



Centre for the Study of Co-operatives

Annual Report
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The Centre for the Study of Co-operatives is an interdisciplinary teaching and research institution located on the University of Saskatchewan campus in Saskatoon. Contract partners in the co-operative sector include

- Credit Union Central of Saskatchewan
- Federated Co-operatives Limited
- Concentra Financial
- The Co-operators

The Centre is also supported by Enterprise Saskatchewan and the University of Saskatchewan. The university not only houses our offices but provides in-kind contributions from a number of departments and units — Bioresource Policy, Business, and Economics; Management and Marketing; and Sociology, among others — as well as financial assistance with operations and nonsalary expenditures. We acknowledge with gratitude the ongoing support of all our sponsoring organizations.

A list of selected centre publications is included on the last two pages of this report.

To order please contact:

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Our objectives are

- to develop and offer university courses that provide an understanding of co-operative theory, principles, development, structures, and legislation
- to undertake original research into co-operatives
- to publish co-operative research by centre staff and other researchers
- to maintain a resource centre and website of co-operative materials that support the centre's teaching and research functions

© 2012 Centre for the Study of Co-operatives / Photographs courtesy Heather Acton; Maria Basualdo; Communications Branch, Government of Saskatchewan; Federated Co-operatives Limited; Isobel Findlay; Roger Herman; James Popham; SaskCentral; and University of Saskatchewan / Writing, editing, and layout by Nora Russell / Printed and bound in Canada / This report covers the 2010-11 fiscal year, and was prepared in the first quarter of 2012 / Board members are those as of 1 January 2011.



Board members, left to right: Sanjeev Anand, Dean of Law; Tony Baumgartner, Enterprise Saskatchewan; Mary Beckett, Concentra Financial; Mary Buhr, Dean, Agriculture and Bioresources; Herb Carlson, Federated Co-operatives Limited; Ken Sherwin, SaskCentral; Peter Stoicheff, Dean, Arts and Science; Daphne Taras, Dean, Edwards School of Business.

Messages from the Board

From the University

I was honoured to serve as chair of the Centre's Management Advisory Board in 2011 while I was acting dean of the College of Law.

I last served as a member of the board in 2002, and it was encouraging to see that the Centre has continued to provide examples of the broad scope of scholarly activity that falls under the rubric of co-operation. In many ways, the Centre was a pioneer in types of research that now have a high priority in the academic world — research that is interdisciplinary and cross-disciplinary, rooted in partnerships with the wider community, and focussing on questions of immediate significance to society. Scholars associated with the Centre have continued to produce publications on a broad range of topics, have collaborated with the Diefenbaker Canada Centre to reach a wide audience with an exhibit of research results, have guided graduate students through thesis projects, and through conference presentations and workshops, have made important contributions to academic discussion. Examples of this activity include two significant book projects that are coming to fruition, and the 2011–2012 seminar series, which has just come to a close.

My return to the board reminded me of the strong and dedicated support the Centre receives from co-operative organizations. Their financial support is, of course, vital to the Centre's work, but so too is the lively and direct interest taken by representatives of the co-operative sector in the research and teaching agenda. Those of us who represent academic units in the university are grateful for the commitment this partnership represents.

The Centre owes its thanks to Michael Gertler, who acted as director during the administrative leave of Lou Hammond Ketilson, and to Centre faculty members and staff, whose interest in the world of social enterprise and co-operative activity continually leads them in new directions.



Beth Bilson
Board Chair

From the Sector

A small body of determined spirits fired by an unquenchable faith in their mission can alter the course of history.

— M. Gandhi

This describes the fellows, scholars, and staff who, despite relatively small numbers, continue to advance the Centre's mission — “the creation and dissemination of co-operative knowledge through research, teaching, and outreach.”

The sponsoring co-ops were most interested in the Centre Review, delivered in March 2011. We thank everyone at the Centre for participating in the self-evaluation process and hosting site visits by the examiners. The report outlined many strengths and successes at the Centre and made recommendations around funding and expansion.

We are proud of the Centre's accomplishments with the Social Economy project. Outcomes from the research have been captured in more than forty final reports to date and the researchers have been sharing their findings at conferences and public forums. The Centre's library continues to provide outstanding services to the community, and the website received visits from 109 countries, attesting to the Centre's international value.

The Centre's success is a result of partnerships. We thank SaskCentral for renewing their contract, Enterprise Saskatchewan for participating on the advisory board, the university for its major contributions, and the advisory board for their input and support.

Special thanks to those who have left the Centre for new opportunities: Roger Herman, who served the co-operative and community sectors with his expertise since 1998, and board members Beth Bilson and Jo-Anne Dillon for their staunch support of the Centre.

We commend Michael Gertler for his role as acting director during 2011. And we welcome back Lou Hammond Ketilson as director after her year's sabbatical. We look forward to the next months with enthusiasm as we celebrate the International Year of Co-operatives.



Karl Baumgardner
The Co-operators

Director's Report



Michael Gertler

After six years as director, Dr. Lou Hammond Ketilson went on sabbatical leave in January 2011 and I was appointed as acting director for a one-year term. This was an opportunity to reflect on priorities as well as to build stronger relationships with sector organizations and leaders. I was grateful for the support of faculty colleagues and staff.

We had a significant staff change in 2011. After serving the Centre for more than a decade, Roger Herman accepted a position with the College of Arts and Science. Response to our advertisement for a research, education, and liaison officer was impressive. Audra Krueger joined the Centre in October, having worked most recently with the International Centre for Northern Governance and Development. She took up responsibilities for multiple files, including the seminar series and co-op development initiatives, and is actively involved with the Co-operating to Build a Better West conference, which will be part of Saskatchewan's International Year of Co-operatives (IYC) 2012 celebrations. Many co-operative sector partners are contributing significant time, energy, and financial support to conference planning and we thank them for their ongoing commitment and involvement.

Our IYC activities also include reconfiguring the Building Communities Exhibit into smaller travelling components. We hired Centre PhD student Maria Basualdo to work on this transformation and on placement of the exhibit in various Saskatchewan, Manitoba, and Ontario locales. In collaboration with the University of Saskatchewan Regional Advisory Council, it was displayed first in Melfort, garnering significant local and campus attention.

The Centre underwent a review of its programs and operations in late 2010 and received the report in March 2011. The review included a self-assessment exercise that gave us the opportunity to reflect on our achievements and challenges and on our goals for the future. The examiners were strongly positive in their evaluation (for more details, see page 11).

Staff devoted much effort to publications and final reporting for the Linking, Learning, Leveraging project,

an initiative that saw us collaborating on co-op research across several provinces. And the Centre continued to play key roles in multiple scholarly and research networks nationally and internationally. We were pleased to have one of our PhD students graduate and received many inquiries about our program during the year. Given additional funding, we could be training many more students; we have been exploring new research grants and other options.

The Diefenbaker Building, which houses our offices, underwent a major renovation during 2011. Public areas and meeting rooms have a bright new look and the Centre got new floors, fresh paint, and other minor upgrades. We commissioned new cabinets to display co-op memorabilia, theses, and publications. While the construction was disruptive, we were pleased to retain most of the space we have been using to house our library, faculty, staff, and students.

One aspect of renewal has been an on-going effort to attract new Centre scholars. Many faculty have shown interest, underlining the relevance of co-operatives and the reputation of the Centre. We have formally agreed to appoint a dozen researchers, some of whom have previous links to the Centre, while others represent new connections. We also continued to explore possibilities for hiring additional faculty and experienced some encouraging responses to our preliminary inquiries.

We are grateful for the on-going support of the university and the co-operative sector. This includes financial and in-kind contributions as well as a willingness to partner on research and outreach projects. There were a number of transitions on our Management Advisory Board. Dean Beth Bilson, board chair until June 2011, was replaced by incoming Dean of Law, Sanjeev Anand. Chairing duties passed to Mary Buhr, Dean of the College of Agriculture and Bioresources. Dean Jo-Anne Dillon completed her term in the College of Arts and Science and was replaced on our board by incoming Dean, Peter Stoicheff. Also new to the board are Ken Sherwin of SaskCentral and Dean Daphne Taras of the Edwards School of Business. I wish to acknowledge the valuable advice of all board members — retiring, continuing, and newly involved. While this was a year full of interesting learning experiences, I was also glad to learn that Lou Hammond Ketilson was returning to the Centre and had agreed to take up the director's role once again.

The Centre Celebrates the International Year of Co-operatives

On 12 January 2012, thousands of co-op and credit union members across Canada held events to officially launch the United Nations International Year of Co-operatives, proclaimed in recognition of the contributions co-operatives make globally to the social and economic development of communities. Along with individuals, groups, and organizations around the world, the Centre has planned a number of events to celebrate this milestone in the life of the co-operative movement, which claims more than 18 million members in Canada and more than a billion worldwide.

The Centre's activities include a special seminar series acknowledging co-operative achievements, invitations to co-op sector CEOs to make presentations to the university community, and a number of initiatives around campus co-operatives and student scholarships.

Another significant undertaking to celebrate the international year is the reconfiguration of our exhibit, *Building Community: Creating Social and Economic Well-Being*, into smaller components for circulation to communities in Saskatchewan, Manitoba, and Northern Ontario. Composed of nearly one hundred illustrated panels, the exhibit encourages visitors to imagine what is possible in their communities and illustrates how to make those dreams become a reality. See the virtual



exhibit at www.usaskstudies.coop/exhibit and watch for the exhibit in a community near you (see more details on page 6).

In addition, plans are well underway for a major conference titled *Co-operating to Build a Better West*, which will take place 1–3 November 2012 at the Radisson Hotel in Saskatoon. The conference will focus on best co-op practices and policies, and on new co-operative models and successful start-ups. The event will provide an occasion to revisit our history and to consider how co-operatives can support local development, encourage participation, and contribute to lasting prosperity in the context of new economic, social, and political realities. It will also offer a chance to connect and to celebrate with co-op members and practitioners, students and academics, social entrepreneurs and community developers, and civil servants and policy makers from across Canada, the US, and abroad. Organizing partners include the Centre, the Johnson-Shoyama Graduate School of Public Policy, the Saskatchewan Co-operative Association, and le Conseil de la Coopération de la Saskatchewan.

Watch our website at www.usaskstudies.coop for updates on further details as the year unfolds and join us in celebrating the International Year of Co-operatives 2012!



Saskatoon Co-op Network members celebrate the launch of the International Year

Highlights

Teaching

- Centre fellows, scholars, and grad students teach twelve classes with co-op content, including one special topics class (see page 15)
- Centre fellows and scholars are supervising twenty students working on co-op topics

Research Activities

- New: Partnering to Finance Enterprise Development in the Aboriginal Social Economy
- New: with Affinity Credit Union, examining the provision of financial services to immigrant communities
- Linking, Learning, Leveraging — the Social Economy Project — completed
- Cognition and Governance in the Social Economy: Innovation in Multistakeholder Organizations; completed
- Co-ordination, Identity, and Success in a Federated Marketing System: Retail Co-operatives in Western Canada; completed
- Adapting to New Environments: Agriculture and Rural Economies in the 21st Century; completed
- “A Place to Learn, Work, and Heal”: An Evaluation of Crocus Co-operative; completed
- Houses and Communities: A Case Study of Co-op Assisted Home Ownership in SK
- the impact of credit unions on communities
- The Impact of Co-operative Housing on Household Income, Skills, and Social Capital
- executive compensation in the public and co-operative sectors
- analysis of co-op legislation in Canada that enables the development of social co-operatives
- a study of health services in Duck Lake, SK
- methods and indicators for evaluating the social and co-operative economy

Faculty/Staff/Student News

- Michael Gertler served as acting director at the Centre during 2011, stepping down 31 December
- Lou Hammond Ketilson was on sabbatical during 2011 and returned as director of the Centre in January 2012
- Roger Herman left the Centre to become the Co-ordinator of Research and Partnerships for the Social Sciences Division in the College of

Arts and Science; he received a Co-operative Contribution Award at the annual Co-op Merit Awards in October

- Audra Krueger, formerly a program officer at the university’s International Centre for Northern Governance and Development, replaced Roger as the research, education, and liaison officer
- Jessica Gordon Nembhard, a former visiting scholar, returned twice for follow-up work with Centre colleagues; she was recently honoured with the Co-operative Advocacy and Education Award from the US-based Eastern Conference for Workplace Democracy
- PhD candidate Mitch Diamantopoulos successfully defended his dissertation in July 2011 and graduated at fall convocation
- PhD student Maria Basualdo returned from her year working with the Canadian International Development Agency in Peru, where she also did field work for her dissertation; she is working for the Centre part time co-ordinating the reconfiguration of the Building Community exhibit into smaller travelling components
- PhD candidate Monica Juarez Adeler was elected to the Association of Cooperative Educators’ board as well as to the board of the Canadian Association for Studies in Co-operation; she also developed and delivered a course in the management of co-ops at the University of Winnipeg
- PhD candidate Patricia Elliott completed a documentary film on underground journalism in Burma called *Breaking Open Burma*
- PhD student Annette Johnson attended the European Summer School on the Social Economy in Bertinoro, Italy
- Jannie Wing-sea Leung, an MSc candidate studying fair trade coffee co-operatives in Nicaragua, won the Fredeen Scholarship
- three students joined us as contract researchers: Maxim Gertler-Jaffe, Cornelius Christian, and Carolyn Camman

The Seminar Series

- “Building Respectful Relations: Community-University Research Partnerships in the Social Economy,” by Gayle Broad, director, Community Economic and Social Development Unit, Algoma University



Gayle Broad, our partner in the Linking, Learning, Leveraging project from Algoma University, spent a week with us in January as a visiting scholar. While here, she gave a seminar, had discussions with Centre faculty, staff, and various scholars regarding mutual research interests, and had detailed discussions with Michael,

Lou, and personnel from the Community-University Institute for Social Research about the governance structure of the Centre and CUISR in relation to the NORDIK Institute in Sault Ste. Marie, of which she is the director.

- “Humanizing the Economy: Co-operatives in the Age of Capital — How the Largest Social Movement in History Is Paving the Way to a Brighter Future,” by John Restakis, executive director, British Columbia Co-operative Association

Publications

- *A Co-operative Dilemma: Converting Organizational Form* (book, ed. Jorge Sousa and Roger Herman, published May 2012)
- *Community Survival: Co-operative Solutions for Local Economies* (book, ed. Brett Fairbairn, accepted by University of British Columbia Press)
- *Sharing My Life: Building the Co-operative Movement* (book by Harold Chapman co-published by the Centre in May 2012)
- *Models for Effective Credit Union Governance: Maintaining Community Connections following a Merger* (occasional paper, Lou Hammond Ketilson and Kimberly Brown)
- *The Impact of Retail Co-operative Amalgamations in Western Canada* (occasional paper, Lou Hammond Ketilson, Roger Herman, and Dwayne Pattison)
- twelve reports from the Social Economy project
- *Privilege and Policy: A History of the Community Clinics in Saskatchewan* (revised and expanded edition of book by Stan Rands in collaboration with Catherine Letiven-Reid and Greg Marchildon)

Centre Scholars

- Len Findlay was awarded an earned D.Litt. at spring convocation 2011 in recognition of his scholarly contributions to English studies; he also received the Academic Freedom Award from the University of Saskatchewan Faculty Associa-

tion; Len is on committees for two Centre PhD students in the Co-op Concentration

- Louise Clarke retired from her position in the Edwards School of Business and as university co-director of the Community-University Institute for Social Research (CUISR); she remains a committee member for several Centre graduate students
- Isobel Findlay was appointed university co-director of CUISR and is also on the executive of the Canadian Association for Studies in Co-operation; she teaches two classes with co-op content, is on committees for a number of Co-op Concentration students, has attended and presented at several co-op-related conferences, and is the principal investigator on many social economy projects
- Ian MacPherson is professor emeritus at the University of Victoria and was the founding director of the British Columbia Institute for Co-operative Studies; though formally retired, Ian continues to write, publish, teach, and make presentations at conferences and workshops around the world
- Brian Oleson is University of Manitoba Agribusiness Chair in Co-operatives and Marketing and a co-investigator on two co-op projects
- Jorge Sousa is co-editor of *A Co-operative Dilemma*, a book published by the Centre in spring 2012; he teaches three classes with co-op content, is completing a book on the Atkinson Housing Co-operative, and is also part of a group in Winnipeg working to convert public housing to co-op housing



Michael, Roger, and Lou at the Co-op Merit Awards in Regina, October 2011, where Roger received a Co-operative Contribution Award

The Building Community Exhibit

Building Community Exhibit Takes on New Life

The reconfiguration of the Building Community exhibit into smaller components suitable for travel is a major part of the Centre's contribution to celebrations for the International Year of Co-operatives. PhD student Maria Basualdo is co-ordinating the project. We have collaborated with community partners in Manitoba and Northern Ontario to create versions of the exhibit that reflect the community development experiences in their regions, and are in the process of developing a similar travelling format for Saskatchewan.

The full version of the exhibit was on display in Melfort for two weeks in October 2011. Community support was strong, with more than ten local co-ops and organizations providing sponsorships and volunteers. Some schools in the area brought their entire student population from kindergarten to grade twelve. The Saskatchewan Co-operative Association gave a one-day workshop on co-op housing that attracted broad representation from the City of Melfort and beyond. Preliminary discussions are underway with officials in Swift Current to take the exhibit there later in 2012.

Manitoba's travelling exhibit was launched 11–13 January 2012 at the Provincial Legislature in Winnipeg as part of the celebrations for the International Year of Co-operatives. The exhibit is scheduled to visit several communities as well as co-operatives and annual general meetings in Manitoba during 2012.

The Northern Ontario exhibit was launched at the Sault Ste. Marie Public Library 13–16 March 2012. Activities included a workshop, public and school tours, as well as visits from Community Economic and Social Development students from Algoma University. Several communities have expressed an interest in the exhibit and Algoma University is expected to be the next site.

The Manitoba and Northern Ontario versions of the panels are available in both French and English. And Publications Officer Nora Russell has produced a brochure that includes all one hundred English panels accompanied by a French translation of the text.

At the national level, the large-format version of the exhibit will be on display during the Joint Congress of the Canadian Co-operative Association and the Conseil de la coopération canadien et mutualité in Montreal, 26–29 June 2012, and The Co-operators will host the exhibit in Guelph during Co-op Week in October.



From top: Carolyn Camman, Maria Basualdo, and Lou Hammond Ketilson at the opening of the exhibit in Melfort; a visitor viewing the panels in Melfort; Community Relations Specialist Nola Woods, Maria Basualdo, and University Senator Ed Bourassa at the Melfort launch; the launch at the Manitoba Legislature in Winnipeg; and a presenter at the launch in Sault Ste. Marie.



Linking, Learning, Leveraging Project Winds Up

The final report for this massive project was submitted to our funder, the Social

Sciences and Humanities Research Council of Canada (SSHRC), on deadline, at the end of February. Project administrator Heather Acton spent most of the past several months collecting the minutely detailed material that SSHRC reporting requires from researchers, students, and community partners. Office manager Patty Scheidl spent countless hours finalizing the budget and wrapping up financial matters. Principal Investigator Lou Hammond Ketilson was ultimately responsible for winding the project down and completing the final report. Project reports are still trickling in and awaiting attention on Nora Russell's desk, but by-and-large, this project is done! It has defined much of the Centre's work for the past six years and left us with a large body of research and publications that will prove invaluable to researchers, co-operatives, and other community-based organizations.

Our original grant of \$1.75 million leveraged \$2.3 million in additional funding. The project to date has resulted in 1 book, 12 book chapters, 26 refereed journal articles, 15 graduate theses, and 111 research reports. The project provided training for 124 students from high school to the PhD level. It generated 247 public presentations to conferences, governments, and communities, plus an additional 71 seminar and poster presentations. Innovative research materials included 18 videos and 96 maps, not to mention our Building Community exhibit, which showcased social economy organizations in Northern Ontario, Manitoba, and Saskatchewan.

The Linking, Learning, Leveraging project created a space for the social economy to be recognized and acknowledged, giving it credibility as a driver within the economic system. The project has deepened the interest in and understanding of social economy activities and processes across the region, and built key and strategic alliances among universities, communities, and community-based organizations in all three provinces. We are proud of these accomplishments and grateful to have been given the opportunity to effect these outcomes.



Honours for Sponsors

We are always pleased to acknowledge honours received by our sponsoring organizations. In 2011, once again, all four of our sponsors have received awards.

Concentra Financial was named one of Canada's Fifty Best Managed Companies for the eighth consecutive year in a competition sponsored by Deloitte, the National Post, CIBC, and the Queen's University School of Business.



The Co-operators was ranked number one among the Best 50 Corporate Citizens in Canada by Corporate Knight, an organization dedicated to the promotion of responsible business practices in Canada and the advancement of social and environmental sustainability worldwide. The company has also been recognized for the ninth year in a row as one of Canada's Fifty Best Employers, a ranking based on the results of employee surveys from across the country. And The Co-operators has been named one of Canada's top thirty green employers.



SaskCentral was named Canada's top workplace for women in 2011 and Canada's Best Workplace overall in 2012. These honours were bestowed by the Great Place to Work Institute® Canada.



Federated Co-operatives Limited received a leadership award from Tourism Saskatoon for its contribution to the economy by bringing conferences and meetings to the city.

In addition, Federated Co-operatives Limited and The Co-operators have made the new Global 300 List, which reports the total revenues of the world's three hundred largest co-operatives. This year revenues total USD \$1.6 trillion, which is comparable to the GDP of the world's ninth largest economy.



The existence of the Centre depends upon the good will, guidance, and financial support of its sponsors. It is wonderful to see them honoured for their invaluable contributions to the broader community.

Conferences and Workshops

The Canadian Association for Studies in Co-operation Conference

The CASC conference is the main venue for the dissemination of co-op research in Canada, in fact the only annual conference devoted exclusively to co-operative topics. This year it was held in Fredericton, 1–3 June, in conjunction with the Congress of the Humanities and Social Sciences, Canada's largest multidisciplinary academic gathering. CASC makes great efforts to include young scholars, many of whom make their first public presentations at the CASC meetings. The Centre serves as the CASC secretariat, which means we are heavily involved with the association on an ongoing basis.

This year the conference, titled *Co-operation in a Changing Economy: The Role of Collective Innovation and Social Entrepreneurship*, attracted researchers from across Canada as well as the US, the UK, France, and Italy. The conference featured twenty-two concurrent sessions representing fifty-nine papers, in addition to ten joint sessions with the Association for Nonprofit and Social Economy Research, as well as a session with ERA-Can (the European Research Area and Canada), an organization that encourages and facilitates Canadian researchers and organizations to collaborate with European researchers to increase the quality of their networks and the impact of their resources and projects. The conference also included a youth-student co-op workshop and planning for the International Year of Co-operatives. Organizers were fortunate to secure Professor Carlo Borzaga from the University of Trento in Italy as the keynote speaker, who gave a presentation titled "Social Innovation and New Enterprise Models and Opportunities."



Monica Juarez Adeler, CASC President Darryl Reid, and Centre Scholar Isobel Findlay at the CASC meetings in Fredericton in June 2011; Monica is CASC's new - est board member



Mark Brown, Community-University Institute for Social Research, and Victoria Morris, executive director, and Fred Khonje, co-operative development officer, Saskatchewan Co-operative Association, at the final Social Economy workshop, Wanuskewin Heritage Park, Saskatoon, November 2010

Other Conferences, Workshops, and Meetings

Centre faculty, scholars, students, and staff take part in numerous conferences and workshops, both academic and practitioner based. They serve as keynote speakers, give presentations, act as expert advisors, and provide organizational skills and sponsorships. This past year they have been across Canada as well as in India, Italy, Mongolia, Finland, Cuba, and Mexico. Below is a sample of the breadth of their activities.

- Saskatchewan Provincial Social Economy Workshop, November 2010, Wanuskewin Heritage Park
- Institute of Co-operative Leadership, February 2011, Toronto
- Innovative Types of Member-Based Organizations in a Changing Institutional Landscape: Who Is Doing What, Where, and Why? February 2011, Delhi, India
- Cognition and Governance in the Social Economy: Innovation in Multistakeholder Organizations Workshop, March 2011, Banff
- Saskatchewan Community Economic Development and Co-ops Conference, April 2011, Saskatoon
- United Nations Expert Group Meeting, Co-operatives in Social Development: Beyond 2012, May 2011, Ulaanbaatar, Mongolia
- Co-operation in a Changing Economy: The Role of Collective Innovation and Social Entrepreneurship, annual Canadian Association for Studies in Co-operation Conference, June 2011, Fredericton



Brett Fairbairn was the keynote speaker at the opening of the Building Community Exhibit in Melfort, October 2011

- Building Communities: Exploring the Contributions of Nonprofits and the Social Economy, annual Association for Nonprofit and Social Economy Research Conference, June 2011, Fredericton
- Canadian Economics Association annual meeting, June 2011, Ottawa
- Congress of the Canadian Co-operative Association, June 2011, Halifax
- Canadian Agricultural Economics Association meetings, July 2011, Banff
- European Summer School on the Social Economy, July 2011, Bertinoro, Italy
- Association of Cooperative Educators Institute, July 2011, Winnipeg
- International Co-operative Alliance Global Research Conference, New Opportunities for Co-operatives, August 2011, Mikkeli, Finland
- IMPACT! The Co-operators Youth Conference for Sustainability Leadership, September 2011, University of Guelph
- International Co-operative Alliance General Assembly, November 2011, Cancun, Mexico
- Big Thinking lecture series, December 2011, Parliament Hill, Ottawa
- Las Cooperativas en Canadá, the 11th Conference on Canadian Studies, February 2012, Havana, Cuba
- Promoting the Understanding of Co-operatives for a Better World Conference, March 2012, Venice, Italy
- Growing Our Future: Making Sense of National Food Strategies Conference, April 2012, Ottawa

The CASC Secretariat

The Centre has served for some years as the administrative home for the Canadian Association for Studies in Co-operation (CASC). The overall goal of the secretariat is to maintain the organization’s stability as board members change. James Popham, the secretariat’s current employee, is also the strategic research co-ordinator at the Centre’s partner organization, the Community-University Institute for Social Research. He provides administrative support to CASC’s secretary/treasurer, Centre Scholar Isobel Findlay. He manages the member list, deposits member fees, keeps financial records up to date, and researches and produces the newsletter. He is also responsible for the minutes, assisting with other communications, and maintaining the website. In addition, James lends his skills to organizational and program aspects of the annual meetings, which will take place this year in Montreal at the end of June.



James Popham

Awards for Two Graduate Students

Two of our students in the Co-op Concentration were recognized in special ways during 2011. At the Association of Cooperative Educators (ACE) annual institute, PhD candidate Monica Juarez Adeler was awarded the John Logue ACE Award, which “recognizes an individual ... whose ... research acts as a catalyst for change by creating innovative co-operatives that promote a democratic work environment and economic sustainability for people and communities.” And one of Monica’s reports for the Social Economy project was featured at the 2011 University Authors’ Exhibition at the Murray Memorial Library on campus.



Monica Juarez Adeler



Mitch Diamantopoulos

Mitch Diamantopoulos received the Association for Non-profit and Social Economy Research Award for an Outstanding Thesis at the Doctoral Level. In addition, his dissertation has been accepted for publication by the University of Toronto Press, a significant achievement for a scholar at any level.

Presentations

Michael Gertler

- with Eric Leviten-Reid and Jane Dimnik, “Houses and Communities: Learning from a Case Study of Co-operative Assisted Home Ownership in Saskatchewan,” Saskatchewan Provincial Social Economy Workshop, November 2010, Saskatoon
- “Supply Co-ops and the Climate Change Challenge: Issues and Options,” Canadian Association for Studies in Co-operation (CASC) Conference, June 2011, Fredericton
- with J. Jaffe, “Blue Ocean Co-operation: Co-operative Advantages and Canadian Realities,” “Las Cooperativas en Canadá,” the 11th Conference on Canadian Studies, February 2012, Havana, Cuba

Lou Hammond Ketilson

- Report of Issues Based Interdisciplinary Scholarship Working Group to Commitment Leaders and university administrators, January 2011, Saskatoon
- Moderator and facilitator of the Canadian Co-operative Association’s Institute of Co-operative Leadership, February 2011, Toronto
- Synthesis of discussions, closing session of conference titled Innovative Types of Member-Based Organizations in a Changing Institutional Landscape: Who Is Doing What, Where, and Why? February 2011, Delhi, India
- Lead discussant of closing session of Cognition and Governance in the Social Economy: Innovation in Multistakeholder Organizations Workshop, March 2011, Banff
- “Understanding Co-operatives through Research,”



Lou welcoming guests to the Kerry Vickar Centre in Melfort during the opening of the Building Community Exhibit, October 2011

United Nations Expert Group Meeting titled Co-operatives in Social Development: Beyond 2012, May 2011, Ulaanbaatar, Mongolia

- “Developing a National Co-operative Research Agenda: The View from Academia,” panel participant, CASC meetings, June 2011, Fredericton
- “Profiling the Social Economy in Northern Ontario, Manitoba, and Saskatchewan,” at the same meetings
- Chaired the European Research panel as well as the information session on the Euro-Can program, at the same meetings
- “Financing Aboriginal Enterprise Development: The Feasibility of Using Co-operative Models,” Association for Nonprofit and Social Economy Research (ANSER) Conference, June 2011, Fredericton
- Participant in joint panel titled Co-operatives and Their Challenges: Credit Unions/Caisses Populaires and Rural and Aboriginal Communities in Canada, at the same conference
- “Measuring the Impact of Credit Unions on Community,” Canadian Economics Association annual meeting, June 2011, Ottawa
- “Understanding Co-operatives through Research,” keynote address to International Co-operative Alliance Global Research Conference titled New Opportunities for Co-operatives, August 2011, Mikkeli, Finland
- Lecture to MA students in Co-operative Organization, Food Marketing, and Rural Development, September 2011, University College Cork, Ireland
- “Building Resilient Communities: The Economic Impact of Credit Unions and Caisses Populaires in Canada,” Big Thinking lecture series, December 2011, Parliament Hill, Ottawa
- “A Critical Assessment and Integration of Scholarly Views Regarding Old and New Roles for Co-operatives,” Promoting the Understanding of Co-operatives for a Better World conference, March 2012, Venice, Italy

Murray Fulton

- “Further Thoughts on the Rail Transportation Problem in Western Canada,” Structure and Performance of Agriculture and Agri-Products Industry workshop, January 2011, Ottawa
- with Jim Marshall, “Executive Training Session in

- Policy Analysis,” February 2011, Regina
- with Douglas Akhimienmhanon, “Households’ Time Allocation to Micro Credit,” Canadian Agricultural Economics Association meetings, June 2011, Banff
- “Policy Issues in the Transition from Organization to Market: The Case of the Canadian Wheat Board,” University of Nebraska, October 2011, Lincoln
- “Agricultural Policy in the 21st Century: Motivation and Effectiveness,” Growing Our Future: Making Sense of National Food Strategies conference, April 2012, Ottawa
- “Food Security: What Does It Mean for Canadian Food and Agricultural Policy?” at the same conference

Brett Fairbairn

- Keynote address at the launch of the Building Community Exhibit in Melfort, October 2011

Audra Krueger

- “The Value of the Co-operative Model in Childcare Operations,” to the University’s Task Force on Childcare, November 2011, Saskatoon

Mitch Diamantopoulos

- “Concertation: The Quebec Model of Social Innovation and Co-operative Entrepreneurship,” Co-op Week Luncheon, October 2010, Saskatoon

Monica Juarez Adeler

- “Enabling Policy Environments for Co-operative Development: A Comparative Experience,” CASC meetings, June 2011, Fredericton

Mike Chartier

- “The Rhythms of Education: The Role of Foresight and Wisdom in Co-operative Practice,” joint session, CASC/ANSER meetings, June 2011, Fredericton

Maria Basualdo

- “Associative Initiatives as a Tool to Support Community Economic Development,” Endogenous Development and Transdisciplinarity in Higher Education: Changes for the Co-evolution of Mainstream and Endogenous Knowledge Traditions conference, November 2011, Cochabamba, Bolivia
- with Isobel Findlay, “Research as Engagement: Rebuilding the Knowledge Economy of the Northern Saskatchewan Trappers Association Co-operative,” ANSER conference, June 2011, Fredericton

The Centre Review

In the fall of 2010, the Centre underwent a review of its programs and operations, as recommended for all similar units by the University of Saskatchewan Implementation Team for the Management of Centres. The review was intended to make a close examination of the Centre’s accountability, transparency, and relevance in an evolving environment. As part of the process, we were required to develop a self-assessment report, which focused primarily on the Centre’s effectiveness in pursuing its mandate, the suitability and sustainability of the Centre’s infrastructure and resources, and our vision for the future. The site visit by one internal and two external examiners, which took place 3–4 November, was preceded by several weeks of intense work preparing the terms of reference, writing and gathering voluminous amounts of material for the self-assessment, and setting up numerous interviews with a variety of Centre stakeholders for the site visit. Everyone at the Centre was involved.

We received the report from the external examiners in March 2011. It contained many positive observations about the Centre and constructive suggestions pertaining to further development of our teaching, research, and outreach programs. Strategic planning sessions with the management advisory board and then separately with all Centre personnel helped us define both our goals and the activities required to meet them.



Centre staff after the Christmas lunch, December 2011

Centre People

Michael Gertler, Acting Director 2011 **Associate Professor, Department of Sociology**

BES (Waterloo), MSc (McGill), PhD (Cornell)



Michael joined the Department of Sociology in 1987 and teaches undergraduate courses in rural and community sociology in addition to graduate classes in the co-operatives studies concentration. He was first appointed as a Centre fellow in 1996. His research interests include co-operatives and environmental

sustainability, co-operatives in the knowledge economy, and the roles of co-operatives in regional and community development. Michael serves on the board of the Saskatchewan Co-operative Association and on the Saskatchewan IYC Committee, as an advisor to the Co-operative Issues Council, as a member of the Canadian Co-operative Association's Committee on Environmental Sustainability, and on the board of the Community-University Institute for Social Research.

Lou Hammond Ketilson, Associate Professor **Management and Marketing**

BA Hon., MBA, PhD (Sask.)

Lou was one of the Centre's original faculty members when it opened in 1984. Her research interests include management in co-operatives and other democratic organizations, women in co-operatives, Aboriginal co-op development, and diversity on co-operative boards and governance bodies. Lou is on the National IYC Committee and is chair of the International Co-operative Alliance's Committee on Co-operative Research. She was associate dean of Commerce from 1998 to 2003 and then served as director of the Centre from 2005 until 2010. She spent 2011 on sabbatical and returned as director of the Centre in January 2012.



Brett Fairbairn, University Provost and VP Academic **Adjunct Professor, Department of History**

BA (Sask.), BA Hon., DPhil (Oxford)

Brett was also one of the Centre's first faculty members, serving as director from 2000 to 2004, when he left to

become head of the Department of History. His research interests include co-op history, focussing particularly on Canada and Germany, and the development of participatory democratic cultures. Brett has served as president of the Saskatoon Community Clinic and the Canadian Association for Studies in Co-operation. He received the Queen's Golden Jubilee Medal in 2002, which recognized his contributions to the Centre and the Saskatchewan Archives Board. Brett became University Provost and VP Academic in July 2008.



Murray Fulton, Professor **Johnson-Shoyama Graduate School of Public Policy**

BSA (Sask.), MSc (Texas A&M), BA, MA (Oxford), PhD (Calif.)

Murray, too, has been with the Centre since it opened. He served as director from 1995 to 2000, when he became head of the Department of Agricultural Economics and then acting associate dean of Graduate Studies and Research. In January 2003, he became director of the Centre for Studies in Agriculture, Law, and the Environment, and in July 2008 his university appointment moved to the Johnson-Shoyama Graduate School of Public Policy, where he serves as graduate chair. His research interests include the economic theory of co-operatives, agricultural and resource markets, and agricultural policy, focussing recently on structural changes in agriculture and how organizations respond and adapt to these changes.



Nora Russell, Publications and Communications

BA Hon., DipEd (Sask.)



Nora spent a number of years in the publishing industry prior to coming to the Centre in 1997. She handles the Centre's communications and publishing activities — promotional materials, director's reports, the annual report, newsletters, books, occasional papers, research reports,

booklets, and other writing, editing, and research projects as they arise. She also designs the Centre's publications and communications materials and oversees all aspects of prepress and printing activity. Nora is a member of the Editors' Association of Canada and the Saskatchewan Publishers Group. She is also our representative to the Co-op Network of Saskatoon.

Audra Krueger, Research, Education, and Liaison

BA Hon., (Sask.), MA (Guelph)



Audra is our newest staff member, joining us in October 2011. Prior to that, she worked on campus at the University of the Arctic and, most recently, at the International Centre for Northern Governance and Development. She has previous experience as a program officer at Oxfam Canada, as a researcher with

the Centre for Families, Work, and Well-Being at the University of Guelph, and as executive director of the Core Neighbourhood Youth Co-op in Saskatoon. Audra's major responsibilities her first year at the Centre include preparations for the many activities that accompany celebrations for the International Year of Co-operatives.

Patty Scheidl, Office Manager

Patty came to the Centre in 2001 following twenty years with the College of Education. Her broad-based administrative and financial skills are invaluable to the Centre's operations. Patty handles our general finances as well as all the research accounts. She also lends her organizational skills to special events such as conferences, workshops, study tours, and numerous meetings. She deals with travel and conference arrangements for Centre personnel and the myriad of details involved in looking after foreign visitors, contract researchers, student assistants, and the Centre's graduate students.



Karen Neufeldt, Secretary

Karen has been with us for seventeen years. She provides support in general office duties to Patty, faculty, staff, and students, and a great deal of assistance in the library, where she prepares books for cataloguing, maintains the vertical



files, routs new serials, and assists with circulation, shelving, and searches. In addition, Karen manages the office xeroxing, phone and fax bills, library and publication orders, and the mail-outs for the annual report, newsletters, conferences, scholarship notices, and the seminar series.



Heather Acton, Librarian

Heather joined us in 2007 after many years in a special library setting and at the university. She was the librarian for a local law firm and prior to that, an editorial assistant and research co-ordinator in the Chemistry Department on campus. Her duties at the Centre

include developing and maintaining the library, providing research support to Centre Fellows and Scholars, staff, students, community partners, and the public, maintaining the Centre's blog and websites, and providing administrative support for research grants.

Maria Basualdo, Exhibit Co-ordinator

Maria began her position as Exhibit Co-ordinator at the Centre in August 2011. She is responsible for organizing the reconfiguration of the Building Community exhibit into three, smaller, regionally focussed components. Maria is also a PhD student at the Centre and was formerly the Community Liaison officer at the Community-University Institute for Social Research, a Centre partner in many research endeavours. Maria spent May 2010 to August 2011 in Bolivia working on a contract for the Canadian University Service Overseas gathering information related to public policy development, which will form the basis of her dissertation on indigenous women's experience of community development.



Duy Hoang, IT Specialist

Duy is employed by the university's Information Technology Services Division and works for us on a part-time basis. He looks after all our technology needs, including managing the server, dealing with upgrades and new software, and fielding endless IT queries from faculty and staff. We would be lost without him. Duy began his studies in computer science, acquiring Apple Certification along the way, and then switched into fine arts, where he is pursuing a degree in studio art.

Statement of Revenues, Expenditures, and Fund Balance for the Year Ended 30 June 2011

	2010–11 Budget	2010–11 Actual	2009–10 Actual
Revenues			
Co-op Sector Contribution	\$349,390	\$349,390.00	\$339,637.00
University of Saskatchewan Contribution	577,357	576,814.64	634,657.96
Government of Saskatchewan Contribution	0	0	75,000.00
Office Space — In Kind	25,104	25,104.00	24,348.96
Publications	1,000	870.13	777.16
* Visiting Scholars and Special Projects Funds	55,000	0	0.00
Miscellaneous	2,000	0	00.00
Overhead Revenue	0	-12.36	1,542.56
Equipment Grant — U of S	0	-40,000.00	40,000.00
Total	\$1,009,851	\$912,166.41	\$1,115,963.64
Expenditures			
Salaries			
Academic			0.00
Academic In-Kind	\$407,950	\$407,951.14	\$457,701.28
Support Staff	318,469	288,575.74	276,758.63
Sessional — Support	13,000	13,000.00	11,811.00
Director Compensation	49,321	49,321.00	48,307.00
Fringe Benefits	125,469	121,191.52	126,866.02
Office Space	25,104	25,104.00	24,348.96
Material and Supplies	4,000	2,686.32	4,071.18
Printing	6,000	5,638.84	7,964.82
Postage, Courier	2,000	1,305.31	1,591.43
Telephone	2,500	2,128.58	2,826.15
Travel	17,000	16,782.06	24,341.22
Equipment & Maintenance	12,000	5,549.26	13,865.76
Library Acquisitions	5,000	5,119.84	6,844.96
Miscellaneous	2,000	1,924.40	2,160.11
Public Relations	4,000	3,927.21	6,178.66
Research	12,000	11,462.81	23,236.36
Visiting Scholars & Special Projects Fund	0	2,173.44	27,960.14
Interfund Transfer	0	7,650.00	6,300.00
Dues and Memberships	3,000	3,230.95	2,508.50
Total	\$1,008,813	\$974,722.42	\$1,075,642.18
Excess of Revenues over Expenditures	\$1,038	(\$62,556.01)	\$40,321.46)
Fund Balance, Beginning of Year		408,327.78	368,006.32
Fund Balance, End of Year		\$345,771.77	\$408,327.78

Balance Sheet for Year Ended 30 June 2011

	2011	2010
Assets		
Cash	\$354,112.68	\$374,688.74
Accounts Receivable	6,852.07	49,460.41
Total	\$360,964.75	\$424,149.15
Liabilities and Fund Balance		
Accounts Payable	\$15,192.98	\$15,821.37
Fund Balance	345,771.77	408,327.78
Total	\$360,964.75	\$424,149.15

Courses Taught by Centre Faculty

BPBE 842.3: Agricultural Market Organizations

Develops a conceptual framework to analyze organizations, their behaviour, their interactions with other firms, and their impact on an industry. Reviews literature on organizational theory, industrial organization, and contract theory, especially as they focus on co-operatives, crown corporations, and other forms of organization. Instructor: Murray Fulton

BPBE 851.3: Agricultural Policy

Focuses on an economic analysis of agricultural policies in Canada. Discusses general economic policy in terms of how it impacts trade, investments, economic growth, and efficiency. Instructor: Murray Fulton

BUS 2301.3 Management of Co-operatives

An introduction to the unique challenges in the management of co-operatives. Builds appreciation of co-ops as a viable model of economic development. Focuses on the methods by which mainstream governance, accounting, personnel, and marketing practices can be adapted to fit the co-op model. Helps students develop an understanding of co-op principles and values and the history of co-ops. This course was developed and is taught at the University of Winnipeg by Centre PhD candidate Monica Juarez Adeler.

Economics 231.3: Economics of Co-operatives

Examines the historical background, philosophy, and development of co-operatives, with special reference to the experience and problems of the Prairie economy. Also analyses the economic problems particular to co-operative organizations. Instructor: Murray Fulton

INTD 898.3: Co-operatives and International Development

Examines the roles of co-operatives in social and economic development, focussing on the strengths and limitations of co-ops for addressing the challenges of sustainable resource use, fair trade, capacity building, democratic participation, peace making, and social equality. Readings include case studies of co-operative enterprises in agriculture and forestry, transportation and communications, crafts production and waste recycling, as well as in health, housing, and financial services. Instructors: Michael Gertler and Murray Fulton

JSGS 805.3: Economics for Public Policy Analysis

Provides an economic framework for the analysis of public policy; examines when and how the government should intervene in the economy and the circumstances under which this is most likely to be desirable; pays particular attention to how people are likely to respond to policy instruments. Instructor: Murray Fulton

JSGS 830.3: Decision Making in Organizations

Examines the manner in which decisions are made in organizations, with a particular focus on policy. Uses a variety of behavioural theories such as policy traps, framing, unwarranted optimism, and group think. Instructor: Murray Fulton

JSGS 862.3: Political Economy

Focuses on the politics of aggregating individual decisions into collective action, revealing the difficulty of formulating and implementing public policy broadly construed. The course readings emphasize formal approaches to this subject, while the assignments and discussion emphasize their application to real problems. Instructor: Murray Fulton

Law 462.3: Co-operative Law

A study of the co-operative corporation as a business form and the theory of co-operative enterprise. Topics include incorporation, members' rights, directors' duties and obligations, and taxation. Also considers co-operatives in a broader, social perspective. Instructor: Centre PhD candidate Rob Dobrohoczki

Sociology 204.3: Rural Sociology

Analysis of social change in rural areas with emphasis on links between the social organization of resource-based industries and the social characteristics of rural communities. Focus is mainly rural Canada, but also considers international rural development issues. Instructor: Michael Gertler

Sociology 206.3: The Community

Examines communities as forms of social organization, and community as a particular kind of social relationship. Through research problems and case studies, examines power, politics, and resistance in contemporary communities. Instructor: Michael Gertler

Michael Gertler making a presentation at the final workshop for the Social Economy project at Wanus - kewin Heritage Park, near Saskatoon



Selected Centre Publications

Occasional Paper Series

- Models for Effective Credit Union Governance: Maintaining Community Connections following a Merger.* Lou Hammond Ketilson and Kimberly Brown (2011, 82pp. \$15)
- The Impact of Retail Co-operative Amalgamations in Western Canada.* Lou Hammond Ketilson, Roger Herman, and Dwayne Pattison (2011, 100pp. \$15)
- Financing Aboriginal Enterprise Development: The Potential of Using Co-operative Models.* Lou Hammond Ketilson and Kimberly Brown (2009, 92pp. \$12)
- The Agriculture of the Middle Initiative: Pre-mobilizing Considerations and Formal Co-operative Structure.* Thomas Gray (2008, 60pp. \$10)
- Social Cohesion through Market Democratization: Alleviating Legitimation Deficits through Co-operation.* Robert Dobrohoczki (2007, 68pp. \$10)
- The Case of the Saint-Camille Care and Services Solidarity Co-operative and Its Impact on Social Cohesion.* Geneviève Langlois and Patrick De Bortoli (2006, 96pp. \$10)
- Data Collection in the Co-operative Sector and Other Business Statistics in Canada and the United States.* Angela Wagner and Cristine de Clercy (2006, 224pp. \$25)
- “Canada’s Co-operative Province”: Individualism and Mutualism in a Settler Society, 1905–2005.* Brett Fairbairn (2005, 76pp. \$12)

Research Reports (available on website and in our library)

- A Place to Learn, Work, and Heal”: An Evaluation of Crocus Co-operative.* Julia Bidonde and Catherine Leviten-Reid (2011, 64pp.)
- An Economic Analysis of Microcredit Lending.* Haotao Wu (2011, 208pp.)
- Empowerment through Co-operation: Disability Inclusion via Multistakeholder Co-operative Development.* Kama Soles (2011, 138pp.)
- Economic Impact of Credit Unions on Rural Communities.* Fortunate Mavenga (2011, 133pp.)
- Building a Federal Policy Framework and Program in Support of Community Economic Development.* Kirsten Bernas and Brendan Reimer (2011, 56pp.)
- Engaging Youth in Community Futures: The Rural Youth Research Internship Project.* David Thompson and Ashleigh Sauvé (2011, 56pp.)
- Understanding and Promoting Effective Partnerships for CED: A Case Study of SEED Winnipeg’s Partnerships.* Gaelene Askeland and Kirit Patel (2011, 43pp.)
- The Management of Co-operatives: Developing a Postsecondary Course.* Leezann Freed-Lobchuk, Vera Goussaert, Michael Benarroch, and Monica Juarez Adeler (2011, 37pp.)
- Co-operative Marketing Options for Organic Agriculture.* Jason Heit and Michael Gertler (2011, 136pp.)

- Mining and the Social Economy in Baker Lake, Nunavut.* Warren Bernauer (2011, 32pp.)
- Enhancing and Linking Ethnocultural Organizations and Communities in Rural Manitoba: A Focus on Brandon and Steinbach.* Jill Bucklaschuk and Monika Sormova (2011, 68pp.)
- Community Resilience, Adaptation, and Innovation: The Case of the Social Economy in La Ronge.* Kimberly Brown, Isobel M. Findlay, and Rob Dobrohoczki (2011, 73pp.)
- Portrait of Community Resilience of Sault Ste. Marie.* Jude Ortiz and Linda Savory-Gordon (2010, 80pp.)
- Building Community: Creating Social and Economic Well-Being: A Conference Reflecting on Co-operative Strategies and Experiences.* Conference report prepared by Mark McCulloch (2010, 60pp.)
- Municipal Government Support of the Social Economy Sector.* Jenny Kain, Emma Sharkey, and Robyn Webb (2010, 96pp.)
- Community-Based Planning: Engagement, Collaboration, and Meaningful Participation in the Creation of Neighbourhood Plans.* Karin Kliewer (2010, 72pp.)
- Self-Determination in Action: The Entrepreneurship of the Saskatchewan Northern Trappers Association Co-operative.* Dwayne Pattison and Isobel Findlay (2010, 79pp.)
- Adult Education and the Social Economy: The Communitarian Pedagogy of Watson Thomson.* Michael Chartier (2010, 114pp.)
- Eat Where You Live: Building a Social Economy of Local Food in Western Canada.* J. Novek and C. Nichols (2010, 72pp.)
- Exploring Key Informants’ Experiences with Self-Directed Funding.* N.S. Chopin and I.M. Findlay (2010, 122pp.)
- South Bay Park Rangers Employment Project for Persons Living with a Disability: A Case Study in Individual Empowerment and Community Interdependence.* I. Findlay, J. Bidonde, M. Basualdo, and A. McMurtry (2009, 46pp.)
- Enabling Policy Environments for Co-operative Development: A Comparative Experience.* M. Juarez Adeler (2009, 42pp.)
- The Role of Co-operatives in Health Care: National and International Perspectives.* Proceedings of an International Health Conference, Saskatoon, 30 October 2008. Catherine Leviten-Reid, ed. (2009, 23pp.)
- The Importance of Policy for Community Economic Development: A Case Study of the Manitoba Context.* B. Reimer, D. Simpson, J. Hajer, and J. Loxley (2009, 48pp.)
- Evaluation of Saskatoon Urban Aboriginal Strategy.* Cara Spence and Isobel Findlay (2008, 44pp.)
- Urban Aboriginal Strategy Funding Database.* Karen Lynch, Cara Spence, and Isobel Findlay (2008, 22pp.)
- A New Vision for Saskatchewan: Changing Lives and Systems through Individualized Funding for People with Intellectual Disabilities.* K. Lynch and I. Findlay (2008, 138pp.)
- Community Supported Agriculture: Putting the “Culture” Back into Agriculture.* Miranda Mayhew, Cecilia Fernandez, and Lee-Ann Chevrette (2008, 10pp.)

Measuring and Mapping the Impact of Social Economy Enterprises: The Role of Co-ops in Community Population Growth. C. Kangayi, R. Olfert, and M. Partridge (2008, 42pp.)

Financing Social Enterprise: An Enterprise Perspective. Wanda Wuttunee, Martin Chicilo, Russ Rothney, and Lois Gray (2008, 32pp.); part 2: *A Scan of Financing Providers in the Manitoba, Saskatchewan, and Northwestern Ontario Region.* W. Wuttunee, R. Rothney, and L. Gray (2008, 39pp.)

Growing Pains: Social Enterprise in Saskatoon's Core Neighbourhoods. Mitch Diamantopoulos and Isobel Findlay (2008, 70pp.)

Books and Other Publications

A Co-operative Dilemma: Converting Organizational Form. Ed. Jorge Sousa and Roger Herman (2012, 6 x 9, 328pp. \$20)

Sharing My Life: Building the Co-operative Movement. Harold Chapman (2012, 6 x 9, 208pp. \$20)

Walking Backwards into the Future. George Melnyk (2009, 6 x 9, 22pp. \$5)

Co-operative Youth Education in Saskatchewan: Co-op Schools and the Saskatchewan Co-operative Youth Program. Chassidy Puchala and Breeann Heggie (2009, 130pp. \$20)

The Social Economy in Quebec: Lessons and Challenges for Internationalizing Co-operation. Marguerite Mendell (2008, 6 x 9, 30pp. \$5)

Between Solidarity and Profit: The Agricultural Transformation Societies in Spain (1940–2000). Cándido Román Cervantes (2007, 6 x 9, 26pp. \$5)

Co-operative Membership: Issues and Challenges. Bill Turner (2006, 16pp. \$5)

Innovations in Co-operative Marketing and Communications. Leslie Brown (2006, 26pp. \$5)

Cognitive Processes and Co-operative Business Strategy. Murray Fulton and Julie Gibbings (2006, 22pp. \$5)

Co-operative Heritage: Where We've Come From. Brett Fairbairn (2006, 18pp. \$5)

Co-operative Membership as a Complex and Dynamic Social Process. Michael Gertler (2006, 28pp. \$5)

Cohesion, Adhesion, and Identities in Co-operatives. Brett Fairbairn (2006, 42pp. \$5)

Revisiting the Role of Co-operative Values and Principles: Do They Act to Include or Exclude? Lou Hammond Ketilson (2006, 22pp. \$5)

Co-operative Social Responsibility: A Natural Advantage? Andrea Harris (2006, 30pp. \$5)

Globalization and Co-operatives. Will Coleman (2006, 24pp. \$5)

Leadership and Representational Diversity. Cristine de Clercy (2006, 20pp. \$5)

Synergy and Strategic Advantage: Co-operatives and Sustainable Development. Michael Gertler (2006, 16pp. \$5)

International Seminar on Legislation for Farmer Co-operatives in China: A Canadian Perspective. Daniel Ish, Bill Turner, and Murray Fulton (2006, 22pp., available on website)

Living the Dream: Membership and Marketing in the Co-operative Retailing System. Brett Fairbairn (2004, 288pp. \$20)

Building a Dream: The Co-operative Retailing System in Western Canada, 1928–1988. Brett Fairbairn (2004, 352pp. \$20)

Cohesion, Consumerism, and Co-operatives: Looking ahead for the Co-operative Retailing System. Brett Fairbairn (2004, 26pp. \$5)

Co-operative Membership and Globalization: New Directions in Research and Practice. Brett Fairbairn and Nora Russell, eds. (2004, 320pp. \$20)

Three Strategic Concepts for the Guidance of Co-operatives: Linkage, Transparency, and Cognition. Brett Fairbairn (2003, 38pp. \$5)

The Role of Farmers in the Future Economy. Brett Fairbairn (2003, 22pp. \$5)

Up a Creek with a Paddle: Excellence in the Boardroom. Ann Hoyt (2003, 26pp. \$5)

A Report on Aboriginal Co-operatives in Canada: Current Situation and Potential for Growth. Lou Hammond Ketilson and Ian MacPherson (2002, 400pp. \$35)

Rural Co-operatives and Sustainable Development. Michael Gertler (2001, 36pp. \$5)

An Economic Impact Analysis of the Co-operative Sector in Saskatchewan: Update 1998. Roger Herman and Murray Fulton (2001, 64pp., available on our website)

The CUMA Farm Machinery Co-operatives. Andrea Harris and Murray Fulton (2000, 46pp. \$5)

Farm Machinery Co-operatives in Saskatchewan and Québec. Andrea Harris and Murray Fulton (2000, 42pp. \$5)

Farm Machinery Co-operatives: An Idea Worth Sharing. Andrea Harris and Murray Fulton (2000, 48pp. \$5)

Canadian Co-operatives in the Year 2000: Memory, Mutual Aid, and the Millennium. Brett Fairbairn, Ian MacPherson, and Nora Russell (2000, 356pp. \$20)

Prairie Connections and Reflections: The History, Present, and Future of Co-operative Education. Brett Fairbairn (1999, 30pp. \$5)

A Car-Sharing Co-operative in Winnipeg: Recommendations and Alternatives. David Leland (1999, 26pp. \$5)

Networking for Success: Strategic Alliances in the New Agriculture. Mona Holmlund and Murray Fulton (1999, 48pp. \$5)

Balancing Act: Crown Corporations in a Successful Economy. Brett Fairbairn (1997, 16pp. \$5)

Credit Unions and Community Economic Development. Brett Fairbairn, Lou Hammond Ketilson, and Peter Krebs (1997, 32pp. \$5)

New Generation Co-operatives: Responding to Changes in Agriculture. Brenda Stefanson and Murray Fulton (1997, 16pp. \$5)

Making Membership Meaningful: Participatory Democracy in Co-operatives. The International Joint Project on Co-operative Democracy (1995, 356pp. \$20)

New Generation Co-operatives: Rebuilding Rural Economies. Brenda Stefanson, Murray Fulton, and Andrea Harris (1995, 24pp. \$5)

These publications are all available for sale directly from the Centre. Please contact us at the address on the inside front cover. Most of these publications are also available online at www.usaskstudies.coop/publications/index.html.