

**Alliance Members Present Research on Social Enterprise Governance
at International Conference**

DePaul Industries was the subject of a recently completed academic paper presented at the University of Oxford in England in September 2010. Dr. Silvia Dorado, research professor from the College of Business Administration at the University of Rhode Island, and Dave Shaffer, Chief Executive Officer of DePaul Industries co-wrote the study about the governance challenges faced by the Boards of “hybrid organizations” like DePaul that represent multiple stakeholders and aim to achieve both social and profit goals.

The paper was chosen as one of the keynote cases discussed at the 2010 International Social Innovation Research Conference held at the University of Oxford. This conference brings together scholars from around the globe to discuss the role of innovation in social business movements, not-for-profits and the broader social economy.

Professor Dorado became acquainted with DePaul Industries at the 2009 annual conference of the Alternative Staffing Alliance in Minneapolis. That meeting led to a visit to DePaul in February 2010 to learn more about the company’s business operations, of which staffing is the largest unit. Dr. Dorado interviewed DePaul staff and Board members to develop a teaching case about social enterprise governance while also helping DePaul’s Board assess and decide on a strategic opportunity. The paper presented at Oxford grew out of this process.

Describing DePaul Industries as a “pioneering hybrid organization, one that has a very clear goal of providing employment opportunities to individuals with disabilities,” Dr. Dorado remarks that “DePaul Industries has done a good job of defining a strategy that is both in tune with the mission and the competitive environment in which it operates; it has been able to crystallize a strategy that is both proactive and reactive.”

Joining Dr. Dorado for the Oxford presentation were Dave Shaffer and DePaul Industries’ Board President Dennis Doherty. Comments Shaffer, “This is incredible validation of DePaul Industries’ efforts to adapt to the changing times and the organization’s abilities to serve as a social enterprise that fulfills its mission while operating in a prudent, lean business-like manner. Dennis and I were both very excited to attend the discussion that centered around the uniqueness of DePaul Industries.”

The paper will be available for distribution in early 2011. To learn more about DePaul Industries’ staffing and other business services, please [visit their website](#) or contact Dave Shaffer at 503-331-3816 or dshaffer@depaulindustries.com. Contact Dr. Silvia Dorado at 401-874-5747 or sdorado@mail.uri.edu.