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Application for a Grant

Identification						
This page will be made available to selection committee members and external assessors.						
Funding opportunity Insight Grants						
Joint or special initiative						
Application title Change in a complex mature organizational field: The case of addictions services						
Applicant family name Reay			Applicant given name Patricia		Initials	
Org. code 1480111	Full name of applicant's organization and department University of Alberta Strategic Management and Organization					
Org. code 1480111	Full name of administrative organization and department University of Alberta School of Business					
Scholar type	Regular	<input checked="" type="radio"/>	New	<input type="radio"/>	Research Group	
If New, specify category	1	<input type="radio"/>	2	<input type="radio"/>	3	<input type="radio"/>
			4	<input type="radio"/>	435-3	
Does your proposal require a multidisciplinary evaluation?					Yes	<input type="radio"/>
					No	<input checked="" type="radio"/>
Is this a research-creation project?					Yes	<input type="radio"/>
					No	<input checked="" type="radio"/>
Does your proposal involve human beings as research subjects? If "Yes", consult the <i>Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans</i> and submit your proposal to your organization's Research Ethics Board.					Yes	<input checked="" type="radio"/>
					No	<input type="radio"/>
Does your proposal involve activity that requires a permit, licence, or approval under any federal statute; or physical interaction with the environment? If 'Yes', complete Appendices A and B.					Yes	<input type="radio"/>
					No	<input checked="" type="radio"/>
	Year 1	Year 2	Year 3	Year 4	Year 5	Total
Total funds requested from SSHRC	<u>48,510</u>	<u>51,278</u>	<u>55,438</u>	<u>53,050</u>	<u>0</u>	<u>208,276</u>

Personal information will be stored in the Personal Information Bank for the appropriate program.

Application WEB
2012/10/12



Family name, Given name
Reay, Patricia

Participants

List names of your team members (co-applicants and collaborators) who will take part in the intellectual direction of the research. Do not include assistants, students or consultants.

Role

Co-applicant

Collaborator

Family name

Greenwood

Given name

Royston

Initials

Org. code

1480111

Full organization name

University of Alberta

Department/Division name

School of Business

Role

Co-applicant

Collaborator

Family name

Given name

Initials

Org. code

Full organization name

Department/Division name

Role

Co-applicant

Collaborator

Family name

Given name

Initials

Org. code

Full organization name

Department/Division name

Role

Co-applicant

Collaborator

Family name

Given name

Initials

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Department/Division name

Role

Co-applicant

Collaborator

Family name

Given name

Initials

Org. code

Full organization name

Department/Division name



Family name, Given name

Reay, Patricia

Research Activity

The information provided in this section refers to your research proposal.

Keywords

List keywords that best describe your proposed research or research activity. Separate keywords with a semicolon.

Institutional Change; Institutional Logics; Addictions

Priority Areas - Priority area(s) most relevant to your proposal.

Disciplines - Indicate and rank up to 3 disciplines that best correspond to your activity.

Rank	Code	Discipline	If "Other", specify
1	62600	Management, Business, Administrative Studies	
2			
3			

Areas of Research

Indicate and rank up to 3 areas of research related to your proposal.

Rank	Code	Area
1	290	Management
2		
3		

Temporal Periods

If applicable, indicate up to 2 historical periods covered by your proposal.

From	To
<p>Year</p> <p>_____ BC AD</p> <p>_____ <input type="radio"/> <input type="radio"/></p> <p>_____ <input type="radio"/> <input type="radio"/></p>	<p>Year</p> <p>_____ BC AD</p> <p>_____ <input type="radio"/> <input type="radio"/></p> <p>_____ <input type="radio"/> <input type="radio"/></p>

Personal information will be stored in the Personal Information Bank for the appropriate program.

Application WEB



Family name, Given name
Reay, Patricia

Research Activity (cont'd)

Geographical Regions

If applicable, indicate and rank up to 3 geographical regions covered by or related to your proposal. Duplicate entries are not permitted.

Rank	Code	Region
1	1130	Western Canada
2		
3		

Countries

If applicable, indicate and rank up to 5 countries covered by or related to your proposal. Duplicate entries are not permitted.

Rank	Code	Country	Prov./ State
1	1100	CANADA	AB
2			
3			
4			
5			



Family name, Given name

Reay, Patricia

Response to Previous Critiques - maximum one page

Applicants may, if they wish, address criticisms and suggestions offered by adjudication committees and external assessors who have reviewed previous applications.

Empty response area for addressing criticisms and suggestions.



Family name, Given name

Reay, Patricia

Summary of Proposal

The summary of your research proposal should indicate clearly the problem or issue to be addressed, the potential contribution of the research both in terms of the advancement of knowledge and of the wider social benefit, etc.

Change in a Complex Mature Organizational Field: The Case of Addiction Services

Study Objectives:

This proposal contributes to institutional theories of change by identifying the processes by which institutionalized arrangements embracing multiple logics are reconstructed. The research will be based on micro- and macro-levels of analysis to improve our understanding of how entrenched patterns of behaviour and ways of providing services can be changed. The empirical context is the public provision of addiction services in Alberta, a mature context that involves well-established professions, practices and meaning systems or 'logics.' Consequently, in addition to advancing theory, the project should inform public policy regarding more effective arrangements of providing addictions services. Ultimately, findings from this study should help to address the deep-rooted social problems associated with addictions

Methodology:

This study will be conducted over a 4 year period following an interpretivist qualitative case study approach aimed at extending theory (Myers, 2008; Stake, 1995; Yin, 2003). Case study is particularly appropriate when new theory is being developed, when new perspectives are desired, or when how or why questions are being asked (Eisenhardt, 1989; Yin, 2003). Since we are interested in understanding how changes occur over time, a process approach and a longitudinal design are critical components of the research design (Langley, 1999). Archival data outlining events over time will be collected and contribute to the dataset. In addition, semi-structured qualitative interviews will be conducted with key micro- and macro-level informants in each year of the study. This research approach will facilitate the development of a rich dataset related to the dynamics of change over time.

Anticipated Significance:

Practical significance: The problems associated with addictions are well-known. There have been many initiatives (federally and provincially) to reduce the number of people addicted to legal or illegal substances, improve addiction treatment, or "clean up" communities with high addiction rates. However, success to date has been minimal at best. Good intentions of committed organizations and individuals seem to become mired in the myriad of intertwined policies, procedures and taken-for-granted norms. This project holds potential to improve knowledge concerning how change in the system can be facilitated. This will be useful for government policy makers, program administrators and service providers who want to improve services and reduce the social problems associated with addictions.

Contribution to theory: The purpose of the proposed project is to advance theory on the circumstances under which, and the processes by which, motivated macro- or micro-level actors can disturb existing agreements or 'settlements' and initiate fundamental shifts in the way that major social issues and problems are 'understood'. The study will contribute to institutional theory concerning change or stability in contexts characterized by multiple co-existing logics (institutional complexity).

Change in a Complex Mature Organizational Field: The Case of Addiction Services

A current concern of institutional theory is to understand how change occurs in complex, mature organizational fields. Typically, such fields have been characterized as stable and enduring with dominant institutional logics articulated in practices and structures that become increasingly taken-for-granted over time. The consequences for public policy concerning mature fields are significant – changes are resisted and innovation and experimentation are repressed. The purpose of the proposed project, therefore, is to advance theory on the circumstances under which, and the processes by which, motivated macro- or micro-level actors can disturb existing field-level agreements or ‘settlements’ in Rao and Kenney’s (2008) terms -- and initiate fundamental shifts in the way that major social issues and problems are ‘understood’. In doing so, the proposed research will have applied implications because it should identify how learning and experimentation can be achieved within mature professional contexts. The starting point is to conceptualize fields as expressions of *multiple* logics. The empirical setting for this proposed research is the public provision of addiction services, a mature context that involves well-established professions, practices and meaning systems or ‘logics.’ Consequently, in addition to advancing theory, the project holds potential to inform policy regarding more effective arrangements of addictions services.

Research objectives:

1. To contribute to institutional theories of change by: a) identifying the processes by which field-level institutionalized arrangements that embrace multiple logics are reconstructed; and b) linking micro- and macro-levels of analysis.
2. To contribute to public policy by providing insights into how well-established, taken-for-granted arrangements of service provision can be changed.

The Theoretical Problem: Change in mature contexts has been a central focus of research in institutional theory for the past decade. Various theories have been developed, usually focusing on the significance of exogenous shocks, or heightened intra-field contradictions that precipitate the introduction of a new institutional logic that supplants a previously dominant logic (for summaries see Hardy & Maguire, 2008; Thornton & Ocasio, 2008). However, it is increasingly being recognized that most mature fields, especially in professionalized settings, are comprised of multiple logics and exhibit ‘institutional complexity’ (Greenwood et al., 2011). For example, the simultaneous impact of professional *and* market logics has been shown (e.g. Reay & Hinings, 2009; Thornton, 2004). Similarly, recent studies have explored the presence of commercial and social, not-for-profit logics in the field of microfinance (e.g. Battilana & Dorado, 2010). Although initially, the presence of institutional complexity may be problematic, these studies imply that, over time, arrangements evolve that provide ‘settlements’ (Rao & Kenney, 2008) as to how ‘constellations of logics’ (Goodrick & Reay, 2011) are managed, by whom, under what circumstances, and for whose benefit.

Settlements, however, become entrenched in inter-organizational structures and practices and in the cognitive frameworks of actors. They reflect arrangements that satisfy the entrenched interests of key actors (Greenwood et al., 2011; Rao & Kenney, 2008). Moreover, settlements become monitored and enforced by field level infrastructures consisting of occupational and professional associations, accreditation agencies, educational institutions, and are often embedded in formal state regulations. Recent work has begun to identify the nature of settlements, and to explore how they enable the sustained co-existence of multiple logics (Helms, Oliver & Webb, 2012; Thornton, Ocasio & Lounsbury, 2012). But how change is accomplished under conditions of institutionalized complexity is not well known. In some cases, practices can be de-institutionalized through the discursive efforts of

organized actors (Maguire & Hardy, 2009). But we do not understand how established arrangements that tie multiple logics together in a mature, stable field can be disrupted, nor how, once disrupted, re-settlements occur. Put more bluntly, relatively little is known about how the prescriptions of multiple logics can be rearranged (Purdy & Gray, 2009; Greenwood et al., 2011).

Previous macro-level studies suggest that the best chance for change exists when elite actors are the instigators because they have the resources to push through their change agenda (Greenwood & Suddaby, 2006), but there is growing appreciation that such changes are premised on the attempt of elites to substitute one logic for another. Further, emerging work suggests that re-settlements are more likely to emerge from the ground up, involving individuals who often work under-the-radar, building on successive incremental changes to create field level change in the longer term (Reay et al., 2006; Smets et al., 2012).

The beginnings of such a bottom-up example of change can be observed in our proposed empirical context. A change initiative designed to disrupt well-established arrangements regarding how people with addictions should be understood, the appropriate form of services that should be delivered, by whom, and under what conditions has begun. Initiatives have been introduced to disrupt some of the established patterns by introducing new arenas for the discussion of addictions and by bringing different groups of actors together. There has been a re-focusing of attention on 'new science' regarding the physiology of addiction. These efforts at disturbing the field began in earnest approximately three years ago, and traction is now apparent. This is thus an opportune time to systematically follow the change initiative over the next four years in order to identify and analyze strategies employed, and the responses and actions of current field actors. In doing so, we are responding to the recent calls for better understanding of institutional complexity (Greenwood et al., 2011) and for multi-level studies that link individual action to organizational and field-level change (Lawrence et al., 2009; Scott, 2008).

The Practical Problem. People with addictions create significant social problems in Canada. Addictions are costly from both a social and financial perspective. Recent studies indicate that the national cost of alcohol addiction is approximately \$14.6 billion every year, and the cost of addictions to illegal drugs is estimated at \$8.2 billion per year (Canadian Centre on Substance Abuse, 2006). These figures measure costs associated with death, illness, lower workplace productivity, treatment or incarceration. They do not include additional welfare benefits; nor do they include other less tangible costs such as family disruption, traumatized childhood, and the provision of community protection services.

The problems associated with addictions are well-known. There have been many initiatives (federally and provincially) to reduce the number of people addicted to legal or illegal substances, improve addiction treatment, and 'clean up' communities with high addiction rates. However, success to date has been minimal at best. Good intentions of committed organizations and individuals seem to become mired in the myriad of intertwined policies, procedures and taken-for-granted norms. An intervention in one organization (for example, a municipal initiative to provide safe injection sites for addicted individuals) can be blocked by the well-meaning actions of other societal organizations such as courts of justice or police forces.

People can be addicted in many different ways. The focus of this study, however, is on addiction as the 'immoderate or compulsive consumption of a drug or other substance' (Oxford English Dictionary); hence the study is restricted to consideration of legal or illegal drug addictions. The geographical context of the project is Alberta, and the field of addictions services involves many organizations that are

involved in various ways in the treatment or prevention of such addictions. Some of these organizations are provincial, such as: the provincial government (through multiple ministries), the provincial courts, and correctional institutions. Some are federal, for example: departments of the federal government, federal courts, federal penitentiaries, and the RCMP. Others are community based: Local municipalities, police forces, local chapters of addictions treatment organizations (such as Alcoholics Anonymous), and volunteer or not-for-profit local agencies. Local providers -- such as psychologists, educators or addictions counselors -- also contribute to the set of organizations involved in the addictions services field. Importantly, each of these actors is influenced by their own institutional logic which prescribes how addiction services should be conceptualized, the nature and ideas of different actors, and their appropriate interactions. The resulting problem of this segmentation of actors according to their own logic, is that the settlements developed to manage these competing logics are resistant to change and experimentation.

Addictions Services as an organizational field with multiple conflicting logics:

Drawing on the concept of institutional logics and based on preliminary investigations, we characterize the arrangement of addictions services in Alberta according to three different institutional logics. The three logics are summarized below according to underlying beliefs, the fundamental approach to addictions, and the implied indicators of success. All three logics have the same aspiration: reducing the number of people with addictions.

1. **Treatment Logic.** The underlying belief is that people with addictions have treatable, individual conditions. Thus, treatment should be easily available, and people with addictions should be encouraged to get treatment. Indicators of success are that people receive treatment and at least some of them learn to manage their addiction.
2. **Legal Logic.** The underlying belief is that people with addictions are highly likely to break the law and become criminal problems. Thus, the appropriate approach is to ensure that people with addictions are punished and swiftly removed from the community through the justice system (police and courts). Indicators of success are that people with uncontrolled addictions are removed from the community through incarceration.
3. **Preventative Logic.** The underlying belief is that people develop addictions as a result of their social conditions. Therefore, the appropriate approach is to provide resources targeted at improving social conditions in communities with high addiction rates. Indicators of success are the improvement of social conditions in designated communities.

These three logics co-exist because long-standing arrangements (in our terms, settlements) among key field-level actors have developed. Most actors are primarily guided by one of these logics and provide services as prescribed by that approach. For example, police forces and prisons are primarily based on a legal or criminal view of addictions, whereas drug treatment organizations (e.g. *Alcoholics Anonymous*) provide services based on the view that some people become addicted to drugs, while others do not. The solution, then, is to provide specialized treatment for addicted people -- usually based on avoiding the addictive substance. A smaller number of programs (e.g. *Safer Communities*) focus on the social context -- working toward better social conditions as a longer term approach to reducing addictions. The current institutional arrangements are such that actors provide services independently of each other; however, from time to time, they bump up against each other, necessitating decisions about which services are appropriate (e.g. whether an addicted person who commits a crime can receive treatment or must be incarcerated). Similarly, approaches based on creating better social contexts can bump up against police concerns.

Applying the language of institutional theory, and informed by a set of preliminary interviews with key actors, a review of significant government documents and ongoing observations of events over the past year, we describe the addictions services field as 'mature' with well-established institutional arrangements. Despite the existence of strong but incommensurate institutional logics (Greenwood et al., 2011; Pache & Santos, 2010) with multiple nodes of authority, detailed roles and practices have been worked out that give guidance to who does what, and mitigate contestation among the logics. These field characteristics, however, mean that change is very difficult to achieve.

Key actors report that changes are desperately needed to address the pressing social problems associated with addictions. Current arrangements are acknowledged as not working. As a consequence, small initiatives that cross the three logics are underway. Some show promise, such as Drug Treatment Courts (Alberta Government, 2012) (where first offenders receive treatment and counseling rather than incarceration), and Safe Injection Sites (where addicts can safely inject themselves with illegal substances avoiding criminal charges and creating a safer community). In addition, a new foundation, *the Alberta Family Wellness Initiative* (AFWI), is deploying significant resources to bring together actors from the different logics. The initiative is grounded in recent scientific insights from neuroscience research. AFWI is intent on disrupting established patterns by introducing outside expertise and service models based on the integration of science, policy and practice. (See the AFWI website for further explanation (www.norlien.org/alberta-family-wellness-initiative)).

In summary, the addiction services field is an excellent setting to investigate change in a complex, mature field in which the arrangements for managing multiple conflicting logics are well-established and taken-for-granted. Change is desired because the social problems associated with addictions have not been successfully addressed. Our aspiration is that by following events over time and developing a detailed understanding of actions taken by both macro- and micro-level actors, it will be possible to better understand change (or resilience) in a mature, complex field.

Research Methods

This study will be conducted over four years, following an interpretivist qualitative case study approach aimed at extending theory (Myers, 2008; Stake, 1995; Yin, 2003). Case studies are particularly appropriate when new theory is being developed, when new perspectives are desired, or when 'how' or 'why' questions are being asked (Eisenhardt, 1989; Yin, 2003). Since our interest is in understanding how change occurs over time, a process approach and longitudinal design are critical components of the research design (Langley, 1999). In addition, since this is a study of change in an organizational field, it is important to understand dynamics at multiple levels of analysis. Macro initiatives can foster micro-level practice changes, but we also know that micro-level action can lead to macro-level changes. This study is therefore designed with attention to both the macro and the micro. Qualitative methodology requires knowledge and experience on the part of the researchers. Both investigators have extensive experience in qualitative research, and this study will provide excellent opportunities for PhD students to gain valuable skills through their involvement in this study. Ethics approval will be obtained through the University of Alberta Research Ethics Office.

As a preliminary step, basic information has already been collected to initially map out the key actors in the field and develop a basic understanding of the relationships among them. The four years of the research project will be devoted to gaining longitudinal data by interviewing both macro and micro-level key informants who can provide in-depth accounts of the field dynamics as ongoing initiatives are

(re)designed and implemented. Where possible, informants will be interviewed at least three times over the course of the study to capture their views on change as it occurs.

In the first year of the study we will continue to systematically build a dataset of documents published by the Alberta Family Wellness Initiative (AFWI) and any government documents relating to this initiative. This will contribute to our understanding of AFWI's founding principles, history, actions taken, and statements made. Since this field is grounded in the public sector, the volume of government and quasi-government documents produced is extensive. PhD students and an undergraduate student will identify and gather appropriate documents including legislation, reports and website information relating to the development and implementation of government initiatives related to addictions services. This will require attention to the federal, provincial and municipal levels of government. The documentary data base will be catalogued and organized using a combination of text-based spreadsheets and qualitative analysis software (NVivo) to facilitate textual analysis.

Also beginning in the first year, we will conduct a series of semi-structured interviews with key informants. Although we will remain open to interview any individuals who are engaged with the change initiative in different respects over time, we start with the position of focusing our interviews in three ways. First, we will interview individuals who are knowledgeable about the AFWI initiative. This means interviewing people inside AFWI and those outside AFWI who are knowledgeable about actions taken and responses of other actors. Second, we will interview key informants at the macro-level such as government officials, senior managers and program directors. We anticipate that these people will provide further information about the dynamics of the field and identify actors who we may have missed. These interviews will also help us locate other appropriate documents and assist in developing a list of further interviewees who are able to discuss relevant change initiatives – how they have been designed, how they unfolded, and how the relationships among key actors contributes to the change dynamics. Third, interviews will be conducted with individuals who have been involved with one of the micro-level initiatives currently under consideration or already underway. At this point, the two known initiatives are the *Drug Treatment Courts* and a proposed *Safe Injection Site*. Snowball sampling will be used to identify further individuals in the field who have personally made a difference to the way in which addictions services are provided. By following up with these people and others who are knowledgeable about their actions, we will gather data concerning how these efforts were developed, implemented and the perceived effect. The micro-level projects are attractive sites for PhD work because they are relatively contained and offer excellent potential for dissertation work. Thus, for example, a PhD student will interview informants who are knowledgeable about the development and functioning of Drug Treatment Courts – attempting to understand how actors such as the courts, police and governments came to agreement concerning appropriate processes for offenders.

We anticipate that approximately 45 interviews will be conducted in each of years 1, 2 and 3. (Each year there will be about 15 interviews with AFWI informants, 15 macro-level actors, and 15 micro-level actors.) Snowball sampling will allow us to contact a variety of stakeholders, and already established connections with AFWI will facilitate many of the interviews. To gain contextual information, we will also attend seminars and workshops where AFWI initiatives are introduced and explained. In year 4, approximately 20 interviews will be conducted to follow up on any issues arising from the ongoing data analysis and to engage in member-checking (confirming conclusions drawn through data analysis). In all cases, interviews will be digitally recorded, transcribed, then analyzed and organized with the use of NVivo software. Most interviews will be conducted in Alberta (primarily in Edmonton and Calgary), but it will be important to interview a number of individuals in Ottawa, since many aspects of addictions services are determined at a federal level.

Two members of the research team will jointly conduct interviews, where possible. This is important for two reasons. PhD students will learn interviewing skills by being paired up with an experienced researcher. In addition, two researchers conducting an interview can capture higher levels of detail and understanding than a single interviewer, and at the conclusion of the interview, two researchers can interrogate each other to understand data in light of theory. Data analysis will follow established principles of qualitative research (e.g. Langley, 1999; Lincoln & Guba, 1985; 2002; Miles & Huberman, 1994). The focus will be on building and extending theory, encouraging PhD students to engage in this process. Since we are gathering different types of data from different categories of stakeholders, we will be able to engage in triangulation, and we will have multiple researchers (Principal and Co-Applicant and PhD students) conducting data coding and analysis – improving the rigor and trustworthiness of our findings (Creswell, 2007; Myers, 2008).

Relationship and Relevance of the proposed research to ongoing research

This proposed project builds on previous research in several ways. First, it contributes to the applicants' research concerning multiple, conflicting logics in a field and how they can co-exist for lengthy periods of time (Greenwood et al., 2010; Reay & Hinings, 2005; 2009). Further, this research also builds directly on the concept of plurality or 'constellations of logics' as a way of understanding both competing and complementary relationships among logics (Goodrick & Reay, 2011; Greenwood et al., 2011). Bringing together the foundational work of the applicants, the proposed research holds significant potential to advance theory regarding the dynamics of change in complex, mature fields. This is important because many organizational fields are characterized by multiple co-existing, potentially competing logics where established arrangements are entrenched and the possibility of change is seen as remote. And yet these fields are also commonly characterized by ongoing pressing problems (sometimes called 'wicked problems') where solutions remain to be found.

Second, this proposed research extends previous work examining the role of individual micro-level actors who contribute to institutional change through their everyday work at the organizational front-line (Reay et al., 2006; Smets et al., 2012). Although there has been increasing research attention to the role of individual actors, we still have inadequate knowledge about how individuals instigate or contribute to institutional change. Finally, at the practice level, interest in the context for this proposed research grows out of a SSHRC funded project (currently in its final year; Reay is co-investigator) on inter-professional collaboration in mental health and addiction treatment settings. Investigations reveal the significance of the social problems related to addiction and the need for solutions. Thus overall, this proposed research builds on the investigators' previous development of organizational theory and knowledge of a real life problem that desperately needs to be addressed.

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Knowledge Mobilization Plan

The proposed research inherently links the production of academic knowledge with the development of knowledge that holds value in practice settings. The communication plan therefore includes significant attention to both practice and academic audiences. As we have done in previous research projects, we will provide annual feedback to organizations that participate in the research. This means that we will provide summaries of findings to date to participants if they wish to receive that information. The strategy of ongoing (usually annually) feedback has been very well received in past research initiatives. It is an approach that encourages a positive research relationship between the academic and practice worlds. This will be done in a way that is consistent with the research ethics approval obtained -- so that the anonymity and confidentiality of participants is protected.

To engage with practice audiences, ongoing research results will be communicated not only to participating organizations, but to the field of addiction services more broadly. This will be done through updates posted on a webpage dedicated to this purpose --through the Centre for Effective Business Management of Addiction Treatment, a University of Alberta Centre of Excellence housed at the Alberta School of Business. In addition, the Principal Applicant will present findings at government workshops or addiction conferences where practitioner audiences are likely to be interested in the research findings. These will be Alberta and Canadian workshops primarily, but because the problems of addiction are similar across the western world, there may also be opportunities in the US and other countries. Finally, we will also aim to publish findings in journals such as *Canadian Public Policy* and *Stanford Social Innovation* to highlight the more practical aspects of our study, particularly those related to characteristics of the addiction services field.

Results will also be disseminated through academic conferences (e.g. *Administrative Sciences Association of Canada*, *Academy of Management*, *European Group for Organization Studies*, or smaller ad-hoc conferences). PhD students will make most of these presentations. The plan is for one conference presentation in the second year, and two in each of the third and fourth years of the study. We aim to produce at least three rigorous scholarly papers that build and extend theory about institutional logics, settlements and institutional change. These papers will be written for target journals such as *Administrative Science Quarterly*, *Academy of Management Journal* or *Organization Science*. Although it is difficult to predict in advance, the goal is that these papers will be focused in the following three ways: (1) understanding how established institutional settlements can be disrupted, (2) how field-level actors respond to initiatives designed to disrupt settlements, and (3) how micro-level actors contribute (or not) to changes in mature fields characterized by institutional complexity. PhD students will be co-authors on the majority of papers produced from this research.

To summarize, starting in the second year of the proposed research program there will be presentations of findings to date in both practice and academic settings. Work on manuscripts will begin in the second year to develop conference presentations. In year 2 and continuing throughout the research project, the applicants will engage with the practice community (e.g. government managers and program directors, project supervisors and community champions) to communicate ongoing research findings and gather feedback.



Family name, Given name

Reay, Patricia

Expected Outcomes

Elaborate on the potential benefits and/or outcomes of your proposed research and/or related activities.

Scholarly Benefits

Indicate and rank up to 3 scholarly benefits relevant to your proposal.

Rank	Benefit	If "Other", specify
1	Student training/skill development	
2	Enhanced theory	
3	Knowledge creation/intellectual outcomes	

Social Benefits

Indicate and rank up to 3 social benefits relevant to your proposal.

Rank	Benefit	If "Other", specify
1	Social outcomes	
2	Enhanced policy	
3	New or enhanced partnerships	

Audiences

Indicate and rank up to 5 potential target audiences relevant to your proposal.

Rank	Audience	If "Other", specify
1	Provincial/territorial government	
2	Federal government	
3	NGO and community organizations	
4	Academic sector/peers, including scholarly associations	
5		



Family name, Given name

Reay, Patricia

Expected Outcomes Summary

Describe the potential benefits/outcomes (e.g., evolution, effects, potential learning, implications) that could emerge from the proposed research and/or other partnership activities.

Expected Outcomes Summary

The potential benefits of this proposed research are summarized according to four categories of anticipated outcomes: theoretical advancements, student learning, implications for public policy, and partnership development.

Theoretical advancement:

The purpose of the proposed project is to advance theory regarding change and resilience in institutionalized settings where long-term well-established arrangements are difficult to disturb. This is an important question in institutional theory because scholars recognize both stability and change, but have yet to develop clear answers regarding antecedents of either. By contributing to this scholarly debate, our project has potential to advance the collective knowledge base concerning the dynamics of organizational and institutional change.

Student learning:

This project provides excellent potential for PhD students to gain valuable research skills and knowledge. In particular, students will have the opportunity to acquire practical experience in conducting the work associated with academic research, such as gathering and analyzing archival and interview data. In addition, the theoretical nature of this proposed research will integrate PhD students into the iterative process of developing theory based on qualitative data -- allowing students to experience and develop their critical thinking, analytic, and academic writing skills. We anticipate that PhD students who participate in this research will develop excellent dissertations and go on to become strong scholars in high quality Faculties of Business.

Undergraduate students will also gain important skills through their work with this project. They will learn more about scholarly research and acquire experience in managing large quantities of data. Based on our past experience in involving undergraduate students in research projects, they are highly likely to consider Masters or PhD programs in the future.

Implications for public policy:

The public sector tends to be characterized by well-established patterns of service delivery and often includes professional providers. This is certainly the case in the field of addiction services where currently entrenched arrangements make it difficult to respond to the ongoing social problems arising from the high incidence of addictions. The findings from this proposed study hold potential to inform the development of future policy regarding the most effective ways of arranging addiction services. In addition, knowledge gained in the addictions field may be transferrable to other public service sectors where similar difficulties in accomplishing change exist.

Partnership development:

This project involves the development of working relationships between academic researchers and practice-focused managers, policy-makers and practitioners in the field of addictions services. Based on our past experience in different settings, we believe that these partnerships will facilitate the transfer of research knowledge to practice. In addition, the partnerships themselves will be beneficial to establishing future collaborations for the purposes of educational and research advancement.

Research Team, Previous Output and Student Training

A. Research Team

This proposed research will be guided by the Principal and Co-Applicant with integrated support from two PhD students and undergraduate students. Our approach to working with PhD students is that of co-learning, and thus the research is designed to provide students with opportunities to gain new knowledge and skills (as explained in more detail below), and also to create a team atmosphere where students interact with faculty and each other as the research progresses. The PhD students will develop their dissertations as an integral part of this proposed research. PhD students will devote approximately 24 hours/ week to this project. Reay (PI) will devote approximately 60% of research time to this proposed research. Other research time is devoted to completing the current projects described below. Greenwood (Co-Investigator) will devote approximately 20% of his research time to this project.

On this proposed project, the division of work by applicants will be Reay 80% and Greenwood 20%. Reay will take responsibility for organizing the overall project, including identification of interviewees, direct involvement in the majority (if not all) interviews conducted, managing data analysis, ensuring that students receive appropriate guidance and are involved in the research activities, and overseeing manuscript preparation and presentations of findings to practice-based and academic audiences. Greenwood will be involved in the design of data collection, engagement with approximately 20% of the interviews, and will be actively involved in theory development and manuscript preparation. There will be regular team meetings (investigators and students) over the four years of the project.

B. Description of previous and ongoing research results

This proposed research builds on previous research by Reay (*SSHRC – The dynamics of interprofessional collaboration: Bridging between macro and micro levels of analysis*. PI – Samia Chreim: 2009-2012) investigating how different professionals work together in mental health and addiction settings – attempting to bring together different guiding logics and approaches to their professional work. There are four provincial sites for this research: Alberta, British Columbia, Quebec and Ontario. Data collection remains ongoing at this point, but there have so far been six academic presentations based on this research, and one peer-reviewed article in-press. Huq & Reay (2010) presented findings from the British Columbia site at both the ASAC and Western Academy of Management conferences. Reay et al. (2011) presented findings at the European Group of Organization Studies focusing on the ways in which competing logics can be successfully brought together. Huq (2012) (PhD student) presented findings at Academy of Management; two other presentations based on this research were made at AOM by Chreim et al. (2012). Findings from the research on interprofessional collaboration are informing the currently proposed research on change in addiction services in two ways. First, previous research observations highlight the societal importance of finding new ways to address addiction problems. And second, the focus on collaboration reveals the need for theoretical investigation into understanding how well-established arrangements to manage co-existing institutional logics can be disrupted.

Other ongoing research with Reay as a co-investigator (*Canadian Institutes for Health Research (CIHR) – Partnering for Change: Understanding the Contribution of Social Entrepreneurship to Primary Health Care Transformation* (PI – Martha MacLeod: 2011- 2015)) investigates how community partnerships and social entrepreneurship can contribute to large scale change in the delivery of primary care services. This research is in its second year, and it is tightly connected with a number of key practice partners in Northern British Columbia. The PI of the study is at the University of Northern British Columbia, where there is a strongly established working relationship between UNBC and the health and social services systems. Findings from this research (particularly in the area of community engagement) will help to inform research strategies in this proposed research. In addition, the networking opportunities will be expanded as both research initiatives progress.

A completed research project (*Canadian Institutes for Health Research (CIHR) – Organizational Learning in Primary Health Care Innovation*. (PI – Trish Reay: 2005 to 2008)) investigated how organizational learning occurs in different contexts. Through annual interviews with key informants at ten primary health care sites, researchers have tracked processes of innovation over three years. Key findings suggest that interdisciplinary dynamics can lead to new improved ways of delivering health services, or can result in paralysis with respect to innovation (Reay et al., forthcoming, *Health Care Management Review*). In addition, there have been multiple presentations to practitioner audiences in Alberta and other Canadian provinces. There have been two book chapters published to date (Casebeer & Reay, 2011; Casebeer et al., 2010).

The proposed research will also draw on Royston Greenwood's strong record of contribution to institutional theory – most recently his research investigating institutional complexity and field-level change (Greenwood et al., 2010; 2011; Smets et al., 2012). His involvement in a recently completed SSHRC grant (with PI Michael Lounsbury) titled, *A field perspective on nanotechnology path creation: An examination of carbon nanotubes*, will also provide theoretical foundations for this proposed research. Although the Nanotechnology project examined a very different context, it provided a setting for theoretical development of concepts related to multiple institutional logics and relationships among logics. These theoretical advancements underpin this proposed research, and will be developed further through this research. Greenwood's recent work has been completed with PhD students as co-authors, and this approach to publishing will serve as a model for the proposed research.

C. Description of proposed student training strategies

Students will be an integral component of the research. Greenwood's extensive experience in working with PhD students will be drawn on as a critical component of this project. He will commit to the ongoing development of students associated with this research. In particular, he will work with students to improve their theoretical reasoning and critical thinking skills as well as their writing skills.

Two students currently supervised by Reay will be working on this research project if it is funded. One student (J. Huq) is currently in her fourth year of study and has developed a strong foundational knowledge of the organizational literature and qualitative research methods. She

has been working with Reay on previous research, and will be involved in this proposed research. She should graduate part way through this research program (likely in year 2), and we will engage a new PhD student in approximately year 3 or 4 of this study. The other student currently identified to be part of this project (D. Peterson) is a second year student who has already been investigating the topic of addictions services even though he is currently completing coursework where he is gaining knowledge of the academic literature. He will be fully engaged with this project, developing his research skills through collaboration with team members. We expect that the two students will work closely with each other and faculty on this project.

More specifically, all students affiliated with this research project will learn qualitative methodology through a hands-on approach, and as a result will develop the skill set to facilitate their own research projects in the future. In particular, we will ensure that students learn to collect and analyze documentary (archival) data systematically. They will also be involved in the interview process, at first together with a skilled researcher, and later they will be the primary interviewers. This is an important skill for qualitative researchers to develop, and participating in research is the best way to acquire these skills. We aim to have two researchers conduct all interviews to enhance the quality of the interview and allow for more informed discussions of the qualitative data. Students will also have the opportunity to advance their writing skills as we work collaboratively on research manuscripts aimed for publication in well-respected journals. As well, students will have multiple opportunities to present research findings at conferences – as we have encouraged PhD students to do in previous research -- another important skill for students to develop.

In addition to developing methodology, writing and presentation skills, we will ensure that students working on this project engage with the theoretical literature as part of the research process. This is an important component of qualitative research (in particular) – to be able to work iteratively between established theory and analysis of research data. By developing these skills as part of their PhD program, students are well positioned when they graduate to go on and take leadership roles in future research.

This proposed research will also rely on the involvement of undergraduate Business students at University of Alberta. Based on past experience, their involvement will be a very positive addition to the research team. The research is designed so that an undergraduate student can play an important role in managing the relatively large volume of data anticipated in this study. Students are usually happy to work part-time, and their involvement helps to expose them to research methods that they would otherwise not have experience with. Past students have not only enjoyed being involved in research, some of them have gone on to masters programs as a result.

In summary, both undergraduate and PhD students will play an integral role in this proposed research. They will work closely with the applicants and as a result we anticipate they will gain knowledge and experience that helps them move forward with their own academic careers.



Family name, Given name

Reay, Patricia

Funds Requested from SSHRC

For each budget year, estimate as accurately as possible the research costs that you are asking SSHRC to fund through a grant. For each Personnel costs category, enter the number of individuals to be hired and specify the total amount required. For each of the other categories, enter the total amount required.

Personnel costs	Year 1		Year 2		Year 3		Year 4		Year 5	
	No.	Amount	No.	Amount	No.	Amount	No.	Amount	No.	Amount
Student salaries and benefits/Stipends										
Undergraduate	1	5,000	1	5,000	1	5,000	1	5,000	0	0
Masters										
Doctorate	2	32,670	2	33,978	2	35,338	2	36,750	0	0
Non-student salaries and benefits/Stipends										
Postdoctoral										
Other										
Travel and subsistence costs										
		Year 1	Year 2	Year 3	Year 4	Year 5				
Applicant/Team member(s)										
Canadian travel		2,200	2,200	3,700	2,700	0				
Foreign travel										
Students										
Canadian travel		2,200	2,200	2,200	1,200	0				
Foreign travel		0	2,500	5,000	5,000	0				
Other expenses										
Professional/Technical services		4,200	5,400	4,200	2,400	0				
Supplies										
Non-disposable equipment										
Computer hardware		2,000	0	0	0	0				
Other		240	0	0	0	0				
Other expenses (specify)										
Total		48,510	51,278	55,438	53,050	0				

Budget Justification – Funds Requested from SSHRC

Personnel costs

Two PhD students will be integral to this research project. Both will engage in this research as part or all of their dissertation work. One PhD student will be funded for three years (D. Peterson) since he is currently in his second year. A second PhD student (J. Huq) will be funded for approximately two years, and a new PhD student will be recruited in Year 3 or 4. (PhD funding calculated based on University of Alberta rates (including benefits), average 24 hrs/ week = \$16,335/ year; increased by 4% per year.) One Undergraduate student will be hired (\$15/ hr including benefits) for each year of the research to assist with gathering and organizing documents for analysis. This student will also assist with record-keeping and data entry in NVivo. The undergraduate student work will be spread out over the years, but will be most intense during the summer months.

Year 1:

2 PhD students	2 students x \$16,335	= \$32,670
1 Undergraduate student	1 student x \$ 5,000	= \$ 5,000

Transcribing: Based on an average interview of 1 hour, and based on previous experience with transcriptionists in Alberta, the cost of transcribing a one-hour interview is approx. \$120. In Year 1, anticipated number of interviews with key informants is 45. PhD students will transcribe approximately 10 interviews as part of their educational experience.

Transcription cost	35 interviews x \$120	= \$ 4,200
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Year 2:

2 PhD students	2 students x \$16,989 (16,335 x 1.04)	= \$33,978
1 Undergraduate student	1 student x \$ 5,000	= \$ 5,000

Transcribing:

45 interviews in total:

Transcription cost	45 interviews x \$120	= \$ 5,400
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Year 3:

2 PhD students	2 students x \$17,669 (16,989 x 1.04)	= \$35,338
1 Undergraduate student	1 student x \$ 5,000	= \$ 5,000

Transcribing:

45 interviews in total:

(PhD student will transcribe approx. 10 interviews)

Transcription cost	35 interviews x \$120	= \$ 4,200
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Year 4:

2 PhD students	2 students x \$18,375 (17,669 x 1.04)	= \$36,750
1 Undergraduate student	1 student x \$ 5,000	= \$ 5,000

Transcribing:

20 interviews in total:

Transcription cost	20 interviews x \$120	= \$ 2,400
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Total personnel costs = **\$174,936**

Student funding = \$158,736 (76.2% of total budget)

Travel for data collection (Research)

Travel will be required inside Alberta to conduct interviews with participants. Wherever possible, interviews will be conducted in Edmonton where travel costs will not be incurred. However, AFWI and a number of other key actors are located in Calgary necessitating approximately 2 trips per year (with 2 researchers) to Calgary for data collection. (Estimated cost of ground travel, 2 nights hotel and expenses = \$600.00/ person) In addition, one trip to Ottawa in each of years 1, 2 and 3 will be required to

interview federal level key informants. (Estimated cost of air travel, 2 hotel nights and expenses = \$1,000.00/ person)

Year 1:

Alberta travel	2 trips x \$600 x 2 people	=	\$ 2,400
Ottawa travel	1 trip x \$1,000x 2 people	=	\$ 2,000

Year 2:

Alberta travel	2 trips x \$600 x 2 people	=	\$ 2,400
Ottawa travel	1 trip x \$1,000x 2 people	=	\$ 2,000

Year 3:

Alberta travel	2 trips x \$600 x 2 people	=	\$ 2,400
Ottawa travel	1 trip x \$1,000x 2 people	=	\$ 2,000

Year 4:

Alberta travel	2 trips x \$600 x 2 people	=	\$ 2,400
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Total data collection travel costs = \$ 15,600

Travel for Communication of Results:

Limited amounts of travel funding for faculty and PhD students making presentations at conferences is available through University of Alberta sources. For example, PhD students can be eligible for \$500 to \$1000 support, and faculty members have access to \$3,300 per year. These funds will be accessed, but they are not sufficient for PhD students to be able to attend U.S. and other international conferences that are important in developing their academic skills and networks. Co-investigator (Greenwood) will use other sources of funding to attend conferences. Therefore, this budget includes student travel to Academy of Management (US) or European Group for Organization Studies (EGOS) in Year 2, and for travel to two conferences in each of Years 3 and 4. (Average cost for each trip = \$2,500) In addition, the principal investigator will present findings in years 3 and 4 at Addictions workshops or conferences attended by field stakeholders such as government managers or program directors, service providers, and community organizers.

Year 2 academic conference; student	1 trip	=	\$ 2,500
Year 3 academic conference; faculty & student	2 trips	=	\$ 5,000
Year 3 “addictions” workshop or conference (1)		=	\$ 1,500
Year 4 academic conference; faculty & student	2 trips	=	\$ 5,000
Year 4 “addictions” workshop or conference (1)		=	\$ 1,500

Total travel for communication of results: = \$ 15,500

Overall total travel costs: = \$ 23,300

Non-disposable equipment:

Year 1:

Two laptop computers (\$1,000 each) to support PhD data collection	=	\$ 2,000
Three digital recorders (\$80 each) for interview recording	=	\$ 240

Total equipment costs: = \$ 2,240

Total budget for 4 year program of study: \$ 208,276