

CRISES

Centre de recherche  
sur les innovations sociales

**An Introduction  
to CRISES**

Université du Québec à **Montréal** • Université du Québec en **Outaouais**  
Université du Québec à **Rimouski** • Université **Laval** • Université **Concordia**  
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## AN INTRODUCTION TO CRISES

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# AN INTRODUCTION TO CRISES

In 1988, two sociologists, Benoît Lévesque and Paul R. Bélanger, created the **Centre de recherche sur les innovations sociales** (CRISES, "Centre for Research on Social Innovations") now under the direction of Denis Harrison. Today, CRISES has an average of 50 research fellows affiliated with the following Québec universities and research centres : *Université du Québec à Montréal* (UQAM), *Université du Québec en Outaouais* (UQO), *Université du Québec à Rimouski* (UQAR), *Université Laval*, *École des hautes études commerciales de Montréal* (HEC Montréal), Concordia University, *Université de Montréal* and *INRS- Urbanisation, Culture et Société*. The diverse training, interests and experience of CRISES researchers — who work in a variety of fields including anthropology, history, geography, psychology, labour relations, management sciences, economy, sociology and social work — are of great benefit to the research program's. CRISES members supervise numerous graduate students conducting research on problems of interest to the centre. They are currently supervising about 175 students writing theses on topics that fall within the scope of the CRISES research program. Several of the centre's socio-economic partners participate in the centre's research program.

## 1. The primary objective of CRISES

The primary objective of CRISES is to produce and disseminate new scholarship on social innovation and social transformation, focusing primarily on the case of Québec. By social innovation, we mean new organizational and institutional forms, new ways of doing things, new social practices, new mechanisms, new approaches and new concepts that give rise to concrete achievements and improvements. Our research focuses not only on what occurs upstream (the conditions or requirements for the development of knowledge) and downstream (the conditions or requirements for dissemination of the knowledge), but also on processes of innovation (creation), the interrelationships of these processes, and their social and territorial configuration. We make the assumption that Québec society, like most societies, is experiencing profound changes. On one hand, Québec is facing numerous challenges ; on the other hand, it is teeming with social innovation. The innovation is found in economic development, social development, and in the reciprocal relationship between these two forms of development (the principal focus of social economy). These types of innovations emerge in clusters (Schumpeter, Porter), so that their contribution to social change tends to rally interest. Thus, our research explores innovations not only individually, but also in the various ways they form Systems and, ultimately, as the main feature of emerging development models. In sum, our centre is interested less in what is disintegrating in society than in **what is being improved through experimentation and social innovation.**

The work produced by the members of CRISES, which is an inter-university research centre, is based on a central theme, **social innovation and transformation**, and on an integrated program that concretizes this theme by employing three complementary approaches : 1) innovation in work and in labour relations ; 2) innovation in living conditions ; 3) innovation in territoriality. The way we synthesize the various disciplines and theoretical traditions is creative. Thus, we employ the social movement approach in our treatment of social actors and the way they deal with new circumstances. We give priority to institutionalists, such as regulationists and "conventionnistes" (those who are oriented toward concluding agreements and "conventions") in our treatment of new institutional arrangements and social Systems of innovation. We employ organizational theory, structuration theory and social interaction theory in our treatment of co-ordination and networking methods. Lastly, we draw on spheres of innovation and territorially based Systems of innovation in the way we approach territorial relationships. The CRISES orientation allows us to distinguish between organizational innovation, which involves management and organization methods, and institutional innovation, which concerns a political system's methods for managing conflict and for defining the laws, rights and responsibilities affecting social actors. Thus, social innovation is contextualized through improvements in technologies and markets, but these improvements create new uncertainties that prompt the actors to redefine the System in which they act. The social actors also make compromises that shape institutions, thereby establishing conditions that, to a greater or lesser extent, promote co-operative relations among organizations. Lastly, research on innovation in organizations involves the updating of internal networks and of various moments in the structuration of interactions, as suggested by constructivist theory (Berger, Granovetter, Giddens) and certain evolutionists (Dosi, Freeman, Lundvall). Our central theme has given rise to a number of special projects (especially on theories dealing with innovation and social transformation). Our principal research theme will be made more concrete through integration of our program's three approaches.

**The employment and labour relations approach.** The theoretical model of innovation in labour relations may be seen as applicable to both enterprises and the socio-productive model. This is particularly evident in studies dealing with institutions and industrial sectors, research on social actors who transform enterprises, research on processes of social innovation, (and on the way they are disseminated in the workplace) and research on the transformation of societal institutions. Recently, public as well as private sector services have generated new activities and transformed in the fields of labour relations, work and various categories of skills. Research projects that fall within the scope of this approach can be grouped into four sub-themes : 1) **innovations in labour** (work organization and labour relations) : projects on institutions and enterprises (based on case studies and representative sample surveys), industrial sectors (e.g. : pulp and paper), the public service and the social economy ; 2) **forms of work and new skills** : projects on the transformation of work, manpower diversity, non-standard work and the combining of different forms of work by the same person, approaches to retirement, labour market entry by the young and by aging workers, and the reconciliation of work life and family life ; 3) **the institutionalization and**

**diffusion of innovation** in labour relations and work : projects on collective bargaining, worker funds, occupational training and management-union dialogue and joint action, including joint action by stakeholders at the local level (e.g. : individual institutions), at the meso level (e.g. : sectoral panels and committees on training) or societal level (e.g. : summits bringing the concerned parties together) ; 4) **The Québec System of social innovation in the field of labour and employment**, its characteristics and distinguishing features. This implies, among other things, delineating the relationship between the various projects in this approach, and comparing Québec's System with the System elsewhere in Canada and abroad.

**The living conditions approach.** The research we conduct using this approach aims primarily to provide an account of innovations in social services, health services and the war on poverty and social exclusion. It views users and clients as co-operators with professionals in the co-production of services, and thus as potential stakeholders in innovation. The research also deals with social policies and their impact on markets, the public sector and the social economy. The projects in this approach may be grouped together under the following sub-themes : 1) **innovations in proximity services (sometimes referred to as community services)** : among other topics, the research deals with public, social and community-based housing, homecare services, the *centres de la petite enfance* (childcare centres), and services for persons with disabilities ; 2) **the Social State and the renewal of social regulation** : projects on the re-engineering of the Welfare State, approaches to social integration and the transition to work life, the war on poverty, historical comparisons with the 1850-1950 period, international comparisons and comparisons with the rest of Canada ; 3) **innovations in the institutional system**, projects dealing with public health and welfare services, the reform of government bodies and services, confinement and de-institutionalization practices, and forms of governance in the field ; 4) **innovations in services that fall within the scope of the social economy** : research on non-profit organizations (NGOs), mutual aid, *coopératives de solidarité* (various types of worker co-operatives and multi-stakeholder co-operatives) providing an alternative to or continuity with services provided by the State and the market. Other research questions in this approach are cross-disciplinary, for example, evaluating and redeeming productivity in personal services. Lastly, all of the research in this approach should ultimately allow us to establish the characteristic features of Québec's System of innovation in personal services. Hence, the importance of drawing comparisons with other provinces and countries and of making historical comparisons that helps us zero in on the specificity of the situation in Québec.

**Territorial relationships.** Globalization has, paradoxically, been accompanied by a significant trend toward phenomena that have a local content, and this seems to have had a very positive effect on innovation. While some "local" territories (that is, territories at the local level) are in decline, sometimes provoking a mobilization of the community, others are establishing themselves as "spheres of innovation". Spheres of innovation may be viewed as concentrations of businesses and institutions (such as

universities) maintaining mutual relations that make possible, among other things, some pooling of their technical knowledge and collective learning. As such, the local level is conducive to social innovation facilitating the mobilization of hitherto unexplored resources (for example, community economic development). This may combat exclusion at the local level or enable local entities to take their legitimate place in the new production system. Projects that come under this approach have one of the following three sub-themes : 1) **spheres of innovation** : projects on local co-operation and exchange networks, local production Systems, new enterprise groupings and their relationships with local and outside networks (such as technocities, symposiums on the new economy, etc.) ; 2) **territorial use and employment** : projects on "metropolization" in an "archipelago economy" (Veltz) and on initiatives to regenerate marginalized territories in both rural and urban environments (such as the *Société de développement Angus*), local mobilization for employment, the empowerment of local social actors, and programs supporting entry and re-entry into the labour force : 3) **local development policies and the new forms of governance** : research on decentralization and development policies, local governance based on civil society, such as the *Corporations de développement économique communautaire* (CDEC, Community Economic Development Corporations) and the *Centres locaux de développement* (CLD, Local Development Centres), the new relationship between the metropolis and the hinterlands, strategies and tools for local development (development plans, development funds, service centres, etc.). By formulating linkages among various projects, we will be able to determine the diversity of the "spheres of innovation", and the conditions in which these spheres are reproduced. Again, international comparisons will be required to accurately identify context-specific institutional factors and "societal effects".

## 2. **CRISES programs**

Our research programs are different in several respects from those of social innovation research centres located in Europe and the United States. First, our research on innovation is based on three complementary approaches in which **community-based participation** is generally indispensable. Our community-based partners include unions and employer associations, community groups and women's groups that provide community services, citizen groups and local elected representatives of local communities. Second, in order to identify the strengths and weaknesses of particular innovations, our research on innovation attaches great importance to the forms of ownership that organizations take (this applies to private enterprise and public sector enterprises and agencies, as well as to the social economy). Third, our research attempts to establish a link between micro approaches based on innovation and macro approaches responsive to social transformation and new regulations. Our development plan for the next few years aims to take full advantage of our program's special features so as to make an original empirical and theoretical contribution to the field of social innovation. Of course, it is our fervent hope that our efforts will culminate in a new development model.

CRISES promotes the development of new research approaches and, in particular, the systematic linking of different approaches. In so doing, it aims to define the "Québec System of social innovation" more clearly. CRISES promotes projects and approaches that fall primarily within the framework of its basic theme. Its research is oriented toward theoretical approaches, especially concepts dealing with social innovation, social change, and social innovation Systems and development models. It draws on the networks, both here and abroad, with which it maintains contact. It conducts research employing a more macro approach on : 1) major social forces, their joint action and their support for social innovation (e.g. : economic summits and other meetings designed for joint action) ; 2) the institutional context that to a greater or lesser extent favours innovation (economic and social policy, education and culture) ; 3) comparisons, in space and time (international and historical comparisons), to examine the characteristics of different forms of regulation, especially the joint role played by the market, the State and civil society, and to verify the hypothesis that the Québec model falls within the scope of globalization (similarities and differences).

In addition to the program for students and the transfer of knowledge to our community-based collaborators, we sponsor activities of interest to the public, including monthly conferences involving researchers from CRISES and other institutions. CRISES publications disseminate the centre's research results ; they include the Working Papers collection ; the *Études de cas d'entreprises d'économie sociale* ("case studies on social economy enterprises"), the collection *Internationale*, the thesis collection and anthologies. Our Web site provides much important information, hyperlinks to other groups and access to CRISES research journals and papers. Several CRISES members serve on conference and symposium organizing committees, journal editorial committees and editorial boards of collections. Our documentation centre, open to the public, contains the entire collection of CRISES publications.

We employ various mechanisms to periodically update our research program. The leading mechanism is the **annual review**, known as the *Opération bilan et planification des activités*, which evaluates our activities and identifies new trends and issues. This review updates our collaborative and approach-driven activities, and investigates new publications, conference themes, and similar programs in other universities. It also provides a venue for collective deliberation on the overall socio-economic climate. The second mechanism is the **quarterly membership meeting**, during which we always set aside time to share information on new projects and new grant applications, and occasionally make suggestions on revising our program. Following this exercise, our partners — those who serve on the board of directors or on bodies created to bring together our socio-economic partners — assess the results of these mechanisms. The third mechanism is frequent **monitoring** of social innovations from the standpoint of our three approaches. This mechanism serves to keep our research project teams and individual researchers informed about new papers and new research, upcoming symposiums, conferences, seminars and other meetings of interest to CRISES. Our network of researchers and research centres is mobilized on a

regular basis to review unpublished work and discuss new projects. For these purposes, we regularly invite researchers from different backgrounds to provide updates on new research trends in the area of innovation and social change. We are contemplating creating a **development fund** to assess or conduct exploratory research on new fields, new issues and new research paths.

### **3. The organizational structure of CRISES**

In May 1999, UQAM officially recognized CRISES as an interuniversity research centre ; in December 2000, four other institutions (Concordia University, HEC Montréal, UQO and UQAR) followed suit and signed a protocol with CRISES. **Statutes and regulations**, defining membership and the organizational structure of the centre, were appended to this protocol. Thus, CRISES has its **own administrative structures** and executive offices located at UQAM, where it forms an autonomous administrative unit under the *vice-recteur associé à la recherche et à la création*. The **organizational structure** includes an **executive board**, a membership assembly and an executive committee. The executive board includes a representative of the *vice-recteurs* (Vice-Provosts) of each university that is signatory to the protocol, the Director and three Assistant Directors, two CRISES members nominated by the membership assembly, and representatives of various socio-economic groups involved in CRISES programming. The executive board's mandate is to approve the overall orientation and policies taken by CRISES, authorize its development plan and ratify its budget report. It thus serves as an advisory board. The **general assembly** consists of regular members, associate members and students from universities that are signatories to the protocol. Its mandate is to develop research policies, co-ordinate research, and foster scholarly work and approve the annual report. Lastly, the mandate of the **executive committee**, which consists of the CRISES Director and Assistant Directors and committee members in charge of the approaches selected by the general assembly, is to provide advice on research policy and the management of the centre.

To select a Director for CRISES, regular CRISES members are consulted ; once the members have nominated a candidate, the appropriate authorities of the institution to which the nominee belongs officially confirms the appointment. Several individuals provide leadership at CRISES. First of all, by virtue of their post, their experience and their scholarly work, the Director (Denis Harrisson) and the Assistant Directors provide the centre with leadership in scholarly research. The members in charge of the various CRISES approaches merit recognition due to the quality and rigour of their scholarly work, and they too provide leadership. The executive committee exercises collective leadership in accordance with its mandate. Lastly, the holders of chairs and the heads of major research teams (funded by the FQRSC, CQRS or SSHRC) provide scholarly leadership as well. To ensure that all members and all affiliated institutions are able to use the group to their advantage, CRISES upholds the principles of fairness and decentralization in resource sharing, project leadership and positions of responsibility. In so doing, CRISES benefits as well, since it brings together scholars from a variety of institutions and departments. It is important to

distinguish between CRISES general management, located at UQAM, and the local activities of members at CRISES affiliates, which provide support for their own researchers and research assistants. In addition, our colleagues from other universities are invited to take responsibility for common activities (such as monitoring), especially since we use activity-based accounting procedures. These activities have been tested for several years, though on a modest scale ; the results have been very satisfactory.

#### **4. The role of teams in CRISES development plans**

Although CRISES received its charter only recently, it has been in existence since 1988. At that time, it consisted of a team funded by the *Fonds pour la formation des chercheurs et l'aide à la recherche* (FCAR) (now called the *Fonds québécois de recherche sur la société et la culture* (FQRSC)), which provided support and infrastructure. Eventually, this team helped form new teams (supported by the FCAR, the *Conseil québécois de la recherche scientifique* and the *Alliances de recherche communauté-universités* - a program funded by the *Conseil de recherche en sciences humaines* (CQRS)) working in the area of social experimentation and social innovation.

At first, social experiments were analyzed as initiatives aiming to redress the crisis in the development model that was dominant at that time. Later, they were analyzed from the standpoint of their possible contribution to the emergence of new regulations and other arrangements. This critical approach motivated the new teams to maintain their mutual ties, which would allow them to co-ordinate their activities more effectively and pool some of their resources. Consequently, we were able to test the theoretical relevance of grouping together the three approaches in our program (labour, living conditions and territory) under a common theme. In a similar vein, Quebec's *Sommet socio-économique* (socio-economic summit) of 1996 confirmed the relevance of studying diverse forms of enterprise (private, public, social economy) simultaneously ; the International Labour Office (Geneva) and UNESCO's International Foundation for Social Innovation have also taken an interest in our work. Over the last few years, CRISES has experienced extraordinary growth, and the number and quality of its projects (several were assessed by peer reviewers as among the best in their category) have exceeded all expectations. Obtaining recognition as a research centre also led to a significant increase in requests for collaborative undertakings and exchanges.

#### **5. CRISES networking activities**

With a view to conducting research that dealt specifically with Québec, CRISES sought from the very beginning to recruit members residing in every part of the province. This also constituted a way of reducing travelling costs for research. Above all, it enabled us to maintain a presence close to ongoing and potential social innovation. There was a further benefit : due to the interaction of researchers, various

programs and institutions of higher learning have been able to make contact with one another. Consequently, CRISES general members are affiliated with eight Québec universities, (1) through these universities' social sciences departments, and (2) through their programs oriented toward professional training : social work, management sciences and industrial relations. Our members also teach in six doctoral programs and fourteen master's programs, in which they supervise theses on themes that form part of our program. CRISES has influenced or given rise to several new programs : the MBA for managers specializing in collective enterprises (*Université du Québec à Montréal*), the master's program in social work (*Université du Québec en Outaouais*), the master's program in social intervention (UQAM), the *diplôme d'études supérieures en planification territoriale et développement local* (graduate diploma in territorial planning and local development, UQAM) and the master's program in community economic development (Concordia University). Our activities are also linked to three research chairs at UQAM : 1) the *Chaire de recherche du Canada en économie sociale* ; 2) the *Chaire de recherche en développement des collectivités* (CRDC) ; 3) the *Chaire en gestion des compétences*.

Through its members, CRISES **plays a central role in several research networks**, even though it does not always have the resources to exploit their full potential. (For a complete list of these networks, see the CRISES Web site at [www.crises.uqam.ca](http://www.crises.uqam.ca). Thus, our members supervise several research teams that have a regional and institutional footing, thereby contributing to our program's objectives. In the area of information dissemination, CRISES has its own scholarly paper series, allowing it to quickly circulate research result, within both its own network and beyond. CRISES members oversee two scholarly journals : *Économie et solidarités*, edited by Jacques L. Boucher, and the journal, *Nouvelles Pratiques Sociales*, edited by Yves Vaillancourt. In addition, two CRISES researchers (Favreau and Vaillancourt) supervise the collection, *Pratiques et politiques sociales*, and a collection, *Géographie contemporaine* (Klein), both published by the *Presses de l'Université du Québec* (PUQ). Our members are in charge of at least two annual symposiums in the framework the *Association francophone pour le savoir* (ACFAS) annual Conference : the symposium on collective enterprises (social economy and public economy) and the symposium on work. Lastly, CRISES belongs to several networks at the international level.

## **6. Activities related to intellectual leadership, education, training, research and the transfer of knowledge**

CRISES researchers supervise approximately 175 doctoral and master's students. Most of these students are hired as assistants or fellows. We encourage students to align their thesis with the CRISES program. Assistants who also belong to research team's help define CRISES problems and methodologies. Some also co-ordinate or provide support for CRISES activities (for example, symposiums, the documentation centre and monitoring activities). CRISES provides a stimulating atmosphere for these students, and in several ways serves as a focal point in their lives. First, as far as resources permit, we provide them with

the workspace and equipment they require ; this promotes interaction among students and the feeling of belonging to a collective undertaking. Second, the students organize and/or participate in monthly seminars. The seminars use documents and anthologies that support the students' overall academy development and provide research material for their papers. Third, we organize an annual graduate colloquium, in which students from universities affiliated with CRISES are invited to speak about their thesis in the presence of various lecturers and researchers. The colloquium is held in a location conducive to intellectual and social interaction. Fourth, we invite students to participate in conferences and symposia on themes related to our own interests, but organized by other centres or institutions. We occasionally invite a student to produce a scholarly paper based on their conference lecture. We also encourage CRISES assistants to register for symposia, such as the annual conference organised by ACFAS, and help them prepare their papers. Finally, we provide support for certain doctoral students who wish to participate in international conferences.

In the graduate courses they give, professors who belong to CRISES frequently draw on the centre's theoretical and empirical work, especially innovations in work, living conditions and local community development. One of the theoretical works drawing on CRISES research (Benoît Lévesque, Gilles Bourque and Eric Forgues, *La nouvelle sociologie économique*, Paris, Desclée de Brouwer, 2000) is used in a number of seminars. Other professors, some of whom teach abroad, employ the case studies and anthologies used in our monthly seminars. Our Web site is very popular and there is great demand for our Working Papers. In general, the diversity of linkages varies with the diversity of our members' departmental ties. The principal theme of the CRISES research program facilitates links between disciplines that are usually discussed separately. The resulting interdisciplinary formulations broaden the scope of research and teaching at the graduate level.

Since our regular members come from many fields, they can assist our socio-economic partners in selecting themes for activities involving training and knowledge transfer. More than a third of our projects are implemented in collaboration with an advisory committee, on which our partners serve and which guides much of our research. Our partners appropriate the results of the research once it has been completed. In addition, for all research involving participation by the individuals under study, our partners have input in selecting the format for presentation of the results. Over time, we have worked with our partners to build relationships of trust facilitating the formulation of new requirements. We regularly organize and publicize seminars on themes of interest to our partners. Lastly, the *Alliance de recherche universités-communautés en économie sociale* (ARUC-ÉS) has helped us to set up a partnership structure involving approximately thirty organizations and enterprises active in fields related in one way or another to our three approaches. One of the most visible effects of this endeavour was the decision of our principal partners to align their strategies planning with research they had conducted in collaboration with the universities. In addition, some of our partners have recruited students of proved ability. All of our

partners continue to seek highly qualified personnel with an aptitude for experimentation and social innovation. This aptitude is required in new forms of governance and in the social economy.

## **7. Co-operation with internal and external organizations**

CRISES members participate in numerous forms of ad hoc co-operation, both within and outside of their institutions. Within their respective institutions, co-operation can involve heading up program committees, providing leadership on research or evaluation committees, or involvement with community services. CRISES members are invited on a regular basis to give papers to research groups or to the centre's socio-economic partners. Community organizations, union groups and government bodies sometimes request activities involving transfer of knowledge. CRISES members serve on the editorial committees of several journals and other publications. They develop contacts with researchers across Canada and internationally in order to conduct systematic national and international comparative research. CRISES has concluded formal agreements with a number of research centres to promote interaction among students and professors, joint outreach activities and comparative research. For example, we hope to mobilize part of our network to create an "international institute for social innovation". An institute of this type would be very useful in testing hypotheses regarding national models of innovation.

Our centre encourages the creation of interuniversity research teams and hybrid fields of specialization. This interaction can already be seen in the composition of certain teams and in the publications of several authors. Some of our colleagues are recognized for their methodological expertise in qualitative or quantitative research ; others are recognized for their expertise in major theoretical approaches or in a single field (for example, those in charge of the major approaches employed by CRISES researchers, holders of chairs and heads of major research teams). Our Concordia University members contribute to our knowledge of Anglo-Saxon literature and networks ; their contribution complements our special relationship with France and several other European countries. There is also balance in the area of analysis and theory (e.g. : micro studies versus macro studies ; organizational innovation versus institutional innovation). We have also recruited new members to work in specific areas. Lastly, we have included as associate members several young researchers who have recently obtained their doctorate, including a few who are receiving postdoctoral training at CRISES. Although our resources are modest, we would like to invite several of them to become regular members.

In sum, from its beginnings as a research collective in 1988, and more recently as an interuniversity research centre, CRISES has always been interested in social innovation. Its very name, the *Centre de recherche sur les innovations sociales* (Centre for Research on Social Innovations), conveys this interest. The *ministère de la Recherche, de la Science et de la Technologie du Québec* (Ministry of Research, Science

and Technology) has indirectly supported our orientation by acknowledging the importance of *innovations sociales* in a document on Quebec's policy on science and innovation entitled *Savoir changer le monde* (How to change the world). This was extremely encouraging : with "official recognition" of social innovation, we had crossed an important barrier. Lastly, and as noted previously, since social innovation is linked to social change, it constitutes an interdisciplinary theme. It allows us to delineate the links that exist between the three approaches in our program, namely, social innovation in work and labour relations, social innovation in living conditions and social innovation in territorial relationships, especially those involving local communities.

# ANNEX 1

## LA DIRECTION

DIRECTEUR	
HARRISSON, Denis	
DIRECTEURS ADJOINTS	
BOUCHER, Jacques GISLAIN, Jean-Jacques KLEIN, Juan-Luis	
DIRECTEURS ET DIRECTRICES DE PÔLES RÉGIONAUX	
BOUCHER, Jacques, GISLAIN, Jean-Jacques KLEIN, Juan-Luis SAUCIER, Carol LESEMANN, Frédéric MALO, Marie-Claire MENDELL, Marguerite	CRISES-UQO CRISES-ULVAL CRISES-UQAM CRISES-UQAR CRISES-INRS-U.C.S. CRISES-HEC MONTRÉAL CRISES-UCONCORDIA
RESPONSABLES ET CORESPONSABLES D'AXE	
<b>Axe innovations sociales, travail et emploi</b>	
LAPOINTE, Paul-André, responsable BELLEMARE, Guy, coresponsable	
<b>Axe innovations sociales et conditions de vie</b>	
COMEAU, Yvan, responsable BOULIANNE, Manon, coresponsable	
<b>Axe innovations sociales et territoire</b>	
SAUCIER, Carol, responsable MENDELL, Marguerite, coresponsable	

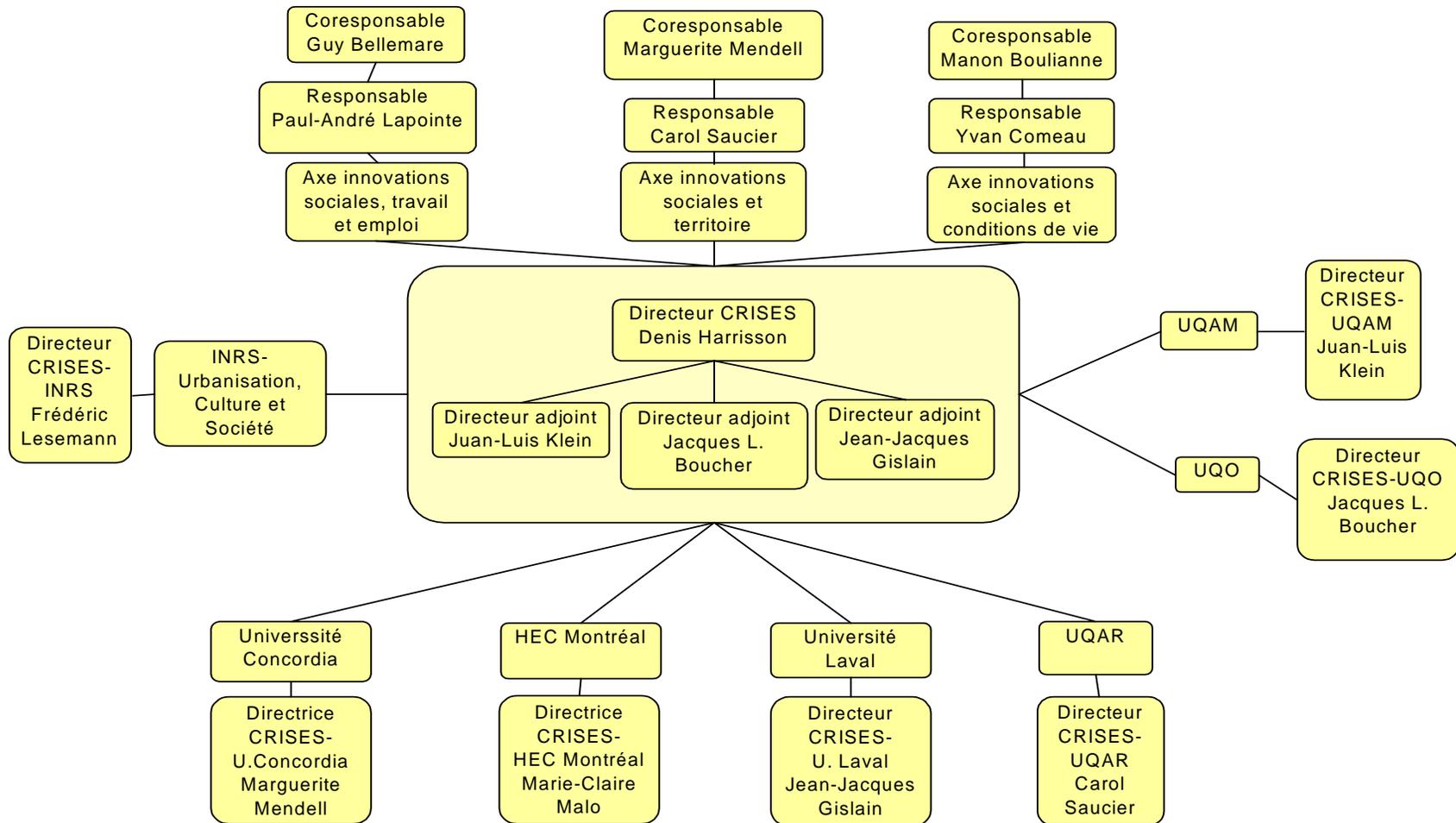
## MEMBRES RÉGULIERS DU CRISES

NOM	DÉPARTEMENT/UNIVERSITÉ
BÉLANGER, Paul R.	Sociologie, UQAM
BELLEMANRE, Guy	Relations industrielles, UQO
BOUCHARD, Marie J.	Organisation et ressources humaines, UQAM
BOUCHER, Jacques L.	Travail social, UQO
BOULIANNE, Manon	Anthropologie, U. Laval
BRIAND, Louise	Sciences comptables, UQO
COMEAU, Yvan	École de service social, U. Laval
CUCUMEL, Guy	Sciences comptables, UQAM
FAVREAU, Louis	Travail social, UQO
FECTEAU, Jean-Marie	Histoire, UQAM
FONTAN, Jean-Marc	Sociologie, UQAM
GENDRON, Corinne	Organisation et ressources humaines, UQAM
GISLAIN, Jean-Jacques	Relations industrielles, ULaval
GRANT, Michel	Organisation et ressources humaines, UQAM
HARRISSON, Denis	Organisation et ressources humaines, UQAM
KLEIN, Juan-Luis	Géographie, UQAM
LAPOINTE, Paul-André	Relations industrielles, U. Laval
LEGAULT, Ginette	Organisation et ressources humaines, UQAM
LESEMANN, Frédéric	INRS-Urbanisation, Culture et Société
LÉVESQUE, Benoît	Sociologie, UQAM
MALO, Marie-Claire	Enseignement du management, HEC Montréal
MENDELL, Marguerite	École d'affaires publiques et communautaire, U. Concorida
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