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GOUVERNANCE ET INTÉRÊT GÉNÉRAL
Governance and general interest / Gobernanza y interés general

Nonprofit Board Balance and Perceived Performance

Abstract excerpted from the URL cited above: “Based on prior literature, this article offers a reconciliation of the core roles of nonprofit boards and aligns these role-sets with organizational theories. A survey instrument was developed and validated to measure each of four role-sets (monitoring, supporting, partnering, and representing) to assess whether emphasis on specific roles affects board members’ perception of performance. Our study of nonprofit boards in a midsized midwestern city found that balance across the role-sets was associated with effective organizational performance. Furthermore, when board members describe any of the four role-sets as deficient, they perceive the organization as less effective. The results of the study provide practitioners with a validated survey tool that provides nonprofit boards with a method to identify which roles their board emphasizes.”
Employee-Owned Firms: A Business Model of Social Economy with Potential
http://www.transformations.khf.vu.lt/35/article/empl

Abstract excerpted from the URL cited above: “In Spain, the companies that are mainly owned by the employees form a part of the Social Economy and offer an alternative business model, which is found in a conventional capitalist economy. The objective of this study is to establish whether there are significant differences in the performance of Employee Owned Firms (EOFs) and more conventionally structured businesses, non-Employee Owned Firms (non-EOFs), due to the inherent differences in the capital-ownership structure. The aim is to establish whether or not a corporate governance structure characterised by the employee participation for both the financial and the informational decision-making aspects can be advocated. The results show differences in favour of the conventional non-EOFs for various indicators measuring economic performance and confirm the different objectives of each business type; however, they provide evidence of significant differences in favour of the EOFs in terms of the efficient use of the capital and labour factors of production, according to the theoretical literature.”

MODES DE DÉVELOPPEMENT ET DE FINANCEMENT
Modes of development and financing / Modos de desarrollo y de financiamiento

Social Enterprises in the Canadian West
Peter Elson, Peter Hall, Sarah Leeson-Klym, Darcy Penner and Jill Andres. Canadian Journal of Nonprofit and Social Economy Research/Revue canadienne de recherche sur les OSBL et l’économie sociale, volume 6, issue 1, Spring 2015.

Abstract excerpted from the URL cited above: “Western Canada has been the source of significant developments in the social enterprise sector over the past fifteen years. Among these developments one must include the formation of Enterprising Non-Profits in British Columbia, the Social Enterprise Fund in Alberta, and the Canadian CED Network in Manitoba. Underlying these more recent developments is a history of co-operative development and earned revenues by nonprofit organizations, reflecting a longstanding blend of entrepreneurship and community solidarity. This article highlights some of the more recent social enterprise developments in three Western provinces, profiling three independent cases that reflect the diversity of social enterprise activity in British Columbia, Alberta, and Manitoba, and providing the results of social enterprise sector surveys that took place in these same provinces in 2014.”

Économie sociale et solidaire : contribuer au développement des territoires – Enjeux, initiatives et modes d’intervention (livre)
Anne-Laure Federici, Didier Tcherkachine, Marion Cannelle et Prunelle Gorget. Territorial éditions, 184 pages, mars 2015.
http://boutique.lagazette.fr/economie-sociale-et-solidaire-option.html

Résumé ici de l’URL ci-dessus: « Le développement des territoires et le changement d’échelle de l’économie sociale et solidaire n’ont jamais été autant liés qu’aujourd’hui. Mais ce destin commun pose un certain nombre de questions : quels sont les enjeux actuels et futurs des entreprises de l’ESS ? Comment les collectivités peuvent-elles soutenir les initiatives et les entreprises, conduire une stratégie de soutien à l’ESS ? Quels sont les points de vigilance, notamment en termes de coopération entre collectivités et acteurs publics pour une meilleure articulation des interventions? Cet ouvrage apporte à ces questions des éléments de réponse concrets et opérationnels en abordant successivement: un rappel du périmètre de l’ESS et de ses enjeux, pour les entreprises comme pour les territoires; une présentation d’initiatives choisies: un tour de France (et du Québec) pour présenter une dizaine d’actions et dispositifs qui favorisent le développement de l’ESS et de l’innovation sociale sur les territoires ; une boîte à outils au service des acteurs locaux chargés de conduire un diagnostic ESS du territoire, de bâtir une stratégie et un plan d’action. Cet ouvrage collectif associe réseaux, centres ressources, experts, universitaires et consultants, permettant ainsi de croiser les regards au service du développement de l’ESS et des territoires. »

Indigenous Communities and Social Enterprise in Canada: Incorporating Culture as an Essential Ingredient of Entrepreneurship


Abstract excerpted from the URL cited above: “This article seeks to understand Indigenous social enterprise in a “current state snapshot” and in a complex historical context. Specifically, the authors begin by placing into theoretical context social enterprises serving Indigenous communities. The framework for Indigenous social enterprise is related to theories of Indigenous entrepreneurship and “quadruple bottom line” organizations. The authors explain the role of culture as an under-researched element and as a critical component of Indigenous social enterprise. The article also highlights gender leadership of social enterprise in Indigenous communities. Finally, the article provides three case studies that exemplify Indigenous social enterprise in Canada.”

Acquaintance or Partner? Social Economy Organizations, Institutional Logics and Regional Development in Australia

http://www.tandfonline.com/doi/full/10.1080/08985626.2015.1030458

Abstract excerpted from the URL cited above: “The social economy as a regional development actor is gaining greater attention given its purported ability to address social and environmental problems. This growth in interest is occurring within a global environment that is calling for a more holistic understanding of development compared to traditionally economic-centric conceptions. While regional development policies and practices have long considered for-profit businesses as agents for regional growth, there is a relatively limited understanding of the role of the social economy as a development actor. The institutional environment is a large determinant of all kinds of entrepreneurial activity, and therefore understanding the relationships between the social economy and broader regional development processes is warranted. This paper moves beyond suggestions of an economic-centric focus of regional development by utilizing institutional logics as a theoretical framework for understanding the role of social enterprises in regional development. A multiple case study of ten social enterprises in two regional locations in Australia suggests that social enterprises can represent competing logics to economic-centric institutional values and systems. The paper argues that dominant institutional logics can promote or constrain the inter-play between the social and the economic aspects of development, in the context of social enterprises.”

ÉVALUATION

Evaluation methods / Métodos de evaluación

Resource Valuation of Non-Profit Organizations: the Case of the Intercollegiate Athletics Industry

http://www.scopus.com/record/display.url?eid=2-s2.0-84931957257&origin=SingleRecordEmailAlert&txGid=BD441E62533651488B61FE64156861F3.53bsOu7mi7A1NSY7FPrj1g%3a1

Abstract excerpted from the URL cited above: “Over the past decade, broadcast rights fees have been the source of much of the growth in revenues in the intercollegiate athletics industry. However, given that the industry is dominated by public and non-profit organizations such as the National Collegiate Athletic Association (NCAA), intercollegiate athletic conferences, postseason bowl games, and institutions of higher learning, empirical valuations of intercollegiate athletic programs have been sparse. Utilizing the lens of the resource-based view (RBV) of the firm, it is evident that athletic conference’s view intercollegiate athletic programs as sources of competitive advantage, further illustrating the importance of developing strategies in which such non-profit organizations can be valued. Therefore, this study utilizes the fees paid by rights holders to broadcast intraconference football contests in an investigation of the factors that may be significant predictors of the value of individual football programs to athletic conferences. Results demonstrate that variables representing a program’s on-field performance, off-field prestige, and academic reputation are statistically significant predictors of its value in broadcast rights fees. The resulting model is then utilized to determine the most valuable college football programs in rights fees, as well as identify a number of programs that are currently under or over-valued based upon the share of rights fees earned from their conference’s current television contracts. In today’s
landscape of conference realignment, this study's results include several novel findings for the leaders of nonprofit organizations, such as intercollegiate athletic administrators, seeking to maximize institutional and conference resources.

**GESTION**  
*Management / Gestión*

**Effectual Processes in Nonprofit Start-Ups and Social Entrepreneurship. An Illustrated Discussion of a Novel Decision-Making Approach**  
http://arp.sagepub.com/content/45/4/417?etoc

*Abstract excerpted from the URL cited above:* "While effectual decision making has been studied in the private sector entrepreneurship literature as a way to explain the entrepreneurial start-up process, it also has potential application in the public and nonprofit sectors. Effectuation can be used to explain the decision process used by actors in the nonprofit sector, particularly in understanding how social entrepreneurs make decisions during the development of a nonprofit or social venture. We distinguish between causal and effectual decision making and illustrate the latter through two case studies of nonprofit start-up in the community development arena. These studies indicate that effectual decision making is particularly suited to the start-up social entrepreneurship venture. Differences between causal and effectual decision making influence the way actors prepare for the future and have pedagogical implications for how we teach social entrepreneurship. Training social entrepreneurs in effectual decision making has potential to better mirror real-world applications and may increase a venture’s ultimate success. Effectuation could also potentially explain decision making in other public arenas."

**The Effect of Networks on Organizational Missions**  
http://nvs.sagepub.com/content/44/3/510?etoc

*Abstract excerpted from the URL cited above:* "We examine the effects of nonprofit organizations’ resource streams and network ties on changes to the services provided and clientele served as specified in the mission statements. The organizations’ network ties are used to develop a measure of the services and beneficiaries mentioned in their inter-organizational (IO) peers’ mission statements. These measures of the content of peers’ mission statements were significant in predicting future changes in organizations’ mission statements. We argue that although mission statements are consistent with the rational systems approach by directing action toward some goal, future mission activities and clientele are greatly influenced by nonprofits’ IO ties, which is consistent with a hybrid open-natural systems approach."

**Loyalty, Exit, and Enforcement: Evidence from a Kenya Dairy Cooperative**  

*Abstract excerpted from the URL cited above:* "Organizations depend on members’ “loyalty” for their success. Studying a cooperative’s attempt to increase deliveries by members, we show that the threat of sanctions leads to highly heterogeneous response among members. Despite the cooperative not actually enforcing the threatened sanctions, positive effects for some members persist for several months. Other members “exit,” stopping delivering altogether. Among non-compliant members we document substantial heterogeneity in beliefs about the legitimacy of the sanctions. This lack of common understanding highlights the role played by managers in organizations and provides a candidate explanation for lack of sanctions enforcement documented by Ostrom (1990) and other studies.”
Is There a Nonprofit Advantage? Examining the Impact of Institutional Context on Individual–Organizational Value Congruence
Abstract excerpted from the URL cited above: “This article addresses an important question: do nonprofit organizations have an advantage over public organizations in fostering individual–organizational value congruence? The authors argue that nonprofit organizations do have an advantage. This is because institutional differences between the two sectors become manifest through nonprofit status and the extent of external control, which influences the organization and the individual. External control and sector status (nonprofit versus public) determine the extent of centralization, organizational goal ambiguity, and work autonomy. In turn, these three organizational characteristics shape individual–organizational value congruence. Although the results provide support for the nonprofit advantage thesis, it is worth noting that organizational effects on individual–organizational value congruence are more powerful. Indeed, the results suggest that managerial and organizational actions, compared with sector status, are more likely to influence individual–organizational value congruence.”

Nonprofit-Business Partnering Dynamics in the Energy Efficiency Field
http://nvs.sagepub.com/content/44/3/564?etoc
Abstract excerpted from the URL cited above: “What explains differentiation in a nonprofit’s organizational practices around partnering with businesses? I propose that attendance at events plays a role. To explore this, I identify a network of energy and environmental nonprofit organizations and the events that brought them together to influence appliance energy efficiency from 1994 to 2006. Using network analysis to identify cohesive subgroups, I find that over time, organizations become more likely to choose one type of event over another suggesting niche development occurred in the field. I also find that, controlling for previous efforts with businesses, funding, and mission, organizations that belonged to a cohesive subgroup of organizations brought together by an annual event promoting cooperative market approaches from 2001 to 2006 were five times more likely than those nonprofits in other subgroups to partner with business. This research has implications for understanding the creation of new events and its impact on organizational practices.”

INNOVATION SOCIALE
Social innovation / Innovación social

Inclusive Innovations through Social and Solidarity Economy Initiatives: A Process Analysis of a Peruvian Case Study
Abstract excerpted from the URL cited above: “This paper seeks to explain the process by which an innovative social and solidarity economy initiative allowed a marginalized population that had no say in development activities to meet certain urgent needs and bring about sustainable social and institutional change. The article looks at the case of a solid waste management program initiated by a group of residents and structured around a third sector organization in Cerro el Pino, a hillside slum located in the La Victoria District of Lima, Peru. We analyze this project through a processual model that focuses on three dimensions: context, process, and consequences. The results highlight the role of social and human capital and the presence of various types of knowledge in the implementation of an initiative driven by locals.”
POLITIQUES PUBLIQUES
Public Policies / Politicas Publicas

Socioeconomic Diversity, Political Engagement, and the Density of Nonprofit Organizations in U.S. Counties
http://arp.sagepub.com/content/45/4/402?etoc

Abstract excerpted from the URL cited above: “This study examines the hypothesis that a community’s heterogeneous demands for public service, represented by a community’s income inequality and racial-ethnic diversity, together with its level of political engagement, help explain the density of nonprofits in a local area. Using data on more than 3,000 U.S. counties, empirical analyses reveal that communities with a higher level of income inequality and political engagement tend to have more nonprofits per resident than otherwise similar communities. This pattern holds for the nonprofit sector overall and for 6 of the 10 major subsectors examined. These findings suggest that nonprofit organizations may fill a gap in the delivery of public services, especially when a community has a great variety of social and economic needs. This study thus highlights the role of income inequality as a factor in explaining the density of nonprofit organizations at the local level. Implications for public policy and administration are discussed.”

Challenging the Third Sector: Global Prospects for Active Citizenship (book)
http://www.policypress.co.uk/display.asp?K=9781447316916&sf1=keyword&st1=Challenging+the+Third+Sect or%3A+Global+Prospects+for+Active+Citizenship+%26+m=1&dc=1

Abstract excerpted from the URL cited above: “This is the first book to explore the different relationships between active citizenship and civil society, particularly the third sector within civil society. In what ways can the third sector nurture active citizenship? How have the third sector and active citizenship been constructed and reconstructed both locally and internationally, over recent years? To what extent have new kinds of social connectedness, changing forms of political engagement and increasingly complex social and environmental problems influenced civil society action? Written by experts in the field, this important book draws on a range of theory and empirical studies to explore these questions in different socio-political contexts and will be a useful resource for academics and students as well as practitioners.”

CONCEPTS ET DÉFINITIONS
Concepts and definitions / Conceptos y definiciones

Social Enterprise in Quebec: Understanding Their "Institutional Footprint"

Abstract excerpted from the URL cited above: “This article explores how the social enterprise concept is used in Québec. Focusing on the historical, institutional, and current conceptual understanding of the social economy in Québec, it explores the related definitions, terminology, and typologies currently in use. The term “social enterprise” is near absent in Québec, mainly due to the highly recognized notion of social economy. However, not all Québec enterprises that pursue social goals fit into the social economy institutional definition. This article proposes a conceptual framework for understanding the modalities of Québec’s field of social economy and other social purpose enterprises. It suggests that “social enterprises” in Québec are those that participate in the social purposes of the social economy without sharing the core and institutionalized characteristics of social economy enterprises.”
What Is Different about the Profile of the Social Entrepreneur?

Abstract excerpted from the URL cited above: “In recent years, the term social entrepreneur has become increasingly common in academic and business circles. Social entrepreneurs engage in a variety of activities, but always with the intention of solving social problems. Social entrepreneurs are not merely people who perform acts of charity; they have an evident desire to improve social well-being and develop projects with long-term vision. The creation of sustainable social value is a key characteristic that differentiates them from well-meaning individuals who simply engage in charitable works. There are, however, significant gaps in our understanding of social entrepreneurs and few empirical studies on the subject. This present study attempts to identify the characteristics of more socially oriented entrepreneurs, using sociodemographic variables and the theory of universal values toward work. Analysis of a sample of approximately 400 people shows that more than half of entrepreneurial orientation can be explained through the possession of the values of self-enhancement (with an inverse relationship in this case), self-transcendence, and conservation. The theory of universal values has proved extraordinarily useful for studying the characteristics of social entrepreneurs.”

Unconditional Reciprocity and the Case of Italian Social Cooperatives
http://nvs.sagepub.com/content/44/3/457etoc

Abstract excerpted from the URL cited above: “Although scholars of the nonprofit sector have looked at the theoretical implications of social enterprises (SEs), more details and clarification are desirable. In particular, most previous theoretical work refers to the nonprofit sector generically and fails to account for the particularities of organizations within a more general definition of SE. This article surveys previous theories and proposes a framework based on the theory of reciprocity and the concept of unconditional reciprocity to interpret a particular kind of SE: the Italian social cooperative.”

The Nature of the Nonprofit Sector (book)

Abstract excerpted from the URL cited above: “The Nature of the Nonprofit Sector is a collection of insightful and influential classic and recent readings on the existence, forms, and functions of the nonprofit sector—the sector that sits between the market and government. The readings encompass a wide variety of perspectives and disciplines and cover everything from Andrew Carnegie’s turn-of-the-century philosophy of philanthropy to the most recent writings of current scholars and practitioners. Each of the text’s ten parts opens with a framing essay by the editors that provides an overview of central themes and issues, as well as the sometimes competing points of view. The third edition is fully revised and updated, and features new essays that analyze the nonprofit sector’s place in our economy and its relationship to our government, plus additional new readings on the economic, community, and civil society theories of the nonprofit sector. The Nature of the Nonprofit Sector is thorough, topical, and accessible, making it the ideal text for graduate and upper-division undergraduate nonprofit organization and management survey courses.”

AUTRES
Other / Otros

Participatory Economic Research: Benefits and Challenges of Incorporating Participatory Research into Social Economics
http://www.tandfonline.com/doi/abs/10.1080/00346764.2015.1044841#.VZ55Ek1FCpp

Abstract excerpted from the URL cited above: “Participatory action research (PAR) and community-based participatory research (CBPR) involve traditional subjects of research in the co-creation of research design, data collection, and analysis. PAR has been used in the fields of public health, education, and geography. A case study of a local economy CBPR project will be discussed. The increasing use of field and behavioral experiments in economics together with recent critiques of the ethical commitments of economic policy raises important questions about the role of expert knowledge, indigenous knowledge, and the relationships of power and privilege involved in mainstream academic research. The applicability of the PAR method for economics will be investigated in light of the epistemological and ethical commitments of social economics.”

Rough Guide to the Impact of the Crisis on the Third Sector in Europe

Abstract excerpted from the URL cited above: “This article is a revised and updated version of an earlier publication. It begins by looking at the issue of the definition of the third sector arguing in favour of a coming together of the concepts of civil society and social economy – what they share as core values outweighing their differences. The article goes on to give an impressionistic assessment of the effects of the crisis on the third sector overall. The next part takes a different perspective, looking at the impact of the crisis from the viewpoint of the individual organisation and the range of possible strategies from going it alone to merger. Finally, in the conclusion 10 recommendations are put forward for giving the third sector more visibility.”

NUMÉROS SPÉCIAUX
Special Issues / Ediciones especiales

Social Enterprises in Canada
Special issue of the Canadian Journal of Nonprofit and Social Economy Research/Revue canadienne de recherche sur les OSBL et l’économie sociale, volume 6, issue 1, Spring 2015.
http://www.anserj.ca/anser/index.php/cjnser/issue/current

VARIA

Économie sociale, secteur culturel et créatif. Vers une nouvelle forme d’entrepreneuriat social en France
Denis Stokkink et Sandrino Graceffa (dir.). Pour la solidarité, cahier no. 35, mai 2015.

Résumé issu de l’URL ci-dessus: « Cette publication souligne les croisements entre la culture et l’économie sociale. Elle met en évidence, par le biais de bonnes pratiques et de recommandations, des moyens concrets pour développer des projets culturels et artistiques inscrits dans l’économie sociale, afin de répondre aux besoins des territoires. Elle se compose de deux grandes parties : Une mise en contexte théorique, montrant les liens entre culture et économie sociale, les caractéristiques qui les unissent mais aussi les enjeux des rapprochements; les politiques publiques en matière d’économie sociale et de culture : exemples et bonnes pratiques démontrant l’impact de la culture sur le développement local et l’innovation (il s’agit de politiques et bonnes pratiques européennes et françaises). Des recommandations sont présentées en conclusion, visant à renforcer un rapprochement entre entrepreneuriat social et culture. »

Vision globale de l’économie sociale solidaire: convergences et différences entre les concepts, définitions et cadres de référence
Réseau Intercontinental de promotion de l’Économie Sociale Solidaire (RIPESS), février 2015.

Résumé issu de l’URL ci-dessus: « Ce texte est le fruit d’un processus de dialogue et de consultation mené depuis plusieurs années. La réflexion sur les pratiques, les concepts et les cadres de référence de l’économie sociale solidaire (ESS) est un processus continu depuis la première rencontre sur la globalisation de la solidarité de Lima en 1997. Si la vision de l’ESS des acteurs du réseau a été constante, les concepts et définitions qui la composent évoluent continuellement. Les acteurs et actrices de l’ESS sont invité-e-s à utiliser ce document comme un outil de référence, de réflexion, d’éducation et de diffusion dans leurs activités de construction et de promotion d’un modèle alternatif de développement fondé sur l’ESS. La vision globale présente les principaux éléments ayant émergé des discussions, en plus d’identifier des champs d’une réflexion collective à poursuivre. »
ACTIVITÉS DE RECHERCHE ET DE FORMATION
Research and formation activities / Actividades de investigación y formación

→ Co-operative Enterprise Law. Summer course taught in English and organized by the Ruralia Institute of the University of Helsinki through its Coop Network Studies Program. August 4th – 20th, 2015, in Helsinki, Finland. Deadline for submission: July 31st, 2015. (RECALL)

APPELS À CONTRIBUTIONS
Calls for contributions / Convocatorias de artículos


→ Organizing Alternatives to Capitalism. Special issue of M@n@gement. Deadline for submission: October 30th, 2015. (RECALL)


ÉVÉNEMENTS À VENIR
Events / Eventos


→ Building an Inclusive Entrepreneurship Ecosystem. 8th Annual Conference of the Academy of Innovation and Entrepreneurship. August 20th – 21st, 2015. Toronto, ON, Canada. (RECALL)


→ Social Enterprise V2.0. Annual Social Enterprise Alliance (SEA) Summit. September 16th – 18th, 2015. Denver, CO, USA. (RECALL)


→ 3ème Sommet international des coopératives. Organisé par Desjardins et l’Alliance Coopérative Internationale. 11 – 13 octobre 2016. Québec, QC, Canada. (RAPPEL)
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