.86	1.64±0.13 ^z
Years Employed in Current Position			
≤ 3	175	34.31	2.22±0.13 ^{y,z}
4 to 6	113	22.16	2.28±0.14 ^{y,z}
7 to 11	93	18.24	2.38±0.16 ^y
12 to 16	35	6.86	2.22±0.21 ^{y,z}
17 to 21	49	9.61	2.01±0.19 ^z
22 to 25	17	3.33	2.16±0.29 ^{y,z}
> 25	28	5.49	2.30±0.22 ^{y,z}
Annual Pay/Salary			
\$30,000 - 39,000	51	10.12	1.97±0.19 ^y
\$40,000 - 49,000	124	24.60	2.14±0.15 ^{y,z}
\$50,000 - 59,000	120	23.81	2.30±0.15 ^z
\$60,000 - 69,000	80	15.87	2.27±0.16 ^{y,z}
\$70,000 - 79,000	46	9.13	2.35±0.19 ^{y,z}
\$80,000 - 89,000	27	5.36	2.23±0.23 ^{y,z}
≥\$90,000	56	11.11	2.34±0.18 ^{y,z}
Payment			
Hourly	159	31.30	2.17±0.15
Salary	349	68.70	2.28±0.12
Highest Degree			
Bachelor's Degree	188	36.22	2.10±0.14
Master's Degree	271	52.22	2.22±0.13
Doctorate Degree	60	11.56	2.36±0.18
Marital Status			
Single	72	13.77	2.07±0.17 ^{w,x,y}
Cohabiting	17	3.25	1.92±0.26 ^{w,x,y}
Married	383	73.23	2.19±0.09 ^{w,x,y}
Divorced	40	7.65	2.61±0.19 ^z
Widowed	11	2.10	2.35±0.32 ^{w,x,y,z}
Child Aged 0-9 years old			
Yes	117	17.89	1.97±0.16 ^y
No	537	82.11	2.48±0.11 ^z
^a Professional Enrichment Score is a measure of the professional involvement; range 0-4 for the dietitian (4=high level of professional involvement)			
^b Least Squares Mean ± Standard Error			
^{w,x,y,z} Least Squares Means with different superscript for each characteristic are significantly different from each other, GLM p≤0.05			

Table 12. Professional Enrichment Scores^a of Managers by Demographics			
	n	%	LSM ± SE^b
Group			
National Leader Manager	54	16.12	1.97±0.08 ^y
State Leader Manager	61	18.21	1.86±0.12 ^y
Control Manager	220	65.67	1.57±0.11 ^z
Highest Degree			
Bachelor's Degree	80	35.87	1.46±0.09 ^x
Master's Degree	103	46.19	1.75±0.08 ^y
Doctorate Degree	40	17.94	2.19±0.12 ^z
Are you a Registered Dietitian?			
Yes	161	69.70	2.20±0.10 ^y
No	70	30.30	1.39±0.07 ^z
^a Professional Enrichment Score is a measure of the professional involvement; range 0-3 for the manager (3=high level of professional involvement)			
^b Least Squares Mean ± Standard Error			
^{x,y,z} Least Squares Means with different superscript for each characteristic are significantly different from each other, GLM p≤0.05			

Table 13. Dietitian-Reported Manager Support Scores^a			
	n	%	LSM ± SE^b
Group			
National Leader	104	15.90	1.66±0.10 ^y
State Leader	152	23.24	1.43±0.08 ^y
Control	398	60.86	0.93±0.06 ^z
^a Manager Support Score is a measure of the perceived level of support managers have for their employees to be professionally involved; range 0-3 for the dietitian (3=high level of managerial support)			
^b Least Squares Mean ± Standard Error			
^{y,z} Least Squares Means with different superscript are significantly different from each other, GLM p≤0.001			

Table 14. Manager-Reported Manager Support Scores^a			
	n	%	LSM ± SE^b
Group			
National Leader Manager	54	16.12	1.66±0.11 ^y
State Leader Manager	61	18.21	1.34±0.10 ^z
Control Manager	220	65.67	1.34±0.07 ^z
^a Manager Support Score is a measure of the level of support managers have for their employees to be professionally involved; range 0-2 for the manager (2=high level of managerial support)			
^b Least Squares Mean ± Standard Error			
^{y,z} Least Squares Means with different superscript are significantly different from each other, GLM p≤0.001			

Table 15. Significantly Different Responses Between the Dietitian and Respective Manager						
	National Leader vs National Leader Manager		State Leader vs State Leader Manager		Control vs Control Manager	
	OR^a	95% CI^b	OR^a	95% CI^b	OR^a	95% CI^b
Does your manager expect you to be involved in a professional organization?^c						
Yes	0.09	0.01-0.71	N/A	N/A	0.58	0.36-0.92
How are your job duties accomplished when you spend time volunteering in your ADA position?^c						
Evenings	2.23	1.07-4.66	N/A	N/A	N/A	N/A
How are your job duties accomplished when you spend time volunteering in your ADA position?^c						
Weekends	N/A	N/A	2.40	1.23-4.67	N/A	N/A
Do you discuss the benefits of ADA membership with your employer?^c						
Yes	N/A	N/A	N/A	N/A	0.49	0.31-0.77
^a Odds Ratio (p<0.0001)						
^b CI=Confidence Interval						
^c Questions as they were asked to the dietitian - questions to the managers were worded differently to reflect manager perspectives						