

**The People behind the Curtain:
A Proposed Succession Planning Model for University-Wide Research Institutes**

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Dissertation submitted to the faculty of the Virginia Polytechnic Institute and State
University in partial fulfillment of the requirements for the degree of

Doctor of Philosophy
In
Public Administration and Public Affairs

Karen M. Hult, Chair
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public higher education, university, research institute, research center



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Survey Questions Related to Succession Planning (from your book)

William J. Rothwell <wjr9@psu.edu>

Sat, Apr 10, 2010 at 6:27 PM

To: Kimberly Carlson <kbaker97@vt.edu>

Kimberly:

No, the survey questions are copyrighted by me. But I can grant you a copyright release if you wish. I would only ask that you credit me in your survey cover letter and dissertation and that you share the final results of the research with me.

But I would urge you to look at the *fourth edition* of this book, which just came out.

I would also recommend that you have a look at my articles on technical succession planning. It may be relevant to your research. See copies of the articles attached.

More recently I have published a book about the manager's daily role in developing talent. The title of that book is *The Manager's guide to maximizing employee potential* (2010).

Bill R.

[Quoted text hidden]

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Content-Type: application/msword; name="Rothwell Survey Questions.doc"
Content-Disposition: attachment; filename="Rothwell Survey Questions.doc"
X-Attachment-Id: f_g7uzdwkn0

2 attachments

 **12strategies.pdf**
419K

 **IntoducingTechSucPlanning.pdf**
1515K



Kimberly Carlson <kimbaker97@gmail.com>

Policy Matrix

Steven M. Janosik <sjanosik@vt.edu>

Wed, Jun 15, 2011 at 11:04 PM

To: Kim Carlson <KimCarlson2009@gmail.com>

You are right. The copyright attaches the moment the work is created. It is not published in any official work, just a handout. But your certainly have my permission to use it.

Closer and closer.

Quoting Kim Carlson <KimCarlson2009@gmail.com>:

Steve, I'm editing my final chapter of my dissertation and I would like to use part of the paper that I wrote for your class because it helps my implications argument... this paper includes your policy matrix. Did you ever publish this matrix or was it just a handout in your class? If you never published it, then you own the permission to use the matrix, correct? Would you be willing to give me permission to use it? Attached is DRAFT copy of my final chapter for you to see how I am using it (I'm still editing it, so ignore the comments and editing remarks). Please let me know if you have any questions. Best, Kim

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"Creativity is allowing yourself to make mistakes.
Art is knowing which ones to keep."

-- Scott Adams

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Draft 09/01/2009

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Name: Kimberly Carlson

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MEMORANDUM

DATE: June 2, 2010

TO: Karen M. Hult, Kimberly Baker

FROM: Virginia Tech Institutional Review Board (FWA00000572, expires June 13, 2011)

PROTOCOL TITLE: Succession Planning in University-Wide Research Institutes

IRB NUMBER: 10-027

Effective June 1, 2010, the Virginia Tech IRB Chair, Dr. David M. Moore, approved the new protocol for the above-mentioned research protocol.

This approval provides permission to begin the human subject activities outlined in the IRB-approved protocol and supporting documents.

Plans to deviate from the approved protocol and/or supporting documents must be submitted to the IRB as an amendment request and approved by the IRB prior to the implementation of any changes, regardless of how minor, except where necessary to eliminate apparent immediate hazards to the subjects. Report promptly to the IRB any injuries or other unanticipated or adverse events involving risks or harms to human research subjects or others.

All investigators (listed above) are required to comply with the researcher requirements outlined at <http://www.irb.vt.edu/pages/responsibilities.htm> (please review before the commencement of your research).

PROTOCOL INFORMATION:

Approved as: **Expedited, under 45 CFR 46.110 category(ies) 7**

Protocol Approval Date: **6/1/2010**

Protocol Expiration Date: **5/31/2011**

Continuing Review Due Date*: **5/17/2011**

*Date a Continuing Review application is due to the IRB office if human subject activities covered under this protocol, including data analysis, are to continue beyond the Protocol Expiration Date.

FEDERALLY FUNDED RESEARCH REQUIREMENTS:

Per federal regulations, 45 CFR 46.103(f), the IRB is required to compare all federally funded grant proposals / work statements to the IRB protocol(s) which cover the human research activities included in the proposal / work statement before funds are released. Note that this requirement does not apply to Exempt and Interim IRB protocols, or grants for which VT is not the primary awardee.

The table on the following page indicates whether grant proposals are related to this IRB protocol, and which of the listed proposals, if any, have been compared to this IRB protocol, if required.

Date*	OSP Number	Sponsor	Grant Comparison Conducted?

*Date this proposal number was compared, assessed as not requiring comparison, or comparison information was revised.

If this IRB protocol is to cover any other grant proposals, please contact the IRB office (irbadmin@vt.edu) immediately.

cc: File