
The Student Guide to the MSA Capstone Project – Part 2

Part 2: The Research Review
Application Process, FAQs, MSA
699 Course Information, and
Library Support

Central Michigan University
January 2021



COLLEGE OF EDUCATION & HUMAN SERVICES

**MASTER OF SCIENCE
IN ADMINISTRATION**

CENTRAL MICHIGAN UNIVERSITY

Contents

Introduction to the Research Review Application Process	4
Flow Chart for the Research Review Application Process	5
What do I need to submit to my instructor?	6
How do I insert my signature?	6
Introduction to the Research Review Application form	7
Samples	8
Sample RRA for a project with no human subjects	8
Sample RRA for a project with human subjects and using an online survey.....	9
Sample survey cover letter	11
Sample survey consent form	12
Sample survey.....	14
Sample Permission Letter	16
Sample project descriptions for the RRA form	17
Suggested text for permission letters.....	20
Guidance on selecting interview consent forms.....	21
Using children as participants.....	21
Using social media	21
Using a paid survey panel	22
Military students and Department of Defense guidelines.....	22
FAQs.....	23
MSA 699 Procedures.....	30
Registration Procedures.....	30
Course Workshop and your Project Monitor	31
Submitting your project in Blackboard	32
The Project Reviewer	34
Your Final Grade.....	34
Grading/Assessment/Evaluation Rubric	34

Grading Scale..... 35

Incomplete Grades (6-month maximum deadline)..... 36

Expiration of RRA/IRB approvals..... 36

Applying for Graduation..... 36

How is my project stored? 37

Appendix A: Library Support..... 37

Appendix B: Digital Signature Instructions 39

INTRODUCTION TO THE RESEARCH REVIEW APPLICATION PROCESS

The majority of MSA students will use the MSA program's research review application process.

The exceptions to this policy are those cases where the student's work involves human subjects **and** would be considered "research" under the federal guidelines. Projects that constitute "research" are those projects using human subjects that generate findings that can be generalized and that are intended from the outset of the project to be disseminated to a wider audience. For example, a student conducting a project and using human subjects with the intent to publish the findings or report the findings to a broader audience, i.e., state or regional, national or international conference or outside of the researcher's organization, must complete CITI training and seek IRB approval. On the other hand, a student conducting a work-related project with human subjects and reporting the findings within the organization is not required to seek IRB approval.

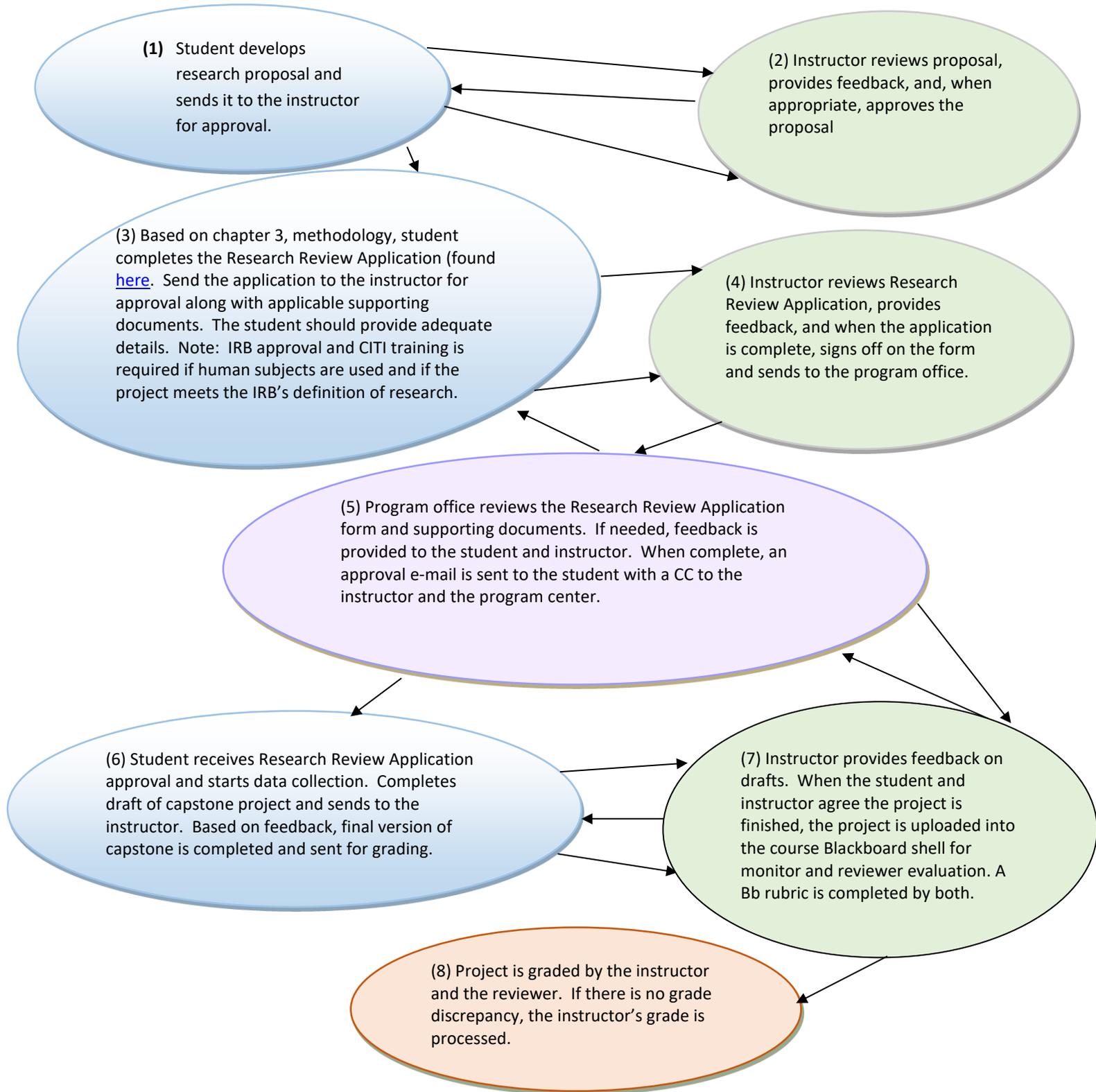
For most MSA students, you will complete the Research Review Application form and submit the form along with appropriate attachments to your instructor. The application form is available in a fillable PDF version or a fillable WORD version. With either version, you need to complete the form, insert your signature, and do a "save as" with a unique name. Attach the form and any other supporting documents to an e-mail and e-mail all documents to your instructor.

The application form is available by clicking [here](https://www.cmich.edu/academics/colleges/college-education-human-services/departments/masters-of-science-administration/student-resources/capstone-guides-and-research-approval) or by copying the following URL in your browser:
<https://www.cmich.edu/academics/colleges/college-education-human-services/departments/masters-of-science-administration/student-resources/capstone-guides-and-research-approval> .

Approval notifications will be sent by e-mail and data collection may only begin when that approval has been received. E-mail approvals will be sent by either Christina Prout or Kim Gribben.

Please review the flow chart on the following page for a better understanding of the paperwork flow in MSA 699 with the new research review application process in place.

FLOW CHART FOR RESEARCH REVIEW APPLICATION PROCESS



What do I need to submit to my instructor?

Here are some general instructions (Be sure to provide sufficient detail on the application form):

If surveys are planned, submit the following forms to your instructor:

1. Research Review Application found at <https://www.cmich.edu/academics/colleges/college-education-human-services/departments/masters-of-science-administration/student-resources/capstone-guides-and-research-approval>
2. Copy of survey
3. Consent form or cover letter/see templates found at <https://www.cmich.edu/academics/colleges/college-education-human-services/departments/masters-of-science-administration/student-resources/capstone-guides-and-research-approval>
4. Permission letter (signed and on the organization's letterhead) (If you do not have access to a scanner, please fax the letter to 989-774-2575). A permission letter template is available on the research review web page. Samples are available in the Student Guide.

Send all information to your instructor by e-mail. In the subject line put Research Review Application/<insert your name>

For a project which involves non-human subjects data (for example, financial data, government policies, etc.) or data that is already summarized and de-identified, submit the following forms to your instructor:

1. Research Review Application found at <https://www.cmich.edu/academics/colleges/college-education-human-services/departments/masters-of-science-administration/student-resources/capstone-guides-and-research-approval>
2. A signed permission letter on letterhead if the data is not available to the general public (If you do not have access to a scanner, please fax the letter to 989-774-2575). A permission letter template is available on the research review web page. Samples are available in the Student Guide.

Send all information to your instructor by e-mail. In the subject line put Research Review Application/<insert your name>

If interviews are planned, submit the following forms to your instructor (note current covid-19 restrictions):

1. Research Review Application found at <https://www.cmich.edu/academics/colleges/college-education-human-services/departments/masters-of-science-administration/student-resources/capstone-guides-and-research-approval>
2. Copy of interview questions
3. Adult consent form or informal interview consent form (use the adult consent form if the interview is formal or you are interviewing individuals with whom you have a relationship/see templates found at <https://www.cmich.edu/academics/colleges/college-education-human-services/departments/masters-of-science-administration/student-resources/capstone-guides-and-research-approval>
4. Permission letter (signed and on the organization's letterhead) (If you do not have access to a scanner, please fax the letter to 989-774-2575). A permission letter template is available on the research review web page. Samples are available in the Student Guide.

Send all information to your instructor by e-mail. In the subject line put Research Review Application/<insert your name>

How do I insert my signature (instructions for creating a digital signature)? (See appendix B)

Introduction to the Research Review Application form:

On the next pages, you will see sample Research Review Application forms. ***Your cmich e-mail account is the preferred e-mail address to use.*** The EPN is the section number of your course, such as 22394155. While your project description should not be lengthy, be sure to be specific in your narrative. Consider this a summary where you will either write about:

1. Purpose of the study
2. Type of data to be analyzed
3. Source(s) of data

Or,

1. Purpose of the study
2. A description of the subjects, how they are selected, and the researcher's relationship to the subjects
3. A description of the methodology (in other words, how is the survey distributed and collected, or, is it a phone interview or a face to face interview?)

See the guidance on pages 5 and 6 as well as the following samples to determine the appropriate attachments to send along with your RRA form.

Sample Research Review Application for a project with no human subjects:



RESEARCH REVIEW APPLICATION
FOR MSA 699 AND EDU 776 CAPSTONE COURSE PROJECT

Project title: A Comparison of Employee Insurance Plans at Mid-American Conference Universities
 Student name: Sally Researcher Student ID#: 25689
 E-mail address: reseal1sl@cmich.edu Work phone: 989-774-0000 Home phone: 989-772-000
 Concentration: MSA-Human Resources Administration
 Instructor's name: Dr. Albert Einstein Instructor e-mail: einst1aa@cmich.edu
 Course: MSA 699: EPN: 22120666 Program center: Main campus/Mt. Pleasant
 Do you intend to use human subjects or human subjects data in your project? Yes No **X**
 Do you intend to publish your project or present project results outside of your organization? Yes No **X**
If you answered "yes" on both questions, you are required to complete CITI training and seek approval through CMU's Institutional Review Board (IRB). The IRB process requires registration in IRBManager and submission of your application materials and supporting documents through IRBManager. Please consult with your instructor and the appropriate program office for assistance.
 If you answered "no" to one or both questions, you may use this form for your research review. Read the following directions:

Non-human subject research	Human subjects research
In the box below describe the purpose of your research, describe the data you plan to use, and specify the sources of your data (URL, organizational source, etc.) Required attachments: Permission letter on the organization's letterhead if the data is not available to the general public.	In the box below describe the purpose of your research; specify the source of your subject pool, the number of subjects, and the selection criteria. Specify your relationship to the subjects (co-worker, supervisor, work in same organization, etc.). Describe your research methodology. Required attachments: Copy of survey or interview questions, cover letter or consent form, permission letter on the organization's letterhead if the subject pool is not selected from a public source such as a phone directory or web page.

The purpose of the study is to determine if improvements can be made to the existing employee benefit plan at Central Michigan University. The researcher will compare employee insurance plans at all Mid-American Conference universities. The researcher will use the details of Employee insurance benefits/disability plans/life insurance plans/major medical plans/wellness programs that are found through Internet searches. Examples of data sources are as follows:
<http://www.utoledo.edu/depts/hr/index.html>
<https://www.bsu.edu/about/administrativeoffices/payrolleb>
<https://www.kent.edu/hr/benefits>

Data sources are available to the general public. A permission letter is not needed.

Please check all that apply:
X My project is work-related **X** My project is related to my concentration My project is not related to my work or to my concentration. Please provide a rationale for a project that is not work-related or concentration-related:
 Directions: Type in your name as verification/approval of the information presented in this application. Your signature also confirms your commitment to appropriate research ethics while conducting this research: **Submit this form and applicable attachments to your instructor. Please wait for written approval prior to beginning data collection.**

Student signature: Sally Researcher Date: 1/15/21
 Instructor signature: Albert Einstein Date: 1/16/21
 Program approval signature: _____ Date: __



Sample Research Review Application for a project with human subjects and using an online survey:



RESEARCH REVIEW APPLICATION
FOR MSA 699/699 AND EDU 776 CAPSTONE COURSE PROJECT

Project title: Generational Differences at Summit Corporation
 Student name: Sally Researcher Student ID#: 25689
 E-mail address: resea1sl@cmich.edu Work phone: 989-774-0000 Home phone: 989-772-0000
 Concentration: MSA-Human Resources Administration
 Instructor’s name: Dr. Albert Einstein Instructor e-mail: einst1aa@cmich.edu
 Course: MSA 699: EPN: 22120666 Program center: Main campus/Mt. Pleasant
 Do you intend to use human subjects or human subjects data in your project? Yes No
 Do you intend to publish your project or present project results outside of your organization? Yes No

If you answered “yes” on both questions, you are required to complete CITI training and seek approval through CMU’s Institutional Review Board (IRB). The IRB process requires registration in IRBManager and submission of your application materials and supporting documents through IRBManager. Please consult with your instructor and the appropriate program office for assistance.

If you answered “no” to one or both questions, you may use this form for your research review. Read the following directions:

Non-human subject research	Human subjects research
<p>In the box below describe the purpose of your research, describe the data you plan to use, and specify the sources of your data (URL, organizational source, etc.)</p> <p><u>Required attachments:</u> Permission letter on the organization’s letterhead if the data is not available to the general public.</p>	<p>In the box below describe the purpose of your research; specify the source of your subject pool, the number of subjects, and the selection criteria. Specify your relationship to the subjects (co-worker, supervisor, work in same organization, etc.). Describe your research methodology.</p> <p><u>Required attachments:</u> Copy of survey or interview questions, cover letter or consent form, permission letter on the organization’s letterhead if the subject pool is not selected from a public source such as a phone directory or web page.</p>

This study examines the effect of generational differences at Summit Corporation. All 450 employees will be invited to take an anonymous, online 10-question survey. The population includes approximately 300 women and 150 men. Approximately 125 subjects fall into the Baby Boomers age range, approximately 200 subjects fall into the Gen X age range, and approximately 125 subjects fall into the Gen Y age range. The researcher will not ask any questions concerning ethnicity or health status. The consent document with a link to the online survey will be distributed through the organization’s e-mail system. The researcher supervises some of the potential subjects and this will be noted in the consent document. The data collected will provide useful information regarding worker attitudes generational differences at Summit Corporation. The benefits to the study are that the participants will be assisting researchers in learning about how generations differ in the workplace. This will ultimately help human resources professionals better meet the needs of all employees. The researcher will compile the data and draw some conclusions which will be available to all participants as well as to the organization’s training and development department.



Please check all that apply:

My project is work-related My project is related to my concentration My project is not related to my work or to my concentration. Please provide a rationale for a project that is not work-related or concentration-related:

Directions: Type in your name as verification/approval of the information presented in this application. Your signature also confirms your commitment to appropriate research ethics while conducting this research: **Submit this form and applicable attachments to your instructor. Please wait for written approval prior to beginning data collection.**

Student signature: Sally Researcher Date: 2/1/21
Instructor signature: Albert Einstein Date: 2/22/21
Program approval signature: _____ Date: __

Routing: Student, Instructor, Program Office, Notification to Student/Instructor, Document Imaging/SLCM Coding

Please see the following pages for sample attachments for a project with human subjects and using a web-based survey:

- 1. Sample survey cover letter or consent form (either is appropriate/only one is needed)**
- 2. Sample survey**
- 3. Sample permission letter**



Date

Dear Participant:

My name is Sally Researcher and I am a graduate student at Central Michigan University. For my final project, I am examining the effect of generational differences at SUMMIT Corporation. Because you are a fellow employee, I am inviting you to participate in this study by completing the attached survey.

The following questionnaire will require approximately 15-20 minutes to complete. There is no compensation for responding nor is there any known risk. In order to ensure that all information will remain confidential, please *do not* include your name. Copies of the project will be provided to my Central Michigan University instructor and to the training and development department at Summit Corporation. If you choose to participate in this project, please answer all questions as honestly as possible and return the completed questionnaires promptly by clicking on the survey link found at the end of this letter. Participation is strictly voluntary and you may refuse to participate at any time.

Although the researcher supervises or works with some of the participants, this survey will in no way impact your position with the company as I will have no way of knowing who participated and who did not. Your responses are anonymous. Participation is voluntary and opting to participate or not will have no effect on your job or position with Summit Corporation. For those who participate, no risk or discomfort is anticipated.

Thank you for taking the time to assist me in my educational endeavors. The data collected will provide useful information regarding employee attitudes about generational differences at Summit Corporation. If you require additional information or have questions, please contact me at the number listed below. Please feel free to e-mail me if you would like a summary copy of the study.

Please note that if you are not satisfied with the manner in which this study is being conducted, you may report (anonymously if you so choose) any complaints to the MSA Program by calling 989-774-6525 or addressing a letter to the MSA Program, Rowe 222, Central Michigan University, Mt. Pleasant, MI 48859.

Sincerely,

Sally Researcher, (989) 774-000 or resea1sa@cmich.edu

Faculty Monitor: Dr. Albert Einstein, einst1aa@cmich.edu

CLICK THIS LINK TO BEGIN THE SURVEY: www.onlinesurvey.com/Summitgeneration/

Thanks for your participation.



Study Title: Generational Differences at Summit Corporation

Investigator: Sally Researcher, MSA Program, resea1sl@cmich.edu

Faculty Monitor: Dr. Albert Einstein, MSA Program, einst1aa@cmich.edu

Introductory Statement

My name is Sally Researcher and I am a graduate student at Central Michigan University. As part of my research, I am examining the effect of generational differences at Summit Corporation. All employees are receiving this survey invitation. Because you are an employee of Summit Corporation, I am inviting you to participate in this research study by completing an online survey. The data collected will provide useful information regarding employee attitudes about generational differences at Summit Corporation. If you would like a summary copy of this study please send an email to me at resea1sa@cmich.edu (it is not necessary to complete the survey in order to receive a copy of the results). Completion of the online survey will indicate your willingness to participate in this study.

What is the purpose of this study?

The purpose of this study is to gather data about the differences between generations in the workplace so that professionals in human resources can better understand how to meet the needs of all employees.

What will I do in this study?

If you consent to take this study, you will open the link to an online 10-question survey which is found at the end of this document. This survey is available to all of the Summit Corporation's 450 employees. All answers will be anonymous because no names or job titles are asked for in the survey. Surveys will be completed and submitted online through the link at the end of this document. The researcher will compile the data and draw some conclusions which will be available to all participants.

How long will it take me to do this?

This survey will likely take you about 15-20 minutes to complete. It can be taken any time until the survey deadline of July 1, 2017 at midnight. There is no advance preparation needed.

Are there any risks of participating in the study?

Although the researcher supervises or works with some of the participants, this survey will in no way impact your position with the company as I will have no way of knowing who participated and who did not. Participants are assured that their responses are anonymous. Participation is voluntary and opting to participate or not will have no effect on your job or position with Summit Corporation. For those who participate, no risk or discomfort is anticipated.

What are the benefits of participating in the study?

The benefits to participating in the study are that the participants will be assisting researchers in learning about how generations differ in the workplace. This will ultimately help human resources professionals better meet the needs of all employees.

Will anyone know what I do or say in this study (Confidentiality)?

All surveys are anonymous. I will see each survey, but will not be able to identify who completed it. The project will be shared with my faculty monitor. Data will be compiled and a copy of this study will be provided to the training and development department at Summit Corporation.

Will I receive any compensation for participation?

There is no compensation or fee to be paid to any participant in this study. Participation is voluntary.

Is there a different way for me to receive this compensation or the benefits of this study?

No; there is no compensation for participating.

Who can I contact for information about this study?

For more information about the study, you can contact the researcher, Sally Researcher with the following contact information:

Sally Researcher, (989) 774-0000 or by e-mail at resea1sl@cmich.edu
or, you may e-mail by project advisor at einst1aa@cmich.edu

Please note that if you are not satisfied with the manner in which this study is being conducted, you may report (anonymously if you so choose) any complaints to the MSA Program by calling 989-774-6525 or addressing a letter to the MSA Program, Rowe 222, Central Michigan University, Mt. Pleasant, MI 48859.

Additional Information

You are free to refuse to participate in this research project or to withdraw your consent and discontinue participation in the project at any time without penalty or loss of benefits to which you are otherwise entitled. Your participation will not affect your relationship with the institution(s) involved in this research project.

Clicking on the survey link below implies my consent to participate in this research. This copy of the form is for me to keep for my records.

CLICK THIS LINK TO BEGIN THE SURVEY: www.onlinesurvey.com/Summitgeneration/

Thank you for your participation!

Note to MSA 699 students: You may choose either the consent form or the survey cover letter. You do not need both for a survey that is returned anonymously.

Generational Differences at Summit Corporation: Survey

Instructions: Do NOT include your name on this survey. Participation is voluntary. Please answer the questions below by clicking on the best answer. Thanks for your participation.

1. Please select the years in which you were born:
 - 1940-1949
 - 1950-1959
 - 1960-1969
 - 1970-1979
 - 1980-1989
 - 1990-1999
 - Prefer not to answer

2. Please select your gender
 - Male
 - Female
 - Prefer not to answer

3. For the majority of the time, do you prefer to work alone or with others?
 - By myself
 - In a small group (2-3 people)
 - In a group or team (3-10 people)
 - Other (please explain): _____
 - Prefer not to answer

4. For the majority of the time, do you prefer to work on one task or many tasks at a time?
 - On one task at a time
 - Some tasks at one time (2-5)
 - Many tasks at one time (6+)
 - Prefer not to answer

5. How long do you intend to stay in your current position at this company?
 - 0-6 months
 - 6 months to 1 year
 - 1-3 years
 - 3-5 years
 - 5-10 years
 - Until I retire
 - Other (please explain): _____
 - Prefer not to answer

6. Which generations do you find are easiest for you to relate to in this work environment?
- People who are younger than me
 - People who are generally the same age as me
 - People who are older than me
 - There is no difference
 - Other (please explain): _____
 - Prefer not to answer
7. How enthusiastic are you about using new or emerging technology in the workplace?
- Very excited by new technology and use it as much as possible
 - Like technology and willing to use it frequently
 - No opinion about technology and use it as needed
 - Hate using technology and use it as little as possible
 - Other (please explain): _____
 - Prefer not to answer
8. **Please rank the following items** in order of importance to you, with #1 being the MOST important to you and #4 being the LEAST important to you. Feel free to add up to two items (if you add items, your rating scale will have more items).
- | | |
|-------------------------------------|------------------|
| _____ Work | _____ Family |
| _____ Social Life | _____ Recreation |
| _____ Other (please explain): _____ | |
| _____ Other (please explain): _____ | |

Please answer the following questions in the space provided.

9. How would you describe the work habits of people in your generation? Please list characteristics, behaviors, values, beliefs, or any other items you feel describe your generation.

10. What are some of the challenges and advantages you see with working with people of a different generation? Please be specific. If you prefer not to answer, simply skip this question and go to the next.

When you are satisfied with your answers, please submit your anonymous survey by clicking on the button below.

SUBMIT



SUMMIT CORPORATION

2326 Pennsylvania Blvd.
Mt. Pleasant, MI 48858
989-775-6565

<http://www.Summitcorp.com>

Must be on
organizational
letterhead

Date: January 8, 2021
Sally Researcher
4444 S. Madison
Mt. Pleasant, MI 48858

Dear Ms. Researcher:

I have reviewed your request to conduct a research project involving the Summit Corporation and the survey material that will be used. I feel that this project will be beneficial to the Summit Corporation as well as the project's participants. You have my permission to use the Summit Corporation employees as the subject pool for this project.

Contact Mary Richards for the list of e-mail addresses. If you have any questions regarding this letter of approval, please give me a call at 989-775-6523.

Sincerely,

Must have an
original or
digital signature

G. R. Willow
CEO, Summit Corporation

Sample project descriptions for the Research Review Application form:

A project using company data:

LMP Widget Corporation is the third largest widget producer in the United States. The researcher will analyze production rates, production costs, and order fulfillment in order to determine the feasibility of adding a third production shift. The researcher will use internal production logs, accounting data, and purchase order information in this analysis. This project and the use of these company data has been approved by the CFO of LMP Widget Corporation. A signed permission letter on company letterhead is included with this application.

A project using a web-based survey and subjects selected through an Internet search:

The purpose of this study is to examine healthcare and learning institutions' strategic initiatives geared towards reducing the current and pending physician shortages in the rural areas of Kansas. The information would be analyzed to determine which strategic plan is the most conducive in addressing the physician situation in the area, state and nation. Alternative strategic plans will be developed. A web-based survey will be made available to approximately 20 healthcare institutions in the selected rural areas and to medical schools in the state. Targeted institutions for the survey were selected through an Internet search.

Note: Along with the Research Review Application form, the student researcher will also send a cover letter or consent form and a copy of the survey to the instructor.

A project using summarized company survey data:

The Pink Roof Inn has accumulated three years of customer satisfaction survey data that has never been analyzed. The purpose of this project is to analyze this survey data and present recommendations to management in the areas of facility and staff training improvements. The survey questions included the customer's overall hotel experience as well as specific questions about the room amenities, the restaurant facilities, front desk staff, cleaning staff, wait staff, and suggestions for improvements. The survey data will be provided to the researcher in a summarized format. A signed permission letter (on hotel letterhead) is included with this application.

A project using factual organizational data:

The purpose of this study is to analyze the feasibility of replacing Blackboard with a free, open-source learning management system at Outer Limits University in order to preserve financial resources.

Data analyzed for this project will include:

- A list of plugins and their functionality for OLU's existing Blackboard system
- The server configuration for OLU's existing Blackboard system

Usage and maximum load statistics for OLU's existing Blackboard system
OLU's licensing and support costs associated with Blackboard
The department and staff structure currently in place to support Blackboard

A signed permission letter from the VP of Information Technology at OLU is included with this application. Staff in the areas of academic computing, Blackboard administration, and purchasing will supply information about Blackboard plugins and functionality, server configuration, and load statistics, details on Blackboard's licensing and support costs, and the support structure for Blackboard.

A feasibility study:

The purpose of this project is to develop a feasibility study for a gift shop in the local art museum. Adding a gift shop would involve converting existing office space. Data about conversion costs and building permits will be obtained through calls to local contractors and the appropriate city government offices. The researcher will conduct Internet searches to identify other museums of a similar size with gift shops. General operations information will also be available from the Internet searches. More specific information such as staffing levels, inventory levels and costs, and inventory sources will be obtained through phone calls to the various gift shops. All questions will be factual in nature.

Note: Along with the Research Review Application form, the student researcher will also send a telephone survey consent form and a copy of the proposed questions to the instructor. This helps your instructor confirm that the questions are factual. The telephone survey consent form gives the participant the necessary information to decide to be part of your study.

A project using a survey that is returned through interoffice mail:

In January 20XX, the ABC Corporation laid off approximately 10% of their workforce. The increased workload plus feelings of insecurity in the remaining employees contributed to low morale and decreased productivity. The purpose of this project is to examine the attitudes, morale level, and perceptions of employees who have experienced this period of downsizing in the corporation. The objective is to make recommendations to management to improve morale and make positive changes during the period of restructuring. The researcher will invite every 3rd name from the employee roster to participate in the anonymous 12-question survey. Surveys will be returned through interoffice mail. The researcher is a supervisor of 20 employees. Those 20 employees will not be included in the subject pool. There are approximately 600 employees and the researcher estimates that there will be approximately 115 women and 85 men in the subject pool after names are selected from the employee roster. The only demographic question is length of employment. It is estimated that 50 will have been employed 0-5 years, 75 for 6-10 years, 40 for 11-15 years, and 35 for 16+ years.

Note: Along with the Research Review Application form, the student researcher will also send a cover letter or consent form, a copy of the survey, and a signed permission letter (on corporation letterhead) to the instructor.

A project using data that is available to the general public:

The purpose of study is to determine if the Pay for Performance Program has improved customer service within the Postal Service. The data to be analyzed will include First-Class Mail on-time delivery scores; mail volumes; total factor productivity; complement; operating expenses; pay for performance program. Sources for the data are the following:

USPS Final reports: <https://about.usps.com/what/financials/>

GAO key reports:

https://www.gao.gov/key_issues/us_postal_service_financial_viability/issue_summary#t=1

Inspector General reports: <https://www.uspsoig.gov/document-library>

www.usps.com

A project using a personal interview:

The Second Bank of Atlanta adopted a new employee performance evaluation system one year ago. Reviews are now done semiannually and involve both self-review and peer review. Staff members also evaluate the supervisors. Interviews will be conducted with a sampling of staff and supervisors to assess the impact of changing the performance evaluation system. The study will help to determine if the new system has opened up communication among staff or do staff think the new system is less effective than the previous system. There are approximately 85 employees at the bank. The researcher intends to interview 5-6 supervisors and 8-10 staff employees. The only demographic that will be reported is whether the subject is a supervisor or an employee. There are 23 supervisors and 65 staff employees.

The researcher will post a notice in the breakroom requesting volunteers. If the list of volunteers does not include enough supervisors or enough staff, then the researcher will call employees and ask if they would be willing to be an interview subject. Employees selected for phone calls will be selected from the employee roster supplied by the personnel department. Every 4th name will be contacted. Staff in the investigator's department will not be included. Interviews will take place in the researcher's office and will be taped if the subject gives permission to do so. The researcher will make transcriptions (no names recorded) and the tapes will be destroyed after transcription.

Note: Along with the Research Review Application form, the student researcher will also send a consent form, a copy of the interview questions, and a signed permission letter (on bank letterhead) to the instructor.

Suggested text for permission letters (be sure that the letter is signed and on letterhead):

Example 1:

I have reviewed your request to conduct a research project involving the ABC Corporation and the survey material that will be used. I feel that this project will be beneficial to the ABC Corporation as well as the project's participants. You have my permission to use the ABC Corporation employees as the subject pool for this project.

If you have any questions regarding this letter of approval, please give me a call.

(Under the signature, please include the name and title of the person granting permission. Include a contact phone number here or in the body of the letter.)

Example 2:

I have reviewed your request to use the organization's survey data in your graduate student project. Permission is granted to use this data in your project and the survey data will be provided to you in a summarized format. As we discussed, please refer to the organization as ABC Corporation in your project. When available, please send me a copy of your finished project.

If you have any questions regarding this letter of approval, please give me a call at XXX-XXX-XXXX.

(Under the signature, please include the name and title of the person granting permission.)

Example 3:

I have reviewed your proposed project and agree that it would be beneficial to the corporation. You have my permission to use the production logs, staffing reports, and the purchase order system to gather your data. Please show this permission letter to the relevant units.

If you have any questions regarding this letter of approval, please give me a call at XXX-XXX-XXXX.

(Under the signature, please include the name and title of the person granting permission.)

Example 4:

I have reviewed your proposed survey and you may distribute the survey and cover letter in the staff mailboxes. The surveys should be completed during breaks or over the lunch hour. Please give me a copy of your project results.

If you have any questions regarding this letter of approval, please give me a call.

(Under the signature, please include the name and title of the person granting permission. Include a contact phone number here or in the body of the letter. Also, include a statement in the survey cover letter that the survey should be completed on personal time.)

Guidance on selecting interview consent forms:

Interviews generally fall into one of two categories, formal or informal. A formal interview requires the use of the adult consent form and signatures are obtained. What qualifies as a formal interview? Any plan to tape the interview makes the interview more formal. The adult consent form template covers adding a place for the participant to sign to document agreement with the taping. Interviews with individuals from your organization should also use the adult consent form. If interviewing subordinates, care should be taken that there is no perception of coercion.

An informal interview consent form can be used when the interview is conducted by phone or there is no relationship between the interviewer and the interview subject.

Using children as participants:

Most MSA 699 project do not use children (under age 18) as participants. Note, however, that anyone under the age of 18 is considered to be a minor. Child assent and parental/guardian consent must be obtained. The procedures for having this consent in place prior to survey distribution must be part of the information included on the RRA form. Please contact Kim Gribben for age appropriate templates. A combined child assent/parental consent form may be appropriate.

Using social media:

The use of social media is permitted to distribute a survey. Surveying family and friends is not considered to be a scholarly approach. However, many professional organizations have social media pages and it may be appropriate to target such organizations. Along with your RRA form and other supporting materials, include either a permission letter/e-mail which allows you to post a survey invitation or include the organization's policy (as found on the social media site) for posting items. Screenshots of the messaging communications can also be used to document permission.

It is important the participants be able to read the full text of a survey cover letter. It is problematic to post the full text of the cover letter on the social media site. Therefore, include the full text of the survey cover letter as page 1 of your online survey. Use the following sample to develop a short survey invitation that can be posted:

SOCIAL MEDIA SURVEY

Joe Smith, a graduate student in the Master of Science in Administration program invites you to take a voluntary survey about social media and its impact on political campaigns. Interested participants can access the survey at <http://www.xcyghsurveymonkey.com>. Please note that you must be age 18 or older to participate in this study. Thanks for your help with my project. (Submitted by Joe Smith, MSA program, phone 775-0000, smith8ja@cmich.edu).

Include the text of both the survey cover letter and the short survey invitation with your RRA materials.

Using a paid survey panel:

If you plan to use a paid survey panel, state this specifically on the RRA form. In addition, you may not be able to include the full text of your survey cover letter. If this is the case, include a shortened version of the cover letter in the instruction/introduction area of your online survey.

<Your name>, a graduate student in Central Michigan University's Master of Science in Administration program invites you to take a survey about <project topic>. Your participation is voluntary. You must be age 18 or older to participate in this study. Thanks for your help with my project. I can be contacted at <insert contact information>. My project monitor is <insert name and contact information> and my graduate program can be contacted at msa@cmich.edu

Military students and DoD guidelines:

Students at military locations should be aware that there are DoD regulations regarding the use of other military personnel as human subjects. If you are at a location with a local IRB or exempt-determination officer and plan to use other military personnel as human subjects, you are required to gain approval there as well as at CMU. As a rule of thumb (and not just for the military), avoid questions where the responses could jeopardize someone's career. Also, because of the potential for data-mining, DoD e-mail accounts should not be used if the student plans to use a commercial survey system, such as SurveyMonkey, to distribute surveys.

For additional information, the MSA office will provide the contact information for the U.S. Army Research Institute for the Behavior and Social Sciences. Students who are DDEAMC personnel (active duty Soldiers or civilians) and plan to conduct research on DDEAMC personal at an army medical facility should follow the guidelines found at <https://eisenhower.tricare.mil/Education/Clinical-Investigation> and supply the approval letter from the IRB review as part of your RRA package.

FAQs

1. What will my instructor and the MSA office look for in my Research Review Application materials?

In addition to the completeness of your research review application materials, grammar and spelling counts. The fillable Research Review Application form does not allow you to use any spell-checking functions, so be sure to read through for spelling issues and readability. Check the spelling in consent forms and surveys prior to sending the documents to your instructor. This package of documents is a reflection of you and your professionalism. In addition, in consent documents, you are a representative of Central Michigan University. Take time with your RRA materials. Be as detailed and specific as possible.

2. What are the approval categories on the RRA form?

Under the Research Review Application process, we will categorize projects as “non-human subjects” or “human subjects research.”

- a. Projects involving data that is not human subjects data, such as financial information or public policies qualifies for the non-human research determination. Survey data may qualify for this category if it already comes to the researcher as summarized and de-identified data. If the source of the data is not available to the general public, a permission letter (on letterhead) should be included in your Research Review Application materials.
- b. Projects involving surveys, interviews, or records studies will fall into the human subjects research category. A copy of the survey/interview questions, a consent document and a permission letter (on letterhead) should accompany your Research Review Application.

Students who need to seek IRB approval will use IRBManager to submit their protocols. Learn more about [IRBManager](#).

3. Use of e-mail in distributing and collecting surveys

Unfortunately, the use of e-mail to distribute and collect surveys poses a number of issues in terms of subject anonymity. Even if the researcher chooses to delete the emails which contain identifying information, there is still the possibility that the e-mails still exist on hard drives or, in networked systems, are backed up by the server. Alert the participant to this issue by including text in the cover letter, such as “If you choose to participate in this project, please answer all questions as honestly as possible and return the completed questionnaire promptly by e-mail. Because e-mailed responses are not anonymous, I will maintain the confidentiality of your responses by printing off your survey and then deleting your e-mail. In that way, I will not be able to match names to surveys.” As students you have access to many free web-based survey services. You are strongly encouraged to use these services. See also item 20.

4. Hospital IRBs and other institutional IRBs

Although you may not be required to go through CMU's Institutional Review Board process, you may be required to seek approval from your hospital's or other institutions' IRB. The IRB approval, on letterhead, from the other institution should be included with your Research Review Application materials. Students who are DDEAMC personnel (active duty Soldiers or civilians) and plan to conduct research on DDEAMC personal at an army medical facility should follow the guidelines found at <https://eisenhower.tricare.mil/Education/Clinical-Investigation> and supply the approval letter from the IRB review as part of your RRA package.

5. Secondary data and records studies

Secondary data encompasses many types of data, such as financial data, public records, and record reviews (student files, medical files, etc.). In general, data that comes to you in a summarized and/or de-identified format is considered non-human subject research.

Projects where you, the researcher, have access to raw data either in the form of survey responses, student files, employee files, etc. fall into the human subjects research category. In the Research Review Application, be sure to specify what data is being recorded for purposes of research and be sure that names or other identifying information is not recorded. A data recording sheet should be included with your Research Review Application materials along with a signed permission letter stating that you may use the data in your project.

Even if you do not need to go through the more formal IRB process, we still need to think about accidentally disclosing data about individuals. There is little risk to subjects if the information is recorded in such a manner that subjects cannot be identified directly or through identifiers linked to subjects, and consequently there is no possibility of an accidental breach of confidentiality (e.g., even if the researcher lost the data in the airport, there would be no way to link the information to individual persons). So, a key issue is not whether the researcher can see the names in the files, but whether the information is recorded for research purposes without identifiers or codes that link data to names.

An additional issue is whether using the records for research purposes might be viewed as an impermissible invasion of subject privacy. If the records were created for non-research purposes (such as medical treatment or diagnosis) and the subjects had high expectation that the records would be kept private, even more care must be given to maintaining confidentiality...Linking names to codes is generally not appropriate. HIPAA regulations must be respected and given priority over any research considerations.

6. Telephone scripts

If a student plans to conduct a telephone survey, the “telephone survey/informal interview template” should be used. The template for this form is found at on the capstone guides and research approval [webpage](#).

7. Permission letters

Approvals to conduct surveys or interviews should be on company or institution letterhead. The letter must be signed. Typed signatures are not acceptable. If the name of the person giving authorization is not clear, you may be required to supply the name. A contact phone number should be included on the letter. E-mail permission letters may be accepted if sent from the organization’s e-mail system. Requesting a permission letter may be a lengthy process, for example, if you need review by the legal department or consent from the union. If you are not able to scan your permission letter and add the letter to your Research Review Application materials, please fax a copy of the permission letter to the MSA office (989-774-2575).

8. Public Property

Remember that public property is just that, property belonging to the city or state. However, local ordinances may vary and it is generally prudent to obtain a permission letter. Surveys conducted in supermarket parking lots, in malls, or in front of a business location require letters of permission.

9. Why is it important to state the number of subjects in my project?

Your instructor and the MSA office reviewer need this information to assess one of two things. First is the subject population so small that subject anonymity cannot be protected. Second, if demographic questions are used, can any subject be identified through combined responses to those questions? Ask yourself why you need the demographic information. If you do not plan to use this information in your analysis, then delete the questions. If you wish to merely describe the subject population, there may be other sources, such as the HR department, for that information. Keep in mind that with each demographic question, you are subdividing the sample. For example, your survey has two demographic questions, gender and level of education. In the subject population, there is only one male with a doctorate. If that subject participates in the study, he will not be anonymous.

10. Do I still need to identify potential risk?

The requirement for sound research methodology and appropriate research ethics should always be part of your research project. So, it is important to provide adequate notice to subjects on any potential risks. It is possible for a project to have some risk and be approved if the risk is clearly identified, if subjects are informed of the risk, if the benefits outweigh the risk, and if the investigator has made provisions to minimize the risk. According to the Institutional Review Board and still applicable to the Research Review Application process, “a risk is a potential harm (injury)

associated with the research that a reasonable person, in what the investigator knows or should know to be the subject's position, would be likely to consider significant in deciding whether or not to participate in the research." Risk can be more than a breach of confidentiality or the possibility of subject identification. Additionally, risk may involve sociological issues, psychological issues, and so on. The five major types of risk are physical, psychological, social, legal, and economic. Many projects contain a mixture of risks.

11. When do I use a consent form/cover letter for anonymous surveys and when do I use an adult consent form?

A consent form for anonymous surveys or a survey cover letter is used whenever the project involves a survey which can be returned anonymously by subjects.

Anonymous return is achieved by using U.S. mail, interoffice mail, or a secured drop box. An adult consent form is used in the following types of projects:

- a. personal interviews are conducted and questions are non-programmatic
- b. children are involved in the project (Child assent and parental consent are also needed. There are age-specific child assent forms. The adult consent form is used for parents)
- c. subjects are being observed and there is no expectation that their behavior is public

12 What is the difference between programmatic questions and non-programmatic questions?

Programmatic questions are factual in nature. The interview subject is being asked about things, not opinions. For example, "how many employees work here?" is programmatic in nature, while "do you feel that staffing levels are adequate for your store?" is not. Non-programmatic questions ask the subject to express feelings, give an opinion, or make a judgment.

13. What do I say in my consent form/cover letter for anonymous surveys or adult consent form if I am a supervisor?

If you supervise any or all of your subjects, you must reduce the possibility of any perception of coercion on the part of potential subjects. In the consent form for anonymous surveys, you can add the following: "Although I supervise some (or all) of you, your decision to participate or not to participate in this project will not jeopardize your position in any way because I will have no way of knowing who participated and who did not participate." In the consent form, you must acknowledge that you supervise the interviewee and assure the research subject that they may stop at any time or decide not to participate in the interview without repercussion and without putting their jobs in jeopardy.

14. How do I address risk in my consent materials?

If the project involves some potential risk to subjects, for example, recalling episodes of workplace violence, you can add the following to the consent for anonymous surveys or consent form: "Some of the questions included on this

survey (or in this interview) may make you feel uncomfortable (*Note: this is where you can specify the risk in more detail*). Please answer only the questions you are comfortable in answering. You may stop at any time. If you experience any emotional distress because of this project, please call (XXX) XXX-XXXX which is a contact number for support services (specify the name of the service).” Identify any potential risks as you describe your research methodology on the Research Review Application form. However, please note that you may be asked to revise or remove questions. For example, asking the participant if he/she has been the victim of sexual harassment contains more risk than asking if the participant if he/she has observed harassment.

15. Public lists

When students get names, addresses, and e-mail addresses from a public list, the public list must be one that is accessible to the general public. For example, an online membership directory of an organization that requires a member/user ID and password is not considered to be a public list. Whenever a list is open to members only and not available to the public, CMU requires signed permission from the list owner (on letterhead).

16. Tips for consent documents and cover letters

It is important that the consent documents be consistent with the information found in the Research Review Application and permission letter. For example, if there is a statement in the application form that project results will be shared with management, this information should be in the survey cover letter. If the information in the application indicates that the survey will be returned by interoffice mail, the survey cover letter should contain this instruction. In addition, if the permission letter indicates that the survey should be completed on personal time, this stipulation should be included in the consent document. If you use the consent form format, be sure to write the consent forms as an informational document for the subjects. All of the “I” and “me” references are to the subject, not to the researcher.

17. Anonymity vs. confidentiality

Anonymity can be promised when the researcher not only provides a method of returning a survey that is anonymous and also does not collect any data that could identify individual subjects to the researcher or readers of the final project. Examples of methods for anonymous return are a drop box in a central location, through the mail, through a web-based survey (with no IP addresses collected), through interoffice mail, and so forth. On the other hand, if the researcher’s data contains identifiers, names, titles, specific demographic data, the researcher must discuss in the consent form and RRA application how that data will be kept safe. What are the safeguards that the researcher will use to keep the data confidential? How is the data stored? Will it be destroyed? Will signed consent forms be separated from interview notes? Where will interview notes be stored? How will

the subjects be referred to in the project? These are among the many issues involved in providing confidentiality.

18. Do I need both a consent form and a survey cover letter?

No, in general, only one consent document is necessary. The consent form is a more formal document with its defined sections. The survey cover letter is less formal and allows for a friendlier tone. Either is appropriate. On the other hand, a consent document is needed for each of multiple methodologies. For example, a consent form is needed for an interview process. A survey cover letter is needed for a survey process.

19. How do I find a subject pool if I am not employed?

There are many possible sources for your subject pool. Keeping in mind that your project should be concentration related and administrative in focus, there are many appropriate sources. Here are some suggestions:

- a. A general survey could be distributed to a church congregation. A permission letter from the minister or church board is required. In addition, it is prudent to add an age disclaimer to the survey cover letter.
- b. Professional organizations: If you are a member of a professional organization, you may be able to get permission to survey the organization's membership. A permission letter from the organization's leadership is required.
- c. Internet searches: Many companies include contact information on the company web site. Using a search engine, you can find the company's web site and the contact information. You may also find public lists (no login ID or password needed) that have been developed by someone else.
- d. A local organization may have a pending project. Your volunteer assistance with that project may provide you with a suitable MSA 699 project and access to a subject pool. A permission letter from the organization is required.

20. Should I use an online survey?

There are many benefits to using an online survey. An online survey can be inexpensive and efficient as well as providing anonymity to your subjects. By inserting the term "free online surveys" into a search engine, you will be able to find a variety of companies offering a free survey service. Many companies have a student option which is generally limited by the number of questions and subjects. Depending on the price, you may also be able to use a paid survey panel as your subject pool. If you go with this option, clearly articulate this in your RRA form. There are two ways to manage online surveys and your cover letter. One method is placing a link to the survey in the survey cover letter. The survey cover letter text is then e-mailed to the prospective subjects. For example, "Please click the

following link <insert survey URL> to access this web-based survey” The other option is to place the survey link in the invitation e-mail and have the survey cover letter be the first page on the online survey.

Note that Qualtrics is a free survey tool available to all current CMU students. For more information, visit

<https://cmich.teamdynamix.com/TDClient/KB/ArticleDet?ID=35779>.

21. Can I disguise the name of my organization in my project?

Your organization may require that you disguise the name of the organization in the MSA 699 project. You may be discussing a proprietary process in your project or discussing a policy change that is not yet public knowledge. However, it is important to understand that using a disguised name, such as ABC Corporation, does not eliminate the need for a signed permission letter (on organizational letterhead). For purposes of the research approval, you must document, with an authentic document, that you have permission to use data, access the subject pool, etc.

22. Who will have access to my project?

Your project will be read by your instructor and by a faculty reviewer. A limited number of CMU staff will also have access to your project in the Blackboard shell. This access is needed in case there are process/administrative issues to be resolved and to pull out assessment data. The project is not published by the university. Beyond that, it is up to you whether you share your project with anyone. ***Please note that the university does not keep permanent storage of your project. The project is stored in the Blackboard course shell. Blackboard shells are purged on a regular cycle. Be sure to keep your own electronic copy of your project.***

MSA 699 PROCEDURES

This section discusses the “housekeeping” issues related to the MSA 699 course, such as registration, payment, forms, and the various faculty members involved in the course. As always, if you have questions, contact the Assistant Director of Enrollment at your center or online or the staff member responsible for your cohort.

REGISTRATION PROCEDURES

You will register for MSA 699 through the CMU Portal using the registration procedures that you have used for other courses. The registration system will check that you have completed the course prerequisites. You may be allowed to have a conditional booking in MSA 699 if you are registered for a prerequisite course in the semester before you are taking MSA 699. If you drop that prerequisite course, you must also drop MSA 699. If you are carrying an incomplete in a prerequisite course, the “I” grade must be removed prior to the start of MSA 699.

1. Register online using through the [course search and registration page](#). You will need an active [CMU Global ID](#) to register.
2. Additional registration information/helps can be found at on this [page](#).
3. You will not be able to register if you have a financial hold. Contact Student Account Services and University Billing for assistance at 989-774-3618.

Course Dates

Because the MSA 699 project typically requires more time than other CMU classes you have completed, the course dates for MSA 699 are longer than other CMU classes. **MSA 699 is only offered three times a year, so please plan accordingly.** The dates for the workshop are available from your program center, online, or in your cohort schedule.

Prerequisites

To register for MSA 699, you must meet the prerequisites as listed in the *Bulletin*. The prerequisites for MSA 699 are twenty-four hours of graduate credit, including MSA 600, MSA 602, and MSA 603. If you have questions about the prerequisites, you may wish to contact your academic adviser. The current registration system allows you to pre-register for MSA 699 in the next semester if you have completed the prerequisites or will complete the prerequisites in the preceding semester. You will be administratively dropped from MSA 699 if an “E” grade is earned in a prerequisite course (MSA 600, MSA 602, and MSA 603). You may also be dropped if you have an incomplete grade in a prerequisite course and will not complete the course requirements before MSA 699 starts.

Texts

- The [Student Guide to the MSA Capstone Project](#) is required for MSA 699 and is only available online.
 - APA Style Manual (current edition)

THE COURSE WORKSHOP AND YOUR PROJECT MONITOR

At program center locations, you are required to attend the twenty-four (24) classroom hours for MSA 699. Dates, times and locations are listed in the online schedule and the course syllabus. Online students may have a weekly chat requirement.

The instructor for the workshop will also be your MSA 699 project monitor and the instructor of record. The workshop or online chats are designed to assist you in finalizing your project proposal.

Your MSA 699 project proposal must be approved by the MSA 699 monitor before you begin the research, the data collection and the writing of your MSA 699 project. (*Note: **No data can be collected until you receive notification of either Research Review Application approval or IRB approval.*** Check out the [capstone resources web page](#) for information on the IRB process. See the following section for directions on submitting your proposal.

Your MSA 699 Project Monitor

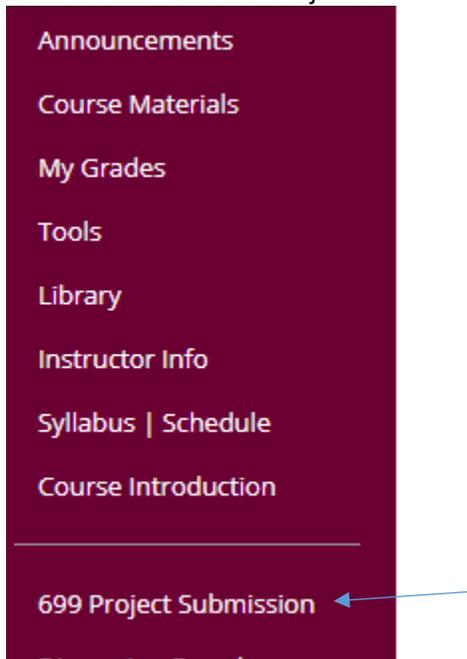
The MSA 699 project monitor is the instructor who assigns the grade of record for your MSA 699 project.

- Research Review Application process: complete the Research Review Application as covered in the earlier portion of this document.
- If you need to seek IRB approval, complete CITI training and use IRBManager for your application process. IRBManager IRB submission: The MSA 699 project monitor must listed as the principal investigator on the IRB submission. For more information about the use of IRBManager, visit this [webpage](#): It is helpful to provide access to the submission to Kim Gribben.
- MSA 699 Project: The MSA 699 project monitor will work with you on an individual basis to complete your MSA 699 project. The final evaluation of your project will be done electronically. When you and your monitor agree that the project is ready for final evaluation, you will need to do the following:

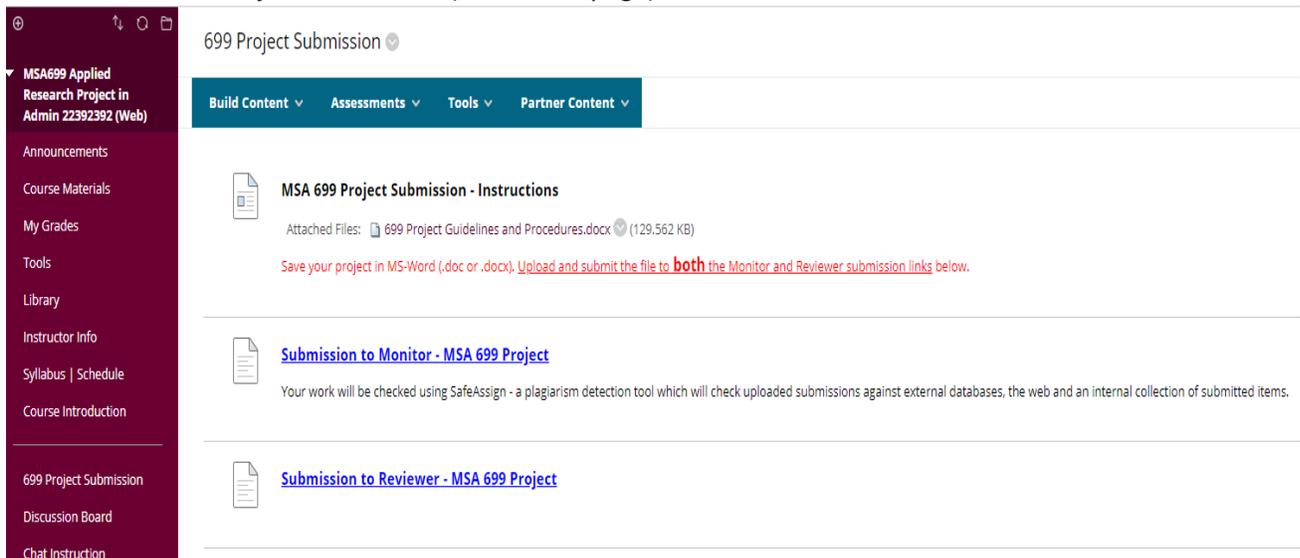
Submitting your project in Blackboard

Open up Blackboard and look for your MSA 699 Blackboard course under “my courses”

Look for the MSA 699 Project Submission Link:



Click on MSA 699 Project Submission (left side of page)



Upload a copy of the project to the monitor link and a copy to the reviewer link.

This upload will also generate a SafeAssign report for your project. SafeAssign is a content matching tool that is useful in detecting and reducing possible cases of plagiarism by students. Projects are checked against an institutional database, as well as various larger repositories for matching content.

In the grade center, your monitor and the reviewer will be able to see that your project is uploaded:

	LAST NAME	FIRST NAME	USERNAME	STUDENT ID	LAST ACCESS	AVAILABILITY	WEIGHTED TOT	TOTAL	TOTAL	SUBMISSION TC	SUBMISSION TC
	Student name protected				January 15, 2021	Available	0.00(0.00%)	↓	↓

When the project is evaluated, this is what you will see:

	LAST NAME	FIRST NAME	USERNAME	STUDENT ID	LAST ACCESS	AVAILABILITY	WEIGHTED TOT	TOTAL	TOTAL	SUBMISSION TC	SUBMISSION TC
	Student name protected				December 18, 2020	Available	..	168.00	168.00(84.00%)	B(85.00)	B-(83.00)

Important Notes: 1). **The expectation is that you will complete the MSA 699 project within one semester.** That is why the course is scheduled early in the semester and course dates cover the equivalent of two 8-week terms. Your monitor's MSA 699 syllabus should provide guidance on the requirements to receive a grade of incomplete in the course. Generally, approval of your research proposal and starting either the Research Review Application or IRB process is sufficient. However, check with your MSA 699 project monitor on this issue. **Please note that the incomplete grade is not automatic and you must request the incomplete from your monitor. MSA program guidelines limit the deadline for removing the incomplete to 6 months from the start of the course or approximately an additional 60 days. Also note that graduation deadlines may not coincide with a deadline provided by your monitor.**

The Project Reviewer

Once your monitor grades your project, he or she notifies the previously assigned second reader. The second reader, the reviewer, will read and grade your completed project. The reviewer is a CMU full-time or adjunct faculty member who is either a current MSA 699 monitor, a former MSA 699 monitor, or a current MSA 600 instructor. The reviewer will complete the MSA 699 rubric and assign a grade. Reviewers are assigned by the appropriate office.

YOUR FINAL GRADE

Usually the grade assigned by the monitor is your final grade. If the second review has been completed, letter grades will be submitted online shortly after the ending date of the MSA 699 course. In instances where a full two-letter difference separates the grades of the monitor and reviewer (e.g. A and C) or where one of the evaluators assigns a grade of E, the MSA 699 project is sent to the MSA director on campus for evaluation by an on campus faculty reviewer. In this case, the grade assigned by the campus reviewer will be your final grade. Rubrics completed by your monitor, the reviewer, and the final reviewer will be housed in the Blackboard shell for your course. If both the MSA 699 project monitor and the reviewer assign a failing grade (E), no additional review will be undertaken.

Grading/Assessment/Evaluation Rubric

MSA 699 instructors use a grading, assessment, and evaluation rubric to determine your final grade. The current version of the rubric is housed in the course Blackboard shell. The essentials of the rubric are presented here and the rubrics are identical for the monitor and for the reviewer.

Name	Updated MSA 699 Rubric	
Description	Instructions: The Monitor/Reviewer will review the MSA 699 project and assign points per section based on the characteristics listed below. Compute the total points and insert the grade based on the grading scale at the bottom of the form.	
Rubric Detail		Levels of Achievement
Criteria		Points Earned
<p>Assessment (relationship to concentration) 5% (5 points)</p> <p>On a scale of 1-5, score how well the student integrates the concentration in the project. Specify the student's concentration in the feedback box.</p>		0 to 5 points
<p>Assessment (relationship to administration) 5% (5 points)</p> <p>On a scale of 1-5, score the extent that the student integrates administrative concepts and issues in the project.</p>		0 to 5 points
<p>Chapter 1, Definition of the Problem 10% (10 points)</p> <p>States the problem concisely and purpose of the research-with background information</p> <p>Makes connections to previous research</p> <p>Establishes the need to the field of study</p> <p>Describes limitations to the study</p> <p>Introduction: Problem Statement (Problem Formulation), Purpose of the Study, Research Objectives, Scope, Definition of Terms, Limitations/Delimitations, Appropriately defined hypothesis</p>		0 to 10 points
<p>Chapter 2, Literature Review 15% (15 points)</p> <p>Sets out a context for the research</p> <p>Evolves in an organized progression</p> <p>Builds a sequence of ideas that convey a reasonable argument</p> <p>Utilizes and synthesizes current, relevant, and credible sources</p> <p>Summarize sources well/cited properly/mix of direct quotes and paraphrase</p> <p>Sources are sufficient in number to create the context for the problem and to demonstrate understanding of the problem/issue</p> <p>Supports the purpose and direction of the research project.</p>		0 to 15 points
<p>Chapter 3, Methodology - 10% (10 points)</p> <p>Detailed methods of data collection and analysis provided (if used, secondary data is appropriate and takes a fresh approach to the issue.)</p> <p>Identifies the population and selection procedures and explains why this sample was selected</p> <p>For a product, explains process for design and development specifications, including monitoring and</p> <p>Product suited the needs of the intended target population</p> <p>Includes Target Population, Sample Description, Required Resources, (Product Cost and Benefits Analysis if any)</p> <p>Variables are considered for testing and hypothesis</p> <p>Methodology is sufficient to adequately test and address the hypothesis</p>		0 to 10 points

<p>Chapter 4, Data Analysis- 15% (15 points)</p> <p>Addresses and explains all the data presented. Interpret data</p> <p>Provides narrative to explain graphics</p> <p>Appropriate statistics used to present/analyze data</p>	0 to 15 points
<p>Chapter 5, Summary, Conclusions, and Recommendations- 10% (10 points)</p> <p>Makes interpretations and recommendations based on the data provided</p> <p>Integrates findings of the literature with findings of the study that relate to the research objectives</p> <p>Makes recommendation(s) to improve the finding of the study</p> <p>Draw or state conclusion(s)</p> <p>If appropriate, implements recommendation(s)</p>	0 to 10 points
<p>References - 10% (10 points)</p> <p>Reflect current scholarship on the problem/issue as well as historical scholarship</p> <p>A minimum of 20 scholarly sources utilized within document</p> <p>All sources in text of paper are properly listed on the reference page(s)</p>	0 to 10 points
<p>Writing-Formatting/Executive Summary - 20% (20 points)</p> <p>Executive summary is two pages or less and describes the entire study</p> <p>Demonstrates control of syntax and grammar coherence</p> <p>Paragraphs should be focused and connected with transitions</p> <p>Proofread for spelling, typing, punctuation</p> <p>The project included the preliminary and supplementary pages required by the Student Guide to the MSA Capstone Project: Title Page, Appendix, List of references. Recommended: Minimum of thirty pages excluding tables, figures, appendices and twenty references</p> <p>References in text and on reference page follow current APA Style/proper citation</p> <p>All elements conform to the latest edition of the APA Style Manual</p> <p>All requirements in MSA Capstone Guide are followed including research approval</p> <p>Writing reflects graduate level work.</p>	0 to 20 points

Grading scale:

Scale is as follows: A = 94-100 A- = 90-93 B+ = 87-89 B = 84-86 B- = 80-83 C+ = 77-79 C = 74-76 E = Below 74

INCOMPLETE GRADES

If approved by your monitor, an *I* grade may be assigned if you have not completed your MSA project by the last day of class and if you meet the criteria for an *I* grade listed on the MSA 699 syllabus or if your project is still in the second review process. If you are assigned an *I*, the MSA 699 project monitor will submit a *Statement of Requirements for Removal of MSA 699 Incomplete* form after posting grades online. On the form, the monitor lists a deadline for completion of the MSA 699 project. It is your responsibility to make arrangements with the monitor to complete the project.

The length of time in which an *I* must be removed is six months from the start of your course. Extensions beyond six months must be approved by your instructor in consultation with the MSA office.

Once you complete the project, the monitor will submit a change of grade within CMU’s WebGrades system. Once the grade has been changed on your transcript, you will be notified of the grade change by CMU’s Registrar’s office.



EXPIRATION OF RRA/IRB APPROVALS

Please note that Research Review Application approvals are good indefinitely. However, the expectation is that you will collect your data shortly after receiving approval. Keep in mind that the permission from your organization may not be good indefinitely. IRB approvals are good for one calendar year for projects in the “expedited,” or “full board review” categories. IRB approvals falling into the “exempt” and “non-human research determination” categories do not expire as long as the project protocol remains unchanged. Again, check with your MSA 699 project monitor on your project completion deadline. You must comply with the deadline set by your monitor.

If you are required to repeat MSA 699, please consult with your monitor about your research approval. You may not need to reapply for approval if you have already collected your data and the data are still viable for use in your project. Ask your monitor to contact Kim Gribben in the MSA Office to confirm that you have already collected data and wish to use the previous RRA approval. Kim will then add a note to your student file to inform your graduation auditor that you do not need to seek RRA approval again.

APPLYING FOR GRADUATION

Many students apply for graduation at approximately the same time they register for MSA 699. Graduation deadlines and requirements are listed in your *Bulletin*. You may apply for graduation through the Degree Progress system (<https://apps.cmich.edu/tools/studentcenter/student/progress/>). If you have questions about meeting graduation requirements, you should arrange for an appointment with your academic adviser and review degree progress. You may also contact your graduation auditor. Remember the end of project report is a requirement for projects with “expedited” or “full board review” IRB approvals. Additional information about graduation can be found at <https://www.cmich.edu/ess/registrar/RegistrarGraduation/Pages/Graduation.aspx>.

HOW IS MY PROJECT STORED?

We are no longer maintaining permanent storage of MSA 699 projects. Projects are stored in the course Blackboard shell. The shells are purged on a regular schedule. **We strongly encourage you to keep an electronic copy of your MSA 699 project for your own records.**

Your MSA 699 monitor will provide instructions about uploading your final project into the course Blackboard shell. Your project may be selected by the MSA Director for examination as part of assessment activities.

Appendix A

LIBRARY SUPPORT

Support for MSA Students

The CMU Libraries has created the [MSA Resources](#) guide specifically for students in the MSA program. Use the guide to find the journal articles, books, and more you need to complete your assignments and papers. You can also access sample research proposal templates and sample MSA capstone projects as well as information on MSA research methodologies, and APA style help.

Ask A Librarian

CMU librarians can help you find relevant information by directing you to appropriate resources, suggesting useful search terms and strategies, and answering your questions about the library. Librarians can also answer your questions about the research and writing process and provide answers to your APA style questions.

Contact a librarian for help getting started finding the scholarly articles you need for your formal literature review as well as the papers you will be writing for your various MSA courses. Use the [Ask A Librarian form](#) to submit your research requests to a librarian. You will get an email response from a librarian within 24-48 hours. You can also email, chat, or call a librarian.

MSA students also can meet with a librarian one-on-one for personalized help in-person, online, or via the telephone. Contact the [MSA Librarian](#) to set up an appointment.

In summary, librarians can help you:

- Identify resources appropriate for your topic
- Answer questions related to the research and writing process
- Recommend search terms and strategies to use during your research
- Help you get started finding the scholarly articles you need for your formal literature review
- Provide answers to your APA style questions
- Meet with you one-on-one for personalized help researching your topic

Hours

Check the [Library Hours](#) page on the CMU Libraries' website for an up-to-date listing of hours for various departments and services within the library.

Research Resources

The CMU Libraries provides access to more than a million journal articles, magazines, newspapers, books, e-books, streaming videos, and more! And CMU's librarians can help you find the most appropriate resources to use for your course assignments. You can begin your research on your own or contact a librarian for assistance. Here is an overview of the resources available to you:

- **Journal Articles**

Search the CMU Libraries' online journal article databases to find scholarly and peer-reviewed journal articles on your topic by. Most articles will be available full-text online directly through the databases. If not, you can request copies of the full-text through the Libraries' [Documents on Demand](#) service. For a listing of the CMU Libraries' databases, go to the [Databases A-Z](#) list. To access the libraries' databases, students will be prompted to authenticate with their CMU Global ID and passwords.

- **Books and e-Books**

CMU Libraries offers access to an extensive book collection, both print and online. Search for books and e-books on your topic from the [CMU Libraries' Catalog](#).

- **Sample MSA Capstone Projects**

[Sample MSA capstone projects](#) are available to read, download, and print. The listing of sample projects notes the methodology used for each.

- **APA Style Help**

Information about citing your sources and creating lists of references in the APA style can be found on the CMU Libraries' [Writing Help](#) guide.

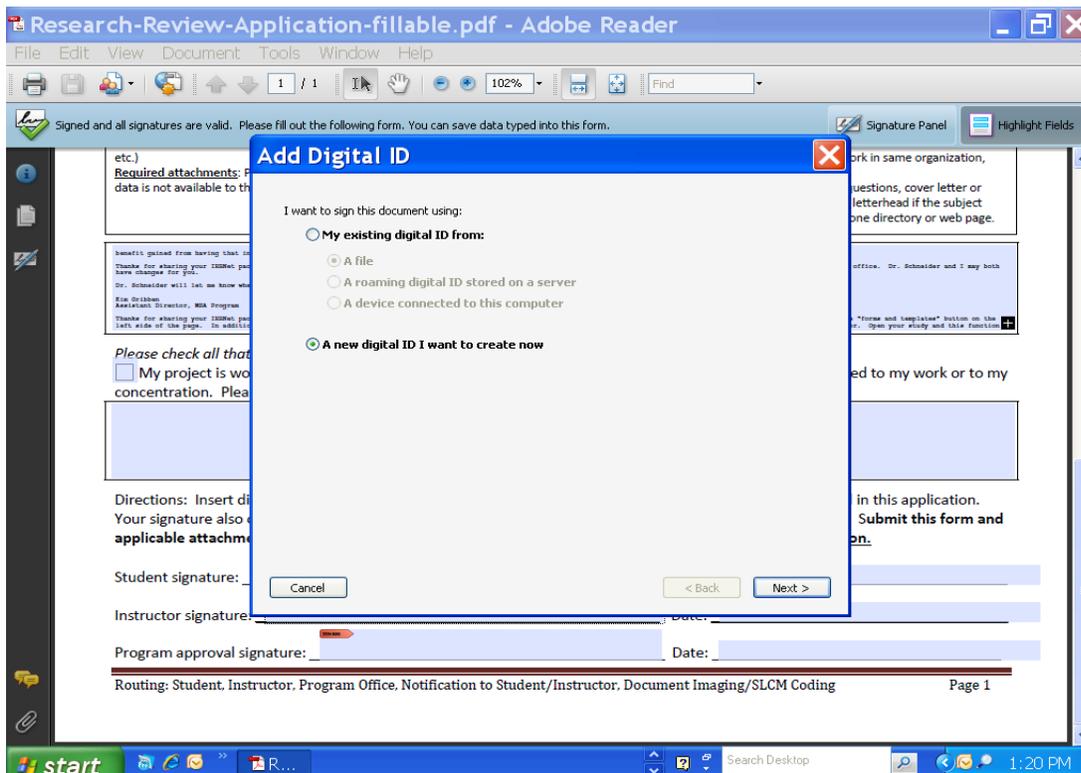
- **Literature Review**

The literature review for the MSA 699 project should be more extensive than what you have done for other courses. CMU's librarians have compiled information on how to complete a literature review which is accessible from the [Literature Review](#) guide.

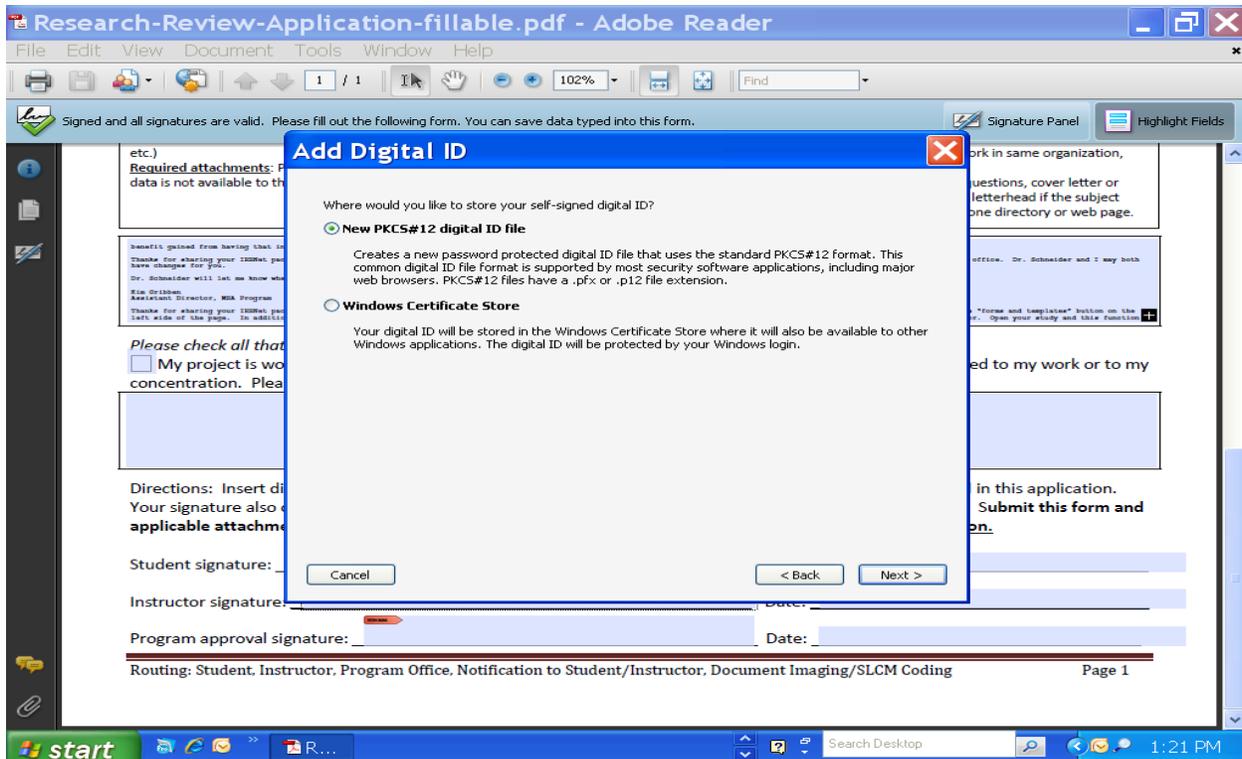
Appendix B

How do I insert my signature (instructions for creating a digital signature)?

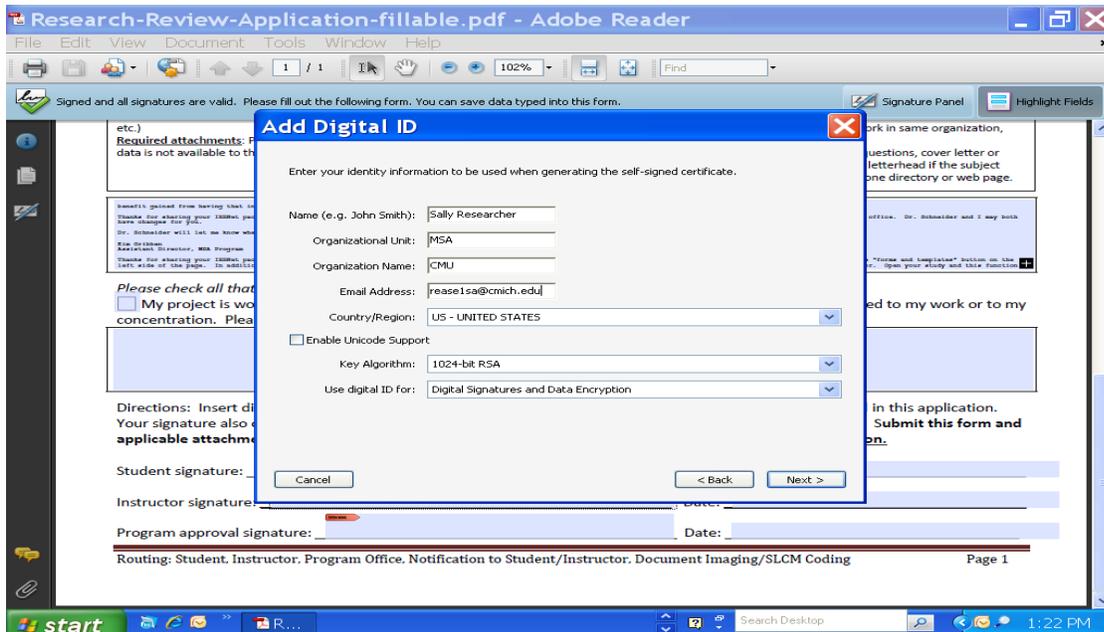
Your typed name will suffice as your signature. However, a digital signature may also be used. Here are the steps to create a digital signature on the Research Review Application form (PDF). First, click on the signature field and select “a new digital ID I want to create now.”



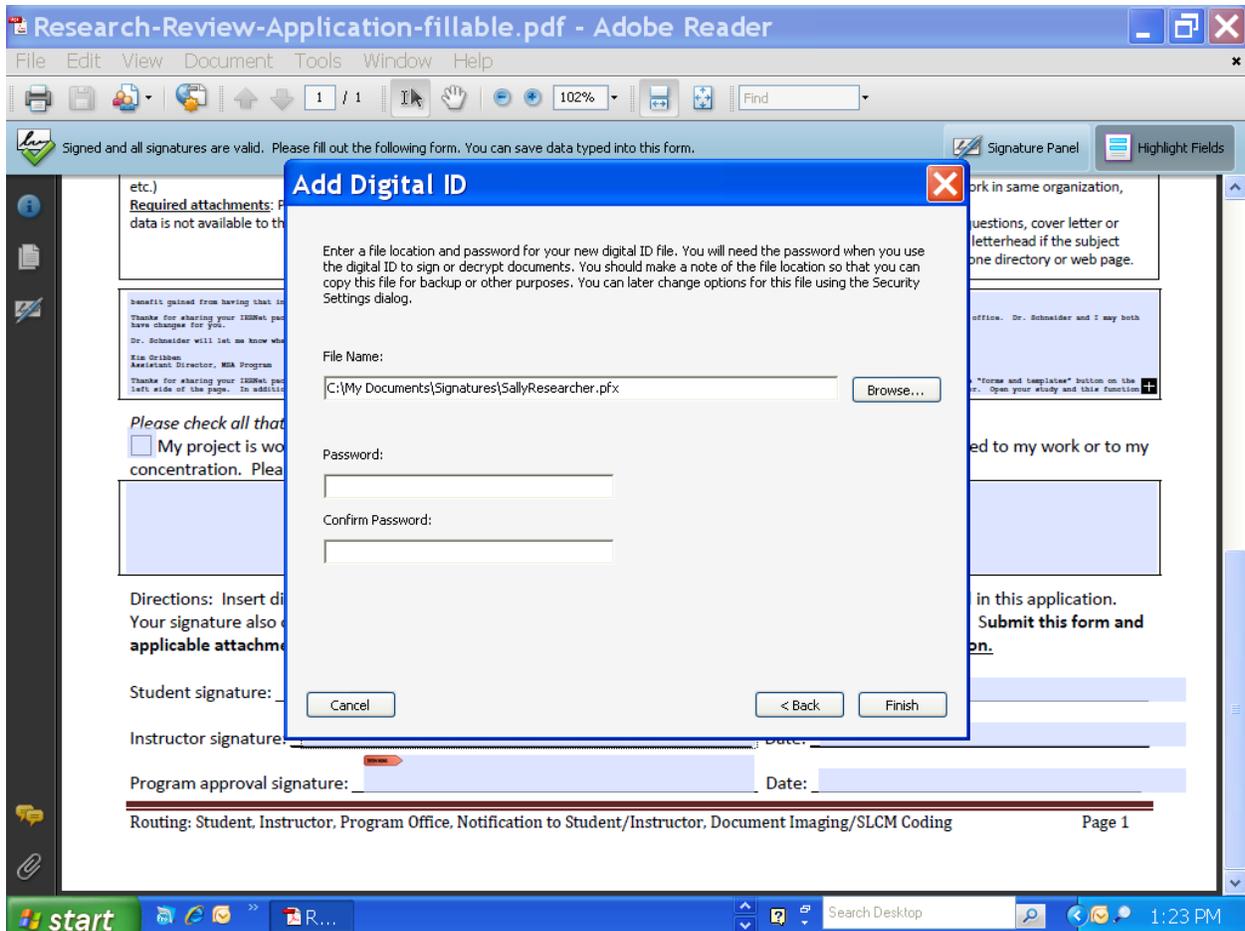
Then, select “new PKCS#12 digital ID file.”



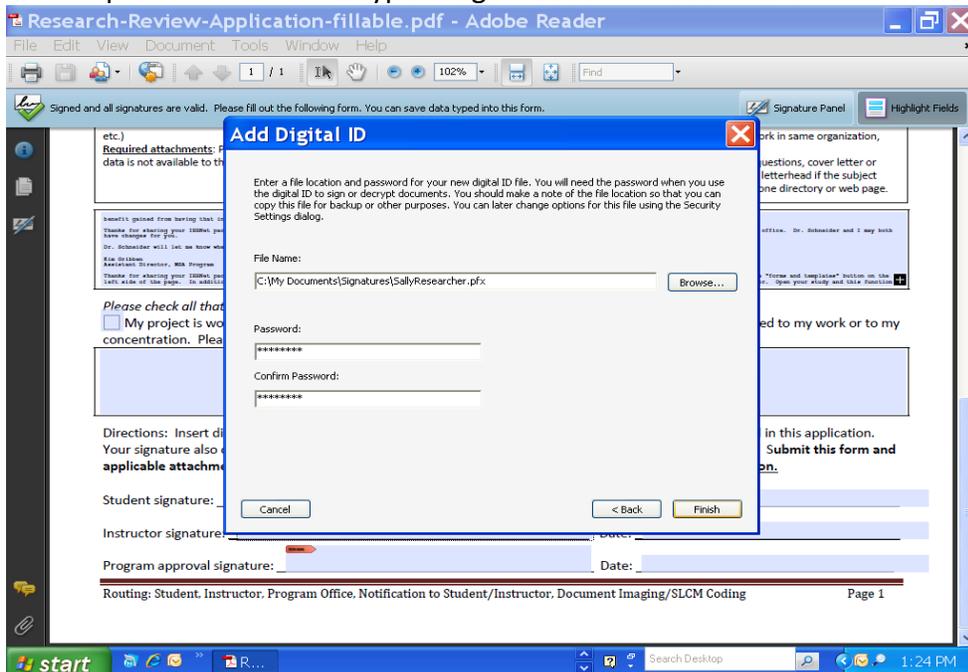
Type in your information and click “next.”



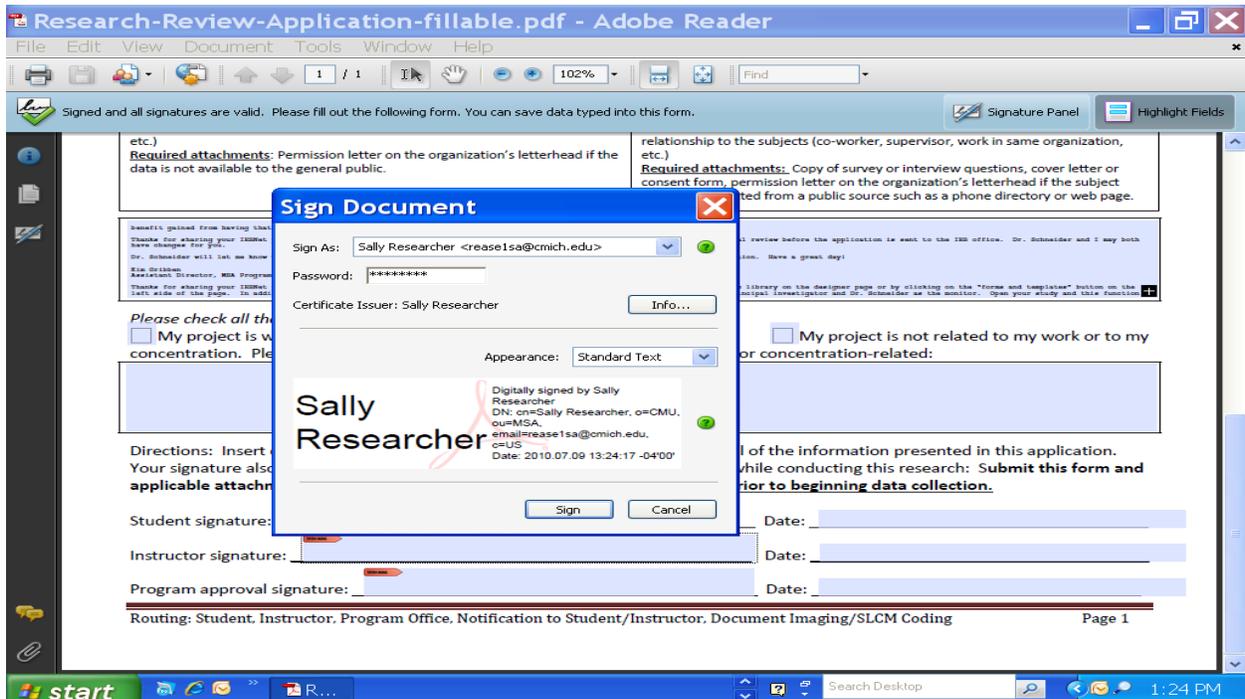
Use the default location for the signature file or browse for a selection on your computer.



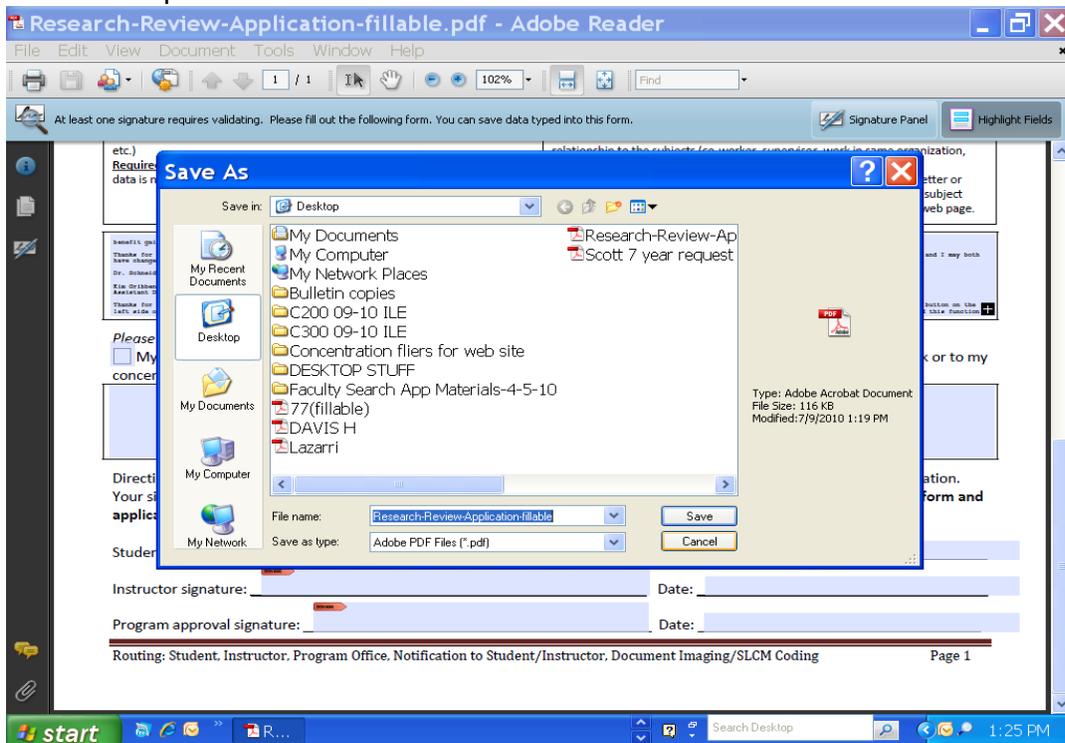
Enter a password and then type in again as confirmation. Click "finish."



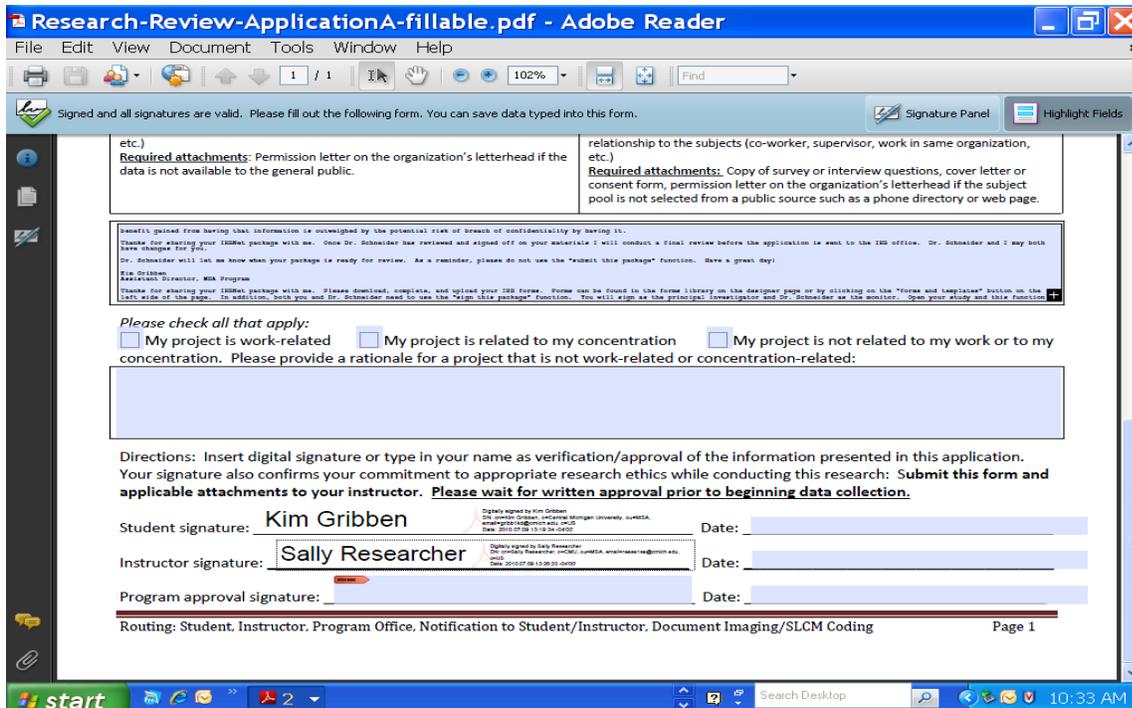
Enter your password again and click on "sign."



You will be asked to save the form. Select a location on your computer and save the form under a unique name.



Your digital signature will be inserted.



If you make changes in your form, you will need to resave and replace your original document or save under a new name. The digital signature file is only saved on the computer where it was created. Once created, instructors can use the same digital signature on all Research Review Application forms.