

Director's Report
to the
Management Advisory Board



Centre
for the Study
of Co-operatives



Brett Fairbairn
Director



December 2003





The Centre for the Study of Co-operatives is an interdisciplinary teaching and research institution located on the University of Saskatchewan campus in Saskatoon. It is supported financially by the co-operative sector—Credit Union Central of Saskatchewan, Saskatchewan Wheat Pool, Federated Co-operatives Ltd., Co-operative Trust, The Co-operators, and the CUMIS Group—the Government of 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—Agricultural Economics, History, Management and Marketing, Political Studies, 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.



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Overview and Highlights

▲ SSHRC Project Update

In addition to their regular duties, centre faculty and staff continue to be absorbed by this project on a daily basis. Patty is involved in budget management, travel arrangements, and the processing of expense claims. Karen provides office support on many fronts. Brett and Carol spend a great deal of time in general project management. Murray, Lou, Michael, Cris, and Roger are all involved in research on individual clusters. Nora is working on the book based on the first conference. She also has three student research papers (on consumer identities and co-op membership, networking diversity, and social cohesion) awaiting her attention for publication as research reports and an occasional paper.

Preparation of methodologies, data collection, and survey instruments is ongoing; cluster co-ordinators are working with co-investigators, contract researchers, and partner organizations. Field research in various clusters will be underway by early summer; certain parts of the project are more advanced. Carol is still occupied with the enormous job of preparing the many ethics review applications associated with the grant; some have received partial approval from the university. She also distributed a newsletter, prepared by Nora, to keep participants up to date and enthusiastic.

The centre employed a total of six students and one contract worker on the project during the past summer. See the end of this report for details on their activities.

▲ Other Research Update

Brett completed the research and writing for the sequel to his 1989 history of Federated Co-operatives Ltd. Nora also finished the editing and layout, and the page proofs are currently out for proofreading. This book goes to the printer in early January for publication in time for FCL's annual general meeting in the spring.

Jill McKenzie completed the work she began this past spring on the virtual archival gallery being created with materials from the Saskatchewan Wheat Pool collection recently donated to the university. Check out the impressive website at <http://scaa.usask.ca/gallery/wheatpool>.

Lou and Cris have finished the first draft of a study of gender and diversity on Saskatchewan credit union boards. They presented their preliminary results to the Credit Union Central Fall Delegates Meeting in early December.

Carol has co-ordinated a massive new project titled the Co-operative Research Inventory, the necessity for which has been under discussion for some time at the centre. A joint venture among the federal government's Co-operatives Secretariat, the centre, the francophone academic association CIRIEC, and the BC Institute for Co-operative Studies, the inventory provides an overview of co-operative research, in selected themes, taking place or published within the last ten years. The first draft has been delivered to the Co-operatives Secretariat, who intend to use it to support the steering/selection committee for the federal Co-op Development Initiative.

Summer student Kim McKechney completed his work for Cris on a survey of municipal government leaders and their perceptions of co-operatives. The final analysis of the data collected will show how municipal politicians perceive co-ops on questions of promoting local economic development.

Angela Wagner, one of our SSHRC scholarship students, continues to work part-time researching statistical data collection in the co-op sector.

▲ The Seminar Series

There have been two seminars during the fall term. Gade Reddy, a consulting agrologist based in Saskatoon, gave a presentation titled "Anand Pattern Co-operatives: A Role Model for Sustainable Agriculture in Developing Countries." And Warren Weir, chair of the MBA Indigenous Management Specialization in the College of Commerce, talked to us about "Social Auditing, Indigenous Knowledge, and Aboriginal Community Economic Development in Canada: Implications for Aboriginal Co-operatives." A number of other seminars are in the planning stages for the New Year.

▲ The Annual Report

The centre's 2002–03 annual report, including year-end statements, was distributed to sponsors and approximately 250 individuals in November. This was accomplished with the collaboration of Patty and the university's financial staff to prepare year-end statements; the centre's management advisory board to approve them by conference call in October; Nora to draft, edit, lay out, and co-ordinate the printing of the document; and Patty and Karen to deal with labelling and stuffing hundreds of envelopes and shipping them out.

▲ Publications

We have one new publication since the last director's report—*Co-operatives and Farmers in the New Agriculture*, an occasional paper by Murray Fulton and Kim Sanderson. Since September, Nora has been working on four large projects, all in various stages of completion. She completed the annual report at the end of October and it has since been printed and distributed. She finished the editing and layout of *Living the Dream: Membership and Marketing in the Co-operative Retailing System*, Brett's new book on the recent history of FCL; it is with FCL officials and a professional proofreader and due back in-house 19 December. Two other manuscripts are in editing, both about half done—Centre Scholar Marj Benson's new casebook based on three years of her class in multiparty conflict resolution, and *New Directions in Co-operative Research and Practice*, based on papers from the SSHRC conference.

There are a number of research reports and occasional papers in the works; see Nora's section in this report for more details.

▲ Staff News

Most of our summer researchers completed their projects at the end of August and moved on (see the end of this report for details under individual names). Karla and Angie, our two SSHRC-funded students, continue to work for the centre on a part-time basis as a condition of their scholarships. Julie Gibbings joined us for the fall term to work on the Co-operative Research Inventory project the centre has undertaken for the Co-operatives Secretariat.

Lou's five-year term as associate dean in the College of Commerce came to an end 30 June 03. She is currently on administrative leave and will be returning to the centre in January 04.

Very sadly for the centre, Carol has accepted a position as head of Access Services for the university's main library, which she will take up in mid-January 2004. While this is a wonderful opportunity for her to further develop her professional expertise, we will miss her terribly. Luckily, she is not far away and will no doubt return for the pizza lunches. Brett and Carol have had consultations about the SSHRC project management position that will become vacant once she leaves; the position is currently being advertised.

▲ Visitors

The centre has had its usual complement of visitors since the last director's report. Two agricultural economists from Japan, Dr. Toyohiko Matsubara and Dr. Hiroshi Isoda, met with Roger, who also arranged visits for them to NGCs and meetings with government officials in Saskatchewan and Manitoba. We also hosted Derrick Wilkinson, chief economist for the National Farmers Union of England and Wales, and advisor to a newly formed English Farming and Food Partnership. Wilkinson was particularly interested in the changes occurring in agriculture and the ways in which North American agricultural co-operatives are responding to this change. He was also interested in the relationship between the Centre for the Study of Co-operatives and its co-operative sponsors and in particular how the Centre's research agenda is developed and undertaken.

We also hosted a group of thirteen visitors from South Africa on a CIDA-funded study tour. They met with Brett and Murray in early September.

And over the summer, officials from the Chinese Department of Agriculture, who were at the university for English language training, looked up Brett, Michael, and Murray to talk about co-op development.

Teaching, Research, Publications, Presentations, and Administration

Brett Fairbairn

▲ Teaching

All of Brett's teaching responsibilities have been pushed forward into term two, to allow him the time to complete the research and writing for his recent history of Federated Co-operatives Limited.

Brett was a committee member for Roger's interdisciplinary MA (successfully defended August 03); he is a supervisor for three other MA students and one interdisciplinary PhD (topic: "A Co-operative Model for Community Economic and Political Development in First Nations Communities in Saskatchewan"); and on the committees for five other continuing MA students.

▲ Research

Brett is involved in all aspects of the SSHRC strategic grant as principal investigator, working with Carol and the cluster co-ordinators.

Brett's writing during the period under review included revising and finalizing two conference papers for forthcoming volumes. One of these will appear in Ian MacPherson's edited collection of papers from his May 2003 conference titled "Mapping Co-operative Studies in the New Millennium." The other is a paper for the centre's forthcoming volume based on its successful October 2002 SSHRC project conference.

His main project, however, was completing *Living the Dream: Membership and Marketing in the Co-operative Retailing System*. He finalized the interviews for the project in July and spent July-August editing, revising, and correcting interview transcripts, entering changes, and reviewing documentary research. Brett wrote three drafts of the book during September–November, and delivered the manuscript (260 ms pages) to FCL and other readers in late October for comments and suggestions. Nora's final edited version of the manuscript went to FCL on 25 November. The book goes to the printer in early January for publication in time for FCL's annual meeting in February.

▲ Publications

“Everett Baker and the Culture of Co-operation in Saskatchewan,” Essay for the catalogue guide, *Everett Baker: Picturing a Utopian Reality. A Photographic Insight into the Co-operative Movement in Saskatchewan 1941 to 1964*, ed. Heather Smith, pp. 30–45. Page proofs.

“History of Cooperatives,” in *Cooperatives and Local Development: Theory and Applications for the 21st Century*, ed. Christopher D. Merrett and Norman Walzer. London: M.E. Sharpe, 2004, pp. 23–51.

“Membership, Organization, and Wilhelmine Modernism: Construction of Economic Democracy through Co-operation,” in *Wilhelminism and Its Legacies: German Modernities, Imperialism, and the Meanings of Reform, 1890–1930*, eds. Geoff Eley and James Retallack. New York: Berghahn Books, 2003, pp. 34–50.

“‘Betweenness’ as Characteristic of the Teacher-Scholar: Interdisciplinarity, Internationalization, and the Research-Teaching-Extension Intersection,” in *What is a Teacher-Scholar? Symposium Proceedings* 9–10 November 2001, Gwenna Moss Teaching and Learning Centre, 2002, pp. 35–45.

▲ Presentations

“Democratic Functioning and Member Cohesion: A Matter of Economic Success,” speaker/facilitator at the Canadian Adaptation and Rural Development, Phase II (CARD II) Leadership Development Program, Saskatoon, Saskatchewan, 27–29 November 2003.

“Overview of Co-operatives and Co-op Development in the Province” and “Setting the Context of the Canadian Agriculture and Agri-Food Sector and the Co-op Model,” at the Canadian Adaptation and Rural Development, Phase II (CARD II) Agricultural Co-operative Awareness Seminar “Co-ops: An Alternative Business Model Built on Success,” Regina, 20 November 2003.

“Co-operatives in the New Agriculture: What Works and What Doesn’t—Canadian Experiences,” concluding seminar to the CIDA-funded (Public Policy Options Program, PPOP) project, Defining Model Rules and Management Measures for the Rural Specialized Co-operatives in China. Beijing, China, 6 November 2003.

▲ China Trip

Brett travelled to Beijing in October-November to participate in the CIDA-funded Public Policy Options Program (PPOP) project, “Defining Model Rules and Management Measures for Specialized Agricultural Co-operatives.” The project is managed by the All-China Federation of Supply and Marketing Co-operatives and the Canadian Co-operative Association. The project concluded with a seminar in Beijing on 6 November at which Brett made a presentation, “Co-operatives in the New Agriculture: What Works and What Doesn’t—Canadian Experiences.” The Canadian participants were Kathleen Speake and David Shanks of CCA and Bill Turner and Brett Fairbairn as consultants.

While in Beijing, the CCA group had discussions with several Chinese-based organizations and agencies, which may lead to further projects.

▲ Administration and Other

In addition to his responsibilities as director of the centre, Brett is a director and chair of the Saskatchewan Archives Board. He is also a member of the university’s Renewals and Tenure Appeal Panel; a member of the History Department’s Systematic Program Review self-study committee; on the selection committee for the Norm Bromberger Research Bursary; and a member of the Saskatchewan Selection Committee of The Rhodes Trust.

Murray Fulton

▲ Teaching

Economics 231.6: Economics of Co-operatives

Enrolment this year is approximately thirty-three students, up considerably from recent years. Murray has about half the material required for a textbook in this area that he has been planning over the past couple of years.

Like others at the centre, Murray is also involved with a number of graduate students at both the MA and PhD levels.

▲ Research

Murray's work over the past several months has been particularly rich in research activities.

He and Phillippe Bontems, a researcher at the University of Toulouse (where Murray was on sabbatical last year), have prepared a first draft of a paper titled "The (Bargaining) Power of Incentives: Cooperatives, For-Profit Firms, and the Cost of Procurement."

A paper he presented with Dinos Giannakas at the joint meeting of the American and Canadian agricultural economics societies in Montreal in July—"Innovation Activity in a Mixed Oligopoly: The Role of Cooperatives"—is currently being prepared for resubmission to the *American Journal of Agricultural Economics*. The two are also working on a paper titled "Leadership, Agency, and Member Commitment in Co-operatives," which was presented initially at the conference Vertical Markets and Cooperative Hierarchies: The Role of Cooperatives in the International Agri-Food Industry, Bad Herrenalb, Germany, in June.

Over the past two years, both CSALE (Centre for Studies in Agriculture, Law, and the Environment, of which Murray is the director) and the Agricultural Economics department (through its Strategic Research Program) have been examining issues relating to agricultural contracts and to provisions within the federal government's Agricultural Policy Framework. As a consequence of the importance of these issues and the need for further research, CSALE has submitted a proposal to the Agricultural Development Fund for a three-year project that would further explore these legal and policy questions.

Preliminary work is underway on Murray's new project, "Transformative Change in Biosphere Greenhouse Gas Management," for which he recently received a \$611,000 grant over three years from the Social Sciences and Humanities Research Council and the BIOCAP Canada Foundation, which funds projects examining climate change and the environment and how it interacts with the economy. Like the centre's SSHRC project on co-operative membership and globalization, it involves a network of researchers across Canada. One of the deliverables of the project is a book examining the transformative changes likely to occur as a result of GHG mitigation. Work has begun on the book and key members of the project are meeting in Saskatoon (5–6 December) to present and discuss their work.

Murray is also working on another project, “Co-operative Structure, Corporate Governance, and the Failure of Agricultural Co-operatives,” for which he received another \$99,000 of SSHRC funding. The study is examining the difficulties encountered by a number of large agricultural co-ops, including Sask Wheat Pool, Agricore, Dairyworld, Farmland Industries, and Agway. Two of his graduate students, Kathy Lang (MSc) and Lampros Lamprinakos (PhD), are employed by the project. And as a result of obtaining the grant, Murray has been asked to serve as a member of SSHRC’s economics section adjudication committee beginning in 2004.

Murray has been involved in two papers that will be presented at the Transition in Agriculture and Future Land Use Patterns Workshop held in Wageningen, The Netherlands, 3–5 December: “Institutional Transformative Change in Biosphere Greenhouse Gas Management in Northern Great Plains Agriculture” and “Biosphere Greenhouse Gas Management: Transformative Change in the Biophysical Landscape and Production Practices of Northern Great Plains Agriculture.”

Murray is also a co-investigator for the centre’s SSHRC-funded “Co-operative Membership and Globalization” under the leadership of Brett Fairbairn.

▲ Administration and Other

Murray is the director of the Centre for Studies in Agriculture, Law, and the Environment, and also chair of the Interdisciplinary (InterD) Committee of the College of Graduate Studies and Research. The InterD committee is currently working on the establishment of theme areas within the program, one of which may well be co-operative studies.

Michael Gertler

▲ Teaching

Sociology 204.3: Rural Sociology
Sociology 302.3: Sociology of Agriculture

Michael is supervising one MA student in sociology, and is a committee member for another MA student in sociology, for three PhD students in interdisciplinary studies, for two PhD candidates in geography, and for one MSc student in environmental engineering.

▲ Research

Michael continues to work on his CUISR-funded project titled “The Economic and Social Importance of the Saskatoon Farmers Market Co-operative in the City and Region.”

He is a co-investigator for the centre’s SSHRC-funded “Co-operative Membership and Globalization,” under the leadership of Brett Fairbairn.

▲ Publications

“Innovation, Durable Communities, and Long-Haul Economies,” in Harry P. Diaz, JoAnn Jaffe, and Robert Stirling, eds., *Farm Communities at the Crossroads: Challenge and Resistance* (Regina: Canadian Plains Research Centre, University of Regina, 2003), pp. 55–65.

“SOC 302. 3 Sociology of Agriculture Syllabus” and “SOC 402/802.3 Advanced Seminar in the Sociology of Agriculture Syllabus,” in Jonathan Deutch, ed., *Teaching Food: Agriculture, Food and Society Syllabi and Course Materials Collection* (New York: Association for the Study of Food and Society/Agriculture, Food and Human Values Society, 2003).

“Synergy and Strategic Advantage: Cooperatives and Sustainable Development,” in *Journal of Cooperatives*, forthcoming.

“Co-operative Membership: Towards a Holistic Perspective,” in Brett Fairbairn and Nora Russell, eds., *New Directions in Co-operative Research and Practice*, centre book based on SSHRC conference, forthcoming.

▲ Presentations

“Downtown Upscale Harvest: Understanding the Development and Impacts of a Farmers’ Market Co-operative,” to the Annual Meeting of the Rural Sociological Society, July, Montreal.

Discussant, Paper Session, “Discourses of Place and Space: Origin Labeled Products in the EU and US ‘Local’ Food,” at the Annual Meeting of the Rural Sociological Society, July, Montreal.

▲ Extension

Michael reviewed manuscripts for two journals: *The Journal of Socio-Economics* and *Society and Natural Resources: An International Journal*.

▲ Administration and Other

Michael's appointment as a Fellow in Community and Co-operative Development at the Centre for the Study of Co-operatives was renewed from 1 July 2003 to 30 June 2006.

In the Department of Sociology, Michael is chair of the Undergraduate Studies Committee, and a member of the Library Committee and the Planning and Budget Committee. He is a member of the Administrative Committee, Land Use and Environmental Studies, College of Arts and Science, a member of the Endowment Committee of the Rural Sociological Society, and a member of the Science Liaison Committee for Prince Albert National Park. He is also secretary of the Canadian Association for Studies in Co-operation.

Cristine de Clercy

▲ Teaching

Political Studies 255.6: Methods of Inquiry.

Over the fall term, Cris prepared materials for a new course to be offered in the winter, 2004 term: Political Studies 398.3: "Co-operatives, Non-Profits and Voluntary Organizations: Governance and Politics in the Third Sector."

Cris is supervising Karla Radloff's MA thesis on the CCF's development policy for co-operatives in northern Saskatchewan; she is also a committee member for two other MA students in the Department of Political Studies, one of whom successfully defended his thesis this past August.

▲ Research

In research continuing under the auspices of the centre's SSHRC project on social cohesion, globalization and co-operatives, Cris administered an attitudinal survey to select municipal government officials in the late summer and early fall. The second half of this survey will be completed in the New Year. Together, these data sets support an analysis of how municipal politicians perceive co-ops on questions of promoting local economic development.

With Lou Hammond Ketilson, Cris has been studying the question of how to diversify the membership of co-operative boards and governance bodies since the spring of 2003. Summaries of their research will be available shortly.

In August and September, Cris worked on authoring a new research application for funding under SSHRC's Standard Research Grant stream. The project is titled "Modelling the Requisites of Successful Party Leadership in Canada," and was submitted in the October round. Part of the idea for this arose in relation to some work completed for the SSHRC project research, and the centre kindly supplied support for this application.

▲ Publications

"Representational Diversity in Board Leadership: Theory, Operationalization and Measurement," in Brett Fairbairn and Nora Russell, eds., *New Directions in Co-operative Research and Practice*, centre book based on SSHRC conference, forthcoming.

With Peter A. Ferguson and Fred Cutler, "Hermanson Sunk by Issues of Trust, Crowns," Saskatoon *StarPhoenix*, 7 November 2003, A15.

▲ Conferences

In her capacity as a section chair, Cris has devoted many hours over the last five months to helping the Canadian Political Science Association plan its 2004 annual meeting. She is also organizing a "Polling and Policy Specialists' Workshop" for the same meetings, which will bring together professional pollsters, academics, and government advisors to discuss how opinion polls are influencing federal policy making, particularly in health care and human rights legislation.

▲ Administration and Other

Cris is co-ordinator for Research Cluster 1, of the centre's SSHRC project on "Co-operative Membership and Globalization"; she is the Political Studies representative to the RUD Committee for 2003-04; she is co-organizer of the Political Studies 990 and Visiting Speakers Seminar Series; director of the Canadian Political Science Association (CPSA) board for 2003-05; chair for the "Law and Public Policy" section of the CPSA's 2004 annual meeting in Winnipeg; and is responsible for organizing the "Polling and Policy Specialists' Workshop" sponsored by the CPSA and held co-jointly with its annual meeting next May in Winnipeg.

Cris also sits on the board of the Saskatoon Credit Union.

Lou Hammond Ketilson

Lou's term as associate dean in the College of Commerce concluded 30 June 03. She is on administrative leave in 2003–04, but will be moving back into her office at the centre to continue her research on co-operatives beginning in January 04.

▲ Teaching

Lou was an instructor this past July in the Bologna Summer Program for Co-operative Studies in Italy, a summer program sponsored by CCA, BC region, and the University of Bologna.

▲ Research

Lou is working with Cris on a study of gender and diversity on Saskatchewan credit union boards. They have completed a study of current boards, including both demographic profiles and attitudes toward diversity, and are in the process of conducting focus groups to explore related issues in depth; two of four are completed.

She has also been working with Carol to refine the ethics applications to the NWT and Nunavut for the Aboriginal cluster of the SSHRC project. In Winnipeg during November, she and Centre Scholar Isobel Findlay met with Wanda Wuttunee as well as with the CEO of Arctic Co-ops, Andrew Morrison, in connection with cluster three work. During the same trip, they also consulted with co-op development staff from the Manitoba government.

Lou is the academic co-chair of the Community Economic Development module of the Community-University Institute for Social Research, which was recently awarded a SSHRC completion grant.

▲ Presentations

With Cris de Clercy, a presentation of the preliminary results of a study of gender and diversity on Saskatoon credit union boards to the Credit Union Central Fall Delegates Meeting in Saskatoon, 1 December.

▲ Extension

Participated as part of the curriculum delivery team in the Leadership Development Program (for agricultural co-op leaders) in Saskatoon, 27–29

November. Lou also sits on the national steering committee to this CARDS-funded initiative.

▲ Conferences

In connection with her work on cluster three of the SSHRC grant, and also her general interest in Aboriginal co-op development, Lou attended the annual CANDO conference (Council for the Advancement of Native Development Officers) in Whitehorse, 16–19 September.

She represented the centre at the Voluntary Sector Initiatives regional workshops sponsored by CCA in Regina in October.

And she represented the centre at the “Building a New Saskatchewan” conference in Saskatoon, 21 November.

▲ Administration and Other

Lou is on the President’s SSHRC Committee and the University’s IT Committee.

Nora Russell

Since the last director’s report, major activities in the Publications Department have included:

- ▲ final formatting of Murray Fulton and Kim Sanderson’s *Co-operatives and Farmers in the New Agriculture* (occasional paper), published in August
- ▲ writing, designing, and laying out the annual report
- ▲ design and layout of new members’ newsletter, awaiting final discussions and approval prior to distribution
- ▲ design and layout of SSHRC newsletter
- ▲ editing Brett’s recent history of FCL, *Living the Dream*, currently with FCL for editorial approval; due to go to the printer in early January
- ▲ preparation of materials and co-ordination of cover production for *Living the Dream*

- ▲ ongoing editing for the forthcoming SSHRC book, *New Directions in Co-operative Research and Practice*; ongoing harassment of authors for final submissions
- ▲ ongoing editing of Centre Scholar Marj Benson's new law casebook (more than 500 ms pages) based on her class in multiparty conflict resolution; due to go to the printer in early January

As usual, there remains a significant backlog of occasional papers and research reports in the publications department. Topics include:

- ▲ Saskatchewan's Credit Union Deposit Guarantee Corporation
- ▲ a comparison of agricultural co-operatives in Germany and western Canada
- ▲ student co-operatives in North America
- ▲ the Desjardins Movement in Québec
- ▲ a guide to co-operative material in provincial archives
- ▲ CCF government policy and Aboriginal co-operative development in the North
- ▲ Consumer Identities and Co-operative Membership
- ▲ Social Cohesion through Market Democratisation: Alleviating Legitimation Deficits through Co-operation
- ▲ Networking Diversity: Including Women and Other Under-Represented Groups in Co-operatives

The latter three are directly related to the SSHRC project and have top priority.

Smaller projects have included:

- ▲ preparing ads for centre seminar series
- ▲ preparing and revising budgets and schedules for *Living the Dream*
- ▲ preparing various materials for Carol for posting to the website
- ▲ editing and formatting board minutes for Patty
- ▲ ad for co-ops week for *Planet S* magazine
- ▲ editorial and production estimates for Carol's proposed online journal
- ▲ assisted Carol in discussions with designer for redesign of the centre's website

- ▲ redoing front and back matter for a number of reprints
- ▲ preparing files (which required some messy conversion and retrieval work) and hard copy of *Co-op Enterprise Development*, an old centre publication, for Mark Goldblatt

Reprints:

- ▲ *NGC Resource Materials for Business Development Professionals and Agricultural Producers* (centre and others)
- ▲ *The Meaning of Rochdale: The Rochdale Pioneers and Co-operative Principles* (Brett), which required complete reformatting due to a problem with the original file
- ▲ *Beyond Beef and Barley: Organizational Innovation and Social Factors in Farm Diversification and Sustainability* (Michael)
- ▲ *The Role of Farmers in the Future Economy* (Brett)
- ▲ *Working Together: The Role of External Agents in the Development of Agriculture-Based Industries* (Murray and Andrea Harris)
- ▲ *Community-Based Models of Health Care: A Bibliography* (Lou and Michael Quennell)
- ▲ *Co-operative Development: Towards a Social Movement Perspective* (Patrick Develtere)

Our relationship with University Extension Press has yielded results and we are making modest monthly sales. More important is the increased awareness of the centre and its work among the seven thousand recipients of the catalogue. They are currently planning their 2004 catalogue and we intend to include some of our new titles.

Nora has many items on her to-do list—launching the special newsletter to the sector; several occasional papers and research reports, listed above; ongoing work on submissions for the forthcoming *Encyclopedia of Saskatchewan*; and completion of the book based on the SSHRC conference. Nora also prepares the director's report.

Carol Shepstone

SSHRC Project Administration

Carol has spent considerable time and effort preparing ethics review applications for the SSHRC grant. Three large applications have thus far received

partial approval from the University Ethics Review Committee. These broad applications will streamline the approval process for research tools as the project progresses, requiring the addenda submissions of research instruments only, rather than complete applications for each new instrument as it is developed. In addition to these documents, Carol completed two other ethics review applications for approval by the institutions monitoring research in Nunavut and the NWT. These are currently being vetted and approved by research communities and organizations.

The grant website (www.socialcohesion.coop) is operational and now includes a secure portion of the site to host research tools, administrative materials, and other internal research documents. New project software has also been purchased and is currently being configured. It is hoped that the capabilities of this software combined with ongoing and frequent information updates will help encourage discussion of the research project, both within and between clusters.

The centre also sent scholarship notices related to the SSHRC grant to relevant organizations across Canada. These will be followed up with reminder letters targeted at specific disciplines, offering discipline-related examples of research topics that graduate students may be interested in pursuing.

Other Research

Carol has most recently been kept busy co-ordinating the Co-operative Research Inventory project for the Co-operatives Secretariat. This project was a joint venture between the secretariat, the centre, CIRIEC, and the BC Institute for Co-operative Studies to provide an overview of co-operative research, in selected themes, taking place or published within the last ten years. The report also considers new areas of research interest and is divided into French-language and English-language sections. The associated bibliography is a huge document that will eventually combine references to both the French and English literature. As mentioned in the highlights section, it will be used as a support document for the federal Co-op Development Initiative.

Carol was also involved in the supervision of the numerous students working at the centre during the summer of 03. Many of their reports and research documents are still waiting to be reviewed. These included work on regional profiles of Prince Albert and area and the Interlake Region of Manitoba; an analysis of the communication documents of selected co-ops; a review and

analysis of the state of co-operative statistics in Canada; a review of the research literature related to Aboriginal co-op development, cultural identities, and the historical Canadian context of co-op development in these communities; a telephone survey on municipal government leadership and the perception of co-operatives; and the development of a website highlighting the Wheat Pool fonds held by the University of Saskatchewan Archives. Carol also worked closely with contract research Michelle Kowalski, who has completed a study of the Hullabaloo Publishing worker co-operative.

The Website

Carol is working with the Department of Media and Technology on a redesign of the centre's main website. DMT is developing a new overall visual design, and will be adding some new features as well as doing the bulk of the data transfer. It is hoped that we will have a fresh new look early in 2004.

The Library

Reference and research activities in the library have been relatively quiet this term with few co-op courses being taught and with most of Carol's time being devoted to the SSHRC grant or other projects such as the Co-op Research Inventory. Reference requests from outside the university continue to come in from local and far-flung individuals. Requests for information on starting a co-operative continue to be popular, as do inquiries into co-operative models as tools for community development. Other research requests have included information on community clinics, Anand-pattern co-ops, co-op insurance pools, credit union development, and statistics.

Carol has also had fruitful discussions with the main library system about including a more prominent profile of the centre's work and collection. The library has kindly agreed to include links to the centre's journal holdings in the main catalogue, which will not only increase the centre's visibility but also ensure that the university's resources for research collections are well spent. It will also help avoid duplicate subscriptions, make sure that these journals are well used, and encourage access to titles held only by the centre. In addition, Carol is working with the main library to create an online guide to journal databases and indexes for co-operative studies.

Professional

Carol continues to represent the centre on the Saskatoon Co-op Network. She is also a member of the Multitype Library Board, where she has taken on

the responsibility of vice-chair. In addition, she is co-chair of the 2004 Saskatchewan Libraries Association Conference Programming Committee.

Roger Herman

Much of Roger's time over the past year has been involved with the research and writing of his master's thesis. He is thrilled to announce that he successfully defended it on 12 August and graduated with his MA on 25 October 03. Titled "The Diffusion of Innovation in Saskatchewan Agriculture," it examines producer-owned terminals, community-based hog initiatives, and New Generation Co-operatives. It is under consideration for a centre occasional paper or research report.

Despite the heavy concentration on his thesis, Roger has nevertheless found the time to be involved in a number of other projects. He continues to respond to inquiries related to New Generation Co-operative development; he is participating in the planning and research for cluster two—"Changing Boundaries"—of the SSHRC project; he continues to act as the centre's representative on the Saskatchewan Council for Community development, whose annual general meeting he recently attended; he assisted with the Co-op Research Inventory project (see Carol's section for more details); he made a presentation to Commerce 303 (a class in government policy) and participated in a panel discussion on the future of rural Saskatchewan, providing information on the presence and impact of co-operatives in the province and ideas on how the role of such organizations might be enhanced to address current and future rural issues.

Roger took the responsibility for hosting two agricultural economists from Japan, arranging visits to NGCs and meetings with government officials in Saskatchewan and Manitoba for Dr. Toyohiko Matsubara and Dr. Hiroshi Isoda. And in late September, he and Murray met with Derrick Wilkinson, chief economist for the National Farmers Union of England and Wales, and advisor to a newly formed English Farming and Food Partnership.

Roger recently represented the centre at two conferences in Kansas City, Missouri—the "Farmers' Co-operatives Conference" and "NCR194," a national agricultural co-operative research conference named, interestingly, after an ongoing funding grant the organization receives from the US Department of Agriculture. In late November he participated in the CARD-

funded “Leadership Development Program” hosted by CCA and CCC in Saskatoon.

He is responsible for the co-ordination of the centre’s seminar series, which so far this term has had two presentations, with several more scheduled for winter/spring 2004.

Patty Scheidl

As office manager, Patty is responsible for the day-to-day operations of the centre, but she also takes on many additional duties as they arise. The vast majority of her time during August and September was spent working on the centre’s year-end financial statements, part of which involved meticulous perusal of the past year’s financial statements to ensure that all the paperwork was processed accurately—also many telephone calls to track down discrepancies.

On an ongoing basis, Patty maintains the centre’s monthly financial statements as well as the SSHRC project accounts and any other research accounts with which faculty and staff are involved.

In addition to the usual publications inquiries she fields, she made the arrangements to have multiple copies of *The Meaning of Rochdale* sent by courier to St. Mary’s University in Halifax for a class requirement. Since several people were involved in processing this request (the right hand knoweth not what the left had doeth), many telephone calls and e-mails were required in order to fulfill it.

Patty spends countless hours organizing meetings. Shortly after the last board meeting in July, for example, she sent calendars to board members in an attempt to set a date for the next meeting. She spent a significant amount of time juggling schedules trying to find a suitable date to approve the centre’s year-end financial statements in October. Once it became clear that a meeting was an impossibility, she recontacted board members in order to find a suitable date for a conference call, as well as another date for an in-person meeting in November. She made the arrangements for the conference call on 14 October and provided information to all those involved, e.g., the time, the call number, the agenda, and all the financial statements to be approved. Following the conference call, it appeared that the in-person

meeting scheduled for November was unsuitable for a majority of the board, so she faxed out another set of calendars in search of another date. A date finally agreed upon, she contacted board members yet again to inform them of the time and place.

She organized a centre staff meeting in early July, and also spent considerable time collecting individual schedules in order to make various meeting arrangements for Brett and other centre staff as required.

On an ongoing basis, Patty makes travel arrangements for faculty and staff for conferences and meetings. This also involves processing conference registrations as well as the travel expense claim forms when the individuals return.

Over the late summer and fall she co-ordinated the confidential transcription of dictaphone tapes by several individuals in connection with Brett's FCL book. This also involved processing payroll forms, keeping a tally of all the transcripts that were returned by interviewees, and keeping track of the edited transcripts.

Less-demanding but no less important activities include:

- ▲ issuing invoices for the quarterly dues to all centre sponsors and preparing the deposits as the cheques arrived;
- ▲ typing up and distributing the minutes of the July board meeting as well as the minutes of the October conference call;
- ▲ making arrangements for vehicle rentals for several meetings in connection with the SSHRC project;
- ▲ helping Karen send out scholarship notices to various universities in connection with the SSHRC project;
- ▲ making inquiries about potential computer equipment/software purchases
- ▲ processing payroll forms for Angela Wagner, Greg Wagner, Stéphanie Boissard, Laura Patterson, Julie Gibbings and Kim McKechny, summer student researchers; then also doing the follow-up paperwork at the conclusion of their projects
- ▲ arranging for the printing and then assembling a large number of centre information packages for Michelle Kowalski, a contract researcher who was attending a conference in Bow Island, BC, and also for Roger, who was distributing them at another meeting.

- ▲ sending out numerous reminder letters regarding the approval of transcripts for Brett's book on FCL; this also required a follow-up letter to several individuals who did not respond; and
- ▲ co-ordinating meeting schedules, making room bookings, and handling arrangements with food services for centre visitors in September and October.

On an ongoing basis, Patty makes all the arrangements for the Management Advisory Board meetings, which include co-ordinating a suitable date for everyone involved, preparing the minutes, assembling the board packages and couriering them out ahead of time, getting parking passes, booking rooms, and ordering lunch.

Karen Neufeldt

Karen works for the centre half time, assisting Patty in the office and Carol in the library with a variety of activities. Her regular duties include reception, paperwork, cash reports, filing, xeroxing and printing, invoicing and mailing publication orders, keeping track of stock for reprint possibilities, as well as invoicing telephone, fax, and xerox bills. Karen is also responsible for sending out the monthly seminar series announcements and periodic newsletters, updating the database, whatever mailouts are required, and helping to prepare packages for the advisory board meeting. Large mailouts this quarter have included the annual report and the Christmas cards.

Karen was a great help to Brett over the spring and summer in providing support for the FCL history project. She also attended three courses offered by the university's IT division during the past quarter: one introducing the university's new Personal Access Web Services (PAWS) communication software, an intermediate class in PowerPoint, and another on Digital Imagery.

Since Patty reduced her position to .8, Karen has taken on extra responsibilities, running the office on her own during Patty's absence. She has a number of regular responsibilities in the library as well—processing returns, keying in records in preparation for cataloguing, labelling, shelving, filing, copying materials for the vertical files, and getting new books ready for circulation.

It also needs to be said that whatever incidental tasks may be required by faculty or staff, Karen is always there with a smile to help.

Karla Radloff

Karla, a master's student in political studies and the first recipient of one of the centre's SSHRC graduate scholarships, continues to work on her thesis, which focusses on government policy and co-operatives in the Canadian North. She worked part time in the library over this past summer, helping Carol catch up with the clippings files, and also compiled a comprehensive bibliography of sources for the SSHRC grant, with the object of creating a searchable database.

Jill McKenzie

Jill, a fourth-year English and history major, worked throughout the summer, in conjunction with the U of S archives, on the virtual archival gallery being created with materials from the Saskatchewan Wheat Pool collection recently donated to the university. Funding for this project came through the university's U-Step program. She also assisted Brett with the research for his forthcoming book on FCL.

Angela Wagner

Angela, our second SSHRC-funded graduate student, is doing an MA in geography. She worked last summer for Cris and Centre Scholar Morris Altman on cluster one of the SSHRC project, which is examining co-operative consumer identities in urban communities.

The university's U-Step program provided additional funding for her to research statistical data collection in the co-operative sector. To this end, she searched Canadian and American Internet sources, with the goal of creating a statistical database for public access at the centre.

Stéphanie Boissard

Stéphanie, an international student from France, just completed an MA in political studies at the U of S with a thesis titled "Conflicting Discourses in Canadian Aboriginal Politics: A Case Study of the First Nations Governance Initiative." She worked during the summer of 03 with Lou and Centre

Scholar Isobel Findlay on cluster three of the SSHRC project, Aboriginal Cultures and Co-operation. She conducted bibliographic research on the influence of Oblate Missionaries in the development of Aboriginal co-operatives and also prepared a paper on the theoretical links between identity, culture, and organizational membership as applied to the co-operative context.

Laura Patterson

Laura, who is working on an interdisciplinary MA in rhetoric and culture, wrote a paper on co-operative communications and social cohesion for the SSHRC project. She spent the summer analysing publicly available documents, including annual reports and their accompanying letters, newsletters, press releases, websites, and brochures from a variety of co-op organizations.

Greg Wagner

Greg worked with Michael last summer profiling partner co-ops and their respective “boundaries and regions” for cluster two of the SSHRC project, Co-operative Membership and Changing Boundaries of Community. He studied the Prince Albert region in Saskatchewan and the Interlake region in Manitoba, mapping changes in co-op “boundaries” over time, and providing information about key transition points in co-op development in the respective areas. In addition to offering useful information to the partner co-ops, it is hoped that the study will provide a template with which to profile and compare co-op development in different regions.

Kim McKechney

Kim, a fourth year political studies student with interests in globalization, co-operatives, and international politics, worked with Cris this past summer on a survey of municipal government leaders and their perceptions of co-operatives. He also helped investigate local government attitudes towards co-operatives within the framework of the larger SSHRC project that focusses on co-operative membership and social cohesion. This research falls into cluster one, Co-operative Consumer Identities in Urban Communities.

Michelle Kowalski

Michelle is a freelance researcher whom we hired to prepare a case study of worker co-ops and social cohesion for cluster one of the SSHRC project. She completed her contract during the summer. A near-final draft of her report, "Hullabaloo Publishing Workers' Co-op: A Case Study in Social Capital," is under review by Brett and Carol.

Julie Gibbings

Julie is a graduate student in history, currently working on her MA thesis. She has worked for the centre on a number of projects in the past and returned to us this fall on a part-time basis to help out with the Co-operative Research Inventory being co-ordinated out of the centre for the Co-operatives Secretariat.