

Appendix C  
Letter to Julie Furst-Bowe

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P. O. Box 10101  
Blacksburg, VA 24062-0101

October 16, 2003

Dr. Julie Furst-Bowe  
Assistant Chancellor  
11 Harvey Hall-UW Stout  
Menomonie, WI 54751

Dear Dr. Furst-Bowe:

Enclosed please find my formal proposal to conduct my Ph.D. study at UW Stout. I have also enclosed a copy of my pilot study instrument as well as a copy of the Virginia Tech's approval of my study for your official documentation purpose.

I plan on conducting my study the first two weeks of November 2003 and have been discussing my plans on the dissemination and collection of the surveys with Bill Siedlecki. Bill has kindly agreed to allow me to use his office for a campus address. I plan to disseminate and collect the surveys through inter-campus mail. During my two weeks on campus I will be in the Terrace and the Pawn for participants to ask me any questions they may have. I am also asking for permission to use the wireless network on campus to be able to monitor my email for questions from participants as well. Bill said he would find out how I get connected to the universities wireless network and let me know. My plan to follow up with the non-responders is to contact them once and ask them whether they would complete the survey. If they do not wish to participate, I will then select an alternative participant and send them a copy of the survey.

If you need any more information, I will be happy to provide it to you. I will of course provide your office with a copy of the results when they are available. Thank you again for your time and allowing me to conduct my study at Stout.

Sincerely,

Paul Dettmann  
Ph.D. Candidate  
Virginia Tech  
Career and Technical Education

Appendix D  
Informed Consent

## Appendix D

### Informed Consent

#### **VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY**

#### **Informed Consent for Participants of Investigative Projects**

**Title of Project:** The perceptions of the administrators, faculty and staff/support staff of the University of Wisconsin Stout 's implementation of the Malcolm Baldrige Award Criteria.

**Investigator:** Paul Dettmann

#### *Justification of Project*

The purpose of this study is to examine the perceptions of Administrators, Staff/Support Staff, and Faculty of the University of Wisconsin Stout (UW Stout) to determine how well they feel the university implemented the Malcolm Baldrige Criteria for Educational Performance Excellence. The perceptions of the administrators, staff/support staff and faculty are unknown since UW Stout has won the Malcolm Baldrige National Quality Award in the Higher Education Division of the award.

The purpose for involving human subjects as part of this study is the need to determine what the perceptions of the administrators, faculty, and staff/ support staff are. If their perceptions regarding the implementation Malcolm Baldrige National Quality Award (MBNQA) is not known then, it is difficult to know how well the university has done in the employees' eyes as far as implementing the criteria. The theory that is being used in this study (change management) is grounded in the principle of continued measurement and feedback on the people, processes, and systems within the organization. Also, the data that will be obtained from the administrators, faculty and staff/ support staff will be used to triangulate the MBNQA feedback report. The triangulated results will then help establish a clear picture as to the level of implementation of the MBNQA criteria at UW Stout.

### *Procedures*

The subject pool will consist of 282 full time faculty, administrators and the staff/support staff randomly selected from the UW Stout telephone directory, The subjects will be asked to respond to the survey honestly. The subjects will be surveyed one time and the survey is not expected to last more than 20 minutes. The survey will be conducted on the campus of UW Stout and in a location convenient for the subject, be it their office, cafeteria, etc...

### *Risks and Benefits*

The risks to the sample population are minimal and that, individuals other than the researcher and the researcher's committee members may determine their identity. All precautions will be utilized to minimize risk to the subjects. The university as a whole will derive the benefit, as upon completion of this study, they will have a benchmark on their employees' perception on how well they have implemented the MBNQA criteria.

### *Confidentiality/ Anonymity*

The anonymity or confidentiality of the identify of each subject will be preserved though the assigning of a number to a survey to match a subject's name and a master list will be kept by the researcher of the numbers assigned to the subjects. After the completion of the study the surveys filled out by the subjects will be destroyed unless a subject requests their survey returned to them.

### *Informed Consent*

See attachment

**VIRGINIA POLYTECHNIC INSTITUTE AND STATE UNIVERSITY**  
**Informed Consent for Participants of Investigative Projects**

**Title of Project:** The perceptions of the administrators, faculty and staff/support staff of the University of Wisconsin Stout 's implementation of the Malcolm Baldrige Award Criteria.

**Investigator:** Paul Dettmann

**I. The purpose of this Research/Project**

The purpose of this study is to examine the perceptions of Administrators, Staff/Support Staff, and Faculty of the University of Wisconsin Stout (UW Stout) to determine how well they feel the university implemented the Malcolm Baldrige Criteria for Educational Performance Excellence. The perceptions of the administrators, staff/ support staff and faculty are unknown since UW Stout has won the Malcolm Baldrige National Quality Award in the Higher Education Division of the award.

**II. Procedures**

The subjects will be asked to respond to the survey honestly. The subjects will be surveyed one time and the survey is not expected to last more than 20 minutes. The survey will be conducted on the campus of UW Stout and in a location convenient for the subject, be it their office, cafeteria, etc...

**III. Risks**

The risks to the sample population are minimal and that, individuals other than the researcher and the researcher's committee members may determine their identity. All precautions will be utilized to minimize risk to the subjects.

**IV. Benefits of this Project**

The intangible benefits of this study are that the university will have research data to expand its understanding of the success of the implementation of the Malcolm Baldrige National Quality Award Criteria. There is no promise or guarantee that the results of this study will be a direct benefit to the subject for his or her participation. All subjects may contact the researcher at a later time for a summary of the research results.

**V. Extent of Anonymity and Confidentiality**

The anonymity or confidentiality of the identify of each subject will be preserved though the assigning of a number to a survey to match a subject's name and a master list will be kept by the researcher of the numbers assigned to the subjects. After the completion of the study the surveys filled out by the subjects will be destroyed unless a subject requests their survey returned to them. At no time will the researcher release the results of the study to anyone other than individuals working on the study without your written consent. In some situations, it may be necessary for an investigator to break confidentiality. If child abuse is known or strongly suspected, investigators are required to notify the appropriate authorities. If a subject is believed to be a threat to himself/herself or others, the investigator should notify the appropriate authorities.

## VI. Compensation

There will be no compensation provided to the subject for participation of this study.

## VII. Freedom to Withdraw

Subjects are free to withdraw from a study any time without penalty. Subjects are free not to answer any questions or respond to experimental situation that they choose without penalty. There may be circumstances under which the investigator may determine that a subject should not continue as a subject.

## VIII. Approval of Research

This research project has been approved, as required, by the Institutional Review Board for Research Involving Human Subjects at Virginia Polytechnic Institute and State University, by the Department of Teaching and Learning and the University of Wisconsin Stout.

## IX. Subject's Responsibilities

I voluntarily agree to participate in this study. I have the following responsibilities:

1. Participate in the survey
2. Answer questions honestly

## X. Subject's Permission

I have read and understand the informed consent and conditions of this project. I have had all my questions answered. I hereby acknowledge the above and give my voluntary consent for participation in this project. If I participate, I may withdraw at any time without penalty. I agree to abide by the rules of this project.

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Signature

Date

Should I have any questions about this research or its conduct, I may contact

Paul Dettmann

540-230-4518 or 715-235-9560

Investigator

Pdettman@vt.edu--Telephone/email

Dr. Kurt Eschenmann

540-951-2880/ eschmann@vt.edu

Faculty Advisor

Telephone/email

Dr. John Burton

540-231-5347/ jburton@vt.edu

Departmental Reviewer/Department Head

Telephone/e-mail

David M. Moore

540-231-4991/moored@vt.edu

Chair, IRB

Telephone/e-mail

Office of Research Compliance

Research & Graduate Studies

Mr. Bill Siedlecki

715-232-2510/siedleckib@uwstout.edu

UW Stout-Sponsor Telephone/e-mail

This Informed Consent is valid from October 1, 2003 to October 1, 2004.

Dear Dr, Mr, Ms (Last Name)

The reason I am writing to you today is to ask for your help with the completion of my Ph.D. I am asking you for a maximum of 15 minutes of your time to complete and return the enclosed survey and the informed consent form.

I am an alumnus of UW Stout and earning my Ph.D. in Career (Vocational) and Technical Education at Virginia Polytechnic Institute and State University (Virginia Tech). The survey is designed to measure your perception of UW Stout's quality efforts over the last couple of years. The administration has given me permission to conduct my study on campus and my university sponsor is Bill Siedlecki -Director of the Student Center 232-2510.

Please take the time to complete the survey, read and sign the informed consent form and return it to me as your feedback is important to the success of my study. Your feedback will remain anonymous as I am the only person who has a master list of people that have been asked to participate in this survey and the results of the survey will only be reported in whole.

Should you have any questions please do not hesitate to ask. I may be contacted via email at [Pdettmann@vt.edu](mailto:Pdettmann@vt.edu), or in person. I will be in the Terrace in the Student Center November 3 through November 14 from 10:00 AM to 3:00 PM each day. I will be wearing an article of clothing that says "Virginia Tech, VT or Hokies" on it. I will try to sit along the windows as well. If you wish to speak to a university official please contact Bill Siedlecki in 210 Memorial Student Center, telephone 232-2510.

If for some reason the attached return address label gets misplaced please send your completed survey and informed consent form to my attention (Dettmann -210 Memorial Student Center). If you would like a copy of the results of this survey please attach a note to the returned survey and I would be happy to give you a copy when they are available.

Thank you for taking the time to complete and return the survey.

Sincerely

Paul Dettmann

## Appendix E

### MBNQA Winners by Year

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MBNQA Winners by Year

**2003**

**Manufacturing**

Medrad, Inc.

**Service**

Boeing Aerospace Support

**Service**

Caterpillar Financial Services Corporation -- U.S.

**Small Business**

Stoner, Inc.

**Education**

Community Consolidated School District 15

**Health Care**

Baptist Hospital, Inc.

**Health Care**

Saint Luke's Hospital of Kansas City

**2002**

**Manufacturing**

Motorola Commercial, Government  
& Industrial Solutions Sector

**Health Care**

SSM Health Care

**Small Business**

Branch-Smith Printing Division

**2001**

**Manufacturing**

Clarke American Checks, Inc.

**Education**

Pearl River School District

**Small Business**

Pal's Sudden Service

**Education**

University of Wisconsin-Stout

**Education**

Chugach School District

**2000**

**Manufacturing**

Dana Corporation – Spicer Driveshaft Division  
(now Torque Traction Technologies Incorporated)

**Service**

Operations Management International, Inc.

**1999**

**Manufacturing**

STMicroelectronics, Inc. - Region Americas

**Service**

BI

**1998**

**Manufacturing**

Boeing Airlift and Tanker Programs

**Manufacturing**

Solar Turbines Incorporated

**1997**

**Manufacturing**

3M Dental Products Division

**Service**

Merrill Lynch Credit Corporation

**Manufacturing**

KARLEE Company, Inc

**Small Business**

Los Alamos National Bank

**Service**

The Ritz-Carlton Hotel Company

**Small Business**

Sunny Fresh Foods

**Small Business**

Texas Nameplate Company, Inc

**Manufacturing**

Solectron Corporation

**Service**

Xerox Business Services

**1996**

**Manufacturing**

ADAC Laboratories

**Small Business**

Custom Research Inc.

**1995**

**Manufacturing**

Armstrong World Industries, Inc.

Building Products Operations

**1994**

**Service**

AT&T Consumer Communications Services

(Now the Consumer Markets Division of AT&T)

**Service**

Verizon Information Services

(formerly GTE Directories Corporation)

**1993**

**Small Business**

Ames Rubber Corporation

**Service**

Dana Commercial Credit

Corporation

**Small Business**

Trident Precision Manufacturing, Inc.

**Manufacturing**

Corning Incorporated,

Telecommunications Products Division

**Small Business**

Wainwright Industries, Inc.

**Manufacturing**

Eastman Chemical Company

**1992**

**Manufacturing**

AT&T Network Systems Group  
Transmission Systems Business Unit  
(Now Lucent Technologies, Inc.,  
Optical Networking Group)

**Service**

AT&T Universal Card Services  
(Now part of Citigroup)

**Small Business**

Granite Rock Company

**1991**

**Small Business**

Marlow Industries, Inc.

**Manufacturing**

Solectron Corporation

**1990**

**Manufacturing**

Cadillac Motor Car Company

**Service**

Federal Express Corporation

**Service**

The Ritz-Carlton Hotel Company  
(Now part of Marriott International)

**Manufacturing**

Texas Instruments Incorporated  
Defense Systems & Electronics Group  
(Now part of Raytheon Systems Company)

**Manufacturing**

Zytec Corporation (formerly Artesyn Tech.)

**Manufacturing**

IBM Rochester

**Small Business**

Wallace Co., Inc.

**1989**

**Manufacturing**

Milliken & Company

**Manufacturing**

Xerox Corporation, Business

Products & Systems

**1988**

**Small Business**

Globe Metallurgical Inc.

**Manufacturing**

Westinghouse Electric Corporation

Commercial Nuclear Fuel Division

**Manufacturing**

Motorola Inc.