

**Association for Nonprofit and Social Economy
Research**
**Association de recherche sur les organismes sans
but lucratif et l'économie sociale**

ANSER-ARES



**Seventh Annual ANSER Conference at the Congress 2014 of the Humanities and
Social Sciences**
May 28-30, 2014
Brock University, St. Catharines, Ontario



Welcome to the 7th Annual Conference of the Association for Nonprofit and Social Economy Research/Association de recherche sur les organismes sans but lucratif et sur l'économie sociale (ANSER-ARES), May 28 to 30, 2014. This year's conference at Brock University in St. Catharines involves an exciting mix of presentations in panels and roundtables. On Wednesday, May 28, at 12.30 over lunch, our academic keynote speaker David Hulchanski, a professor at the University of Toronto and the principal investigator of a SSHRC Partnership grant, Neighbourhood Inequality, Diversity and Change, will speak on: Canada's Growing Socio-economic Divide: Rising Income Inequality and Polarization and What to Do About It (South Block, 215). Professor Hulchanski's keynote will be followed by ANSER's annual general meeting, which will give an opportunity to meet members of the association and to voice your views on issues that we should be addressing. At 4.30 on the 28th, there will be a reception, shared with CASC, in Cairns 200. Over lunch on Thursday, May 29th, at 12.30, our community keynote, Anne Jamieson, Executive Director, Toronto Enterprise Fund, will give a talk titled: Advancing the Social Procurement Practices of Publicly Funded Projects in Ontario (South Block, 215).

On the evening of May 29th, starting at 5 p.m., we will hold our annual banquet at the Lowenberger Cafeteria. That will be a fun evening and a chance to meet people. However, it is important to sign up in advance (\$50).

ANSER-ARES is a grab-bag of researchers from diverse fields who address issues related to nonprofits, co-operatives and the social economy. Many of the researchers are involved in community economic development and related issues such as community organizing. Others focus on social enterprise and social entrepreneurship.

ANSER-ARES has its own dual language journal – Canadian Journal of Nonprofit and Social Economy Research/Revue canadienne de recherche sur les OSBL et l'économie sociale. It is an online publication produced through the Online Publishing Program at Simon Fraser University. The link is <http://www.anser-ares.ca/anserj.php>. Our website address is <http://www.anser-ares.ca/>. The website gives basic information about ANSER-ARES such as how to become a member (which might be of interest to people who haven't registered through the Congress), our research grants and awards for student researchers. A lot has happened since 2008 when we started ANSER-ARES at the Congress at the University of British Columbia. Next year, we plan to hold our eighth conference as part of the Congress at the University of Ottawa. We are proud of what we have accomplished in a short time and look forward to continued growth. There are opportunities for involvement; if you are interested, please let us know.

Jack Quarter
President



Bienvenue à la 7^e Conférence de l'Association de recherche sur les organismes sans but lucratif et sur l'économie sociale/Conference of the Association for Nonprofit and Social Economy Research (ARES-ANSER), conférence qui se tiendra du 28 au 30 mai 2014. Cette année la conférence a lieu à l'University Brock à St-Catharines. Elle permettra la tenue d'une variété de présentations par l'entremise de panels et de tables rondes. Le mercredi 28 mai à 12 :30, autour d'un dîner, le conférencier académique de cette année, David Hulchanski, un professeur de l'Université de Toronto et chercheur principal d'une subvention Partenariat du CRSH

portant le titre Neighbourhood Inequality, Diversity and Change , présentera une conférence intitulée : Canada's Growing Socio-economic Divide: Rising Income Inequality and Polarization and What to Do About It (local : South Block, 215). La présentation du Professeur Hulchanski sera suivie de l'assemblée générale annuelle de l'ANSER/ARES, qui sera pour vous l'occasion de rencontrer les membres de l'association et de vous prononcer sur les enjeux entourant le développement de l'organisation. À 16H30 le 28 mai, il y aura une réception partagée avec l'Association canadienne pour l'étude de la coopération (ACEC) au local Cairns 200. Jeudi le 29 mai à 12 :30, lors du dîner, la conférencière provenant de la communauté, Anne Jamieson, Directrice générale du Fond Entreprise de Toronto (Toronto Entreprise Fund), présentera une conférence s'intitulant: Advancing the Social Procurement Practices of Publicly-Funded Projects in Ontario (local : South Block, 215)

Le 29 mai, en soirée, nous tiendrons notre banquet annuel au restaurant universitaire le Lowenberger (Lowenberger Cafeteria). Ce sera un moment très agréable, une occasion de se rencontrer et d'échanger. Nous vous rappelons qu'il est important de s'inscrire à l'avance (50\$).

ARES-ANSER rassemble des chercheurs de différents domaines scientifiques qui travaillent sur un ensemble de sujets liés aux organisations sans but lucratif, aux coopératives et aux entreprises d'économie sociale. Plusieurs des chercheurs sont impliqués dans des projets de recherche portant sur le développement économique communautaire et sur des questions liées à ce champ d'intervention. D'autres chercheurs travaillent dans le domaine des entreprises sociales et de l'entreprenariat social.

L'ARES-ANSER dispose d'une revue bilingue – *Canadian Journal of Nonprofit and Social Economy Research/Revue canadienne de recherche sur les OSBL et l'économie sociale*. Il s'agit d'une publication en ligne produite via le Online Publishing Program at Simon Fraser University. Le lien est : <http://www.anser-ares.ca/anserj.php>. Notre site web est <http://www.anser-ares.ca/>. Le site web fournit de l'information de base sur notre association : comment devenir membre, ce qui peut intéresser les personnes qui ne se sont pas enregistrées via le Congrès, et des renseignements sur les prix et les bourses que nous décernons à des étudiants et des étudiantes travaillant sur des sujets liés à la mission de notre organisation.

Depuis le premier Congrès ARES-ANSER qui fut tenu à l'Université de Colombie-Britannique en 2008, beaucoup de choses se sont passées. L'année prochaine nous en serons à la huitième édition de notre congrès qui se tiendra à l'Université d'Ottawa. Nous sommes fiers de ce qui fut accompli en cinq années, et regardons en avant pour les belles années à venir. Nombre de belles choses nous attendent, si vous voulez vous joindre à nous pour cette importante randonnée, faites-le nous savoir.

Jack Quarter, Président d'ARES-ANSER

	Wednesday, May 28	Thursday, May 29	Friday, May 30
9:00	Concurrent session/Atelier A	Concurrent session/Atelier D	Concurrent session/Atelier H
10:30	Break	Break	Break
10:45	Concurrent session/Atelier B	Concurrent session/Atelier E	Concurrent session/Atelier I
12:15	Lunch	Lunch	See everyone at ANSER 2015 at University of Ottawa
12:30	David Hulchanski, Faculty of Social Work University of Toronto: Canada's growing socio-economic divide: Rising income inequality and polarization and what to do about It South Block- 215	Anne Jamieson, Senior Manager of the Toronto Enterprise Fund: Advancing the social procurement practices of publicly funded projects in Ontario South Block- 202	
1:30	Anser-Ares AGM South Block- 215	Concurrent session/Atelier F	
2:30	Break		
2:45	Concurrent session/Atelier C		
3:15		Break	
3:30		Concurrent session/Atelier G	
4:30	Reception Cairns-200		
5:00 (cash bar open with dinner at 6:00)		Banquet, Lowenberger Residence- Cafeteria	

2014 Anser-Ares Program

Wednesday May 28

9:00 Am Concurrent Session A

- Cairns 207
 - Roundtable: Andrew Holeton, Robyn Hoogendam, Janet Murray, Mary Ferguson, Evaluation For Evolution: A New Generation Of Sustainable Livelihoods Tools For Building Evaluative Thinking Into Front Line Poverty Reduction Work

- Cairns 310
 - Moderator: François Brouard
 - Noor Din, David J Phipps, Johns De Faveri, Sidra Tul Muntaha, A Franchising Model Of Social Enterprising
 - Yulia Aray, Social Entrepreneurial Business Models In The Context Of Emerging Economies: The Case Of Russia
 - Brian Beaton, Valuing Social Enterprises In Small Remote First Nations

- Cairns 313
 - Panel: Lili Wang, Laurie Mook, Femida Handy, Ram Cnaan, Paula Speevak Sladowski, Jack Quarter, Volunteering In Canada
 - Explaining the Propensity and Connection of Formal and Informal Volunteering in Canada
 - Valuating the Contribution of Nonprofits: The Case of Congregations
 - Be careful what you ask for! The impact of being asked to volunteer
 - Volunteer Canada

- Cairns 336
 - Panel: Edward Jackson, Sara Sharmen, Devan Lobo, Knowledge For A Better Economy: The Role Of The University In Promoting Inclusive And Sustainable Regional Development

10:30 Break

10:45 Am Concurrent Session B

- Cairns 207
 - Roundtable: Peter Elson, Jean-Marc Fontan, Lee Rose, Hilary Pearson, James Stauch, Brian Dimock, Philanthropic Action Of Canadian's Grant-Making Foundations:

- Cairns 310
 - Panel: Sherida Ryan, Michael Classens, Jackson Foster, Robyn Hoogendam, Andrew Holeton, Andrea Chan, Jack Quarter, Kunle Akingbola, Honey Crossley, Femida Handy & Marlene Walk, Social Value Measurement: An SROI Approach

- FoodShare
 - The Learning Enrichment Foundation: SROI
 - The SROI A-Way Express Courier
 - ACES
- Cairns 313
 - Roundtable: Farhan Khan, Nadeem Bhatti, Micro Partnerships Model Of Micro Entrepreneurships For Socio-Economic Development Of Deprived Communities In Depressive Economy
- Cairns 336
 - Moderator: Chris Yordy
 - Selvi Roy, Gendered Voices And Role Of Non-Profits In Enhancing Social Economy
 - Isobel M. Findlay, Community-University Research Partnerships For Innovation And Impact; The Case Of Self-Directed Funding
 - Carol Brunt, Balancing Dual Roles Of Researcher And Practitioner In Collaborative Field Research In The Development Sector - A Reflection On Practice
 - Dinesh Rathi, Lisa M Given, Eric Forcier, Forging The Key: Unlocking Social Knowledge In Non-Profit Organizations
- Kenmore Centre Lecture Hall (Joint CASC/ANSER Session) (**note time: 11:00**)
 - Luc Thériault, 50 Years Of Theses On Co-operatives At Canadian Universities
 - Erin Hancock, The Canadian Co-operative Research Network: Your one stop shop for co-op research
 - Gayle Broad and Linda Savory Gordon, Turn Up the Volume: Increasing Impact through Community-University

12:15 Lunch

12.30: Academic Keynote
South Block – 215

David Hulchanski,
Faculty Of Social Work University Of Toronto,

Canada's Growing Socio-Economic Divide: Rising Income Inequality And Polarization And What To Do About It

1:30 Anser Ares AGM South Block – 215

2:30 Break

2:45 Concurrent Session C

- Cairns 310
 - Moderator: Sherida Ryan

- Nathaniel Laywine, International Volunteerism And Global Citizenship Discourse: Canadian Assumptions And The Paradox Of Power
 - Andrew M Robinson, “Canadian Ngos That Advance Human Rights As An Indication Of Canadian Understandings Of Human Rights”
 - Shirley Thompson, Fishers Are The Farmers Of The North: Co-operatives And Community Development To Feed The Family In Northern Manitoba
- Cairns 313
 - Roundtable: Heather Laird, Pat Thompson, Pat Thompson, Cathy Taylor and Jini Stolk Policy & Advocacy For A Stronger Nonprofit Sector: The Ontario Nonprofit Network’s Approach
- Welch WH 222 (Joint CASC/ANSER Panel) **(note time: 3:00)**
 - Panel: Jack Quarter, J.J. McMurty, John Maiorano, Laurie Mook, Brett Hudson Matthews, Credit Unions In A Changing Environment
 - Back to the Future: Credit Unions, Crisis, and the Potential of Co-operative Finance
 - Is there a credit union difference? A comparative study of US and Canadian credit unions
 - A Proposed Approach to Rural Financial Cooperation in Pre-Industrial Contexts

4:30 Reception
Cairns-200

Thursday May 29

9:00 Am Concurrent Session D

- Cairns 207
 - Roundtable: Edward Jackson, Donna Jean Forster-Gill, Chris Yordy, Christina Meuhlberger, Manuela Popovici, Learning To Share Power And Resources In Order To Build More Effective Campus-Community Relationships In Large Research, Multi-Issue, University-Based Research Projects

- Cairns 310
 - Moderator: Mehnaz Rahman
 - Keita Demming, Current State Of Social Innovation Research
 - Ann Armstrong, Ushnish Sengupta, Teaching Cases: Fact Or Fiction?
 - Sakine Arslan Kose, Social Innovation And Reducing Poverty
 - Kazi Abdur Rouf, Islamic Sharia-Based Group Micro Lending Initiative And Implementation Trajectory Experience In Kandahar, Afghanistan.

- Cairns 313
 - Panel: Laurie Mook, Andrea Chan, Susanna Kislenko, Kam Grewal, John Maiorano, Daniel Schugurensky, Azaria E. Wolday, Marcelo Vieta, Greg Kasparian, Naomi Schatz, Caroline Arcand, Robert Lessard, Social Value Measurement Of Social Enterprises: Four Case Studies
 - Case Studies: Furniture Bank, Good Foot Delivery, Groupe Convex and Northwood Translation

- Cairns 336
 - Moderator: Travis Gliedt
 - Jyldyz Kasymova, How Effective Is A Citizen Engagement Mechanism When It Is Promoted By A Local Non-Profit Organization? A Comparative Analysis Of Recent Urban Citizen Engagement Practices In Western New York.
 - Gretchen King, Hearing The Listeners: An Audience Communication Engagement Model For Community Radio Stations
 - Michael Glenn Young, Homelessness In The Arctic: Can The Nonprofit Sector To Make A Difference In Service Provision?

10:30 Break

10:45 Am Concurrent Session E

- Cairns 207
 - Roundtable: Francois Brouard, J.J. McMurtry, Peter Elson, Doug Lionais, Marcelo Vieta, Roundtable On Icem

- Cairns 313

- Panel: Jack Quarter, Antony Chum, Eddie Farrell, Laurie Mook, Femida Handy, Daniel Schugurensky, Sara Carpenter, Doug Baer, [Volunteering](#)
 - Determinants of replacement of paid labour by volunteers: An analysis of the organization, sectoral, and individual level factors
 - Volunteering to enhance employability: what is the role of contextual-level precariousness?
 - Using Latent Class Models to Track Patterns of Voluntary Association Engagement
- Cairns 336
 - Moderator: Kunle Akingbola
 - Jean-Vincent Bergeron-Gaudin, Christian Jetté, [The Transfer Of Social Innovation: A Case Study In The Field Of Social Housing](#)
 - Lynn Gidluck, [Innovative Approach Taken In Saskatchewan To Fund Their Sport, Culture And Recreation Sectors.](#)
 - Andrea Chan, [Relevance Of Work-Centred Social Supports For Disadvantaged Workers: Perspectives From Social Purpose Enterprise Practitioners](#)
 - Mehnaz Rahman, Huyen Hoang, [Thriving Or Surviving? Social Enterprises In The GTA](#)
- Welch WH 304 (Joint CASC/ANSER Papers)
 - Moderator
 - Abhijit Ghosh, [The “Magical” Role Of Boundary Actors In Embedding Strategy: The Case Of Amul Co-operative, India.](#)
 - Marcelo Vieta and Sara Depedri, [The Italian Road to Recuperating Enterprises and Reviving Communities: The Organizational and Financial Performance of Legge Marcora Worker-Buyouts \(1986-2013\)](#)
 - Isobel Findlay, [Through the Eyes of Women: What a Co-operative Can Mean in Supporting Women during Confinement and integration](#)

12:15 Lunch

12:30 Community Keynote Speaker
South Block -- 202

Anne Jamieson,
Senior Manager Of The Toronto Enterprise Fund

Advancing The Social Procurement Practices Of Publicly-Funded Projects In Ontario

1:45 Concurrent Session F

- Cairns 207
 - Roundtable: François Brouard, Paloma Raggo, Edward T. Jackson, [Teaching Needs In Graduate Education](#)

- Cairns 310
 - Moderator: Luc Thériault
 - Micheal Shier, Executive Leadership And The Inter-Organizational Environment: Predicting The Extent That Direct Service Nonprofits Undertake Social Change Efforts
 - Clifford L Spyker, Doing Too Much Increases The Financial Vulnerability Of Canadian Registered Charities (2000-2009) Building: Cairns Room: 310
 - Travis Gliedt, From The Sooner State To A National Environmental Non-Profit: The Emergence Of Earth Rebirth

- Cairns 313
 - Roundtable: Trina Isakson, Jack Quarter, Lee Rose, Peter Sawchuk, Paula Speevak-Sladowski, Jennifer Sumner, Links Between Academic And Practitioner Research: Gaps And Opportunities

- Cairns 336
 - Moderator: Jennifer Li
 - Alice Mills, Independent Service Providers Or ‘Little Fingers Of The State’: The Relationship Between Ngos And The State In Criminal Justice In New Zealand
 - Kathryn Chan, The Co-Optation Of Charitable Resources By Threatened Welfare States
 - William J. Benet, Adjunct Professor, Walden University, The Polarities Of Democracy And The Rochester-Toronto Community/University Partnership Project
 - Brenda Mary Elias, Building Partnerships Through An Integrated Service Model

3:15 Break

3:30 Concurrent Session G

- Cairns 207
 - Moderator: Sherida Ryan
 - Salvatore Alaimo, The Relationship Between Consumer Demand For Programs And Evaluation Capacity: A Midwest Study Of Nonprofit Human Service Organizations
 - Rajeeva Sinha Valuation Of Early Intervention In Domestic Violence
 - Ramesh Lamsal, Cost-Effective Analysis Of Single-Session Walk-In Counselling

- Welch WH 222 (Joint CASC/ANSER Panel) (**Start at 4:00**)
 - Panel: Frances Owen, Jennifer Hope, Anne Readhead, Courtney Bishop, Jingyu Li, Fayez Elayan, Andrew Luis Garcia and Lisa Whittingham The Social And Economic Impacts Of Common Ground Co-Operative
 - Common Ground Cooperative: The Supported Entrepreneurship Model
 - Belonging versus Inclusion: Common Ground Cooperative Businesses as a Model of Authentic Belonging
 - Transdisciplinary Staff Teams: Developmental Services and Business Specialists Supporting Social Enterprise
 - The Social Return on Investment of Common Ground Cooperative

- Cairns 313
 - Roundtable: Ann Armstrong, Theresa Morin, Fran Owen, Kunle Akingbola, Daniel Schugurensky, John Maiorano, Michael Classens, Jack Quarter, Teaching Cases For Social Purpose Enterprises

- Cairns 336
 - Roundtable: Chris Joseph Yordy, Geri Briggs, Manuela Popovici, Natasha Pei, Yassi Sahab, David Monk, Donna Jean Forster-Gill, Listening For Community-Engaged Voices: Students As Leaders In Knowledge Mobilization (Kmb)

5:00 (Dinner At 6:00)
 Banquet
 Lowenberger Residence - Cafeteria

Friday May 30

9:00 Am Concurrent Session H

- Cairns 207
 - Panel: François Brouard, Peter Elson, Paloma Raggio, Dragana Polovina-Vukovic, Tessa Hebb, Teaching Experiences In Philanthropy And Nonprofits
 - Teaching online Financial Management for Philanthropy and NonProfits
 - Lessons learned from two online courses, Research Methods for Philanthropic and Nonprofit Leaders and Globalization of Philanthropy
 - Undergraduate NonProfit Programs: Too much too soon or too little too late?
- Cairns 310
 - Panel: Sherida Ryan, Paul Chamberlain, Mehnaz Rahman, Huyen Hoang & Andrea Chan Three Survey Projects: Three Different Takes On Social Enterprise In Ontario
 - Social Enterprises are on the map in Ontario and Inspiring Innovation
 - Thriving Or Surviving? Social Enterprises in the GTA
 - Surveying the impact of social purpose enterprises in Ontario

10:30 Break

10:45 Concurrent Session I

- Cairns 207
 - Moderator: Trina Isakson
 - Gregory D. Saxton, Speaking And Being Heard: How Advocacy Organizations Gain Attention On Social Media
 - Christiane Rehn, Nonprofit Organizations' Assistance Of Indigenous Artists: Initial Field Results From The Pacific Northwest Coast
 - Suzanne L Cook, Christopher P. Alfano, Volunteering In A Changing World: Intergenerational Learning, Interaction And Mentorship For Social Transformation And A Civil Society
- Cairns 310
 - Moderator: Peter Elson
 - Jorge Sousa, The Pedagogy Of Social Value: Understanding Learning Approaches For The Social Economy
 - Gabriela Russek, Matching Legal Choices To Mission In Social Purpose Enterprises
 - Ray Dart, An Organization Structural Innovation For Community-Based Nonprofit Organization? Case Study Data On 'Shared Platform' Structures In Toronto, Canada

- Cairns 313
 - Roundtable: Marjorie Brans and Chryssa Koulis, [The Challenge Of Meaningful Diversity And Inclusion In Social Entrepreneurship Education: An Alternative Model](#)

See you at next year at the University of Ottawa

Wednesday, May 28

9:00 Am Concurrent Session A

- Cairns 207
 - Roundtable: Andrew Holeton, Robyn Hoogendam, Janet Murray, Mary Ferguson, Evaluation For Evolution: A New Generation Of Sustainable Livelihoods Tools For Building Evaluative Thinking Into Front Line Poverty Reduction Work

The Sustainable Livelihoods Framework (SL) was developed as a tool in the early 1990s to support more holistic, community-focused, results-oriented program design in social and economic development interventions. It was adapted to Canadian context by Eko Nomos and the Canadian Women's Foundation (CWF) in 2000 to promote learning and outcomes evaluation in social and economic development sectors.

It has been adopted widely by anti-poverty organizations to enhance direct service practice; to strengthen program design and outcomes; and to support clearer analysis of client vulnerability and policy issues. The tools were originally developed for research and practitioners have found they are too complex for use with clients.

This presentation will look at a new generation of SL tools to support organizations in their work to support people to build livelihoods and move out of poverty. Coming directly out of practitioner learning and practice, the tools are also expected to transform the way that staff relate to and serve clients, while building in-house comfort with, and capacity for evaluation.

Amongst the findings is the ongoing observation that a great deal of effort goes in to simply developing the conditions and capacity for individuals to participate in programs. Organizations invest a substantial amount of time and effort in accessing the conditions and developing the capacity of clients to participate in their programming, which evidence has shown is critical to onward progress towards livelihoods and other more sustainable client outcomes. Emphasis on siloed, project-based funding has failed to recognize the power of more holistic, client-centered approaches in building foundations for change.

Eko Nomos has been working with the Learning Enrichment Foundation (LEF) and other community-based multi-service organizations to adapt SL tools to front-line service needs, integrating SL and evaluative thinking into the daily work of frontline service workers. Through this collaborative process, we are '*evolving*' the way that client intake and management are designed and implemented. We expect to strengthen our program results by building the conditions and capacity for clients to benefit from our programs. We have developed practical, approachable, multi-purpose tools for staff to connect with participants, improve services and support outcomes evaluation.

LEF is a CED organization based in Toronto that works with people across age ranges

and in different ways. LEF has long recognized that a holistic approach to service design is vital. Over the past five years LEF has sought to use SL as a way to bring together outcome and impact reporting, and actively ensure a culture of practice that was deliberately asset-based.

LEF is one of several organizations working with Eko Nomos on new efforts to integrate SL. This work involves sharing experiences and learning across multiple organizations, and seeking to develop new tools and technology for impact reporting, data collection, and case management. This advancement fits well with developments in all levels of government around impact reporting. The presentation will speak to some of the key learning from the initial phases of our collaborative project and future directions.

- Cairns 310
 - Moderator: François Brouard
 - Noor Din, David J Phipps, Johns De Faveri, Sidra Tul Muntaha, [A Franchising Model Of Social Enterprising](#)

EPIC – Enterprise Promotion and Innovation Centre, a project of Human Endeavour, is a social enterprise incubator that supports prospective entrepreneurs from marginalized communities and community based organizations in setting up small-scale businesses that help them earn stable and sustainable income. Prospective entrepreneurs and organizations are supported in business planning, market identification, sales and promotion, business development and management.

Since its inception in 2010, EPIC has successfully created a number of enterprises which helped Human Endeavour generate a steady stream of income and create placement, work and employment opportunities for the marginalized community members like Ontario Works clients, newcomers, immigrants and senior citizens.

In 2012, after receiving various inquiries from organizations interested in establishing social enterprises, Human Endeavour decided to strengthen the institutional capacity of Enterprise Promotion & Innovation Centre to create a sustainable and scalable model of social economy which can be replicated at organizations in other parts of Ontario on the principles of social franchising.

Human Endeavour, Georgina Trade Training Inc. (GTTI) and York University's Knowledge Mobilization Unit formed a partnership to research and design this franchising model and implement it at GTTI located in a northern rural community of York Region. The Knowledge Mobilization Unit of York University was a perfect match for this project as it has been providing knowledge mobilization services to researchers, graduate students and their research partners.

The project is still in the implementation phase but a draft model has been created and documented. The model has been shared with more than 25 not-for-profit organizations through two 1 ½ day long educational sessions in 2013. EPIC social franchisee partner, GTTI has established one social enterprise and the work on the second enterprise is in progress.

The proposed paper will showcase a replicable and scalable model of social enterprising. The paper will present key principles and rules of franchising model, benefits to participating organizations and to social economy efforts in Ontario, as organizations form a collective action towards implementing social economy for the larger benefit of communities.

- Yulia Aray, Social Entrepreneurial Business Models In The Context Of Emerging Economies: The Case Of Russia

Despite a growing interest in social entrepreneurship within academic circles, very few studies have examined this concept in the context of emerging economies such as Russia. In this paper, the author proposes to examine the business models that are used by social entrepreneurs in Russia and define the peculiarities of business model creation process in an institutional environment of emerging economy. The appropriateness of the business model as a unit of analysis is enhanced by the fact that value creation process in social entrepreneurship is considered as highly complicated with the duality of value created (social and economic), embeddedness of such organizations in extensive relationships with different stakeholders. The research is based on the data which was got from social entrepreneurs who were the participants of the Executive Education Program “Project Management for Social Entrepreneurs” which was implemented at Graduate School of Management, St. Petersburg State University in 2012/2013 and from Foundation “Reach for change ”which supports social entrepreneurs in Russia.

- Brian Beaton, Valuing Social Enterprises In Small Remote First Nations

Remote First Nations are challenging contemporary colonialism with their effective use of information and communication technologies (ICT) in local social enterprises. They are demanding to be included in decisions and policy making, challenging the marginalization of their communities and history, and rising above the oppression imposed by capitalism on their lands and people. Out of necessity caused by scarce resources, First Nations are creating innovative ICT solutions supporting required services, economic opportunities, and sustainable communities. The analysis of the 2014 online survey provides insights into the evolving value of ICT in these remote First Nations as their local enterprises mature.

- Cairns 313
 - Panel: Lili Wang, Laurie Mook, Femida Handy, Ram Cnaan, Paula Speevak Sladowski, Jack Quarter, Volunteering In Canada
 - Explaining the Propensity and Connection of Formal and Informal Volunteering in Canada

Using data from the General Social Survey of Canada, 2008, this study examines the relationship between formal volunteering and informal volunteering. Preliminary results show that people who volunteer informally, caring for their family and friends and help out neighbors, are more likely to engage in formal volunteering. Additionally, social

networks, trust, community connection, associational participation, and self-mastery scale increases the chance of formal volunteering. Mid-age, native-born female respondents who have higher education and income are also more likely to volunteer for organizations

- Valuating the Contribution of Nonprofits: The Case of Congregations

This presentation will discuss the role of valuation in nonprofit research and management with a case example of an empirical study of congregational valuation. Many nonprofits produce soft public goods, for example, teaching children pro-social values, helping families to cope with adversities, and so forth. The purpose of valuation is to assess the monetary value of goods that the market does not price – i.e., public goods and externalities such as happiness, rehabilitation, clean air, responsible parenting, and neighborhood pride. The presentation will outline what valuation is and why it is important for nonprofit research and management. Then, based on a study of 100 congregations in three cities, results will be presented. Finally, future work and policy implications will be discussed.

- Be careful what you ask for! The impact of being asked to volunteer

This study looks uses data from the 2010 CSGVP to analyze the implications of being asked to volunteer as compared to approaching the organization. ‘Super’ and regular volunteers born in Canada and those not born in Canada are compared in both religious and secular organizations. Those who approached the organization themselves, i.e. were not asked, volunteered significantly more hours than those who were asked. On average, those born in Canada who approached the organization themselves contributed 50 percent more hours than those who were asked; for those not born in Canada, the difference was 100 percent. The study also looks at who is asked. Implications for volunteer management are discussed.

- Volunteer Canada

While National Volunteer Week, held annually in April, provides a focal point for celebrating the contributions made by volunteers, more emphasis is being placed on year-round volunteer recognition. How exactly do volunteers want to be recognized? How are organizations currently recognizing volunteers? The latest research shows that, rather than attending formal appreciation events, many volunteers would like to be informally thanked on a regular basis. More importantly, the greatest form of recognition volunteers are seeking is to know the impact that their volunteering has made. How has the time they have given made a difference in someone’s life, in the capacity of the organization, or in the neighbourhood? What has changed in the community or society at large because of their volunteer involvement? Measuring the social and economic value and impact of volunteering is complex and new models are being explored to create measurement and reporting tools that will capture the impact volunteering has through a multitude of lenses. This presentation will provide an overview of the latest research, models, and upcoming work in this area.

- Cairns 336
 - Panel: Edward Jackson, Sara Sharmen, Devan Lobo, Knowledge For A Better Economy: The Role Of The University In Promoting Inclusive And Sustainable Regional Development

Context: Despite some signs of progress, challenging conditions in Ontario's economy persist. High youth unemployment, precarious work, a shrinking manufacturing base, and a fragmented technology sector are only some of the factors Ontarians face each day. Against this backdrop, the role of the universities in promoting inclusive and sustainable regional development in the area in which they are located is more than an academic matter. Universities are major employers, providing faculty and staff with good jobs and benefits; in turn, these employees purchase houses, cars and generated other economic spinoffs. Likewise, student spending is significant. Moreover, from food to office equipment, universities purchase goods and services in large volume. These institutions, thus, exert an important economic impact simply through their everyday conduct of business.

Potential: But they could do more. They could be more deeply engaged with the communities around them that face the greatest social and economic pressure. They could target research and education programs to low-income, immigrant and Aboriginal communities, working in full partnership with those communities. They could also co-generate new knowledge and support the growth of social economy organizations, like credit unions, that provide financial services to social and micro-enterprise. They could target business incubator facilities and advisory services to unemployed youth, working with students and faculty. And they could even mobilize a portion of their pension funds to invest in social infrastructure in the locality, from nonprofit housing to women's shelters to hospices, earning a solid return on their investments while contributing to the public good.

The Papers: This panel will report on two Carleton University initiatives that are trying to push the bounds of the university's role in the region of Eastern Ontario. The first is action research in support of a task force on post-secondary institutions and regional development in Eastern Ontario. The second is research on new financial products and services carried out in partnership with Alterna Savings and Credit Union. Professor Jackson's paper will present an overview of academic and policy analysis on the role of the university in inclusive and sustainable regional development, reviewing Carleton's journey to expand and deepen its role. Ms. Lobo's paper will report on some of the findings of the research for the task force initiative, particularly in terms of what the university is doing or could do to advance the interests of marginalized groups in the region. Ms. Sharmen's paper will discuss her research with Alterna, which seeks to identify new financial products and services that nonprofits and social economy organizations require in order to navigate, and even thrive, in the current economy. The panelists will invite session participants to share their own experiences and views with the limits and potential of universities' contributions to the regional economies in which they are based.

10:45 Am Concurrent Session B

- Cairns 207
 - Roundtable: Peter Elson, Jean-Marc Fontan, Lee Rose, Hilary Pearson, James Stauch, Brian Dimock, Philanthropic Action Of Canadian's Grant-Making Foundations: Social innovation and societal change

Canadian private, public and community foundations generally have invested heavily in their respective sectors and develop and maintain structured territorial networks across Canada. Yet research on these foundations tends to be particularistic and isolated. We will strengthen collaboration among foundations, their intermediaries, and the academic sector in order to produce theoretical, empirical and useful knowledge in this arena. We will create a living laboratory of a collaborative work environment that will mobilize quantitative and qualitative empirical data through the creation of the Montreal Laboratory on Philanthropic Research -- the first national research centre dedicated to the study of Canadian grant-making foundations.

This research partnership will advance a complex and important field of knowledge and practice that has been understudied by Canadian scholars. By bringing together university experts specialized in examining the philanthropic activities of foundations and leading not-for-profit and foundation network partners, we will provide a high-quality research training experience for students, researchers, and research partners alike. We will develop, in collaboration with grant-making foundation networks, scientific answers to the knowledge needs of our partners, and make that knowledge available to both academic and non-academic audiences.

The overall objective of our research program is to establish a research partnership among researchers across Canada, the United States and the lead Canadian organizations representing Canadian public, private, and community foundations. All partners have agreed on the relevance of developing a body of scientific knowledge that will allow a critical assessment of the capacity of Canadian grant-making foundations to contribute to major social change with the funds they grant to not-for-profit organizations.

- Cairns 310
 - Panel: Sherida Ryan, Michael Classens, Jackson Foster, Robyn Hoogendam, Andrew Holeyton, Andrea Chan, Jack Quarter, Kunle Akingbola, Honey Crossley, Femida Handy & Marlene Walk, Social Value Measurement: An SROI Approach

Measuring social value is a difficult undertaking. Yet it is imperative to the success and mainstream adoption of social enterprises. Social value measurement of social purpose enterprises, a unique type of social business focused on the employment or training of marginalized groups, is a vital project as many of these enterprises are dependent on outside funding for their survival. These businesses foreground their social objectives and need ways to account for their impact on people either with disabilities of various sorts or with disadvantages related to recent immigration, race,

or limited schooling. In many ways, the measurement of social value can be critical for continued support from parent organization and funders.

The social purpose enterprises that make up this panel are part of a Community University Research Alliance, a large ongoing research project funded by the Social Sciences and Humanities Research Council of Canada (SSHRC) to study the impact of these organizations in the Greater Toronto Area

- FoodShare
- The Learning Enrichment Foundation: SROI
- The SROI A-Way Express Courier
- ACES

- Cairns 313

- Roundtable: Farhan Khan, Nadeem Bhatti, Micro Partnerships Model Of Micro Entrepreneurships For Socio-Economic Development Of Deprived Communities In Depressive Economy

Micro Entrepreneurs have no proper support from governmental and social sector. These entrepreneurs are getting limited finance from Microfinance organizations and borrowers are in-capable of managing their entrepreneurs due to insufficient management/marketing experience.

Micro partnership develops a partnership between foundation and entrepreneurs while train them for business and help in managing good practices of business included financial services. Gradually this Micro partnership evolved into independent entrepreneurship. This model works by Implementing Partners of different business products with priority of women entrepreneurs for more gender employment, increase in wages and savings etc. It show increase in literacy rate, hygiene, more responsible character for payback and improved social and domestic behaviors.

It increases economic activity, market enhancement, opportunity for non-skilled women/men to become skilled, products display / promotion. Many of these Micro Entrepreneurs are providing semi completed products to small and heavy industries and enhances overall volume of the industry and economy.

- Cairns 336

- Moderator: Chris Yordy
 - Selvi Roy, Gendered Voices And Role Of Non-Profits In Enhancing Social Economy

This paper explores how non-profits strengthen the social economy in complex and contingent ways through micro-finance services. Microfinance related activities in an urban poor neighbourhood in Delhi, India are highlighted. The practices of microfinance—and the ideas and rationalities underpinning them—have been increasingly popularised as a development tool in India since the 1970s. The disproportionate access to means of production and wealth creation is felt more

acutely by poor and middle income women where social odds are also stacked them. Micro-financial services provide a critical safety net and serve as a spring-board to escape poverty.

Non-profits are of many different types and many are guided by pure altruism (Weisbrod, 2009). The Hope Project is a non-profit which serves in an extremely poor urban community in Delhi. As part of its activities, livelihood promotion is undertaken where women from low income families are organized into groups for thrift and credit work. These groups popularly called self-help groups or SHGs are seen as a model based on dual components, an economic and a social (Levi & Davis, 2008). From 2007-2010 there was a substantial increase in the number of SHGs formed and a phenomenal growth in the amount of savings collected by the women themselves and micro-enterprises launched by the women (The Hope Project, 2008, 2009, 2010). There has been a visible positive impact in not just the economic status and financial stability of the women and their families, but also remarkable improvements in the social status the women enjoy.

The World Banks' (n.d.) data indicates an increase in India's GDP in 2009 and 2010. However, the scale of urban poverty in India remains formidable. Current estimates suggest that 100 million poor people live in urban settlements comprising 40% of the urban poor and these numbers are only going to increase (Joshi, 2009). As cities grow, the pressure on existing services and associated infrastructure increases with resultant increase in the number of people without access to these services. Employment opportunities are severely restricted in urban areas. The poor have limited resources and assets. They do not own land or capital, and their home may be rented or unfit for habitation. Suitable employment opportunities are hard to come by as the poor are not necessarily equipped with the skills and professional training to take advantage of jobs available in an industrialised urban setting. Women bear the brunt of lack of resources and opportunities. Strengthening women's capacities to contribute to the social economy and participate in it can be the vital link to their and their families' escape from poverty. In conjunction with micro-savings access to micro-credit is crucial to meet immediate and longer term financial needs of the family. Through the formation of SHGs and introduction of microcredit, the poverty landscape of the poor neighbourhood of Nizamuddin basti in Delhi saw change for the better.

- [Isobel M. Findlay, Community-University Research Partnerships For Innovation And Impact; The Case Of Self-Directed Funding](#)

With the growing popularity of Self-Directed Funding models, provinces are redesigning programs to relocate choice and control from service providers to people with disabilities. This paper discusses the processes and outcomes of a community-university research partnership to evaluate SDF or self-managed contracts for people with intellectual disabilities in Saskatchewan. The study emphasizes a) recipients' and support group stories on the impact of SDF on their lives; b) their understandings of how the contracts have impacted their families, caregivers, and supporters; and c)

the outcomes and impact of the SDF-like arrangements on community structures, program delivery, and policy.

- Carol Brunt, Balancing Dual Roles Of Researcher And Practitioner In Collaborative Field Research In The Development Sector - A Reflection On Practice

The paper reflects on non-profit research and practice, highlighting the contributory role of reflexivity to knowledge generation during field research. As a key component of the research methodology, reflexivity recognizes researcher knowledge and its contribution to the interpretation of institutional messaging. A constructivist epistemology shapes collaboration between practitioners as interviewees and the researcher to capture the multiple realities of multiple stakeholders in the pursuit of knowledge. In this instance, the examination of INGO management process among INGOs in Kenya provides the research setting. The paper's relevance is found in its reflection of real world practice.

- Dinesh Rathi, Lisa M Given, Eric Forcier, Forging The Key: Unlocking Social Knowledge In Non-Profit Organizations

A series of in-depth qualitative interviews with staff and managers among 16 non-profit organizations (NPOs) in Alberta reveal how NPOs are using social media for the purpose of knowledge management (KM). These findings suggest that social media can serve as tools for the generation of community-related knowledge essential to achieving organizational mission and goals, but that NPOs are struggling to develop solutions for its systematic collection and documentation. This paper examines the study's findings in the context of communication and social innovation, and demonstrates how professionals in NPOs understand and apply KM in achieving organizational goals.

- Kenmore Centre Lecture Hall (Joint CASC/ANSER Session) (**note time: 11:00**)
 - Luc Thériault, 50 Years Of Theses On Co-operatives At Canadian Universities

This unobtrusive research project is mining the Theses Canada Portal of Library and Archives Canada (LAC) to explore and offer some basic aggregated descriptions of a corpus of 424 Canadian University Theses. The original question that this research attempted to answer was “how many university Theses relating to co-operatives are produced annually in Canada?” As it turns out, the results of the analysis show that over the 1970-2012 periods the average number of Canadian University Theses on co-operatives and credit unions is around 10 per year, with the numbers varying between 11 and 15 for the most recent years. This descriptive and exploratory project presents other interesting information that will enable us to get a clearer picture on the research on co-operatives done by graduate students at Canadian Universities during the last half-century.

- Erin Hancock, The Canadian Co-operative Research Network: Your one stop shop for co-op research (CASC paper)
- Gayle Broad and Linda Savory Gordon, Turn Up the Volume: Increasing Impact through Community-University (CASC paper)

2:45 Concurrent Session C

- Cairns 310
 - Moderator: Sherida Ryan
 - Nathaniel Laywine, International Volunteerism And Global Citizenship Discourse: Canadian Assumptions And The Paradox Of Power

In Canada it has become a widely accepted norm that volunteers have much to contribute in the field of international development. The Department of Foreign Affairs, Trade and Development (DFATD) assumes that through their Volunteer Cooperation Program developing communities benefit from capacity development and volunteers themselves enrich their lives through the development of new skills and aptitudes as well as the experience itself of contributing one's time to communities in need. Little scholarly research has been conducted to corroborate that volunteer interventions in these communities necessarily lead to such positive results. From a theoretical framework oriented in critical theory and social movement theory and through the deployment of critical discourse analysis, I interrogate what power dynamics are created and recreated within the practice of international volunteerism.

- Andrew M Robinson, "Canadian Ngos That Advance Human Rights As An Indication Of Canadian Understandings Of Human Rights"

Drawing upon two data sets—(i) an analysis of organizations in CharityVillage.com's "Organization Directory"; and (ii) responses from 39 top-ranking managers of Ontario-based NGOs that advance human rights—and relying upon the observation that donor preferences often shape the way nonprofits pursue their missions, this paper seeks to: (i) suggest what insights about donor understandings of human rights might be drawn from the way organizations present themselves on their websites; (ii) test assumptions in the literature about understandings of human rights in Canada and the Global North; and (iii) respond to Smith, Pagnucco, and Lopez's (1998) call for comparison of their findings regarding international human rights NGOs to national and local organizations.

- Shirley Thompson, Fishers Are The Farmers Of The North: Co-operatives And Community Development To Feed The Family In Northern Manitoba

Producer cooperatives offer a means of community development in remote regions of the less-developed world. In this case study we examine the Island Lake Opakitawek Cooperative (ILOC), a First Nations fishers' cooperative located in a fly-in community in Northern Manitoba, Canada. A strategic analysis of the cooperative and a sustainable livelihoods analysis of the fishers, was undertaken based on focus group discussions and interviews with different stakeholders, including cooperative members, industry leaders and band staff. We found that the ILOC is not feasible

without subsidy if it depends solely on the export of unprocessed whole fish. The high cost of the means of production (boats, nets, and floatplanes to fly fish out from trap-lines) together with the low price for whole fish, undermines its financial viability. The extensive unemployment in the community and the fishers' connection with traditional hunting and fishing activities has allowed this activity to continue despite the poor returns on investment. Three options for boosting the fishers' livelihoods are: 1) selling to local sources including the health centre, schools and the country foods program to support traditional First Nation cultural practices and sustainable livelihoods; 2) applying for employment insurance; and 3) adding value to the fish in order to receive higher prices. This talk looks at community development and fishery cooperatives, which are in every community in northern Manitoba. Barriers are crossed between not only the south and north but also between the First Nations and settlers, the haves and have-nots, as well as the fishers and hunters who are "the farmers of the North" compared to the solitary focus of "foodies" on agricultural production.

- Cairns 313
 - Roundtable: Heather Laird, Pat Thompson, Policy & Advocacy For A Stronger Nonprofit Sector: The Ontario Nonprofit Network's Approach

This roundtable will address the development of the nonprofit sector's engagement in advocacy and policy development, the significant opportunity for both nonprofits and governments to support communities through a renewed partnership, and the strategies of network organizing that can enable stronger nonprofit participation in shaping Ontario through advocacy and policy work. A discussion of the Ontario Nonprofit Network's approach to organizing with Ontario's nonprofit sector, particularly with respect to collective advocacy and government relations, will form the basis of the roundtable.

- Welch WH 222 (Joint CASC/ANSER Panel) **(note time: 3:00)**
 - Panel: Jack Quarter, J.J. McMurtry, John Maiorano, Laurie Mook, Brett Hudson Matthews, Credit Unions In A Changing Environment

These four papers address deal to some extent with the changing environment in which credit unions are operating. The Ketilson paper addresses this issue in the context of Saskatchewan and discusses how new governance structures are evolving for large, amalgamated credit unions. The Matthews paper addresses this issue in the context of the Solomon Islands, and is of particular interest since this is a context of which very little is known in Canada. The McMurtry paper addresses the issue of change in the UK and focuses on its impact on credit union distinctiveness; the Maiorano, Mook, and Quarter discusses this issue in the context of Canada and the U.S. and also focuses upon the issue of credit union distinctiveness and what form it takes.

- Back to the Future: Credit Unions, Crisis, and the Potential of Co-operative Finance

- Is there a credit union difference? A comparative study of US and Canadian credit unions
- A Proposed Approach to Rural Financial Cooperation in Pre-Industrial Contexts

Thursday May 29

9:00 Am Concurrent Session D

- Cairns 207
 - Roundtable: Edward Jackson, Donna Jean Forster-Gill, Chris Yordy, Christina Meuhlberger, Manuela Popovici, [Learning To Share Power And Resources In Order To Build More Effective Campus-Community Relationships In Large Research, Multi-Issue, University-Based Research Projects](#)

How do you share power and resources equitably, and ensure that the work respects community as centres of learning and discovery, in a large, multi-year, research project hosted by a university but co-led by community-based organizations? This session will explore this question through the experience of the first year and a half of the implementation of CFICE (Community First: Impacts of Community Engagement). CFICE is a seven year campus-community research project hosted by Carleton University in Ottawa, Canada (and co-managed by the Canadian Alliance for Community Service Learning), and involving multiple partner organizations across Canada (including community organizations, colleges, universities, private sector and individuals). The central research question that CFICE seeks to address is: How can campus-community engagement (CCE) be designed and implemented to maximize the value for not for profit agencies and community overall? More specifically, CFICE seeks to shed light on:

- Scope and replication issues
 - Definitions, evaluation and use of CCE from the perspective of community-based organizations
 - Issues of shared control
 - Issues of campus and community-based policies and procedures, course design, and governance
 - Measuring or documenting impacts for community and community organizations
 - Ethical issues.
- Cairns 310
 - Moderator: Mehnaz Rahman
 - Keita Demming, [Current State Of Social Innovation Research](#)

Despite its growing popularity, the term Social Innovation continues to be a problematic. Within the field, there is little consensus on a common definition of social innovation, neither are authors clear on what activities count as social innovations. In this paper, I provide an overview of the current state of Social Innovation research and outline examples of major social change events that should not be considered to be social innovations. For example, the discovery of insulin was a major social improvement however it should not be considered as a social innovation.

- Ann Armstrong, Ushnish Sengupta, [Teaching Cases: Fact Or Fiction?](#)

In this session, we will discuss the development and use of cases in teaching and research. It will build on the work of the Social Business CURA. Case writing and teaching are well-accepted practices in some of the highest-ranked business schools. The cases are focused narratives that guide the student to make decisions about a pressing problem. The session will be interactive and address the following three key questions: (1) Are teaching cases accurate representations of organizations and situations? (2) In any case, does it matter if they are or are not? (3) Are research or illustrative cases more accurate?

- Sakine Arslan Kose, [Social Innovation And Reducing Poverty](#)

The study starts with explaining important concepts of the study such as altruism, volunteerism, social innovation and social business. Poverty, the role of NGOs, innovation and social entrepreneurs against poverty are examined. After all, a suggestion to permanent solution against poverty, inspired from Muhammad Yunus and improved is introduced: Support On Network model. The model offers capital, production and marketing support to poor entrepreneur through cooperation with government - NGO – philanthropist individuals/organizations. The need for SON model, its business steps, stakeholders, contribution to the society and potential risks in application are also explained.

- Kazi Abdur Rouf, [Islamic Sharia-Based Group Micro Lending Initiative And Implementation Trajectory Experience In Kandahar, Afghanistan.](#)

This paper explores the Islamic Sharia Based Group Micro Lending Initiative and Implementation possibilities in Afghanistan. Although some people think the concept of Sharia Law Islamic Banking system is ancient, modernized Islamic Banking has been operating for many decades around the world. Countries such as Bangladesh, Malaysia, UK, Singapore, Pakistan and Bahrain competitively run their Islamic banking side by side with modern commercial banks that are successful in their banking operations and are financially sustainable. However is there any ‘Islamic Sharia Based Group Micro Lending Initiative and Implementation Program’ exist in any Islamic country. Because Islamic Sharia micro financing services are new and rare in the Muslim world although these services can easily help marginalized people to become economic actors in the society and to address the issue of poverty. For example, Islamic Sharia Law Group micro lending initiative and implementation in Kandahar, Afghanistan during Taliban Regime in 1996-1997 was one of the innovations launched by the author, which was funded and supported by UHCR - Grameen Bank to encourage and upkeep small business development instead of providing only financial aid/relief to Afghan returnees. It was further hoped that the programme success in Afghanistan could lead to a breakthrough in attracting specialized international lending institutions in the overall reintegration process in a country which has long been promoted by UNHCR.

The Afghan Taliban leadership expressed their willingness to invite and support the programme in Kandahar in 1996. They confirmed their position indicating that the programme should be designed following Sharia Law. With the consent of the Taliban Authority, this microcredit project recovery strategy was within the Islamic Sharia principles along with the principles of Holy Quranic interpretations of interest. The project applied Sharia lending principles while implementing the project in Kandahar: (1) Modarebah i.e. profit sharing, (2) Bai-Muajjal (sales under deferred payment), (3) Combination of Modarebah and bai-Muajjal , (4) Murabaha (contract sale), (5) Use terms ‘service charge’, ‘administrative charge’ and hyperinflation recovery , and (6) Ijara (leasing/hire purchase). The program was also designed according to the geo-social conditions of the concerned areas in Afghanistan and adequate flexibility was incorporated for providing credit on easy terms and conditions.

Although the loan transactions modalities of this microcredit project were absolutely new to the Afghan people, it drew the attention of most of the villagers particularly the poor beneficiaries within a short period of time. The project gained popularity in the project area where it was run by the Sharia based micro credit services to assist disadvantaged people; however, the project experienced unstable political and economic situations that hindered project operation, management and development. Micro financing organizations need work with their own Islamic rational ethical values, norms and principles applied by elites and their legal and political support have been crucial for implementing the Sharia micro financing programs to eradicate poverty not only in the Muslim world but also in any other nation-states.

- Cairns 313
 - Panel: Laurie Mook, Andrea Chan, Susanna Kislenko, Kam Grewal, John Maiorano, Daniel Schugurensky, Azaria E. Wolday, Marcelo Vieta, Greg Kasparian, Naomi Schatz, Caroline Arcand, Robert Lessard, [Social Value Measurement Of Social Enterprises: Four Case Studies](#)

This panel brings together four case studies from a community-university research project called Measuring Social Value. The four research teams conducted independent in-depth analyses of the impacts of a social enterprise using a social return on investment framework. The four organizations involved were Furniture Bank, Good Foot Delivery, Groupe Convex and Northwood Translation.

- Case Studies: Furniture Bank, Good Foot Delivery, Groupe Convex and Northwood Translation

- Cairns 336
 - Moderator: Travis Gliedt
 - Jyldyz Kasymova, [How Effective Is A Citizen Engagement Mechanism When It Is Promoted By A Local Non-Profit Organization? A Comparative Analysis Of Recent Urban Citizen Engagement Practices In Western New York.](#)

This paper evaluates three urban citizen engagement practices used in western New York, specifically in Buffalo and Tonawanda. Participatory budgeting in Tonawanda was promoted by a local non-profit organization, whereas municipal agencies facilitated public budget forums and the citizen participation academy in Buffalo. This qualitative methods based paper employs Poisers' participation evaluation criteria to examine the degree of effectiveness when a citizen engagement tool is administered either by a local non-profit organization or a government institution. The research finds that a more effective sustainable process of participation is observed when it is facilitated by a non-profit organization that is not associated with the government.

- Gretchen King, [Hearing The Listeners: An Audience Communication Engagement Model For Community Radio Stations](#)

Community radio stations are non-profit organizations guided by participatory values and mandated to serve communities rather than the interests of governments or corporate shareholders (AMARC, 2003). For this reason, the perspectives of listeners are vital to ascertain the impact of community radio. This paper is based on a research report submitted to Radio al-Balad, Jordan's first community radio station, drawing on five-weeks of autoethnographic data facilitated among listeners. After introducing the project, I will review the methodology, data, and recommendations. The success of this fieldwork demonstrates a viable approach is possible to engage audiences in evaluative practices.

- Michael Glenn Young, [Homelessness In The Arctic: Can The Nonprofit Sector To Make A Difference In Service Provision?](#)

Until recently, the problem of HtH persons in the Beaufort Delta received scant attention from researchers, governments and non-profit agencies. However, in reality the HtH population is statistically and visually obvious, yet it remains underserved by non-profit agencies. As a resource-rich region, Inuvik and smaller communities in the Beaufort Delta are impacted by development, but the sporadic nature of this development leads to a cycle of boom and bust economic trends. Based on research conducted during 2012-13, this paper outlines the breadth and scope of the housing problem and extant service provision networks. It begins with the identification of service gaps from the perspective of service providers, and from HtH persons themselves. Specific attention is paid to the relationships between homelessness, addictions and mental health problems. In addition, HtH persons' quality of life was assessed using the QoLHHI to measure housing, health and social support. The paper concludes by making recommendations for the future role of non-profit agencies in the Beaufort Delta regarding service provision, including the development of alternative housing models.

10:45 Am Concurrent Session E

- Cairns 207
 - Roundtable: Francois Brouard, J.J. McMurtry, Peter Elson, Doug Lionais, Marcelo Vieta, [Roundtable On Icssem](#)

The 'International Comparative Social Enterprise Models' (ICSEM) project is a broad research project funded by the Belgian Science Policy Office for 2012-2017 to be extended to a large international research community in partnership with the EMES European Research Network. It aims to compare social enterprise models and their respective institutionalization processes across the world. Therefore it will rely on the participation of a large number of researchers from all regions. Canada is no exception and a group of Canadian researchers are part of this research project. It is jointly coordinated by Jacques Defourny and Marthe Nyssens and, in Canada, by J McMurtry. Participants in the roundtable are members of the Executive committee of the Canadian group.

This roundtable seeks to explore how the Canadian team of researchers is proposing to undertake this social enterprise mapping exercise in Canada, following the general requirements of EMES while also taking into account the regional, provincial, and First Nations nuances to the Canadian social enterprise experience.

- Cairns 313
 - Panel: Jack Quarter, Antony Chum, Eddie Farrell, Laurie Mook, Femida Handy, Daniel Schugurensky, Sara Carpenter, Doug Baer, [Volunteering](#)

The papers in this panel all address in differing ways the issue of instrumental volunteering and the relationship between volunteering and engagement.

- Determinants of replacement of paid labour by volunteers: An analysis of the organization, sectoral, and individual level factors

This research investigates the organizational, sectoral, and job/task level determinants of replacement of paid labour by volunteers. This study relies on the data analysis of a Canadian cross-sectional survey of 768 volunteers. Our findings show that the prevalence of employee replacement by volunteers is significantly different between organizational types, sectoral types, and even amongst job types and skill level of tasks. In addition, we also examine the volunteers' perception of fairness in light of doing voluntary work that was previously classified as paid work. Preliminary results show that volunteers engaging in previous paid labour may view it as unfair.

- Volunteering to enhance employability: what is the role of contextual-level precariousness?

Volunteering to increase one's employability is a growing phenomenon in a context of labour market turbulence/unpredictability. Drawing on cross-sectional sample of 768 volunteers in Canada, we investigate individual and contextual-level factors associated with volunteering to enhance employability, focusing especially on

contextual-level precariousness, which refers to the socioeconomic insecurities constituted by global/regional competition and geographically uneven development. We find that municipal-level unemployment (a proxy for precariousness) is positively associated with volunteering to enhance employability even after adjusting for potential confounders. Our findings point to the importance of measuring and modeling upstream contextual influences in addition to individual/organizational factors.

- Using Latent Class Models to Track Patterns of Voluntary Association Engagement

Conventionally, researchers studying surveys of volunteering and civic engagement have conceptualized voluntarism either as a single-dimension construct (extent to which individuals volunteer) or as a three-fold typology (not engaged; engaged in some nominal fashion as a member but not an active volunteer; actively engaged). In those instances where typologies have been employed, they have taken many different forms (see Appe, 2012; Glanville, 2004; Kaarianen and Lethonen, 2006; Mascherini et al., 2011; Quintelier, 2008; Stolle and Rochon, 1998, 2001). This paper uses a methodology called *latent class analysis*, on both its exploratory and its confirmatory form, to examine patterns of civic engagement and voluntarism. It uses Canadian data but also some cross-national data comparing Canadian patterns with those from the United States, other anglo democracies and some European countries.

- Cairns 336

- Moderator: Kunle Akingbola

- Jean-Vincent Bergeron-Gaudin, Christian Jetté, [The Transfer Of Social Innovation: A Case Study In The Field Of Social Housing](#)

In Quebec, the third sector has been recognized as an important incubator for social innovation for more than forty years, due to its proximity with local communities and its democratic functioning. Instead, unwieldy administrative structures of the public sector tend to inhibit experimentation and risk taking. In this context, the public sector is required to import innovations developed in other sectors, including in the third sector. However, the transfer of innovative practices from the third sector to the public sector remains a relatively unexplored phenomenon. This paper proposes a detailed analysis of this transfer process through a case study in the field of social housing. The aim is to identify factors that are facilitating, but also constraining to the institutionalization of innovations developed by the third sector.

- Lynn Gidluck, [Innovative Approach Taken In Saskatchewan To Fund Their Sport, Culture And Recreation Sectors.](#)

As leading voluntary sector scholar Susan Phillips has noted, there are major gaps in our understanding of the strengths and weaknesses of various government funding policies for the voluntary sector. Funding, she notes, is about more than money. While the amount of money directed to a sector is certainly important, equally if not

more important, Phillips argues, is how the money flows. The instruments used—grants, contracts, loans, the time horizons placed on them, and the conditions attached (reporting requirements, accountability measures, expectations of matching funding or collaboration), can either restrict social innovation and community engagement or facilitate it.

This paper will examine the strengths and weaknesses of the primary instruments utilized by governments to fund public programs and services delivered by the voluntary sector with emphasis placed on an innovative approach taken in Saskatchewan to fund their sport, culture and recreation sectors. Since 1974 the Saskatchewan government has had a partnership with these sectors which all parties involved in the collaboration have deemed an unqualified success. Much can be learned from the Saskatchewan model in terms of how governments can collaborate with nonprofit partners to extract meaningful input from the community in the development of programs and services that meet real community needs and in designing flexible and less burdensome application and accountability processes which still meet stringent standards expected in the use of public funds.

- Andrea Chan, Relevance Of Work-Centred Social Supports For Disadvantaged Workers: Perspectives From Social Purpose Enterprise Practitioners

This paper presents a mixed-methods study exploring the range of work-centred social supports found within social purpose enterprises, and their relevance to the employment outcomes and overall wellbeing of those who face significant barriers to employment. Using survey and interview data collected from managers and directors of social purpose enterprises, this research situates the role of social support broadly within the stress/coping model, and proposes that social supports can serve to mediate the stressors experienced by disadvantaged workers during job entry and beyond, particularly the stressors that may not be directly related to work but may very well prevent a person from meeting work obligations.

- Mehnaz Rahman, Huyen Hoang, Thriving Or Surviving? Social Enterprises In The GTA

Thirty-two social purpose enterprises (SPE) in the Greater Toronto Area were interviewed for a research project. Eighty-five percent of interviewed SPEs indicated that they wanted to grow, but balancing business with a social mission created many challenges. Two key obstacles hindering growth were the cautious attitude towards high-risk activities, and the lack of resources, particularly for marketing. To off-set budgetary challenges, SPEs used creative grassroots marketing practices, utilized low-cost tools and strategically leveraged connections. In order to develop an ecosystem that encourages growth, marketing supports must be provided to SPEs. The study also explored potential collaboration opportunities among SPEs.

- Welch WH 304 (Joint CASC/ANSER Papers)
 - Moderator
 - Abhijit Ghosh, The “Magical” Role Of Boundary Actors In Embedding Strategy: The Case Of Amul Co-operative, India.

This paper responds to the recent call of strategy scholars for the need to obtain a dynamic, multi-level understanding of how organizational strategies are embedded in the broader socio-political context. Drawing on archival and ethnographic data obtained from fieldwork conducted in AMUL dairy cooperative, in India’s Kheda district, I provide a rich narrative of the process through which the veterinary strategy was embedded in AMUL’s area of operation. This narrative also provides a contextually nuanced account of AMUL’s phenomenal seven-year plan – one which endeavored to transform the prevalent patterns of animal breeding, feeding and health through the introduction of novel initiatives. This narrative provides us an in-depth understanding of AMUL’s growth in scale and scope achieved through a multi-level dynamic between three key components - its “strategic intent,” its “strategic, service-driven initiatives,” and the “embedding” of these initiatives amongst AMUL’s member-producer community (context).

- Marcelo Vieta and Sara Depedri, The Italian Road to Recuperating Enterprises and Reviving Communities: The Organizational and Financial Performance of Legge Marcora Worker-Buyouts (1986-2013) (CASC paper)
- Isobel Findlay, Through the Eyes of Women: What a Co-operative Can Mean in Supporting Women during Confinement and integration (CASC paper)

1:45 Concurrent Session F

- Cairns 207
 - Roundtable: François Brouard, Paloma Raggo, Edward T. Jackson, Teaching Needs In Graduate Education

There is a need for innovators and leaders in nonprofits, social enterprises, philanthropic foundations, development offices, and in the governments, financial institutions and businesses that interact with them. As described by the Nonprofit Academic Centers Council (NACC) (2007) in their curricular guidelines, graduate study in Nonprofit Leadership, the Nonprofit Sector and Philanthropy should respond to a range of needs. Although well implemented in the United States, Carleton University Master in Philanthropy and Nonprofit Leadership (MPNL) is the first master’s degree in Philanthropy and Nonprofit Leadership (PNL) in Canada. The new program which has its first cohort starting in August 2013 will serve as a case study to discuss graduate studies needs in PNL in Canada. The MPNL program is offered in a flexible format involving intensive summer institutes and interactive online learning.

- Cairns 310
 - Moderator: Luc Thériault
 - Micheal Shier, Executive Leadership And The Inter-Organizational Environment: Predicting The Extent That Direct Service Nonprofits Undertake Social Change Efforts

This research investigates inter-organizational factors and characteristics of executive leadership that support social service nonprofits in undertaking socially transformative programs and initiatives. Following a cross-sectional research design, Executive Directors in nonprofit direct service organizations across Alberta were surveyed (n=241). The results highlight the importance of collaboration (its frequency, quality, and embeddedness) and key values imbued by Executive Directors. The findings provide an understanding of the factors within the inter-organizational context which are supportive of nonprofits undertaking social change efforts, and have implications for graduate level training in nonprofit leadership programs aimed at creating a sense of social entrepreneurship and innovation.

- Clifford L Spyker, Doing Too Much Increases The Financial Vulnerability Of Canadian Registered Charities (2000-2009)

Registered Charities (RCs) play an important role in Canadian society through the provision of social goods and services. In 2009 over 83,000 RCs reported \$192 B in total revenue (or, the equivalent of \$5,400 per Canadian). This study suggests that “mission drift” leads to increases in RC financial vulnerability (Tuckman and Chang 1991). Specifically, management choices with respect to the number of program service activities offered and/or the emphasis placed on program service activities undertaken by a RC, the greater likelihood of “mission drift”. It is this “mission drift” which leads to reductions in organizational performance and more specifically financial vulnerability.

The findings suggest that RCs are more financially vulnerable the more activities (NumProg) undertaken but the results for service concentration (ProgCon) are mixed.

- Travis Gliedt, From The Sooner State To A National Environmental Non-Profit: The Emergence Of Earth Rebirth

Environmental nonprofit organizations are prevalent in many jurisdictions in North America, and are often created with the support of provincial/state funding, or partnerships with local governments and businesses. But is there a ceiling with respect to the scale and scope of influence that a grassroots organization can have on transitioning society towards a greener future? This paper chronicles the emergence of Earth Rebirth, an environmental nonprofit that originated in Norman, Oklahoma, but is now in the process of developing into a national network in order to have a bigger influence on environmental sustainability with the United States.

- Cairns 313
 - Roundtable: Trina Isakson, Jack Quarter, Lee Rose, Peter Sawchuk, Paula Speevak-Sladowski, Jennifer Sumner, Links Between Academic And Practitioner Research: Gaps And Opportunities

This roundtable discusses the challenges in academics and community practitioners working together in research and models for bridging the challenges. There is a lot of buzz about the co-creation of knowledge and applied knowledge mobilization. This presentation will focus on the elements of both the process and the product that result in the optimal link between research and practice and the reasons that it is vital to the sector to make this link. This roundtable presents contrasting perspectives on the links between academic and practitioner research, from the minds of both academics and practitioners.

- Cairns 336
 - Moderator: Jennifer Li
 - Alice Mills, Independent Service Providers Or ‘Little Fingers Of The State’: The Relationship Between Ngos And The State In Criminal Justice In New Zealand

Non-governmental organisations (NGOs) in New Zealand have a long history of providing services to offenders, victims and their families. Following the development of a ‘contract culture’ in 1990s, concerns have been raised that NGOs have shifted from being independent welfare providers to agents, or ‘little fingers’, of the state (Cribb 2006; Nowland-Foreman 1998). Drawing on interviews with key NGO stakeholders in New Zealand, this paper will examine whether NGOs working in criminal justice retain their ability to critique and influence government policy and to pursue their own charitable objectives rather than being compelled to follow the priorities of the state.

- Kathryn Chan, The Co-Optation Of Charitable Resources By Threatened Welfare States

In this paper, I address the emerging issue of the governmental co-optation of charitable resources, considering to what extent modern pressures associated with the retrenchment of welfare states threaten to destabilize charity law’s “hybrid equilibrium” in Canada and England and Wales. I do so by advancing a theoretical contrast between ‘independent’ and ‘co-opted’ charities, and by identifying certain legal and institutional mechanisms that may either encourage or limit the co-optation of charitable resources by governments in each jurisdiction.

- William J. Benet, Adjunct Professor, Walden University, The Polarities Of Democracy And The Rochester-Toronto Community/University Partnership Project

This paper reflects on the use of the polarities of democracy model as a theoretical framework by the Rochester-Toronto Community/University Partnership Project (CUPP). Since 2006 the CUPP has used the polarities of democracy model to promote the social economy concept in the Greater Rochester Area. Themes addressed in the paper include (a) nonprofits and the social economy, (b) social enterprises, social entrepreneurship & social innovation, (c) community economic development & community organizing, (d) volunteering & citizen engagement, (e) community/university collaboration, (f) addressing racial inequities, and (g) the utility of the social economy for nonprofits in an era of declining resources.

- Brenda Mary Elias, Building Partnerships Through An Integrated Service Model

An innovative housing model that provides integrated support services to a mixed community of adults with physical, developmental and mental health needs demonstrates the strengths and weaknesses of collaboration among four nonprofit community service agencies. This paper will address the conference theme of Collaborations, Partnerships and Mergers from a practitioners' viewpoint as well as from the viewpoint of those individuals that have lived for 1 year in this new residential setting. The Person-Environment Fit theoretical framework (M. Powell Lawton) has been adopted to look at aspects of successful aging and ascertain what aging in place looks like in the Reena Community Residence.

3:30 Concurrent Session G

- Cairns 207
 - Moderator: Sherida Ryan
 - Salvatore Alaimo, The Relationship Between Consumer Demand For Programs And Evaluation Capacity: A Midwest Study Of Nonprofit Human Service Organizations

Nonprofit, human services organizations address particular issues or causes impacting the human condition. Program evaluation helps these organizations demonstrate program effectiveness, and foster organizational learning and a culture of continuous improvement. Increasing calls from external stakeholders for program effectiveness present challenges of evaluation capacity. An organization's capacity for program evaluation is typically driven by resources, structures, and context which are impacted by stakeholders, leadership and culture. Volatile economic conditions present the conundrum of an increasing demand for services coupled with decreasing financial resources. This regional study of U.S. based Midwestern organizations examines how these conditions impact their program evaluation capacity.

- Rajeeva Sinha Valuation Of Early Intervention In Domestic Violence

This paper undertakes valuation of a proposal for early intervention in domestic violence. Valuation of projects is a requirement for any funding requests in the for profit sector. Such valuations also facilitate the monitoring and evaluation of outcomes within the organization in the implementation and operational stage. Adopting the framework for the evaluation of new ventures and start-ups, we use stochastic decision techniques and contingent valuation tools to address data challenges in the valuation process.

- Ramesh Lamsal, Cost-Effective Analysis Of Single-Session Walk-In Counselling

This presentation will report findings of an economic evaluation of two models of service delivery from two family service agencies in Ontario, Canada. Cost-effectiveness was estimated using mean changes on a self-rated psychiatric symptom questionnaire (GHQ-12), and direct medical costs and indirect costs. Combining the incremental costs and outcome differences across intervention and control groups resulted in average point estimates of the ICER of CAD 26274.19 per one-point improvement in mental health state. Hence walk-in counselling is cost-effective compared to the traditional counseling, but is less effective for those with more serious mental illness cases.

- Welch WH 222 (Joint CASC/ANSER Panel) (**Start at 4:00**)
 - Panel: Frances Owen, Jennifer Hope, Anne Readhead, Courtney Bishop, Jingyu Li, Fayez Elayan, Andrew Luis Garcia and Lisa Whittingham The Social And Economic Impacts Of Common Ground Co-Operative

Common Ground Co-operative (CGC) is a unique employment training and support model among organizations that involve person who have intellectual and developmental disabilities. Developed by persons with disabilities and their families in response to a lack of employment options, CGC has evolved as a co-operative that provides administrative and job coach support to five social enterprises that are operated by business partners who have developmental disabilities: Lemon and Allspice Cookery, three retail Coffee Shed locations and the CleanABLE therapy toy cleaning operation. This panel will review the outcomes of studies investigating the organization's social and economic impacts and will explain the importance of this model to the growing focus on entrepreneurship among persons with intellectual and developmental disabilities.

Despite the specification of the rights to work and employment in the United Nations Convention on the Rights of Persons with Disabilities (2007), people with intellectual and developmental disabilities have very high rates of unemployment low income support. The Canadian Association for Community Living (June 2010) has reported that among persons with intellectual disabilities 75% live in poverty and income support is provided to only 45.5%. In the past, persons with intellectual and developmental disabilities had sheltered workshops as their only option (Migliore, Mank, Grossi, & Rogan, 2007) since they were considered to be “incapable” of other

employment formats (Rothman, 2010). Supported or Integrated Employment, “real work in an integrated setting with ongoing support provided by an agency with expertise in finding employment for people with disabilities” (Beyer, Kilsby, & Shearn, 1999, p. 138), has largely replaced segregated workshops. However there is increasing focus on broadening the range of employment opportunities for persons with disabilities.

The Canadian Association for Community Living’s Position Statement on Employment states that: “ Working-age adults with intellectual disabilities, regardless of perceived level of disability, must have choice and opportunity to earn a living through paid employment in the open labour market. For employment opportunities to be meaningful working-age adults with intellectual disabilities require appropriate employment-related supports and job accommodation as needed. Employment rates and compensation must be commensurate with that of people without disabilities.” (Canadian Association on Community Living, 2010). To achieve this the Association is focusing its advocacy on a variety of elements necessary to employment support including entrepreneurship (Ready, Willing & Able, 2013). It is at this level that Common Ground Cooperative’s approach to supported entrepreneurship offers an innovative alternative.

As Part of the Social Business and Marginalized Social Groups Community-University Research Alliance our team has investigated the experience of the business partners in the context of Hall’s (2010) model of social inclusion that reflects a step beyond integrated employment settings. We have also focused on the interdisciplinary orientation of Common Ground Cooperative job coaches who value skills in both the developmental support and technical business expertise necessary to support the partners in maintaining viable social businesses. The proposed panel will report on these results and on an analysis of the Social Return on Investment of Common Ground Cooperative.

- Common Ground Cooperative: The Supported Entrepreneurship Model
 - Belonging versus Inclusion: Common Ground Cooperative Businesses as a Model of Authentic Belonging
 - Transdisciplinary Staff Teams: Developmental Services and Business Specialists Supporting Social Enterprise
 - The Social Return on Investment of Common Ground Cooperative
- Cairns 313
 - Roundtable: Ann Armstrong, Theresa Morin, Fran Owen, Kunle Akingbola, Daniel Schugurensky, John Maiorano, Michael Classens, Jack Quarter, [Teaching Cases For Social Purpose Enterprises](#)

Teaching case studies are widely used in business schools and faculties of management as a way of engaging students with issues that businesses face. They are viewed as an effective teaching tool because they are grounded in real-world issues and they are useful for discussions and for building analytic skills. One part of the

SSHRC CURA grant, Social Business for Marginalized Social Groups, is the creation of teaching case studies for social purpose enterprises – businesses that either employ or serve people on the social margins (people with disabilities, people with limited formal schooling, or recent immigrants who are having difficulties accessing the workforce).

- Cairns 336
 - Roundtable: Chris Joseph Yordy, Geri Briggs, Manuela Popovici, Natasha Pei, Yassi Sahab, David Monk, Donna Jean Forster-Gill, Listening For Community-Engaged Voices: Students As Leaders In Knowledge Mobilization (Kmb)

Non-profits and community-based organizations are rapidly increasing their capacity to make use of information technology (IT) systems, carry out effective media messaging, and generate institutional knowledge maps internally. Yet non-profits are at different phases of “engagement” when it comes to mobilizing knowledge with academic partners to achieve desired policy goals in the wider social sphere. This presentation will showcase a diverse range of student knowledge mobilization (Kmb) activities in the Community First Impacts of Community Engagement (CIFCE) project, and their successes in mobilizing knowledge with community based organizations during the first years of the project. These examples break the mold of traditional knowledge management/sharing activities and suggest a new model of how change happens when motivated by student leadership in knowledge mobilization activities with non-profits.

Friday May 30

9:00 Am Concurrent Session H

- Cairns 207
 - Panel: François Brouard, Peter Elson, Paloma Raggo, Dragana Polovina-Vukovic, Tessa Hebb, Teaching Experiences In Philanthropy And Nonprofits
 - Teaching online Financial Management for Philanthropy and NonProfits

Financial management is an important area of nonprofit organizations. As part of a new graduate program (Master /Diploma in Philanthropy and Nonprofit Leadership), The course is designed to help students to understand financial management issues in the nonprofit sector. The content of the course covers a number of building blocks/ themes: financial accounting concepts, principles, and financial statement analysis; management accounting concepts and tools; public policy and taxation; resource models; social finance and performance measurement. The objective of the paper is to discuss different issues related to the course development, especially in an interactive online learning format.

- Lessons learned from two online courses, Research Methods for Philanthropic and Nonprofit Leaders and Globalization of Philanthropy

In this paper, I reflect on my experience teaching two online courses in the new Graduate program in Philanthropy and Nonprofit Leadership. I present two distinct learning models; a top-down and a bottom up strategies for online course delivery. I discuss how these models apply in a context of a skill oriented core course such as the Research Methods for Philanthropic and Nonprofit Leaders and a more issue oriented elective course such as Globalization of Philanthropy. In both cases, these courses presented interesting opportunities for innovation. In conclusion, I discuss the next steps for developing new content and learning models relevant to the nonprofit and philanthropic sector.

- Undergraduate NonProfit Programs: Too much too soon or too little too late?

Mount Royal University offers an undergraduate minor in nonprofit studies (now offered as a Social Innovation and Nonprofit Minor). The presenter has also taught at Ryerson University's Minor/ Certificate in Nonprofit and Voluntary Sector Management. Based on his teaching experience at both universities, the presenter will discuss the contexts in which these programs operate and provide a SWOT analysis of undergraduate nonprofits programs. Courses and programs at Mount Royal University have undergone several reincarnations since its inception, from a degree in Applied Nonprofit Studies with required a Directed Field Study (work term) component to a minor in Social Innovation and Nonprofit Minor within a Bachelor of Business Administration Degree. At Ryerson University, the Certificate in Nonprofit and Voluntary Sector Management is offered in a variety of on-line and in-class formats. At the same time these courses are offered to undergraduate students as in Nonprofit and Voluntary Sector Management Minor and are cross-offered by three different faculties. One consequence of the latter is a rich blend of practitioners and undergraduate students in the classroom. What these programs mean to

the introduction and direction of nonprofit courses to undergraduate education will be the focus of this paper.

- Cairns 310
 - Panel: Sherida Ryan, Paul Chamberlain, Mehnaz Rahman, Huyen Hoang & Andrea Chan Three Survey Projects: Three Different Takes On Social Enterprise In Ontario

This panel is composed of three presentations about scans or surveys that were carried out in Ontario this year. Prior to this year, the landscape of social enterprise in Ontario was hazy, anecdotal and lacking in specific detail. This panel presents CCedNet's Ontario's survey based on the BALTA survey that has been done in several other provinces. The Ontario study is the largest with more than 1,000 nonprofit social enterprises identified and 363 respondents. The second presentation, the Social Enterprise Toronto survey, used interviews to explore operational aspects of social enterprises in Toronto. The last survey, a project of a large Social Science and Humanities Research Council grant, examined the social impact on people either with disabilities of various sorts or with disadvantages related to recent immigration, race, or limited schooling that social purpose enterprises employ or train. The people on the margins who are directly affected by these enterprises. Presenting the findings of these studies side by side helps to clarify social enterprises in Ontario.

- Social Enterprises are on the map in Ontario and Inspiring Innovation
- Thriving Or Surviving? Social Enterprises in the GTA
- Surveying the impact of social purpose enterprises in Ontario

10:45 Concurrent Session I

- Cairns 207
 - Moderator: Trina Isakson
 - Gregory D. Saxton, Speaking And Being Heard: How Advocacy Organizations Gain Attention On Social Media

Social media are increasingly the vehicle of choice for nonprofit organizations in their efforts to mobilize, educate, and engage large and often geographically dispersed audiences of current and potential supporters. With limited audience attention spans and an increasingly “noisy” information environment, organizations’ most immediate concern is to capture the audience’s attention. How does an organization gain supporters’ attention with its social media messages? We address this question by building and testing a model of the effectiveness of the Twitter use of 145 advocacy organizations. Using number of *retweets* and number of *favorites* as proxies of “attention,” we test our hypotheses with a 12-month panel dataset—this organization-month level dataset collapses by month and organization the 219,915 tweets that were sent by the 145 organizations over the entire 12 months of 2013. Our data analyses reveal interesting patterns in terms of who and what gets attention. Specifically, we find that attention is positively associated with the size of an organization’s network (i.e., number of followers) and its volume of speech (i.e., number of tweets sent). We also find a seemingly contradictory relationship between different measures of

attention and an organization's targeting strategy (e.g., retweets of others' tweets).

- Christiane Rehn, Nonprofit Organizations' Assistance Of Indigenous Artists: Initial Field Results From The Pacific Northwest Coast

American and Canadian nonprofit organizations work to assist indigenous artists of the Pacific Northwest Coast in many ways: culturally, economically, educationally, and logistically. These forms of assistance by organizations, and the relationship between artists and these organizations are the focus of the present research. The primary objective of this paper, in this context, is to present initial results and interpretations of the field research that I carried out along the Pacific Northwest Coast within the scope of my PhD research project.

- Suzanne L Cook, Christopher P. Alfano, Volunteering In A Changing World: Intergenerational Learning, Interaction And Mentorship For Social Transformation And A Civil Society

This paper presents two innovative intergenerational education programs that foster mentoring, lifelong learning and volunteering. The concept of reciprocal intergenerational mentoring is introduced and research findings on participant experiences are discussed. Both programs cultivate social participation and social inclusion. This paper describes how intergenerational interaction can help create a society for all ages, encourage older adults' continued engagement in vital societal roles and foster a more civil society.

- Cairns 310

- Moderator: Peter Elson

- Jorge Sousa, The Pedagogy Of Social Value: Understanding Learning Approaches For The Social Economy

In this presentation I will describe a developing research project exploring features of a pedagogy of social value. It is my intention to undertake an in-depth and systematic exploration to approaches to teaching and facilitation that are relevant to the Social Economy. Key research questions are: how to we prepare people to teach in community settings; and how do we teach for the Social Economy. The primary objective for this research is to understand the ways in which informal and non-formal learning processes can be understood and incorporated into innovative approaches to teaching and learning for and about the Social Economy.

- Gabriela Russek, Matching Legal Choices To Mission In Social Purpose Enterprises

Social purpose enterprises (SPEs) are revenue-generating enterprises run by non-profit organizations, with the primary aim of providing marginalized groups with jobs, employment training and/or employment supports. To create and run these social purpose enterprises, non-profits must navigate a variety of complex and

interconnected legal issues. New rulings and guidance from the CRA since 2009 have shifted the ground, closing off some options formally assumed to be legal—particularly for non-charitable not-for-profits—while opening some new opportunities for community economic development charities.

The first part of the presentation will outline broad classes of legal issues that should be on the radar for all non-profits starting SPEs, as well as for individuals or entities without formal non-profit status that are starting social enterprises with the same goals and no private profit-making intentions.

Even within this specialized class of enterprises, the most salient legal challenges and best available options can differ notably in the details. The second part of the presentation will focus on four key characteristics that impact an SPE's legal concerns and opportunities. It will set out a legal decision-making framework organized around these factors, to help guide the legal decision-making of the creators of social purpose enterprises.

- Ray Dart, [An Organization Structural Innovation For Community-Based Nonprofit Organization? Case Study Data On 'Shared Platform' Structures In Toronto, Canada](#)

This paper will elaborate use evidence from in-depth case studies of 'shared platform' organizational structures in Toronto, Ontario to provide some nuance, detail and context for the recently observed growth of interest and experimentation in innovative organizational structures that in some important ways reduce the disadvantages and difficulties commonly observed in small community-based nonprofit organizations. Case study data from shared platform and 'shared platform-like' structures in Toronto, Ontario will be used to outline the experiences from the perspectives of staff and activists from the activity-focused satellite organizations, from the administrative hub organizations (i.e. the shared platform), from the funders, and from policy and practitioner stakeholders connected to these unusual organizational systems or constellations.

- Cairns 313
 - Roundtable: Marjorie Brans and Chryssa Koulis, [The Challenge Of Meaningful Diversity And Inclusion In Social Entrepreneurship Education: An Alternative Model](#)

The values of effective democracy and social inclusion infuse the rhetoric of social entrepreneurship (SE), yet, practitioners struggle to put these values into meaningful and economically sustainable action. Nowhere is this challenge greater than in the area of SE education.

Many SE training programs either assist entrepreneurs in establishing social ventures that will lead to greater social inclusion (e.g. SE courses for "elite" MBA students) or they aim to diversify the types of entrepreneurs starting social or conventional ventures (e.g. self-employment programs for poor, immigrant women). Given the often times technical nature of SE education, most programs focus on one type of

student at a time. In concentrating on a narrow demographic, these programs are able to offer instruction tailored to the education level and cultural background of their students. However, without care, the tailored approach potentially carries an unintended consequence of further social exclusion.

First, the more disenfranchised students stand in comparison to their trainers (usually educated at elite social institutions), the more likely the students' socially alternative ways of approaching problems will be explicitly or subtly discouraged. As such, traditional SE education runs the risk of replicating disempowerment in the classroom itself.

Second, the "social solutions" supported by these programs reflect the viewpoints, experiences, networks, and asset base common to the students' demographic group. In the case of programs for the academic and professional "elite", well-meaning graduates may establish ventures that serve marginalized people in an unintentionally top-down way, sometimes doing more harm than good. In the case of programs for the "disenfranchised", graduates face tremendous hurdles to success, especially once the program ends and the external support of the program evaporates.

Founded in the UK by political activist and thought leader, Michael Young, the School for Social Entrepreneurs (SSE) attempts an alternative model. In founding SSE, Young wished to create a mutually supportive community of diverse social entrepreneurs, bound only by common passion. Any person, from any background—educational, professional, or social—could join if he or she had a concrete idea for social change and were prepared to take immediate practical action.

For instance, SSE-Ontario's graduating class of 2013 included high school drop-outs, students with advanced degrees, religious conservatives, social liberals, disabled individuals on social assistance, and financially comfortable, white collar employees. The School's inaugural cohort was nothing short of a microcosm of diversity in Toronto, cutting across various ethnic, religious, socio-economic, educational, and professional backgrounds.

While Young would have been proud of the class's diversity, the model presents a challenge: how to educate people of such diversity in one classroom? Lecture-based, technical instruction favours the well-educated and academically-inclined. Practical vocational instruction can easily turn into training to the lowest common denominator.

In this roundtable, SSE-O's Executive Director will present the theory behind the SSE learning model in more detail; the School's Learning Director will discuss the implications for everyday practice; and a current student or alumnus/a will offer some of the complex questions that the model raises for those going through the program.