

**Director's Report  
to the  
Management Advisory Board**

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**Centre  
for the Study  
of Co-operatives**

**Murray Fulton  
Director**

January 1999

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## Centre Overview and Highlights

The fall term has come and gone with the usual flurry of activity at the Centre, with many faculty and staff relieved to return to the relative comfort of office routine after the inevitable indulgences of the seasonal break. Despite the many changes and new faces at the Centre over the past few months, the positive atmosphere of cohesion and unity remained undisturbed, with new staff integrating smoothly into the remarkable group of people we employ, and work-flow never missing a beat.

In addition to their teaching and administrative duties, faculty have participated in many conferences and workshops both local and national; contributed their time to the new seminar series offered by the Centre this fall and winter; taken part in the Centre's new informal in-house discussion group; and also found time to attend to the on-going stream of visitors who come to us from around the world.

### *The New Website*

Just before Christmas, Rachel, with help from our co-op student, Lisa Vokali, launched the Centre's new website, which has been completely restructured and redesigned to make it more informative and user friendly. Mona Holmlund, who is working on a contract with Murray, turned out to have hidden talents that we pressed into service to redesign the site, which is now bright, cheerful, and inviting, with links to almost two hundred other co-op organizations around the world. Check it out at <http://coop-studies.usask.ca/>. Maintenance of the site will be on-going, with Nora and others preparing text files for Rachel to post.

### *Upcoming Conferences*

Also just before the break, several faculty and staff were heavily involved in the planning, organization, and mailout for what will likely be the highlight of the spring term—two conferences in February, both of which are collabo-

rative efforts, though the Centre has done all of the organization. The first, "Networking for Success: Strategic Alliances in the New Agriculture," is co-sponsored by the Centre, the Agriculture Institute of Management in Saskatchewan, and Saskatchewan Agriculture and Food. The second, "Co-operatives in the New Agriculture: Meeting the Challenge," is co-sponsored by the Centre, the Co-operative Chair in Agricultural Marketing and Business at the University of Alberta, and the Agribusiness Chair in Co-operatives and Group Marketing at the University of Manitoba. We are all very excited at the prospect of these two events, which will present a number of innovative ideas and offer concrete examples of co-operatives that have successfully risen to the challenges of the rapidly evolving global economy.

### *Staff Changes*

Brett returned from his sabbatical in Germany in early December, just in time for the Co-op Midwinter Feast. He is looking forward to a somewhat more settled life and to resuming his teaching and administrative responsibilities in January. Byron is on research leave until July 1999; he passed through the Centre briefly in early December on his way from the West Coast to a conference in San Diego and then on to Hong Kong, Geneva, and France, where he will spend the bulk of his leave. In January, Michael begins a six-month sabbatical in Costa Rica and Chile, where he will be studying the role of co-operatives in sustainable rural development.

Although Lou has been somewhat consumed by her duties as the associate dean of Commerce, she retains a strong interest and involvement in co-operatives, and continues her connection with Centre activities, though on a limited basis.

On Christmas Eve, the Centre bid farewell to Lisa Vokali, our co-op education student from the College of Agriculture, who has been with us for a four-month work term. Lisa was of invaluable help to a number of faculty and staff, helping Rachel with library work and also with the development of the new website; doing research for faculty; performing time-consuming and relatively thankless tasks editing a number of computer files for Murray and Marianne; and assisting Marianne and Karen with a variety of office chores. We are really going to miss her.

*Visitors to the Centre*

Visitors are not as numerous during the fall and winter, but we have nevertheless had an interesting variety over the past couple of months.

On 21 October we had a visit from Mercedes Santana Garcia and Mayta La Rosa Barbon, two Cuban women on an OXFAM-sponsored tour from ANAP, a national association of small producers from the many-tiered system of farm co-ops across Cuba. Roger and Murray met with them and gave them information about co-operatives in Saskatchewan, and they in turn gave an extremely interesting presentation to Murray and Michael's class on the Cuba Shares Campaign, an OXFAM initiative to draw attention to the impact of the Helms-Burton Act and the trade embargo against Cuba.

November 5 and 6, we had a visit from Mario Carrier, directeur, Chaire Desjardins, en dev. des petites collectivites, Université du Québec en Abitibi-Témiscamingue. Mario heads a research group funded by the Desjardins movement in Québec, and plans to spend his sabbatical year (beginning July 1999) in Saskatoon and Edmonton. He was here to meet with Centre faculty in hopes of establishing a working relationship. He is also affiliated with the New Rural Economy Project, with which Michael is involved, and hopes to collaborate with him on some aspects of this study.

November 13 to 20 we hosted Dr. Vitaly Zinovchuk, an agricultural economist and president of the National Agricultural Cooperative Union of Ukraine. His visit to the Centre was part of a cross-Canada tour studying co-operative organizations and doing research for a book. He is also interested in working with the Centre on educational programs for Ukrainian farmers who would like to start co-operatives. He gave an excellent presentation to Murray and Michael's class, detailing both his own research and commenting on the current state of co-operatives in the Ukraine. He also made a clean sweep through the library, utilizing more than 250 books.

November 17 we had a visit from eight Siberians, who were at the university studying the use of extension services as part of the agrarian reform currently underway in their country. Murray and Roger spent the morning with them, giving them a snap-shot of co-ops in Saskatchewan both historic and current.

### *The Seminar Series*

The Centre's new seminar series, designed to showcase our current and on-going research projects, got off to a good start during the fall term, with presentations by Brett ("Co-operation under Communism? The Authenticity of Co-operatives in the German Democratic Republic 1949–1990"), Murray ("Ideology and Economics in Co-operative Theory"), and Michael ("Co-operatives and the Social Ecology of Sustainable Development"). The series has been well received and attended by the university community, the co-op sector, and other interested parties. More seminars, which are organized by grad student Rochelle Smith, are planned for the spring term.

### *The In-House Discussion Group*

New this fall, the in-house discussion group offers Centre staff an informal opportunity to ask questions or offer opinions on matters related to co-operatives or other relevant areas of interest—a chance to ask those "stupid questions" we all wonder about, but are reluctant to put on the table for fear of looking silly. We have held two enthusiastic meetings with full-house attendance over the past two months, with another planned for January. Our first topic—"What Is a Co-op?"—generated such a spirited though ultimately inconclusive discussion that it carried over into the second meeting, "What Is a Co-op: The Sequel." This spawned a hilarious flurry of e-mail devoted to possible titles for the sequel, available to board members on request. The topic for January's meeting is "The Professionalization of Management." These discussions are proving to be much more than the intellectual exercise offered by an exchange of ideas, providing an easy atmosphere in which to positively reinforce and build upon the sense of community that exists among Centre personnel. It's what we do instead of glow-bowling.

### *The Bulletin Board*

Also new this fall, Rachel's bulletin board, with articles of interest from the papers, has proved to be an excellent addition to our facilities, providing an informative focus for anyone passing through the hallway, and a useful news-at-a-glance version of the week's top stories in the co-op sector and other relevant areas. A rotating selection of topical cartoons provides a light touch in contrast to the current gloomy news from the agricultural sector.

# Teaching, Research, Presentations, Publications, and Administration

## Murray Fulton

### *Teaching*

Murray and Michael completed their interdisciplinary course, "Co-operatives: An International Perspective." Murray will be meeting in January with Jim Handy (History) from the International Studies Program to discuss offering this course on a more permanent basis.

Murray taught another special topics course during the fall term, this one in Agricultural Economics, with Richard Gray (Ag. Econ.) and Don Gilchrist (Economics).

Ken Belcher, one of Murray's graduate students, successfully completed his PhD in late December. The title of Ken's thesis is "Agroecosystem Sustainability: An Integrated Modeling Approach."

### *Research*

Murray finished his study on state trading enterprises for Agriculture and Agri-Food Canada. His co-workers on the project were Bruno Larue of Laval University and Michele Veeman from the University of Alberta.

He also completed his study on the impact of deregulation on the tariffs and freight rates set by elevator companies and the railways.

Work continues on the Strategic Alliance project funded by AIMS. Brochures have gone out for a conference titled "Networking for Success: Strategic Alliances in the New Agriculture," which will be held in Saskatoon 17 February 1999.

### *Presentations & Extension*

"Ideology and Economics in Co-operative Theory," presented 20 October as part of the Centre for the Study of Co-operatives Seminar Series.

“Canadian Co-operatives and the Response to a Changing Agriculture,” presented to “Farmer Cooperatives 2000 Invitational” conference, 2–3 November in Minneapolis, MN.

“New Generation Co-operatives: Opportunities for Value-Added,” presented to “Colloque sur les productions avicoles” conference, 4 November in Drummondville, PQ.

“Transportation and the Internationalisation of Agriculture,” presented to “The Legal Effects of Internationalisation” conference sponsored by the Centre for Studies in Agriculture, Law, and the Environment, and the colleges of Agriculture and Law at the University of Saskatchewan, 5–7 November in Saskatoon.

“State Trading Enterprises,” presented to Agriculture and Agri-Food Canada, 13 November in Ottawa, ON.

“New Agricultural Alliances and New Generation Co-operatives,” presented to “Seeking Opportunities in a Changing Farming Climate” conference, 19 November in Moose Jaw, SK.

“Strategic Alliances,” presented to Sask Ag and Food Marketing Workshop, 10 December in Yorkton, SK.

### *Other Activities*

As part of his annual trip to each of the co-operatives that sponsor the Centre, Murray met with the boards of directors of Credit Union Central and the Saskatchewan Wheat Pool.

Murray provided the impetus for and consulted with Roger on the organization of the upcoming conference titled “Co-operatives in the New Agriculture: Meeting the Challenge,” sponsored by the Centre, the Co-operative Chair in Agricultural Marketing and Business at the University of Alberta, and the Agribusiness Chair in Co-operatives and Group Marketing at the University of Manitoba. The conference will be held in Saskatoon 18 February 1999.

## Brett Fairbairn

### *Research*

Brett has completed his research in Germany, the latter stages of which involved travelling to southern Germany to interview long-time co-operators active in the co-op banks and agricultural co-operatives. Many interesting issues arose out of these discussions regarding the structure of German co-operative federations, the adaptation of German co-ops to globalization, and the importance of the co-operative education of managers. He also visited the DG-Bank (German Co-operative Bank) in Frankfurt, the central financial institution for German co-operatives, to do research in their library, and met with the CEO of the Federation of Consumer Co-operatives to discuss the evolution of the consumer co-operatives in eastern Germany.

As a result of the year in Germany, Brett has made useful long-term contacts at the Free University of Berlin (Political Science) and at the Centre for Co-operatives, Humboldt University of Berlin. He has other contacts from earlier visits to the co-op centres in Marburg and Stuttgart-Hohenheim, which he hopes to maintain and renew in the future, with the prospect of some joint projects.

### *Publications*

Brett has achieved a milestone for the Centre—the first faculty member to have written an article in a foreign language and have it published in a foreign-language scholarly journal. The article, “Wiederaufbau und Untergang der Konsumgenossenschaften in der DDR und in der Bundesrepublik 1945 bis 1990” (“Rebuilding and Collapse of Consumer Co-operatives in the German Democratic Republic and in the Federal Republic, 1945 to 1990”), is published in *Internationale wissenschaftliche Korrespondenz zur Geschichte der deutschen Arbeiterbewegung (International Scholarly Correspondence on the History of the German Labour Movement)*.

He has another article accepted, titled “Community Values, Democratic Cultures? Reflections on Saxony’s Place in the German Co-operative Movement, 1849–1933,” in a volume edited by James Retallack, forthcoming with University of Michigan Press.

### *Presentations*

“Co-operation under Communism? The Authenticity of Co-operatives in the German Democratic Republic (East Germany), 1949–1990,” presented 6 October as part of the Centre for the Study of Co-operatives Seminar Series.

### *Other Activities*

Brett has been heavily involved as chair of the Saskatchewan Archives Board, which is in the midst of a major strategic-planning and consultation exercise.

Brett’s sabbatical leave ends 31 December, and he will resume teaching and directorship of the graduate program in the Department of History at the beginning of January.

## **Michael Gertler**

### *Teaching*

SOC 204.3: Rural Sociology  
 SOC 898.3: Co-operatives, Co-operation, and Rural Development  
 SOC 898.3: Rural Sociology and Rural Development  
 INTNL 498.3: Co-operatives: An International Perspective

This list includes three special topics courses, two at the graduate level in Sociology, and one undergraduate, in International Studies. Two of these courses focus primarily on co-operatives. The first is a reading course offered as part of the program for two graduate students pursuing interdisciplinary degrees through the Centre. The latter, co-taught by Michael and Murray, was a response to a request from students in International Studies who wished to have a course on co-operatives in international development. We are taking the steps necessary to make this a regular listing in the university calendar.

Michael is a supervisor or co-supervisor for the following graduate students:

Mary Beckie, PhD. “Zero Tillage and Organic Farming in Saskatchewan: An Interdisciplinary Study in the Development of Sustainable Agriculture”; Muditha Samadanie (Sama) Kiriwandeniya, MA.

“Invisible Women in the Collective Identity of People’s Organizations: A Case Study of the SANASA Movement”; and Peter Sprague, MSc. “Forestry Co-operatives as a Model for Sustainable Community Economic Development in Northwestern Saskatchewan.”

He is also a committee member for the following graduate students:

Jiao Sheng He, PhD. “Multivariate Spatial Interaction Models as Applied to China’s Interprovincial Migration, 1982–1990”; and Rochelle Smith, PhD. “Co-operatives in Transition: A Multidisciplinary Analysis of Member-Based Organizational Behaviour and Decision-Making.”

### *Presentations*

“The Social Ecology of Sustainable Rural Development,” presented at the “Small Communities: Moving Beyond Marginalization” conference, 14–17 October in Nelson, BC. Michael also presented a research theme prospectus entitled “Resources and Communities.” Sponsored by the Canadian Rural Restructuring Foundation in partnership with the Regional District of Central Kootenay, this conference provided an opportunity to meet with fellow researchers in the New Rural Economy Project.

“Co-operatives and the Social Ecology of Sustainable Development,” presented 24 November as part of the Centre for the Study of Co-operatives Seminar Series.

### *Administrative and Professional*

Michael represented the Centre at a “Co-operatives in Canada and Asia Entering the New Millennium” round table, 18–19 November in Montreal, the second working meeting in a research and consultation process designed to strengthen partnerships between co-operatives in Asia and Canada. The project is a joint endeavour of Développement International Desjardins (DID), Canadian Co-operative Association (CCA), and the International Co-operative Alliance Regional Office for Asia and the Pacific (ICA-ROAP), with support of CIDA Asia Branch and CIDA Canadian Partnership Branch.

This fall Michael completed Spanish Level II at the Centre for Second Language Instruction, University of Saskatchewan, in preparation for a

six-month sabbatical in Costa Rica and Chile, beginning 1 January 1999. During his time away, he will be studying the roles of co-operatives in sustainable rural development. He has established links with the CCA regional office in San José, Costa Rica, and with researchers at Universidad Nacional, Costa Rica; Universidad de La Serena, Chile; and the Universidad de Chile, Santiago. The last is the home of an organization similar to the Centre—the Programa de Investigación y Formación en Organizaciones Asociativas y Cooperativas (PROCOOP). Researchers from this group have proposed a program of comparative research on co-operatives in Canada and Chile.

## **Lou Hammond Ketilson**

### *Research and Presentations*

Even though Lou has crossed Campus Drive to take up responsibilities as an associate dean in the College of Commerce, she remains involved in a certain amount of Centre activity. She was the programme and conference chair for the “Women, Entrepreneurship, and Co-operatives” conference held 12–13 October 1998 in Paris. Jointly organized by the ICA Research Committee, of which Lou is a vice-chair, and the ICA Women’s Committee, the conference was targeted to researchers and development workers. There were papers from twelve countries, with representatives from fifteen. Lou presented a paper—“Overview of Issues”—and chaired the closing session, titled “Where Do We Go from Here?”

One of Lou’s primary interests at the College of Commerce is the MBA programme, currently in the preliminary stages of a review process that includes the possibility of developing a co-op-focus in the coursework. The review will be on-going for some time.

Lou made a presentation based on the results of the Impact Study to Credit Union Central in Regina 11 December. She has also been invited to speak on the same topic to the Federal Interdepartmental Committee on Rural Development, which represents twenty-two agencies and departments, in Ottawa, 7 January 1999.

## Byron Henderson

### *Research*

Since Byron began his research leave on July 1, he has been busy with a number of projects involving online education. The first was the preparation of a major occasional paper, which was presented at the Centre's online ed conference in early September (see details in October director's report). Later that month, Byron met with Ian MacPherson in Victoria to discuss planning for an online co-operative education program. Also in September and October, Byron started work with Hong Kong Polytechnic University to begin a partnership in online education that will explore the cross-cultural issues of collaborative education. This work will merge with the Centre's long-standing efforts towards co-operative education in mainland China.

At the end of November, Byron organized a group, including Dr. Nancy Glock of California Community Colleges, Professor Lorne Falk of Hong Kong Polytechnic University, and Errol Naiman of CyberMath, who met at Palomar College in California to plan work in collaborative online learning. This is one of the first groups to explore international, cross-cultural online learning.

In mid-December, Byron was invited to the California Center for Distributed Learning to review work they are doing in complex online simulations. The California Center would like to begin a partnership with our Centre to explore issues around the development of online communities. The combination of the California Center's expertise in simulations and our experience in online communities will provide the basis for a significant partnership for the future development of online learning for co-operatives.

Also in December, Byron was an invited speaker at Hong Kong Polytechnic University, where he gave a series of seminars and presentations on topics in online education. At the same time, he worked with faculty members to outline projects that will result in the creation of the first Hong Kong online learning communities. These communities will be linked to those in California and Canada, creating one of the world's largest collaborative learning communities, and permitting the exploration of issues that will face the international delivery of online education.

In late December, Byron was an invited guest in the Swiss Canton of Neuchatel, where he met with academics and government officials to discuss

the creation of a Neuchatel link in the group of international academic institutions that are building the infrastructure for online education delivery.

The ICA in Geneva wishes to create an Internet-based trade brokerage linking co-operatives for exchange of goods, services, and jobs worldwide. While located in Europe for the next six months, Byron will work with the ICA to create this trade site and will begin a monthly newsletter for distribution by the ICA on the topic of electronic commerce for co-operatives.

## **Nora Russell**

Nora has had a number of major projects over the past two months and has also spent a lot of time tidying up loose ends. She prepared the final version of the "Contract Renewal Proposal" for our sponsors; wrote a concise history of co-operatives in Saskatchewan for inclusion in the revised edition of Dr. Ka Iu Fung's (Geography) *Atlas of Saskatchewan*, provided data and oversaw production of the graphs and maps included in the project, and dealt with the many proofs involved; did the final edit and proofreading of Byron's paper, *The Components of Online Education*; designed, layed out, and supervised the printing of brochures for the Centre's two conferences, "Networking for Success" and "Co-operatives in the New Agriculture," coming up in February; formatted text for a number of items for Rachel to post to the new website; dealt with permissions; and created new front matter for one of our occasional papers that needed reprinting. She is doing the latter on an on-going basis so they all have a consistent look.

She finally took the time to make the final changes, additions, (and consequent reformatting) requested by the CCA to the *Proceedings* from the Women in Co-operatives conference, which will go to the printer in early January. Using statistics from the Impact Study, Nora has begun revising *Saskatchewan Co-operatives: A Record of Community Development*, a 1992 Centre publication on the history of co-operatives in the province. She has also begun work on the manuscript about the car-sharing co-operative in Winnipeg undertaken by David Leland of Red River Community College; this will be an addition to the Centre's booklet series.

Nora has had on-going communications and ruminations with Brett and Ian MacPherson about a book to be published by the Centre tentatively titled *Mutual Aid, Memory, and the Millennium*. The focus of the book will be the

issue of how the Canadian co-operative movement has undertaken and adjusts to change. Submissions are due mid-January and we are aiming for publication in June, to mark three events—the CCA’s 90th anniversary, the 100th anniversary of the Desjardins movement in Québec, and the ICA Congress in Québec City in August. This will be a major undertaking for the Centre.

Also on the spring agenda is the document that will come out of the SANASA case study currently underway by Dan Ish, Lloyd Hardy, and Ingrid Fischer, who spent most of December in Sri Lanka. Preliminary discussions focussed on either a book or an occasional paper. A final decision will be made once the manuscript is in-house.

It appears that the Centre will not be producing proceedings from the online education conference, as the material that came in from presenters was not substantial enough for the planned volume. Instead, we will add two occasional papers to our series, publishing Byron’s piece written for the conference, and an article by Nancy Glock, another presenter, who has promised Nora a manuscript in the New Year titled “Sustainable Harvest: Growing Human Resources for the Knowledge Economy.” This will make a second occasional paper on the subject of contemporary educational issues, around which we would like to build a series. (Byron’s work in our new area of Community Centred Technology Programs is expected to generate quite a lot of material in this area.) Nora has gathered the overheads from the other presenters and will produce a package to be made available to interested conference participants.

On Nora’s immediate “to-do” list are redoing the low resolution graphs and charts that Byron downloaded from the Internet for his online education paper, and doing the layout in occasional paper format; revising and updating the material for the presentation folder we give to Centre visitors and take to conferences; a long-awaited Centre newsletter; and another occasional paper, Murray and Andrea’s “Future Possibilities for Communication Services in Rural Communities.” Nora also prepared this report.

## **Rochelle Smith**

As of December 1998, apart from one paper, Rochelle has completed the coursework for her interdisciplinary PhD. She was thrilled to present one of

her papers—“Feminism, Co-operation, and Co-operatives: Potential for a Feminist Framework for Co-operatives and Co-operative Development”—at the ICA Research Committee conference in Paris, 12–13 October.

Beginning in January 1999, she will begin work towards her comprehensive examinations; prepare for publication a paper on principal-agent theory and the implications for co-operatives; as well as continuing to work on a history paper titled “The Role and Impact of the Credit Union Deposit Guarantee Corporation on the Credit Union System in Saskatchewan.”

Rochelle continues to support the CCA’s work with the Department of Education on improving co-operative content in the K–12 curriculae; and to organize the Centre’s new seminar series for 1998–99. She is also on the Community Clinic’s board of directors and is a member of its Political and Social Action Committee.

## **Rachel Sarjeant-Jenkins**

### *Library*

Rachel continues to work on organizing the library, sending many second or third copies of books to storage, where they are accessible if needed but are not taking up any of the library’s limited space. She has continued cataloguing the backlog of materials, dealing with more than eighty items to date. In addition, she does a daily check through newspapers for relevant articles to post on the Current Awareness board.

Rachel has dealt with numerous information requests from on campus, in Saskatchewan, and around the world. These have come in many different ways—in person, via e-mail, by phone, and fax. Examples of external requests include: Saskatchewan housing co-ops (Regina); the structure, strengths, and weaknesses of co-ops (Oregon); co-ops in Brazil (Ohio); women and their role in co-ops in developing countries (Québec); and funding for co-ops in the Americas (Costa Rica). She has also conducted some literature searches for individual customers. In November, Dr. Vitaly Zinovchuk, our visiting scholar from the National Agricultural Cooperative Union of Ukraine, did an immense amount of research in the library, using approximately 250 books. People from all over Canada have also borrowed library material.

Rachel has continued to add items to the library collection. New videos include *New Generation Co-operatives: The Development Process*, and *Grace Hartman: The First Woman to Lead a Major Union in Canada*. New books cover topics ranging from co-operative ways of working and agricultural co-ops to community economic development.

Rachel is also in the process of adding journal articles to our library database, a project she was able to undertake because of the assistance of Lisa Vokali, our co-op student. Articles are from *The World of Co-operative Enterprise*, published annually by the Plunkett Foundation; the *Journal of Cooperatives*, an annual publication by the National Council of Farmer Cooperatives; and the ICA's *Review of International Co-operation*. These are excellent resources, but are seldom used because they are not searchable electronically. And although she is inputting only basic title entries, this will make the articles easily accessible and will result in greater use.

### *Website Maintenance*

In October, Rachel, along with Nora and Lisa, participated in a Web Site Development course run by the university, and in November she went to another workshop titled "Making Web Sites Accessible to All." Assisted by Lisa Vokali, and with graphics designed by Mona Holmlund, she has launched our new website on the Internet. The website incorporates some new elements that were not on the earlier site, including a "News and Events" section, which has information about upcoming workshops and other co-op events; individual biographies and research information (including pictures and e-mail addresses); and a to-be-developed discussion forum that will allow people to contribute ideas and hold discussions about co-ops and related subjects. There is also an extensive "Links" section, with links to nearly two hundred co-ops, Canadian and international, in all market sectors. Maintenance and development of the site is, of course, ongoing, but she hopes to have the "under construction" portions of the site fully functional by the end of January.

### **Roger Herman**

Roger continues his work on educational program development, gathering information on executive training and developing a model for a program tar-

getting co-operative managers. He is also developing a concept paper on co-op resource material design and delivery intended for use in school curriculum development, for employee and member training, and for the general public, including an international audience. He is proposing that these resources be developed using the Educational Object Economy (EOE) model, which would modularize the information and make it available via the Internet in packages tailored to individual need. Information included in the initial design would range from specific facts and history to broader theory and models. One of the benefits of using the EOE model is the capacity for ongoing development and additions, which invites collaborative effort and input.

Roger is one of the Centre's representatives to the Saskatchewan Council for Community Development (SCCD) and sits on the Leadership Education and Development Saskatchewan (LEADS) committee, which is directing the SCCD community leadership development initiative. Roger has also agreed to participate on a task force looking at youth program renewal for the Saskatchewan Region of the Canadian Co-operative Association.

Roger co-ordinated a visit to the Centre by a group of eight Siberians, at the university to examine agricultural extension work. Roger and Murray made a half-day presentation to the group on the history and current state of co-operatives in Saskatchewan.

Roger made another presentation on Saskatchewan co-operatives to two Cuban visitors and arranged for their participation in Murray and Michael's class on international co-operatives.

He also co-ordinated the visit of Dr. Vitaly Zinovchuk, a Ukrainian agricultural economist and president of the National Agricultural Co-operative Union of Ukraine, who spent a week at the Centre gathering material on co-operatives for a forthcoming book.

Roger spent the early days of December planning and making arrangements for the conference entitled "Co-operatives in the New Agriculture: Meeting the Challenge," sponsored by the Centre, the Co-operative Chair in Agricultural Marketing and Business at the University of Alberta, and the Agribusiness Chair in Co-operatives and Group Marketing at the University of Manitoba. The conference will be held in Saskatoon 18 February 1999.

## **Marianne Taillon**

Apart from her regular office duties, Marianne has been busy with a number of additional responsibilities. She prepared the financial statements for 1997-98; made preparations for the Centre's next board meeting/planning session; booked rooms and arranged for the printing of the brochures for the Centre's seminar series; handled various administrative tasks in connection with the visit of Dr. Vitaly Zinovchuk; made travel arrangements for Michael and Rachel; and dealt with on-going travel expense claims for Brett and Murray, and travel advances for Dan Ish, Lloyd Hardy, and Ingrid Fischer.

Marianne has been working to get caught up on the Centre's operating account and several research accounts, as well as setting up others to deal with Dinos's work on contract obligations in co-ops, the SANASA Case Study, and the "Co-operatives in the New Agriculture" conference.

She and Karen worked together to co-ordinate the signing and mailing of Centre Christmas cards. She helped Mona organize the "Networking for Success" conference, arranging travel for Vincent Amanor-Boadu, one of the presenters; and with Lisa's help, prepared the mailing lists and stuffed envelopes for the nearly 5,000 brochures that went out for both conferences.

## **Karen Neufeldt**

Karen continues to work for the Centre on a half-time basis, providing support in general office duties to Marianne, Rachel, and other faculty and staff as required, as well as making sure the office runs smoothly when Marianne is away. Apart from her regular office duties this past couple of months, Karen has spent a lot of time updating Centre mailing lists, and then mailing out the annual reports and Christmas cards. She was also responsible for mailing and faxing the notices and invitations to the seminar series. Another major task was sending scholarship information to grad studies departments across Canada for the CASC scholarships. She has invoiced and mailed publication orders, invoiced telephone, fax, and xerox bills, as well as assisting Marianne with xeroxing, paperwork, and other general duties. Karen also works half-time in the College of Dentistry.

## Andrea Harris

Though living in Vancouver, Andrea does contract work with the Centre on an on-going basis. She is working on a project with Murray titled "Machinery Co-operatives: New Models for Saskatchewan," funded by the Agriculture Development Fund. Running until the end of June 1999, the project focusses on an examination of a type of farm machinery co-op in Québec, called CUMA, and the possibility of adapting this model to Saskatchewan agriculture.

She is also organizing and facilitating a series of workshops on agricultural co-operatives across BC this winter/spring. Designed to provide hands-on assistance to producer groups interested in forming a co-op, the workshops are funded by the Canada/BC Farm Business Management Program.

In addition, Andrea is teaching an introductory course in Agricultural Economics at UBC this term.

## Peter Sprague

Peter has been with us since September as an interdisciplinary Masters student. He is engaged in coursework and continues his research on alternative business organizational forms to affect positive social change in forestry-dependent communities. His research has expanded to include an examination of organizational networks and coalition building as an aid to community development.

Peter continues to consult in the areas of ownership/worker restructuring, worker co-operatives, and forestry business planning and market development. His clients include northern aboriginal groups such as the Canoe Lake Band and the Northwest Metis Development Corporation. Peter has been working closely with the Canoe Lake Band, helping them to develop their forestry management plan and their community economic development organization.

He is also involved in the wood-processing industry, providing consulting services in areas such as new technology, funding, worker buyout options, and new product development.

## **Lisa Vokali**

Lisa has been with us since September as a co-op student and has assisted with many Centre projects over the past four months. She had a major hand in the development of our website, researching relevant home pages on the Internet and creating web pages of links to nearly two hundred other co-op sites. She was of great assistance to Rachel in the library, clipping articles for the vertical file from stacks of backlogged newspapers, and helping with the cataloging of books. She is also helping to enter articles from journals into the database program Endnote, which will create a bibliography of articles for the library and also Murray's database.

She has written two research papers—one on wind co-operatives in Denmark, and the second on Rabobank. She has done research for Murray, tracking down articles in the library that are relevant to our website, and other pieces for work he is doing on brand loyalty. She has also done a lot of time-consuming editing work on computer files for Murray and Marianne, and assisted with various aspects of office work for Marianne and Karen.

Lisa has attended all three seminars in the Centre's new series; she took part in the online education conference sponsored by the Centre and the EOE Foundation in September; she represented the Centre at the Youth Co-op for inner-city kids when Janice MacKinnon presented the funding for their program; and she completed a two-day class in website development with Rachel and Nora.

In January, Lisa will be returning to her studies as a third-year student in the College of Agriculture, where she is majoring in Agricultural Economics. We are going to miss her cheerful presence in the office and all the help she's provided to faculty and staff.

## **Mona Holmlund**

Mona continues her work with Murray on a contract funded by the Agriculture Institute of Management in Saskatchewan (AIMS) entitled "Networking in the New Agriculture: Strategies for Growth in the New Economy." She is researching and writing an article on strategic alliances, which will be an addition to the Centre's booklet series; establishing a website database of resources; and has organized a one-day "train-the-trainer"

workshop, which included arranging for speakers, writing the text for the brochure, and preparing resource materials, to present both current information and background theory on strategic alliances in lay terms for the use of farmers, agriologists, and agribusiness personnel. She has recently provided an interrim report to AIMS on the status of the project.

Having discovered she has other talents besides writing and organizational skills, staff soon set Mona to work redesigning the Centre's website. She provided us with a luminous and inviting design shell into which Rachel and Lisa have been madly plugging materials and links to give us the fairly substantial site launched in December.

Mona's other projects include a large-format coffee-table book of photographs and essays titled *Women Together*, due out in spring 1999 from Running Press, the US's largest independent publisher. Mona's book is their lead title this season. She is also working on a feasibility study on electronic networking for the Prairie Region Health Promotion Research Centre; an anthology of Canadian women's history for Coteau Books; and the memoirs of former U of S president Leo Kristjanson, who was one of the founding members of the Centre for the Study of Co-operatives.

Mona is a member of the Saskatoon Women's Calendar Collective, which annually publishes *Herstory: The Canadian Women's Calendar*, and she does volunteer work for Habitat for Humanity.