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GOVERNANCE ET INTÉRÊT GÉNÉRAL

Governance and general interest / Gobernanza y interés general

Participatory Governance in Social Enterprise

Victor Pestoff and Lars Hulgård. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, volume 27, issue 4, pages 1742–1759, August 2016.

http://link.springer.com/article/10.1007/s11266-015-9662-3?wt_mc=alerts.TOCjournals

Abstract excerpted from the URL cited above: “This paper emphasizes the importance of participative governance in the study of social enterprise. Furthermore, it argues that social enterprise must be analysed through a multi-dimensional perspective. The EMES approach is based on three dimensions emphasizing the social, economic, and political dimension, while many Anglo-American definitions tend to use a one-dimensional spectrum framework. The latter often see social enterprise as a simple phenomenon that can be arranged along a continuum, ranging from economic to social, where more of one means less of the other. However, this fails to acknowledge the multi-disciplinary nature of social enterprise. Scholars inspired by the EMES approach should devote greater attention to exploring the interactive and interrelated nature of the three dimensions of social enterprise, especially the governance dimension.”

Governance Solutions in Listed Companies and Not-for-profit Organizations

Joaquim Rubens Fontes-Filho and Michelle M. Bronstein. *Annals of Public and Cooperative Economics*, volume 87, issue 3, pages 391–410, September 2016.

<http://onlinelibrary.wiley.com/doi/10.1111/apce.12136/abstract>

Abstract excerpted from the URL cited above: “This study compares governance practices and structures used in stock exchange listed companies and not-for-profit organizations (NPO). It aims to identify and evaluate how these two groups of organizations develop solutions and define good organizational governance practices and implications for developments of the governance of NPOs. In order to compare governance solutions, a framework was adopted based on five categories, or building blocks, existing in a governance system and addressed in different governance codes. Information was collected from NPO's by-laws and from companies public documents. The comparison helped identify major differences and similarities between governance practices, especially targeting development aspect for NPOs.”

What Nonprofit Board Members and Managers Don't Know Can Hurt Them Financially: IRS Form 990 and the Intermediate Sanctions Act

Eugene H. Fram. *The International Journal of Not-for-Profit Law*, volume 18, issue 1, pages 78–82, May 2016.

<http://www.icnl.org/research/journal/vol18iss1/v18n1%20revd%20Fram.pdf>

Abstract excerpted from the URL cited above: “Nonprofit 501(C)(3) charitable organizations and 501(C)(4) social welfare organizations fall under two IRS regulations—the extended annual Form 990 and the Intermediate Sanctions Act (Act). Form 990 requires answers to 38 corporate questions on corporate governance operations. The Act covers prohibitions related to providing or seeking excess benefits. Most board members know about the Form 990, but few know about its board obligations; and few board members and managers know the Act exists. With the IRS aggressively enforcing the Act to eliminate faux nonprofits, unwitting non-profit board directors and managers can become ensnared financially. Two classes of nonprofit organizations, 501(C)(3) charitable organizations and 501(C)(4) social welfare organizations, are covered by two IRS regulations not applicable to for-profit corporations.”

Building Institutional Capacity for Environmental Governance through Social Entrepreneurship: Lessons from Canadian Biosphere Reserves

George Colleen and Reed G. Maureen. *Ecology and Society*, volume 21, issue 1, April 2016.

<http://www.ecologyandsociety.org/vol21/iss1/art18/>

Abstract excerpted from the URL cited above: “Sustainability-oriented organizations have typically adopted governance approaches that undertake community participation and collaboration through multistakeholder arrangements. Documented challenges of this model are associated with collaboration and institutional capacity, and include reactive accountability structures, inability to reach consensus, funding limitations, and lack of innovation. Social entrepreneurship is a model used successfully in other social sectors; yet, it has rarely been

explored by sustainability-oriented organizations. Nevertheless, research in other sectors has found that social entrepreneurship models of governance can encourage diverse participation from a wide range of social groups. In this paper we consider the value of social entrepreneurship for sustainability-oriented organizations by examining whether it can help address governance-related challenges associated with collaboration and institutional capacity. Analysis of organizational documents and participant interviews in three biosphere reserves in Atlantic Canada revealed that, over time, these organizations have struggled to maintain their mission objectives, retain productivity, and respond to economic stress. By examining social entrepreneurship theory and its practice in a biosphere reserve in northern Quebec, we learned that social entrepreneurship strategies more effectively target values and expertise, encourage meaningful engagement, foster strategic direction, and promote diversified and stable funding models than the stakeholder models explored. We determined there are opportunities to develop hybrid governance models that offer the benefits of social entrepreneurship while addressing the procedural concerns outlined by the stakeholder model.”

MODES DE DÉVELOPPEMENT ET DE FINANCEMENT

Modes of development and financing / Modos de desarrollo y de financiamiento

Modern Portfolio Theory and Nonprofit Arts Organizations: Identifying the Efficient Frontier

Nathan J. Grasse, Kayla M. Whaley and Douglas M. Ihrke. Nonprofit and Voluntary Sector Quarterly, volume 45, issue 4, pages 825-843, August 2016.

<http://nvs.sagepub.com/content/45/4/825?etoc>

Abstract excerpted from the URL cited above: “This study examines the revenue structures of nonprofit organizations in the arts subsector to identify theoretically ideal revenue portfolios by examining the risk, return, and covariance of revenue streams. This article examines four major sources of revenue for arts organizations and builds on Kingma’s work on nonprofit revenue portfolios by carrying out the theoretical modeling suggested in his seminal work. Beyond identifying the efficient frontier, this approach can also reveal the composition of theoretically efficient portfolios found along the frontier. These portfolios are optimal in that they maximize revenue growth and minimize variability. This study has practical implications for the understanding of revenue diversification in the nonprofit sector, which has been identified as one mechanism by which nonprofit organizations can mitigate risk and increase survivability. This research also suggests that a commonly used measure of diversity, the Herfindahl-Hirshman index, may not always correspond with theoretical efficiency.”

Social Impact Investing in Germany: Current Impediments from Investors’ and Social Entrepreneurs’ Perspectives

Gunnar Glänzel and Thomas Scheuerle. VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations, volume 27, issue 4, pages 1638–1668, August 2016.

http://link.springer.com/article/10.1007/s11266-015-9621-z?wt_mc=alerts.TOCjournals

Abstract excerpted from the URL cited above: “The paper provides empirical evidence on impediments of the emerging social impact investment field in Germany. The study is based on 19 in-depth interviews with social impact investing funds, investment advisors, and social entrepreneurs as investees. It takes an explorative approach because of the nascent stage of research on the subject. By systematically relating the perspectives of the actors involved, the study gives a broad empirical picture on the major challenges for social impact investing in Germany. Results reveal nine critical problem areas we have arranged along three dimensions: financial returns, social returns, and relationships and infrastructure. They comprise investors’ and social entrepreneurs’ practices, institutional settings which are still heavily influenced by peculiarities of the German welfare systems, as well as undeveloped framework conditions in the social investment market. By interpreting the results through a lens of conflicting institutional logics, we further contribute to this research stream by showcasing social impact investing as a core area of friction between the logics of the market and civil society.”

An Interface Between Mental Health Systems and the Community: Italian Social Cooperatives

Laratta Rosario. Journal of Policy Practice, volume 15, issue 1-2, pages 102-115, March 2016.

<http://www.tandfonline.com/doi/full/10.1080/15588742.2016.1109970>

Abstract excerpted from the URL cited above: “For more than two decades, Italian B-type social cooperatives have represented a sustainable social business model of working with disadvantaged people, especially the mentally disabled. The purpose of this article is to identify the major factors that make this business model successful. By drawing on his recent work of Italian social cooperatives, including a case study, the author explores organizational goals and repertoires as well as support structures and networks of those organizations. This study explores three major factors that account for the sustainability and growth of this model: good regulation; a

supportive system of infrastructures; and democratic operational governance. These make the social cooperative an inspiring example of the outcomes that are possible when the mentally disabled are properly trained in a supportive environment. The social cooperative is a model that could well prove similarly successful if copied in other parts of the world.”

How Social Entrepreneurship Emerges, Develops and Internationalises During Political and Economic Transitions

Soumaya Ben Letaifa. European J. of International Management, volume 10, issue 4, pages 455 - 466, June 2016.

<http://www.inderscience.com/info/inarticle.php?artid=77424>

Abstract excerpted from the URL cited above: “Social entrepreneurship transforms communities and brings significant changes to poor and marginalised groups. However, the social process of leveraging local and global resources and scaling local initiatives to global projects needs to be better understood. This paper describes how social entrepreneurship emerges, develops and scales by using a longitudinal analysis. The study relies on qualitative data and allows comprehension of how social value is created and how social entrepreneurs mobilise an ecosystem with a diversity of actors. The findings highlight the ecosystemic vision combining top-down and bottom-up structures, the importance of social embeddedness, the social roles enacted to fulfil certain activities and the need for co-creation with end-users. The discussion provides four theoretical and managerial propositions that identify how social entrepreneurial ecosystems can be scalable and sustainable. Finally the conclusion suggests a new research agenda.”

ÉVALUATION

Evaluation methods / Métodos de evaluación

Why So Many Measures of Nonprofit Financial Performance? Analyzing and Improving the Use of Financial Measures in Nonprofit Research

Christopher R. Prentice. Nonprofit and Voluntary Sector Quarterly, volume 45, issue 4, pages 715-740, August 2016.

<http://nvs.sagepub.com/content/45/4/715?etoc>

Abstract excerpted from the URL cited above: “Financial measures provide an empirical basis from which nonprofit researchers and practicing managers can approximate organizational capacity, financial health, and performance. These measures are used in nonprofit research to predict organizational activities and funding opportunities. Yet, little empirical evidence exists to tell us what these measures assess and whether they capture underlying concepts in the way we assume. Using Internal Revenue Service (IRS) Form 990 data, this article explores the following research question: Can accounting measures be organized into theoretically intuitive and empirically defensible constructs? To answer this question, a literature review of nonprofit financial health studies and textbooks was conducted, and dimension reduction techniques were employed. The findings suggest that the answer to the research question is not as simple as expected, and we should exercise more caution in how we use financial measures in nonprofit research.”

GESTION

Management / Gestión

Managing the Consequences of Organizational Stigmatization: Identity Work in a Social Enterprise

Paul Tracey and Nelson Phillips. Academy of Management Journal, volume 59, issue 3, page 740-765, June 2016.

<http://web.b.ebscohost.com/ehost/detail/detail?vid=6&sid=3488a68e-74b7-4186-98bf-114c4565ad74%40sessionmgr120&hid=125&bdata=Jmxhbm9ZnImc2l0ZT1laG9zdC1saXZl#AN=116369826&db=bth>

Abstract excerpted from the URL cited above: “In this inductive study, we shift the focus of stigma research inside organizational boundaries by examining its relationship with organizational identity. To do so, we draw on the case of Keystone, a social enterprise in the East of England that became stigmatized after it initiated a program of support for a group of migrants in its community. Keystone's stigmatization precipitated a crisis of organizational identity. We examine how the identity crisis unfolded, focusing on the forms of identity work that Keystone's leaders enacted in response in order to reframe the meaning that organizational members attached to the

stigma. Interestingly, we show not only that the internal effects of stigmatization on identity can be managed, but also that they may facilitate unexpected positive outcomes for organizations.”

La influencia del género en la dirección de las sociedades cooperativas españolas sobre la rentabilidad y el endeudamiento: un análisis empírico

Carmen María Hernández Nicolás, Juan Francisco Martín Ugedo Y Antonio Minguez Vera. *REVESCO. Revista de Estudios Cooperativos*, volume 122, July 2016.

<http://revistas.ucm.es/index.php/REVE/article/view/52021>

Resumen proveniente del artículo: “En el presente trabajo se aborda la reclamación por el mercado de una nueva gestión empresarial que asegure la presencia de la mujer en la toma de decisiones para dar respuesta a las nuevas necesidades sociales. Así, este trabajo analiza la influencia de la diversidad de género de los consejeros sobre la rentabilidad y el nivel de endeudamiento para una muestra de 5.199 cooperativas españolas. A diferencia de las sociedades capitalistas, estas organizaciones presentan una serie de peculiaridades en su gobierno, ya que los socios son a su vez principales, agentes y clientes. El estudio se centra en el contexto español, donde existe un debate abierto sobre la importancia de la gestión empresarial femenina impulsado, como en otros países, por la proliferación de legislación sobre la igualdad de género, siendo, además, España el país pionero en contar con una legislación específica sobre Economía Social. Los resultados muestran que las cooperativas con mayor representación femenina en su Consejo Rector presentan una mayor rentabilidad. Por otro lado, en aquellos consejos con un mayor porcentaje de mujeres muestran un menor nivel de endeudamiento.”

How Social Entrepreneurs in the Third Sector Learn from Life Experiences

Laura Scheiber. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, volume 27, issue 4, pages 1694–1717, August 2016.

http://link.springer.com/article/10.1007/s11266-015-9597-8?wt_mc=alerts.TOCjournals

Abstract excerpted from the URL cited above: “In recent years, social entrepreneurs in the third sector have played an increasingly important role in addressing societal problems. Despite their growing presence in civic society, little is known about *how* social entrepreneurs obtain the necessary skills, knowledge, and motivation to take on this role. This exploratory study empirically addresses this gap through 27 in-depth case studies of social entrepreneurial leaders of third-sector initiatives in Brazil. Findings show that the social entrepreneurs relied on a convergence of experiences including: direct experience with inequality, interaction with target populations, volunteer work, religious institutions, social activism, formal education, professional experience, reading, and intercultural interactions. The study also presents a nuanced understanding of *how* the interplay among life experiences and learning processes informed these third-sector leaders. Results are relevant to scholars and practitioners committed to fostering social entrepreneurship in the third sector.”

Managing Identity Conflicts in Organizations: A Case Study of One Welfare Nonprofit Organization

Robert H. Chenhall, Matthew Hall and David Smith. *Nonprofit and Voluntary Sector Quarterly*, volume 45, issue 4, pages 669-687, August 2016.

<http://nvs.sagepub.com/content/45/4/669?etoc>

Abstract excerpted from the URL cited above: “How nonprofit organizations manage multiple and conflicting identities is not well understood. In a case study of a nonprofit welfare organization, we use Pratt and Foreman’s (2000) framework of identity management responses to illuminate different ways that nonprofit organizations can seek to manage and potentially resolve identity conflicts. We focus on the actual practices nonprofit organizations use to manage multiple identities and, in particular, reveal the important role of organizational routines and artifacts in facilitating or constraining particular identity management responses.”

Website Development by Nonprofit Organizations in an Emerging Market: a Case Study of Thai Websites

Kristin Kirk, Peter Ractham and Alan Abrahams. *International Journal of Nonprofit and Voluntary Sector Marketing*, volume 21, issue 3, pages 195-211, August 2016.

<http://onlinelibrary.wiley.com/doi/10.1002/nvsm.1557/abstract>

Abstract excerpted from the URL cited above: “Nonprofit organizations are pertinent players in making the world a better place. Their websites aid in fulfilling their socially beneficial missions by being a platform to present themselves, to interact with stakeholders around the world, and to perform e-transactions to raise funds. This interdisciplinary research explores nonprofit websites in Thailand, an emerging market, to determine their progress through an adapted e business stage model. A manual website decoding process was used to determine

the development of websites, within the sector. On average, almost three-quarters of the websites offered interactivity and just less than half conducted online transactions, but internationally connected organizations in Thailand were significantly more likely to do so. The findings suggest that while nonprofit websites in Thailand are progressing, there is significant lag between local Thai websites and those that have international connections. While the model successfully provided new data for understanding nonprofit websites in less developed markets, it may need to be modified in future studies.”

Firms, Nonprofits, and Cooperatives: A Theory of Organizational Choice

Patrick Herbst and Jens Prüfer. *Annals of Public and Cooperative Economics*, volume 87, issue 3, pages 315-343, September 2016.

<http://onlinelibrary.wiley.com/doi/10.1111/apce.12130/abstract>

Abstract excerpted from the URL cited above: “We formalize the difference between profit-maximizing firms, nonprofits, and cooperatives and identify optimal organizational choice in a model of quality provision. Firms provide lowest and nonprofits highest levels of quality. Efficiency, however, depends on the competitive environment, the decision making process among owners and technology. Firms are optimal when decision making costs are high. Else, firms are increasingly dominated by either nonprofits or cooperatives. Increased competition improves relative efficiency of firms and decreases relative efficiency of nonprofits.”

Does Motivation Matter for Employer Choices? A Discrete-Choice Analysis of Medical Students’ Decisions Among Public, Nonprofit, and For-Profit Hospitals

Vera Winter and Julia Thaler. *Nonprofit and Voluntary Sector Quarterly*, volume 45, issue 4, pages 762-786, August 2016.

<http://nvs.sagepub.com/content/45/4/762?etoc>

Abstract excerpted from the URL cited above: “Physicians are crucial resources for medical service provision, and aggravated physician shortages enhance the need to understand employer preferences and thus perceived employer attractiveness. Our study analyzes how differences in individual motivational factors explain intentional employer choice in the hospital industry. This study focuses on medical students who are faced with their first employer selection. Using a large-scale survey of medical students (n = 563) in Germany, we analyze these choices using multinomial logit models. The analysis shows that heterogeneity exists in students’ preferences for hospital ownership type and an employer’s highlighted benefits. The likelihood of making certain choices is significantly related to both other-related motivational factors, such as altruism and commitment to public interest, and self-oriented motivational factors, such as financial security and work-life balance. The results are discussed, and management implications for nonprofit and other hospitals are derived.”

Exploring the Work Environment in Greek Social Enterprises: A First Overview

Sdrali Despina, Maria Goussia-Rizoun and Vasiliki Sarafi. *International Journal of Entrepreneurship and Small Business*, volume 28, issue 4, pages 451-467, May 2016.

<http://www.inderscience.com/info/inarticle.php?artid=77577>

Abstract excerpted from the URL cited above: “Economic crisis has resulted in rising unemployment and affecting economic prospects for population. Social enterprises are seen as a change maker and a significant means through which labour market integration, social inclusion and economic development can be achieved. Furthermore, it is important for employees to have a work environment that supports, encourages and respects them. This study is considered as a first overview to highlight the features of the work environment of social enterprises in Greece. For this purpose, a survey was conducted by collecting primary data and using a close-ended type questionnaire. The research participants included employees of 57 social enterprises. The study showed that social enterprises are characterised by a welcome and positive work environment which adopts a cooperative approach and is amenable to changes. However, the poor access to funding is considered as the major challenge for social enterprises to become sustainable and grow.”

INNOVATION SOCIALE

Social innovation / Innovación social

The Contribution of Marketing Innovations on Art Organization Performance: Cases from the Biggest Art Organizations in Greece

George Tsourvakas, Prodromos Monastiridis, Ioanna Goulaptsi and Paraskevi Dekoulou. International Journal of Nonprofit and Voluntary Sector Marketing, volume 21, issue 3, pages 133-147, August 2016.

<http://onlinelibrary.wiley.com/doi/10.1002/nvsm.1551/abstract?campaign=woletoc>

Abstract excerpted from the URL cited above: "Marketing innovation approach in art organizations is the only way for them not only to survive in a period of limited public funding but also to expand their cultural mission. This study explores the effects of innovation on economic and cultural performances of nonprofit organizations by analyzing empirical evidence from the seven biggest art organizations in Greece. The findings show that marketing innovations on art organizations have a positive impact on their economic performance but have a limited impact on their cultural performance. Unlike previous studies, the specific marketing innovations that influence economic outcomes are examined, followed by recommendations and limitations."

Los factores determinantes del comportamiento innovador de las cooperativas: un análisis para el caso de Castilla y León

Elías Humberto Peraza Castaneda, Jesús María Gómez García y Guillermo Alexandre Mendizábal. REVESCO. Revista de Estudios Cooperativos, volume 122, July 2016.

<http://revistas.ucm.es/index.php/REVE/article/view/52025>

Resumen proveniente del artículo: "Las cooperativas tienen una larga trayectoria histórica en la economía española y han demostrado su capacidad para competir frente a las empresas tradicionales en el mercado. Para mantener esa capacidad, además de aprovechar las ventajas competitivas vinculadas con su idiosincrasia como empresas de la economía social, deben tener en consideración que la economía está crecientemente globalizada y, cada vez más, basada en el conocimiento, en especial, el de contenido tecnológico. Consecuencia de lo anterior, la capacidad innovadora aparece con un aspecto clave para hacer frente a sus competidores. En este artículo se caracteriza el comportamiento innovador de las cooperativas en Castilla y León y se analizan los factores internos y externos que afectan a su desempeño innovador, tomando como base los datos de una encuesta realizada a 581 cooperativas de la citada comunidad autónoma. Los resultados del análisis empírico realizado, que se lleva a cabo mediante regresión logística binaria multivariante sobre distintos tipos de innovación, permiten identificar la dimensión de las organizaciones, la existencia de planificación, las actividades de I+D y el capital humano como los principales factores determinantes."

A Conceptual Approach to the Relationships between the Social Economy, Social Welfare, and Social Innovation

Shin Changhwan. Journal of Science and Technology Policy Management, volume 7, issue 2, pages 154-172, July 2016.

<http://www.emeraldinsight.com/doi/abs/10.1108/JSTPM-08-2015-0027>

Abstract excerpted from the URL cited above: "With the aim of finding a balance between social and economic benefits, the social economy has reemerged in the crisis of the welfare state. The Fordist welfare state can be characterized by state-provided welfare, the mediation of paid work and welfare by the labor market and redistributive policies. Globally, neoliberalism and the market have given rise to social exclusion; in this context, the social economy is emerging as an alternative to the market domination of societies. This paper aims to construct a conceptual framework of welfare provision in an open innovation era. Design/methodology/approach: The welfare state system between the Fordist welfare state and post-Fordist welfare state is different on provision and delivery of welfare service. To construct the conceptual relation among the social economy, the state and the market and welfare provision in the social economy, this study mainly used the literature review. This paper shows that the attention should be paid to civil society at the local level to ignite social economy through open social innovation. Various social actors in the local community need to change and develop the social economy with collaborative entrepreneurship and collaborative economic mindsets. This paper presents the welfare service model led by social economy and open innovation, as well as social change. To fill the shortage of welfare provision caused by crisis of the welfare state, social economy is considered as an alternative for neo-liberalism. This study emphasizes that endogenous local development is a prerequisite for social economy as a welfare supplier."

Instrumental and Non-instrumental Factors of Social Innovation Adoption

Martin Dietrich, Matti Znotka, Hannah Guthor and Florian Hilfinger. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, volume 27, issue 4, pages 1950–1978, August 2016.

<http://link.springer.com/article/10.1007/s11266-015-9639-2/fulltext.html>

Abstract excerpted from the URL cited above: “We investigate social innovation adoption and extend instrumental factors of adoption intention by including non-instrumental factors. We argue that, from a market-based perspective, conventional innovation adoption models based on instrumental factors do not fully consider specific characteristics of social innovations. Our objective is to improve the explanatory power of conventional adoption models by including symbolic, emotional, and motivational factors as non-instrumental factors. We conducted two empirical studies in which we investigated younger adults’ adoption intentions regarding time-bank-based senior cooperatives. The results extend the findings of conventional adoption research and show that explanatory power can be substantially improved by including non-instrumental factors. The results contribute to the understanding of social innovation adoption and indicate limited generalizability of conventional innovation adoption research to social innovations. Implications and directions for future research are discussed.”

Are Social Innovation Paradigms Incommensurable?

Tom Montgomery. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, volume 27, issue 4, pages 1979-2000, August 2016.

http://link.springer.com/article/10.1007/s11266-016-9688-1?wt_mc=alerts.TOCjournals

Abstract excerpted from the URL cited above: “This paper calls attention to the problematic use of the concept of social innovation which remains undefined despite its proliferation throughout academic and policy discourses. Extant research has thus far failed to capture the socio-political contentions which surround social innovation. This paper therefore draws upon the work of Thomas Kuhn and conducts a paradigmatic analysis of the field of social innovation which identifies two emerging schools: one technocratic, the other democratic. The paper identifies some of the key thinkers in each paradigm and explains how the struggle between these two paradigms reveals itself to be part of a broader conflict between neoliberalism and its opponents and concludes by arguing that future research focused upon local contextualised struggles will reveal which paradigm is in the ascendancy.”

POLITIQUES PUBLIQUES

Public Policies / Políticas Públicas

The New York Nonprofit Revitalization Act, from the Foundation of the Sarbanes-Oxley Act to Implementation

Isida Tushe. *The International Journal of Not-for-Profit Law*, volume 18, issue 1, page 65-77, May 2016.

<http://www.icnl.org/research/journal/vol18iss1/v18n1%20revd%20Tushe.pdf>

Abstract excerpted from the URL cited above: “In the wake of news of scandals in nonprofit organizations, several states began to tout legislative solutions to the perceived notion of a nonprofit accountability gap. These legislative approaches followed the passing of the Sarbanes-Oxley Act of 2002 (“SOX”). The steps taken by the boards of for-profit organizations, including those required by Sarbanes-Oxley and related rules and regulations, have led to increased engagement on the part of board of directors. Stricter modifications of federal and state law regarding for-profit corporations have also been implemented. The new regulations for nonprofit corporations are not far disconnected from SOX regulations that were the foundation for their creation. More interesting, however, is the substantive link between these two sets of reforms, particularly the shared emphasis on the board of directors and fiduciary duties. Officers and directors are considered fiduciaries of the nonprofit organization that they manage. The fiduciary duties of the board of directors are articulated in the Nonprofit Corporation Law (“NPCL”) of New York. This article argues that IRS regulatory influence through the Sarbanes-Oxley Act has influenced the strong, ethical, and transparent nonprofit board governance as implemented in the New York Nonprofit Revitalization Act (“Revitalization Act”). Part I examines how the New York government first mimicked SOX by using it as a foundation for the NPCL to regulate nonprofits. This section further compares the Revitalization Act and the SOX. Part II charts the evolution of the NPCL until it emerged, renamed the New York Nonprofit Revitalization Act. Part III gives recommendations to build on the existing reforms in the nonprofit sector.”

In Medio Stat Virtus: Does a Mixed Economy Increase Welfare?

Alessandro Fedele and Sara Depedri. *Annals of Public and Cooperative Economics*, volume 87, issue 3, pages 345-363, September 2016.

<http://onlinelibrary.wiley.com/doi/10.1111/apce.12131/abstract>

Abstract excerpted from the URL cited above: "Over the past few decades, social enterprises have grown remarkably. This paper investigates how social enterprises affect access to social services (e.g., education and health-care) and utilitarian welfare. To this end, two economic systems are compared: a market economy system, where all firms are profit maximizers, and a mixed economy system, where both for-profit businesses and social enterprises are present. Findings show that individuals are more likely to have access to social services within mixed economy. Moreover, conditions are derived under which utilitarian welfare is larger within mixed economy. Public policies in support of social enterprises (e.g., subsidies) are shown to result in the following trade-off: access to social services is further enhanced but utilitarian welfare is more likely to be lower than that within market economy."

CONCEPTS ET DÉFINITIONS

Concepts and definitions / Conceptos y definiciones

The Phenomenon of Social Enterprises: Are We Keeping Watch on This Cultural Practice?

Claudinei Pereira Gonçalves, Kester Carrara and Richardson Moro Schmittel. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, volume 27, issue 4, pages 1585–1610, August 2016.

<http://link.springer.com/article/10.1007/s11266-015-9624-9>

Abstract excerpted from the URL cited above: "Social enterprises have reached world levels as an alternative to combat negative effects of the economy such as unemployment, poor distribution of income, and poverty, thus stimulating social entrepreneurship with local actions directed especially to excluded communities. This article corresponds to a study that uses the bibliometric method to analyze the world scientific literature on social enterprises in order to research on the possible existence of investigation projects that may have approached the cultural dimension of said phenomenon. Studies in this field may contribute to the establishment of social enterprises as a cultural practice, for the promotion of a more equitable social and economic development. The analysis of the scientific publications inherent to the topic, suggests, among other results, that the academic production is diverse, but there is still a lack of initiatives in order to explore new perspectives concerning the phenomenon. On the other hand, similarities in the motivation of the studies allow outlining 10 categories that evidence the most interest in the research on social enterprises."

Nascent Nonprofit Entrepreneurship: Exploring the Formative Stage of Emerging Nonprofit Organizations

Fredrik O. Andersson. *Nonprofit and Voluntary Sector Quarterly*, volume 45, issue 4, pages 806-824, August 2016.

<http://nvs.sagepub.com/content/45/4/806?etoc>

Abstract excerpted from the URL cited above: "The purpose of this article is to provide a window into the earliest phase of nonprofit organizational formation. Using a sample of 91 nascent nonprofit entrepreneurs and a framework from the entrepreneurship literature identifying the vital capacities for new venture development success, this exploratory article examines the capacity endowments of nascent nonprofits. The results indicate that nascent nonprofits have rather well-developed venture ideas and also a good understanding of whom they will serve. However, few have developed programs or services ready to be implemented or established relations with real beneficiaries and/or payers. In addition, this research highlights differences in capacity between nascent nonprofit entrepreneurs with and without previous start-up experience."

Beyond Nonprofits: Re-conceptualizing the Third Sector

Lester M. Salamon and S. Wojciech Sokolowski. *VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations*, volume 27, issue 4, pages 1515–1545, August 2016.

http://link.springer.com/article/10.1007/s11266-016-9726-z?wt_mc=alerts.TOCjournals

Abstract excerpted from the URL cited above: "The idea of a "third sector" beyond the arenas of the state and the market is probably one of the most perplexing concepts in modern political and social discourse, encompassing as it does a tremendous diversity of institutions and behaviors that only relatively recently have been perceived in public or scholarly discourse as a distinct sector, and even then with grave misgivings. Initial work on this concept focused on what is still widely regarded as its institutional core, the vast array of private, nonprofit institutions (NPIs), and the volunteer as well as paid workers they mobilize and engage. These institutions share a crucial

characteristic that makes it feasible to differentiate from for-profit enterprises: the fact that they are prohibited from distributing any surplus they generate to their investors, directors, or stakeholders and therefore presumptively serve some broader public interest. Many European scholars have considered this conceptualization too narrow; however, arguing that cooperatives, mutual societies, and, in recent years, “social enterprises” as well as social norms should also be included. However, this broader concept has remained under-conceptualized in reliable operational terms. This article corrects this short-coming and presents a consensus operational re-conceptualization of the third sector fashioned by a group of scholars working under the umbrella of the European Union’s Third Sector Impact Project. This re-conceptualization goes well beyond the widely recognized definition of NPIs included in the UN *Handbook on Nonprofit Institutions in the System of National Accounts* by embracing as well some, but not all, of these additional institutions and forms of direct individual activity, and does so in a way that meets demanding criteria of comparability, operationalizability, and potential for integration into official statistical systems.”

Voluntas Symposium: Comments on Salamon and Sokolowski’s Re-conceptualization of the Third Sector

Jacques Defourny, Kirsten Grønberg, Lucas Meijs, Marthe Nyssens and Naoto Yamauchi. VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations, volume 27, issue 4, pages 1546–1561, August 2016.

http://link.springer.com/article/10.1007/s11266-016-9743-y?wt_mc=alerts.TOCjournals

Abstract excerpted from the URL cited above: “With their “Beyond Nonprofits: Re-conceptualizing the Third Sector”, Salamon and Sokolowski have made an important contribution to the ongoing debate on how to define the third sector. This Voluntas symposium brings together the comments of five leading scholars both supportive and critical of the new definition. The comments are based on a debate held at the conference of the International Society for Third Sector Research, in Stockholm in 2016.”

AUTRES

Other / Otros

Women as Vectors of Social Entrepreneurship

Kimbu Albert Nsom and Ngoasong Michael Zisuh. Annals of Tourism Research, volume 60, pages 63-79, September 2016.

<https://www.scopus.com/record/display.uri?eid=2-s2.0-84978910558&origin=SingleRecordEmailAlert&txGid=0>

Abstract excerpted from the URL cited above: “Drawing on the literature examining women in the tourism sector and social entrepreneurship, this article critically explores a theoretical framework for analyzing the role of women owner-managers of small tourism firms (STFs) as social entrepreneurs. Through a qualitative analysis of owner-managers of STFs, the article provides evidence of how women integrate social transformational and commercial goals in their business strategies, while serving defined communities around the tourism sector. By critically examining the operationalization of these goals and community needs, the development impacts of women-owned STFs and opportunities for women social entrepreneurship in the tourism sector are identified and discussed.”

The Non-profit Sector is Dead, Long Live the Non-profit Sector!

Wenjue Knutsen. VOLUNTAS: International Journal of Voluntary and Nonprofit Organizations, volume 27, issue 4, pages 1562–1584, August 2016.

http://link.springer.com/article/10.1007/s11266-016-9696-1?wt_mc=alerts.TOCjournals

Abstract excerpted from the URL cited above: “This article engages the debates on the basic parameters of the study of ‘the space’ between the state and the market, including definitions of the organizations, theories, and boundaries of the space. This article divides the debates into two camps, ‘the non-profit paradigm’ and ‘the new paradigm’, and credits the contribution of both sides, respectively, delineating the sector and advanced theorization. It then distinguishes operationalization methods for the non-profit paradigm from operationalization methods for the new paradigm. The task is to develop the latter. The article then introduces an organizational identity approach from organizational ecology as a promising method.”

La economía social ante la actual crisis económica en la Comunidad Autónoma del País Vasco

Ignacio Bretos Fernández y Jon Morandeira Arca. *REVESCO. Revista de Estudios Cooperativos*, volume 122, July 2016.

<http://revistas.ucm.es/index.php/REVE/article/view/52020>

Resumen proveniente del artículo: "El presente artículo analiza la evolución socio-económica del conjunto de entidades que configuran el sector de la economía social en el País Vasco durante el periodo de crisis comprendido entre 2008 y 2014. Los datos empleados se han obtenido en un marco de colaboración entre universidad, administración pública y sector privado de la economía social. Los resultados sugieren que este tipo de organizaciones han evolucionado mejor, tanto a nivel del número de empresas como de empleo, que la economía general del País Vasco, a pesar de que el contexto de las políticas públicas dirigidas a la economía social se ha visto reducido durante estos años. Sin embargo, en términos económicos (medido a través del Valor Añadido Bruto generado), no han sido capaces de hacer frente a la crisis en iguales condiciones que el conjunto de la economía general. La principal contribución de la investigación presentada reside en que, a diferencia de estudios similares, se analiza la evolución de todas las entidades enmarcadas en la economía social tomando como referencia un amplio periodo temporal de la crisis actual."

NUMÉRO SPÉCIAL

Special Issues / Ediciones especiales

Organization and Governance in Social Economy Enterprises

Special issue of the Annals of Public and Cooperative Economics, volume 87, issue 3, September 2016.

<http://onlinelibrary.wiley.com/doi/10.1111/apce.2016.87.issue-3/issuetoc>

Internationalisation of Social Entrepreneurship

Special issue of European Journal of International Management, volume 10, issue 4, June 2016.

<http://www.inderscience.com/info/inarticletoc.php?jcode=ejim&year=2016&vol=10&issue=4>

On Mental Health Consumer-Survivor Participation in Social Enterprise

Special issue of Journal of Policy Practice, volume 15, issue 1-2, March 2016.

<http://www.tandfonline.com/toc/wjpp20/15/1-2?nav=tocList>

VARIA

Économie sociale : Bilan de l'emploi en 2015

Cécile Bazin, Enora Le Marec, Guillaume Prevostat et Jacques Malet. *Recherche et Solidarité*, Juin 2016.

<http://www.recherches-solidarites.org/media/uploads/economie-sociale-2016.pdf>

Résumé issu de l'URL ci-haut: « Avec 2,39 millions de salariés, l'économie sociale en France (associations, coopératives, mutuelles et fondations) a représenté un emploi privé sur huit en 2015. Cet ensemble est principalement porté par le secteur associatif 83% des établissements, 77% des emplois et 69% de la masse salariale), sa colonne vertébrale. L'emploi d'économie sociale a progressé de 26%, entre 2010 et 2015, quand l'ensemble de l'emploi privé n'évoluait que de 7%. Ceci s'est encore vérifié en 2015, avec une évolution de 0,4% dans l'économie sociale, deux fois moindre pour l'ensemble du secteur privé (+ 0,2%). Dans cet ensemble en progression, on notera toutefois l'érosion des emplois sous régime agricole, avec un nouveau repli dans les coopératives agricoles qui ont perdu environ 2.000 salariés. Au plan national, les emplois d'économie sociale représentent 12,7% de l'ensemble de l'emploi privé. Autour de cette moyenne nationale, le Limousin, la Basse-Normandie, le Poitou Charentes, la Bretagne, la Franche-Comté, l'Auvergne et le Languedoc-Roussillon atteignent ou dépassent 16%, contre seulement 8,7% en Ile-de-France (cf. le bilan actualisé pour les 26 régions). Ce ratio dépend tout autant du dynamisme de l'économie sociale que du dynamisme – ou de l'atonie - du secteur économique en général, dans chacune des régions. Trois cartes, représentant successivement les 26 régions, les 17 nouvelles régions et l'ensemble des départements, sont mises ici à la disposition des acteurs et des décideurs, pour leur présenter la réalité et les enjeux de ce secteur, au plus près de leurs préoccupations. »

APPELS À CONTRIBUTIONS

Calls for contributions / Convocatorias de artículos

- ***Nonprofits in Public Policy: Challenges and Opportunities.*** 2016 symposium on public policy organized by the Association for Research on Nonprofits and Voluntary Action (ARNOVA). November 15th, 2016. Washington, USA. Deadline for submission: **September 1st, 2016.** (RECALL)
- ***Improving the Management and Effectiveness of Cooperatively Owned Business Organizations.*** NCERA-210 Annual Meeting. November 2nd, 2016. Radisson downtown Minneapolis, Minnesota, USA. Deadline for submission: **September 2nd, 2016.** (RECALL)
- ***Des émergences à la reconnaissance. Trajectoires d'innovation.*** 5^e édition du Colloque international du CRISES. 6 et 7 avril 2017. Université du Québec à Montréal (UQAM), Montréal, Québec, Canada. Date limite de soumission: **9 septembre 2016.** (Rappel)
- ***Les politiques locales et la contrainte financière: État des lieux et perspectives.*** Colloque organisé par le Réseau Finances locales. 24 et 25 novembre. Paris, France. Date limite de soumission: **15 septembre 2016.**
- ***Vers un écosystème territorial d'innovation sociale propice au développement local durable? 3^{ème} colloque « Innovation sociale et territoires » organisé par le Centre de Recherche Appliquée de la SCIC TETRIS avec la collaboration de la Communauté d'Agglomération du Pays de Grasse et de l'Institut Jean-Baptiste Godin.*** 9 et 10 novembre 2016. Théâtre de Grasse, Pays de Grasse, France. Date limite de soumission: **21 septembre 2016.** (Rappel)
- ***El Trabajo Social como gobierno de lo social en contextos de desigualdad.*** un número monográfico Desde la revista de la Universidad Complutense Cuadernos de Trabajo Social. La fecha límite para el envío: **noviembre 30th, 2016.** (RECALL)
- ***Enterprise Before and Beyond Benefit: A Transdisciplinary Research Agenda for Prosocial Organizing.*** Special issue of the Journal of Business Venturing. Deadline for submission: **December 1st, 2016.** (RECALL)
- ***Social enterprise for sustainable societies.*** 6th EMES International Research Conference on Social Enterprise organized in partnership with the Interdisciplinary Research Center on Work, State and Society (CIRTES, Université catholique de Louvain) and the Social Enterprise Belgian Interuniversity Attraction Pole (IAP). July 3rd - 6th, 2017. Université catholique de Louvain (Louvain-la-Neuve), Belgium. Deadline for submission: **January 9th, 2017.** (RECALL)
- ***Organizing for social innovation: tensions and paradoxes of managing social and collective enterprises.*** Special issue of Management Decision. Deadline for submission: **January 31st, 2017.** (RECALL)

ÉVÉNEMENTS À VENIR

Events / Eventos

- **Social innovation in the 21st Century: Beyond Welfare Capitalism?** The 8th International Social Innovation Research Conference organized by the Yunus Centre for Social Business and Health at Glasgow Caledonian University, EMES institutional member. **September 5th - 7th, 2016. Glasgow, United Kingdom.** (RECALL)
- **Gouvernements locaux et acteurs de l'économie sociale. Alliés du développement intelligent et durable des villes** (Local Government and Social Economy Stakeholders. Allies for the intelligent and Sustainable development of Cities). 3^{ème} édition du Forum mondial de l'économie sociale - GSEF2016 coorganisé par la Ville de Montréal et le Chantier de l'économie sociale. **7 au 9 septembre 2016. Montréal, QC, Canada.** (Rappel)
- **11th European Conference on Innovation and Entrepreneurship.** This conference ECIE 2016 is being held co-hosted by JAMK University of Applied Science and Jyväskylän University School of Business and Economics in Finland. **September 15th - 16th, 2016. Jyväskylä, Finland.** (RECALL)
- **Cooperative Societies.** Mini Track in the 11th European Conference on Innovation and Entrepreneurship (ECIE). **September 15th - 16th, 2016. Jyväskylä, Finland.** (RECALL)
- **La gouvernance multiniveaux au carrefour des disciplines.** Colloque international « L'Interdisciplinarité dans les études du politique » IDEP 2016 organisé par LIPHA de l'Université Paris Est Marne-la-Vallée avec la collaboration de LISIS. **15 et 16 septembre 2016. Paris, France.** (Rappel)
- **Les politiques publiques face aux enjeux sociaux et démocratiques de la mondialisation : quels projets pour l'économie publique, sociale et coopérative ?** (Public policies and the social and democratic issues of globalisation: what challenges for the public, social and cooperative economy?). 31^{ème} édition du congrès international du CIRIEC organisée par CIRIEC France. **22 et 23 septembre 2016. Reims, France.** (Rappel)
- **Social Innovation in Asia: from Creativity to Social Impacts.** 4th International Conference on Social Enterprise in Asia (ICSEA) cum 2016 Social Enterprise Summit. September 24th and 25th, 2016, Hong Kong.
- **La contribución de las cooperativas al desarrollo sostenible.** IX Encuentro de Investigadores Latinoamericanos en Cooperativismo organizado por la Red Latinoamericana de Investigadores en Cooperativismo. **13 - 14 Octubre 2016. Universidad Andina Simón Bolívar, Quito – Ecuador.** (RECALL)
- **Cooperatives: Impacts and Power to Act.** Scientific conference in International Summit of Cooperatives organised by Desjardins and International co-operative alliance. **October 11th-13th, 2016. Québec, QC, Canada.** (RECALL)
- **3^{ème} Sommet international des coopératives.** Organisé par Desjardins et l'Alliance Coopérative Internationale. **11 – 13 octobre 2016. Québec, QC, Canada.** (RAPPEL)
- **El XVI Congreso de Investigadores en Economía Social de CIRIEC-España.** organizado por CIRIEC-España. **19 a 21 octubre 2016. Valencia, España.** (RECALL)

- **Économie sociale et solidaire dans les territoires : Initiatives, enjeux et perspectives.** XVe Conférence Annuelle Internationale du Réseau International d'Intelligence Territoriale (INTI). **23 - 25 novembre 2016. Charleroi et Liège, Belgique.** (RAPPEL)
- **Gestion des entreprises sociales et solidaires (GESS).** 4emes Journées Internationales de Recherche organisées par la Chaire ESS, Laboratoire Gains-Argumans (Université du Maine) en partenariat avec le Projet ICSEM International Comparative Social Enterprise Model. **5 décembre 2016. Le Mans, France.** (RECALL) <http://www.gdr3720.fr/>
- **Mesures d'impact (social) et impacts des mesures.** Workshop international financée par le GDR « Policy Analytics » en lien avec la ChairESS de la région Hauts-de-France et avec le PEPS-INSHS AGLOS et l'ANR Clean. **6 et 7 décembre 2016. Lille, France.**

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