

**APPLICATION TO USE HUMAN RESEARCH SUBJECTS****Purdue University  
Institutional Review Board**

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1. Project Title: **Communication and emerging technologies in creative organizations**
  2. Full Review  Expedited Review
  3. Anticipated Funding Source: **none**
  4. Principal Investigator [ See [Policy on Eligibility to serve as a Principal Investigator for Research Involving Human Subjects](#)]:  
**Lorraine Kisselburgh, Assistant Professor** COM/BRNG, 494-8294, 496-1394, lorraine@purdue.edu
  5. Co-investigators and key personnel [See *Education Policy for Conducting Human Subjects Research*]:  
**Christopher Charles, Graduate Student** COM/BRNG, 765-516-0609, cccharle@purdue.edu  
**Ryne McHugh, Graduate Student** MET, 574-514-8934, rpmchugh@purdue.edu  
**Julie Goonewardene, Graduate Student** COM/MRGN, 49-67519, jgoonew@purdue.edu
  6. Consultants [See *Education Policy for Conducting Human Participants Research*]:  
**N/A**
  7. The principal investigator agrees to carry out the proposed project as stated in the application and to promptly report to the Human Subjects Committee any proposed changes and/or unanticipated problems involving risks to subjects or others participating in approved project in accordance with the [Purdue Research Foundation-Purdue University Statement of Principles](#) and the [Confidentiality Statement](#). The principal investigator has received a copy of the [Federal-Wide Assurance](#) (FWA) and has access to copies of [45 CFR 46](#) and the [Belmont Report](#). The principal investigator agrees to inform the Human Subjects Committee and complete all necessary reports should the principal investigator terminate University association.

\_\_\_\_\_  
Principal Investigator Signature\_\_\_\_\_  
Date

8. The Department Head (or authorized agent) has read and approved the application. S/he affirms that the use of human subjects in this project is relevant to answer the research question being asked and has scientific or scholarly merit. Additionally s/he agrees to maintain research records in accordance with the IRB's research records retention requirement should the principal investigator terminate association with the University.

\_\_\_\_\_  
Department Head (*printed*)\_\_\_\_\_  
Department Name\_\_\_\_\_  
Department Head Signature\_\_\_\_\_  
Date



# APPLICATION NARRATIVE

## A. PROPOSED RESEARCH RATIONALE

Innovation, technology, and creativity have become hallmarks of 21st century organizations. We are currently studying such organizations and their processes to gain new understanding about organizing and communication in organizations that are centered primarily on creativity and cultural appreciation, rather than profit making. We are particularly interested in the use and integration of new technologies in such organizations. As part of this research project, we are interviewing members of creative organizations, and Purdue's Convocations Office provides a unique setting to study. Interviews will take approximately 1.5 hours, and will be scheduled at a time and location that is convenient for the participants.

The purpose of this study is to understand the role of communication and emerging technologies in creative organizational practices and processes. Our research questions include: 1) How do the processes of organizing and organization differ in creative organizations and activities?; and 2) What role does technology play in the organizing and selection of creative talent?

## B. SPECIFIC PROCEDURES TO BE FOLLOWED

Our research will include the following procedures: 1) in-depth interviews with individuals; 2) observation of a meeting of the organization; and 3) a review of organizational documents (e.g., memos, newsletters, and board meeting minutes – but excluding confidential records). (See sections C and D for discussion of participant selection and recruitment.) All interviews will be digitally recorded and field notes taken during the sessions. Specific procedures will include:

### Interviews

1. Following recruitment of participants, interviews will be scheduled at the convenience of the participant, taking place in an interview room at Purdue University or in the participant's office.
2. A digital recorder will be set up in the interview room.
3. Following discussion of the protocol, and consent received, the recorder will be turned on and the interview started.
4. The interviewer will take field notes, providing supplementary notes to outline key points and insights.
5. At the conclusion of the interview, the recorder will be turned off and the file will be transferred to secure data storage to await transcription and analysis.

### Meeting observation

1. Upon permission from the Director, we will attend a regularly scheduled meeting of the organization.
2. A recorder will be set up in the room, and turned on following discussion of the protocol, and consent received from all participants.
3. Researchers will not ask any questions nor intervene in the meeting, but will serve as field reporters, taking notes to outline key points.
4. When the meeting ends, the recorder will be turned off, and the file will be transferred to secure data storage to await transcription and analysis.

### Organizational Document Review

1. Publicly available information about the organization, its stakeholders, and its board members will be obtained from the organization's web site.
2. Following consent from the Directors, we will schedule a visit to the organization's office, and review organizational documents on file, including memos, newsletters, charter application, and board meeting minutes. We will not access employee, financial or confidential records of any kind.

### Analysis of data

1. Recorded files will be transcribed to written form. All names of participants and any names mentioned during the interviews will be changed, with pseudonyms assigned.
2. Following transcription, the digital files will be stored in password protected file storage in the principal investigator's office.
3. The audio recordings will be destroyed after 5 years. The transcriptions will be kept indefinitely.

**C. PARTICIPANTS TO BE INCLUDED**

We intend to conduct our research project with all full-time and long-term contracting staff members of the Purdue Convocations organization, and this will not exceed 30 individuals. Under no circumstances will we discriminate or exclude participants based on characteristics such as age or gender.

**D. RECRUITMENT OF SUBJECTS AND OBTAINING INFORMED CONSENT**

To request permission to conduct this research, the director of the organization was contacted, and permission requested to conduct the study. Upon gaining consent from the Director (see approval in attachment), we will contact staff members by phone or email and invite them to participate in an individual interview (see attached script of recruitment letter). Staff will be identified from the organizational records. All participants will be informed that participation is voluntary.

**E. PROCEDURES FOR PAYMENT OF SUBJECTS**

Participants will not be paid for their participation.

**F. CONFIDENTIALITY**

During all phases of the project, participants will be provided with complete confidentiality. No attempt will be made to record identifiable information linking the participant to his/her responses. All data will be stored on the primary investigator's office computer in a locked office in Beering Hall. The data will be stored on secure and password-protected data storage in the investigator's office for a period not to exceed 5 years. The written transcripts (with names removed) will be stored in the office of the principal investigator, and will be kept indefinitely. Access to interview tapes and transcriptions will be restricted to the principal investigator and graduate students on this research team. Participants will not be contacted again to participate in additional phases of the study.

**G. POTENTIAL RISKS TO SUBJECTS**

Participants will encounter minimal risk in this study; that is, risk no greater than that encountered in every day activities. Participants will be asked about their organization, time and technology. The questions asked in this study are minimally invasive (e.g., participants do not have to personal records) but some people may feel uncomfortable with certain aspects of the project. For example, some participants in the study may be uncomfortable discussing their organization and challenges with time and technology. To counteract this discomfort, the consent form explicitly addresses this concern, and participants are provided opportunities to refuse to answer questions and to cease the interview at any time. All recording transcripts will be assigned pseudonyms to minimize identification of participants in stored records.

**H. BENEFITS TO BE GAINED BY THE INDIVIDUAL AND/OR SOCIETY**

There are no direct benefits to participants. Publication of the research results will provide potential indirect benefits to other creative organizations and their members.

**I. INVESTIGATOR'S EVALUATION OF THE RISK-BENEFIT RATIO**

The present study does not pose greater than minimal risk to participants and has the opportunity to indirectly benefit participants on several levels. Participants will be asked about their organization, time and technology. The questions asked in this study are minimally invasive (e.g. participants do not have to provide personal information). With minimal risk, the risk-benefit ratio is in favor of benefits to the body of organizational research and their members.

**J. WRITTEN INFORMED CONSENT FORM**

See attached.

**L. SUPPORTING DOCUMENTS**

See attached *recruitment letter*, *interview protocol*, *debriefing script*, and letter from the Director of the organization permitting the conduct of research.

**Appendix A**  
*Permission to Conduct Research*

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**From:** Wetzel, Todd E.  
**Sent:** Tuesday, February 03, 2009 8:06 AM  
**To:** Goonewardene, Julie K  
**Subject:** RE: small favor

Hi Julie,  
Thanks for reaching out to me on this -- we'd love to participate. Let me know how and when you'd like to implement the process.  
Best,  
Tw

Todd Wetzel, Director  
Purdue Convocations  
[tewetzel@purdue.edu](mailto:tewetzel@purdue.edu) <<mailto:tewetzel@purdue.edu>>  
[www.convocations.org](http://www.convocations.org) <<http://www.convocations.org/>>

**From:** Goonewardene, Julie K  
**Sent:** Wednesday, January 14, 2009 11:03 AM  
**To:** Wetzel, Todd E.  
**Subject:** small favor

Todd:

I have become interested in the communication patterns needed to enhance the adoption of new technologies. So I have been taking a couple of classes to inform myself on the topic. One class has a project where they would like to work on "creativity, innovation, and emerging technologies". The questions revolve around how do the processes of organizing and organization differ in creative organizations and activities? What is (or can be) the role of technology and communication in enabling emergent and creative processes and products?

Would we be able to work with you and the Convo staff on this project...it would mean a few interviews? I think it might also be helpful to you. Thoughts?

J

Julie Goonewardene  
Director of Business Development  
Purdue Research Foundation &  
Discovery Park at Purdue University  
3000 Kent Avenue  
West Lafayette, IN 47906  
Phone: 765-496-7519  
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[www.prf.org](http://www.prf.org)  
[www.purdue.edu/discoverypark](http://www.purdue.edu/discoverypark)

**Appendix B**  
*Recruitment Letter to Participants*

Date

Purdue Office of Convocations  
Address  
West Lafayette, IN 47907

Dear <<NAME OF PARTICIPANT>>:

Innovation, technology, and creativity have become hallmarks of 21<sup>st</sup> century organizations. In the department of Communication, we are currently studying such organizations and their processes to gain new understanding about organizing and communication in organizations that are centered primarily on creativity and cultural appreciation, rather than profit making. We are particularly interested in the use and integration of new technologies in such organizations.

As part of this research project, we are interviewing members of creative organizations, and Purdue's Convocations Office provides a unique setting to study. Todd Wetzel has given his approval for us to contact you and invite you to talk with us. We very much appreciate your consideration of this invitation. If you are willing to participate, the interview would take approximately one to one and a half hours, and would be scheduled at a time and location that is most convenient for you.

One of the members of my research team will be contacting you shortly to determine if you are willing to participate, In the meantime, if you have questions about our project please feel free to contact me.

We look forward to meeting you, and thank you for your time and consideration.

Sincerely,

Lorraine G. Kisselburgh, Ph.D.  
Assistant Professor  
Department of Communication  
Purdue University  
West Lafayette, IN 47907-2098  
lorraine@purdue.edu  
(765)-494-3429

# Appendix C

## Interview Protocol

### *Communication and Emerging Technologies in Creative Organizations*

#### **Introduction**

We are studying creative organizations and their processes of communication and technology use. We will be asking you questions about your work, your organization, and communication and technology use. The interview will take no more than 1.5 hours of your time. We will be recording the interview, and then afterwards we will transcribe the interview into written form. All names will be changed in these transcripts in order to protect the confidentiality of participants.

If there are any questions you would prefer not to answer, you can indicate this simply by saying 'pass.' If at any time you want to end your participation in the interview, let us know and we will stop the tape and cease the interview.

Please read this consent form and indicate your understanding and acceptance by signing.

#### **Organizational Structure:**

1. What is the general hierarchy of your day-to-day personnel?
  - What is the rationale behind this structure?
  - Would this structure differ if you were not dealing with entertainment?
2. What is the chain of communication in your organization?

#### **Time and Processes:**

3. How much time usually elapses from initial contact with an artist to the setting of a date for their performance?
  - What must be done before a date can be set?
  - How do you decide on a date?
  - How do you decide on a location?
  - How many performances per year are (or can be) performed?
4. Is time important to your organization? Is time important to the artists?
  - How do you balance the need for schedule at Convocations with artists schedules? Do they often match?
  - Does Convocations or the artists sometimes adjust schedule to accommodate each other?
5. Is it ever difficult to find performers or is it more a question of which to choose from a large group?
6. Do you think your organization operates differently than other organizations or businesses in the area?

#### **Creativity**

7. What role does the element of time, coordinating space, etc., play in the development of creative products?
8. Have you had any experience with a non-creative organization and, if so, how does that contrast with the creative organization.
9. Among your constituents, does the creative talent use technology differently than the university and/or the ticket holders?

#### **Technology**

10. What is (or can be) the role of technology and communication in enabling emergent and creative processes and products?
11. I assume the Internet plays a role in the selection and communication process.
  - What role does YouTube play?
  - What role does MySpace play?
  - What role does Facebook play?

12. What are some of the new tools artists and creative organizations are using to recruit, market, and communicate?

**Communication:**

13. Do the artists ever initiate contact?

14. Is there an open application for artists to use to initiate contact?

15. What are some of the challenges your organization faces in communicating

- Internally
- Externally (with other organizations)
- To the Public

16. Are these challenges the result of policy, technology, or something else?

17. In what manner could these challenges be ameliorated?

**Wrap up**

18. Is there anything we haven't asked you about (creativity in) your organization that would be important for us to know?



## Appendix D

### Research Participant Debriefing

*Communication and Emerging Technologies in Creative Organizations*

Lorraine Kisselburgh, Ph.D.

Purdue University, Department of Communication

The study you just participated in asked you questions about your work in a creative organization. The goal of the study was to learn how technology and communication are used in creative organizations, and the results of the study will be used to expand our understanding of creative organizations and organizing processes.

If you have any questions about this research project, you can contact Dr. Lorraine Kisselburgh by phone (765) 494-3429 or email ([lorraine@purdue.edu](mailto:lorraine@purdue.edu)). If you have concerns about the treatment of research participants, you can contact the Committee on the Use of Human Research Subjects at Purdue University, 610 Purdue Mall, Hovde Hall Room 300, West Lafayette, IN 47907-2040. The phone number for the Committee's secretary is (765) 494-5942. The email address is [irb@purdue.edu](mailto:irb@purdue.edu).

Thank you for participating in this study. Your participation is appreciated.

Research Project Number \_\_\_\_\_

For IRB Office Use Only

RESEARCH PARTICIPANT CONSENT FORM  
*Communication and Emerging Technologies in Creative Organizations*  
Lorraine Kisselburgh, Ph.D.  
Purdue University, Department of Communication

Purpose of Research: The purpose of this study is to understand creative processes and organizations, and the use of technology and communication.

Specific Procedures: You will participate in a recorded interview and will be asked about your work, and technology and communication in your organization. You will not be asked to reveal any confidential information.

Duration: The interview will take no more than 2 hours of your time.

Risks: You will encounter only minimal risk in this study, that is, risk no greater than what you encounter in everyday activities. Your name will not be recorded, and any names you mention will be given pseudonyms to protect the confidentiality of everyone involved.

Benefits: There are no benefits to you for participating in this study. However, indirectly, you and other members of creative organizations may benefit from the results of this study.

Compensation: You will not be compensated for taking part in this study.

Extra Costs to Participate: There are no extra costs to you for participating in this study.

Confidentiality: Your confidentiality will be fully protected. A random identification number will be assigned to your responses, and your name and the name of any individuals you discuss will be changed on all transcriptions and reports so that your responses cannot be linked in any way. All recordings and transcripts from this study will be placed in secure and locked storage in the investigator's office at the University. No one will have access to the data except for the researcher(s) in this project. The project's research records may be inspected by departments at Purdue University responsible for regulatory and research oversight to ensure that participants' rights are being protected. After five years, the recordings will be destroyed; the transcripts will be kept indefinitely and may be used for other research in the future.

Voluntary Nature of Participation: You do not have to participate in this research project. If you agree to participate you can withdraw your participation at any time without penalty by simply asking to stop. If you do participate, you can skip any question in the interview you feel uncomfortable answering.

Contact Information: If you have any questions about this research project, you can contact Dr. Lorraine Kisselburgh by phone (765) 494-3429 or email ([lorraine@purdue.edu](mailto:lorraine@purdue.edu)). If you have concerns about the treatment of research participants, you can contact the Committee on the Use of Human Research Subjects at Purdue University, 610 Purdue Mall, Hovde Hall Room 300, West Lafayette, IN 47907-2040. The phone number for the Committee's secretary is (765) 494-5942. The email address is [irb@purdue.edu](mailto:irb@purdue.edu).

*(please initial and date, then turn over to sign)*

\_\_\_\_\_  
Initials / Date

Research Project Number \_\_\_\_\_

Documentation of Informed Consent

I have had the opportunity to read this consent form and have the research study explained. I have had the opportunity to ask questions about the research project and my questions have been answered. I am prepared to participate in the research project described above. I will receive a copy of this consent form after I sign it.

\_\_\_\_\_  
Participant's Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Participant's Name

\_\_\_\_\_  
Researcher's Signature

\_\_\_\_\_  
Date