

Director's Report
to the
Management Advisory Board



Centre
for the Study
of Co-operatives



Brett Fairbairn
Director



June 2004





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

The Centre for the Study of Co-operatives is about **research**—new knowledge and understanding about co-operatives—and about the **publications, teaching, and outreach** work connected with that research. We see these processes as interdisciplinary and interactive: it is our engagement with co-operatives, communities, and learners that helps generate new questions and new insights.

In spring 2004, the research activity of the centre is perhaps at an all-time high. We are fully engaged in multiple research projects funded by the Social Sciences and Humanities Research Council (the federal academic granting agency), including our large project on co-operative membership and social cohesion, and we are attracting record numbers of graduate students in a new interdisciplinary Concentration in Co-operative Studies.

▲ SSHRC Project Update

We are pleased to announce two new scholarship winners under the grant. Jason Heit will be pursuing an interdisciplinary MA in the fall and is also the first student in our newly approved Interdisciplinary Research Concentration in Co-operative Studies. His topic is “The Influence of Information and Communication Technologies on Co-operative Governance and Membership Participation.” Monica Juarez Adeler, currently studying in Germany, is the first recipient of one of the PhD scholarships; she will be joining the centre in August. Her dissertation proposal is titled “E-Commerce Transactions and Co-operative Membership: A Comparative Study of Canada and the European Union.”

We have our usual complement of summer students working on various aspects of the project. Jason Heit is working with Murray on cluster four, Information Technology and the Co-operative Redefinition of Community; Angela Wagner will be compiling community profiles across all clusters; and Juanita Bacsu is working with Cris on cluster one, Co-operative Consumer Identities in Urban Communities, helping to create a master survey instrument.

Data collection and other research activities are underway in all clusters, and participants are making good use of preliminary findings in presentations at conferences and workshops across the country. There were a number of papers directly related to the research, for example, at the recent Canadian Association for Studies in Co-operation conference in Winnipeg. Other presentations are scheduled in July at the International Association for the Economics of Participation meetings in Halifax, at the Rural Sociological Society meetings in Sacramento in August, at the Council for the Advancement of Native Development Officers conference in New Brunswick in October, and at an Aboriginal Women's Community Economic Development conference in Costa Rica next February.

To facilitate communication and networking among project participants, Allison has done considerable reworking and updating on the social cohesion website, is preparing a project newsletter, which will go out in June, and has also set up a secure weblog site on the Internet, where researchers can post findings, comment on the work of others posted there, and generally share ideas about the project.

▲ Other Research Update

Carol and Cris are continuing their study on establishing a National Co-operative Data Centre at the University of Saskatchewan. SSHRC student Angela Wagner is assisting them this summer with the research. This statistical repository framework will have substantial impact for the SSHRC project, and is intended to add capacity to other data repository projects currently being discussed on campus. The project aims to establish university-community partnerships with shared interest in a virtual statistical commons.

Cris and Lou's research into diversity on co-op boards and governance bodies resulted in a substantial report for the Governance and Government Relations Division of Credit Union Central of Saskatchewan. Their application for U-Step funding for a summer student to help them with this project was successful. Kim Brown will be with the centre for four months studying the benefits and problems associated with diversifying co-operative leadership bodies.

Roger spent a great deal of time preparing a proposal for a substantial case study development project at the centre, which we submitted for consideration to the Co-ops Secretariat's Co-operative Development Initiative. The

proposal had letters of support from a large number of key individuals and agencies involved in co-operative research and education. And although preliminary discussion with numerous people across the sector and various research bodies indicated an enthusiastic response to the proposal, the CDI advisory board turned it down. Early indications are that the proposal was not the kind of “research” envisaged by the advisory committee, who prefer to see a direct tie to “development,” especially start-ups of new co-operatives. This is regrettable, as case studies are the primary tool for HR development at the leader/manager level in most businesses. The proposed case study series would have been a lasting tool for such development. With its strong emphasis on research, however, the proposal may well be more appropriate for an application to the Social Sciences and Humanities Research Council, and we are currently considering how to rework the proposal for that body.

▲ Theme Area in Co-operative Studies Approved!

Our Interdisciplinary Research Concentration in Co-operative Studies has been approved, and Jason Heit has been admitted as its first official student! Jason will be supervised by Murray and has been offered a scholarship associated with cluster four of the SSHRC project. He is currently working at the centre as a summer researcher.

The concentration is a way to draw together the growing body of graduate students connected with the centre’s work, and particularly with the SSHRC project. Students come from many disciplinary backgrounds to conduct interdisciplinary research concerning co-ops.

The creation of the concentration is a highlight not only for the centre, but also for the project, as it is a spin-off from the project’s scholarship funding. It reveals that the resources from the SSHRC grant did not simply support a number of individual students, but also helped develop a new interdisciplinary field—a lasting legacy of the undertaking.

▲ Miscellaneous Tidbits

The centre was extremely pleased to learn that the National Cooperative Business Association in Washington, DC, used two of its publications in their Cooperative Leadership Development Program this spring—Brett’s *Three Strategic Concepts for the Guidance of Co-operatives* and *The Meaning of*

Rochdale. The person at the Association of Cooperative Educators (ACE) who contacted Nora about getting permission remarked that the latter is the best material she has ever read on the subject. We were honoured to have our material used in leadership programs at the international level.

Two centre books are featured prominently in a recent ACE newsletter: *Canadian Co-operatives in the Year 2000* made the front page, featuring articles on Québec co-operatives. And Brett's new book, *Living the Dream: Membership and Marketing in the Co-operative Retailing System*, was featured in the Member News section.

At a national conference on interdisciplinarity in law 6 May 04 at Osgoode Hall Law School in Toronto, keynote speaker Professor Annie Bunting cited the centre as an example of interdisciplinarity. Her familiarity with our model came from Brett and Murray's booklet *Interdisciplinarity and the Transformation of the University*, published by the centre in 2000.

▲ The Seminar Series

We have had only one seminar since the last director's report, Cris and Carol's "A Proposal to Create the National Co-operative Data Centre at the University of Saskatchewan," presented 22 March in conjunction with a reception for university VP Research Steven Franklin.

▲ Publications

We have an addition to the centre's booklet series, Brett's *Cohesion, Consumerism, and Co-operatives: Looking Ahead for the Co-operative Retailing System*, based on his keynote address to FCL's annual meeting in March.

Centre Scholar Marj Benson's *Negotiating Synergies*, a 400-page law casebook based on three years of her multiparty conflict resolution class, is at the printer and due to be published at the end of the month. And the centre's *Co-operative Membership and Globalization: New Directions in Research and Practice*, based on papers presented at the SSHRC conference, is also nearing completion.

See Nora's section in this report for more details of communications and publication activities.

▲ Staff News

A note from Nora: Very sadly for the centre, Brett is leaving us in July to take up a position as head of the History Department on campus. He has been with the centre since its inception in 1984, and it is difficult to imagine the place without him. His contributions to the centre's life and scholarship over the years have been immeasurable, and though it is extremely hard to see him go, we wish him the very best as he takes up this new challenge. We've had him for twenty years; it would be ungenerous not to give another unit on campus the opportunity to benefit from his wit and wisdom, his intelligence, and his benevolent leadership. Fortunately, we are not losing him entirely; he will continue his association with us as a Centre Fellow, and will also maintain his role as principal investigator of the SSHRC grant. Bonne chance, Brett!

In his stead, the advisory board has recommended the appointment of an acting director until the decision can be made on more permanent arrangements.

On another unhappy note, Allison Muri, whom we hired in January to replace Carol as administrator for the SSHRC grant, barely had time to settle into her new position before being nabbed by the English Department on campus as an assistant professor. She will be leaving us at the end of June. With her research skills and specialized IT talents, and her experience in project management and web design, Allison seamlessly picked up where Carol left off, updating both our websites and soon adding new dimensions such as the weblog to facilitate communication among the research team members and their partners. We'll miss you, Allison, though we know your future lies in your new position.

Jason Heit is working with Murray this summer on cluster four of the SSHRC project, Information Technology and the Co-operative Redefinition of Community. Karla Radloff, our first SSHRC scholarship recipient, continues to work on her MA thesis, which focusses on government policy and co-operatives in the Canadian North. Angela Wagner, another SSHRC scholarship student, is back at the centre working with Cris and Carol on the National Co-operative Data Centre project. Later in the summer, she will be compiling community profiles for the SSHRC project.

We also have two other student researchers at the centre this summer. Juanita Bacsu is working with Cris on cluster one of the SSHRC project, Co-operative

Consumer Identities in Urban Communities, and Kim Brown, supported by the university's U-Step program, who is helping Cris and Lou with their research on minority representation in co-operative governance.

▲ Scholars Update

As was the case last year, Centre Scholar Isobel Findlay has contributed enormously to the centre's work and to co-operative studies in general. Following are highlights of her involvement:

- ▲ "Making a Co-operative Turn: Renegotiating Culture-State Relationships," in *Culture and the State*, eds. James Gifford and Gabrielle Zezulka-Mailloux (Edmonton: University of Alberta, 2004). This chapter was originally a keynote address at the Culture and State conference, University of Alberta, May 2003.
- ▲ "Re-Imagining Co-operative Research Futures: Co-operation as Decolonizing Theory and Practice," presented at the CASC conference, Mapping Co-operative Studies in the New Millennium, University of Victoria, May 2003; this is also forthcoming in a book being produced by the BC Institute for Co-operative Studies.
- ▲ "Putting Your Money Where Your Nation Is: Building Co-operative Futures," tenth annual conference of the Council for the Advancement of Native Development Officers (CANDO), Whitehorse, September 2003.
- ▲ "Remapping Co-operative Studies: Re-Imagining Postcolonial Co-operative Futures," a chapter in *Co-operative Membership and Globalization: New Directions in Research and Practice*, eds. Brett Fairbairn and Nora Russell, forthcoming from the centre
- ▲ Isobel and Lou are co-editing a special issue of the CIRIEC-Canada Journal, *Économie et Solidarités*, on the subject Social Economy, Public Economy, and Aboriginal Economic Development.
- ▲ With Lou and Wanda Wuttunee, Isobel has recently taken research trips to Nunavut and the Northwest Territories in connection with cluster three of the SSHRC project, Co-operatives and Aboriginal Cultures. They will be presenting their work at the CANDO conference in New Brunswick in October 04 and at an Aboriginal Women's CED conference in Costa Rica in February 05, which

they are helping to plan and organize. The three of them also prepared a paper for the CASC conference, 3-5 June in Winnipeg, titled "Building Research Relationships: Working with Aboriginal Communities."

- ▲ She taught two classes with co-op content, Business Communication 100.3 and MBA 898.3: Business and the Community.
- ▲ She is also working on a number of other publications with co-op content. She participates on a regular basis in centre activities and social events.

Ian MacPherson, Ellen Goddard, and Brian Oleson participated in the CASC conference in Winnipeg, 3-5 June 2004.

The centre undertook a major collaborative effort this past year with Scholar Marj Benson to produce her new 400-page law casebook *Negotiating Synergies: A Study in Multiparty Conflict Resolution*. This will be available not only in hard copy, but also on the College of Law's website, using interactive WebCT software for e-learning purposes; the centre is acknowledged as publisher of the document.

Morris Altman and is involved on an ongoing basis with cluster one of the SSHRC project, Co-operative Consumer Identities in Urban Communities.

Ian MacPherson is part of the SSHRC project co-ordination group as well as being involved with the research in clusters three and four, Co-operatives and Aboriginal Cultures and Information Technologies and the Co-operative Redefinition of Community.

Sheryl Mills is teaching her annual summer class in co-operative learning, and also working on a paper for Nora for the centre's booklet series

Dan Ish is currently on the centre's management advisory board, and participates on a regular basis in centre activities and social events.

Gordon Barnhart participates regularly in centre activities and social events.

Rob Norris from U of S International is working with the College of Agriculture encouraging key officials to hold a conference on co-operatives in Mongolia in the fall of 2004; Brett has been involved in the discussions.

▲ Visitors

We have had only one group of visitors since the last director's report, a delegation from Brazil, some of whom were from CONAB, Brazil's National Food Supply Company, which reports to the Ministry of Agriculture. Others included representatives from MST, a peasant farm organization. They were here studying how Canada manages and markets agricultural products, and how various models might be adapted to the Brazilian context.

Teaching, Research, Publications, Presentations, and Administration

Brett Fairbairn

▲ Teaching

History 288.3: Co-operatives in the World

History 898.3: Democratization and Social Movements

Both these classes concluded in April. Once classes were over, Brett met with all his graduate students to review their progress and make plans for the future.

▲ Research

Over the past few months, Brett has mainly been working on developing further papers and presentations from his 2003 research on the Co-operative Retailing System. He has also been planning new research within the centre's SSHRC project, "Co-operative Membership and Globalization." As principal investigator, he is, theoretically, involved in every aspect of the undertaking.

▲ Publications

Cohesion, Consumerism, and Co-operatives: Looking Ahead for the Co-operative Retailing System (Saskatoon: Centre for the Study of Co-operatives, 2004),

centre booklet (printed version of 1 March 2004 speech to FCL's annual meeting)

"Alumni and Social Cohesion: From Research into Practice," in *The Green and White* (University of Saskatchewan Alumni Association newspaper), spring 2004, p. 1

"Cohesion, Adhesion, and Identities in Co-operatives," in *Co-operative Membership and Globalization: New Directions in Research and Practice*, Brett Fairbairn and Nora Russell, eds., forthcoming from the Centre for the Study of Co-operatives.

▲ Presentations

"Cohesion as a Context for Entrepreneurship: Explaining the Success of the Co-operative Retailing System in Western Canada," joint panel, Canadian Association for Studies in Co-operation (CASC) and Canadian Sociology and Anthropology Association, University of Manitoba, 4 June 2004

"Integrating Research into Development of Co-operative Management Curriculum: Lessons from the Leadership Development Program," panel presentation, CASC meetings (details above)

"Comparing Co-op Models," to Building Co-operative Futures: Second International Conference, University of Calgary, 16-17 May 2004

"History, Herstory, and Just Plain Stories of Co-ops," to Building Co-operative Futures conference (details above)

"Co-op Basics," to Building Co-operative Futures conference (details above)

"Stakeholder Engagement Practices: Why and How?" to Co-operative Corporate Governance Conference, Canadian Co-operative Association, Toronto, 7 May 2004. Brett's presentation was rated among the highest by the participants. Brett told an audience of about thirty corporate secretaries and directors of large primary and central co-operatives that democracy is about more than voting and meetings. Rather, it encompasses values and relationships with members that need to be built into marketing, services, planning, communications, and innovative forms of member involvement.

"Community Investment in a Saskatchewan Context," to Investing in Your Community conference, Saskatoon, 26 March 2004

▲ Administration and Other

Brett has spent a great deal of time since the last director's report on administrative duties related to the centre, the SSHRC project, the History Department, and the larger university community. In addition to his responsibilities as director of the centre, he is a member of the Planning Committee, University of Saskatchewan Council, which provides comments to council and the administration concerning Systematic Program Review studies and college Integrated Plans, as well as other new initiatives. He was also acting chair of the History Department's Research Committee, January-April 2004.

Murray Fulton

▲ Teaching

Ag Econ 842: Agricultural Organizations

Ag Econ 498: Follow the Grain

Both these classes ended in April. In late May, Murray went to Greece to teach his annual course in Agricultural Market Organizations at the Mediterranean Agronomic Institute of Chania in Crete.

Murray is supervising several graduate students at both the MA and PhD levels.

▲ Research

While in China in March with the Council for International Co-operation on Environment and Development Task Force, Murray met with Brian Bedard of Agriculture and Agri-Food Canada and discussed the centre's possible participation in a training project that Ag Canada is involved with in China.

Work is ongoing on Murray's smaller SSHRC project, "Co-operative Structure, Corporate Governance, and the Failure of Agricultural Co-operatives," as well as on his large project, "Transformative Change in Biosphere Greenhouse Gas Management." The latter is based on a \$611,000 grant from SSHRC and the BIOCAP Canada Foundation to examine climate change and how it interacts with the economy.

In addition, Murray is a co-investigator for the centre's SSHRC-funded "Co-operative Membership and Globalization" under the leadership of Brett Fairbairn.

▲ Publications

"Cognitive Processes and Co-operative Business Strategy," in *Co-operative Membership and Globalization: New Directions in Research and Practice*, Brett Fairbairn and Nora Russell, eds., forthcoming

▲ Administration and Other

Murray is the director of the Centre for Studies in Agriculture, Law, and the Environment, and also chair of the Interdisciplinary Committee of the College of Graduate Studies and Research. In his role with the latter, he worked with Brett to develop an Interdisciplinary Research Concentration in Co-operative Studies, which was approved in April.

Michael Gertler

▲ Teaching

Sociology 206.3: The Community

Sociology 402/802.3: Advanced Seminar in the Sociology of Agriculture

Interdisciplinary Studies 898.3: Extension, Farmers, and Sustainability

These three classes finished in April.

Over the past year, Michael has been the supervisor for or on the committee of a total of nine graduate students, three of whom recently successfully defended their theses.

▲ Research

Michael is a co-investigator for the centre's SSHRC-funded "Co-operative Membership and Globalization," under the leadership of Brett Fairbairn. Since classes ended, he has been conducting field research in connection with cluster two, Co-operative Membership and Changing Boundaries of Community.

▲ Publications

“Co-operative Membership: Towards a Holistic Perspective,” in *Co-operative Membership and Globalization: New Directions in Research and Practice*, Brett Fairbairn and Nora Russell, eds., forthcoming

“Civilizing Globalization,” in *Changing the Climate: Information, Knowledge, Change?—Research in the Era of Globalization*, eds. Nancy Allan and Tenielle R. McLeod (proceedings of the 2003 Conference for Graduate Students in the Sciences, Social Sciences, Humanities, and Fine Arts, University of Saskatchewan, accessed at: <http://www.usask.ca/education/climate/2003/proceedings.pdf>)

▲ Presentations

With Roger Herman, “Co-operatives and the Local and Regional Manifestations of ‘Globalization,’” presented at joint session of the Canadian Sociology and Anthropology Association (CSAA) and the Canadian Association for Studies in Co-operation (CASC), Winnipeg, June, 2004

With Roger Herman, “Co-operative Membership and the Changing Character of Community,” presented at joint session of the CSAA/CASC meetings (details above)

▲ Administration and Other

Michael was recently elected program chair and secretary of the Canadian Association for Studies in Co-operation for 2004–05; he is also chair of the Undergraduate Studies Committee, a member of the Library Committee, and the Planning and Budget Committee in the Department of Sociology for 2003–04. He is a member of the Administrative Committee for Land Use and Environmental Studies, College of Arts and Science, U of S, for 2003–04; a member of the Endowment Committee of the Rural Sociological Society; a member of the Science Liaison Committee for Prince Albert National Park; and a member of the Community Economic Development Module Advisory Group of the Community-University Institute for Social Research, based at the University of Saskatchewan.

With Roger Herman, Michael hosted a delegation of Brazilian visitors, 23 April 2004, on a CIDA-sponsored tour to study organizational models and experiences adaptable to the Brazilian context. The group included officials from CONAB, which is affiliated with the Federal Ministry of Agriculture, and from MST, the Landless Peasants Movement. With invited speakers,

Michael and Roger provided a day-long program on co-operatives and co-operation in Saskatchewan.

Cristine de Clercy

▲ Teaching

Political Studies 255.6: Methods of Inquiry

Political Studies 398.3: Governance and Politics in Co-operatives,
Non-Profits, and Voluntary Organizations

Both these classes ended in April.

Cris is a committee member for Nicola Pogue's MA thesis in Political Studies titled "Testing the Education and Voter Turnout Correlation in Canada."

▲ Research

Together with the Co-operatives Secretariat and le Conseil Canadien de la Coopération, Cris and Carol Shepstone have been working on a project tentatively titled the National Co-operative Data Centre / Centre national pour la collection des statistiques coopératifs (NCDC), which is being designed to increase the sharing of statistical information. The preliminary work became the topic for a centre seminar presentation, and with the help of SSHRC student Angela Wagner, Cris and Carol are working on the preparation of a tri-council grant application to secure funding for the project.

Cris and Lou have been studying the question of how to diversify the membership of co-op boards and governance bodies since the spring of 2003, and in connection with this prepared a study for the Governance and Government Relations Division, Credit Union Central of Saskatchewan. Academic papers based on this and supplementary research are in progress. Cris and Lou's application for U-Step funding for a summer student to help them with this project was successful. Kim Brown will be working with them through the summer, studying the benefits and problems associated with diversifying co-operative leadership cohorts.

With the help of a student researcher, Juanita Bacsu, Cris will spend much of the summer creating a master survey instrument, which will be administered in late summer/early fall to several thousand Canadians as part of the SSHRC project's cluster one research agenda. The large data set will provide rich

insight into the relationships among co-operative membership, globalization, and social cohesion. Cris plans to spend much of 2005 working with data from the survey and publishing results.

▲ Publications

With Lou, *Board Diversity Research Report*, published by Credit Union Central of Saskatchewan, April 2004. This report was distributed to all delegates to CUC Saskatchewan's annual meeting in April.

Canadian Politics and Federalism in the Millennium: Essays in Honour of David E. Smith, Cris de Clercy and Hans Michelmann, eds. (Toronto: University of Toronto Press, forthcoming)

"Leadership, Political Culture, and the Conservatism of Saskatchewan Voters in the 2003 Provincial Election," in *Democracy in Canada: Elections, Representation, and Leadership: Essays in Honour of John C. Courtney*, Jeffrey Steeves and Don Story, eds. (Toronto: University of Toronto Press, forthcoming)

"Leadership and Uncertainty in Fiscal Restructuring: Ralph Klein and Roy Romanow," *Canadian Journal of Political Science*, forthcoming

"Representational Diversity in Board Leadership: Theory, Operationalization, and Measurement," in *Co-operative Membership and Globalization: New Directions in Research and Practice*, Brett Fairbairn and Nora Russell, eds., forthcoming

▲ Presentations

"Diversity, Governance, and Demographic Change in Saskatchewan," presentation to the Saskatoon Co-operative Network, 11 May 2004

"Leadership and Diversity in Saskatchewan's Credit Union System," paper presented to the Canadian Association for Studies in Co-operation annual meetings, Winnipeg, 3-5 June 2004

▲ Administration and Other

Cris devoted many hours over the last year towards helping the Canadian Political Science Association plan its 2004 annual meeting in her capacity

as a section chair. She also organized a “Polling and Policy Specialists’ Workshop” at the same meetings. All of the sessions proceeded flawlessly in early June in Winnipeg.

Cris is co-ordinator for Research Cluster One of the centre’s SSHRC project, Co-operative Membership and Globalization: Creating; she is the Political Studies representative to the Regional and Urban Development Committee for 2003–04; co-organizer of the Political Studies 990 and Visiting Speakers Seminar Series; and a director of the Canadian Political Science Association board for 2003–05. She also sits on the board of the Saskatoon Credit Union.

Lou Hammond Ketilson

▲ Research

As part of her admin leave travel allotment, Lou spent a week at the BC Institute for Co-operative Studies in Victoria conducting research in preparation for travelling to the Arctic with Ian.

She spent a week in April with Ian MacPherson conducting interviews with management, staff, and members of the Toonoonik-Sahoonik Co-operative Association in Pond Inlet, Nunavut, for the Co-operatives and Aboriginal Cultures cluster of the social cohesion project. Prior to travelling to the Arctic, she spent a great deal of time completing documents to obtain research ethics approval, developing questionnaire schedules, and setting up travel arrangements.

Also in April, she met with Leslie Brown in Halifax to discuss possibilities for Atlantic region case studies of Aboriginal co-ops.

Lou has been heavily involved with the Saskatchewan First Nations Co-operative (SFNC), which has received funding from the Co-operative Development Initiative for research and innovation. Her role is to assist with the development of a governance model consistent with the needs of First Nations communities; to conduct an assessment of the impact of the co-operative(s) formed with the support of SFNC; and to supervise the development of a resource kit for co-operative development within First Nation communities. The SFNC is also one of the case studies within the Aboriginal cluster of the social cohesion project.

She is also working on a meta-analysis of the research projects completed over the past four years within the Community Economic Development module

of the Community-University Institute for Social Research. As part of the CUISR team, Lou is a co-investigator on the “Tracking Quality of Life” SSHRC grant, which will provide \$215,247 of funding over three years.

▲ Publications

With Cris, *Board Diversity Research Report*, published by Credit Union Central of Saskatchewan, April 2004. This report was distributed to all delegates to CUC Saskatchewan’s annual meeting in April.

“Aboriginal Co-operatives in Canada,” *Review of International Co-operation*, forthcoming spring 2004

With Isobel Findlay, co-editing a special edition of *Économie et Solidarités*, the CIRIEC-Canada Journal, on the topic Social Economy, Public Economy, and Aboriginal Economic Development, forthcoming 2006

“Methodology and Definitions in Research,” in *Co-operative Membership and Globalization: New Directions in Research and Practice*, Brett Fairbairn and Nora Russell, eds., forthcoming

▲ Presentations

A brief overview of outcomes of meetings with Toonoonik-Sahoonik, Koomiut, and Great Bear co-operatives—part of the social cohesion project—to Arctic Co-operatives Ltd.’s annual meeting, Winnipeg, in May

With Cris, “Leadership and Diversity in Saskatchewan’s Credit Union System,” presented at the Canadian Association for Studies in Co-operation (CASC) meetings, University of Manitoba, June 2004

With Wanda Wuttunee, “Building Research Relationships: Working with Aboriginal Communities,” presented to CASC meetings (details above)

With Brett and Carol Hunter, “Integrating Research into Development of Co-operative Management Curriculum: Lessons from the Leadership Development Program,” presented to CASC meetings (details above)

▲ Administration and Other

Lou is a member of the steering committee for CARD’s Leadership Development Program, which has been evaluated. Feedback from the three pilot sessions indicates that it was extremely well received by the participants.

Lou took part in meetings in February and June with members of the Co-operative Educators Group to discuss the possibility of forming an educational consortium among universities in Canada.

Nora Russell

Most of Nora's time since the last director's report has been consumed by two large projects and one smaller one. These activities include:

- ▲ editing, design, and layout of Brett's *Cohesion, Consumerism, and Co-operatives: Looking Ahead for the Co-operative Retailing System*, an addition to the centre's booklet series based on his keynote address to FCL's annual meeting in March. The booklet was completed and published in May.
- ▲ editing, design, and layout of Centre Scholar Marj Benson's new law casebook, *Negotiating Synergies* (408 pp.), based on her class in multi-party conflict resolution; the author requested many pages of changes after the first draft; once they had been entered to the file the entire document had to be reformatted. This project is currently at the printer and we are expecting finished books at the end of June.
- ▲ ongoing editing for the book based on papers presented at the SSHRC conference, *Co-operative Membership and Globalization: New Directions in Research and Practice*; one paper remains outstanding; Nora has completed editing and obtained author approval on all but one of the chapters; cover concepts and printers' quotes are in-house; design work will begin within the next couple of weeks; preliminary estimates put the book at about three hundred pages long

Once this project is off Nora's desk, she will tackle the backlog of occasional papers and research reports in the publications department. Three of these are directly connected to the SSHRC project and have top priority.

In her spare time, Nora is working on another large project—editing for consistency of spelling and usage, and formatting for printing materials from the Co-operative Research Inventory project recently completed for the Co-operatives Secretariat so we have hard copies available for borrowing from the Resource Centre.

Nora also prepares the director's reports on an ongoing basis.

Her smaller projects have included:

- ▲ preparing ads for centre seminar series
- ▲ preparing various materials for posting to the website
- ▲ redoing front and back matter for a number of reprints
- ▲ preparing and attending a display for the Investing in Your Community Conference in Saskatoon, 25–26 March
- ▲ preparing electronic files of Roger’s thesis for someone in Ag Econ who is interested in the research
- ▲ writing, designing, and supervising the printing of a promotional package for a showcase of CCA and partner organization materials at CCA’s annual meeting in Québec in June
- ▲ posting chapters from the forthcoming *Co-operative Membership and Globalization* on the newly established weblog site, so authors can read and comment upon each other’s contributions to the book; this is also intended to engender enthusiasm for the project
- ▲ preparing ads for *Living the Dream, Negotiating Synergies, and Cohesion, Consumerism, and Co-operatives* for the Saskatchewan Publishers’ Group newsletter and the Association of Cooperative Educators newsletter
- ▲ updating presentation folder materials
- ▲ updating information packages for students interested in pursuing studies on co-operative topics
- ▲ preparing detailed estimates for Roger’s proposal for a case studies project

Reprints continue at a steady pace. Nora arranged for the fourth reprint in two years of Michael’s *Rural Co-operatives and Sustainability*, and for the first time ever, we had to reprint our annual report! Reprints of six occasional papers are forthcoming:

- ▲ *Worker Co-operatives in Mondragon, the U.K., and France: Some Reflections*
- ▲ *Employment Co-operatives: An Investment in Innovation*
- ▲ *A History of Saskatchewan Co-operative Law—1900 to 1960*
- ▲ *Co-operative Organizations in Western Canada*

- ▲ *Farm Interest Groups and Canadian Agricultural Policy*
- ▲ *Patronage Allocation, Growth, and Member Well-Being in Co-operatives*

Of note:

- ▲ four of the centre's books appear in University Extension Press's new catalogue
- ▲ Brett's *Living the Dream: Membership and Marketing in the Co-operative Retailing System* appears on the Saskatchewan Publisher's Group book map, a large poster of the province with members' book covers placed on locations featured in the book. The poster goes out to bookstores, schools, libraries, and other public institutions, as well as being featured at the many conferences and workshops attended by the SPG during the year.
- ▲ Nora is submitting *Living the Dream* for consideration in the non-fiction category of the Saskatchewan Book Awards.
- ▲ She is also submitting three books (*Living the Dream*, *Canadian Co-operatives in the Year 2000*, and *Co-operative Membership and Globalization*) for inclusion in the Saskatchewan Publisher's Group catalogue, *PaperCuts*, which features members' new and forthcoming books. The catalogue is sent to all schools, libraries, and bookstores in the province, as well as being available at trade shows, teacher/librarian conferences, gift shows, and other display events.

The cost of participating in all these marketing activities is minimal, generally \$10 per item, and is an inexpensive way to raise the centre's profile across many sectors in the province.

Nora attends regular meetings of the Editors' Association of Canada, the Saskatchewan Publisher's Group, and with several other centre personnel, took part in the recent CASC meetings in Winnipeg.

Roger Herman

Much of Roger's time over the past few months has been devoted to research activities for cluster two of the SSHRC project, Co-operative Membership and Changing Boundaries of Community. These include:

- ▲ conducting interviews with key informants from Prince Albert Co-operative Association and Prince Albert Credit Union
- ▲ being responsible for two papers, with Michael Gertler, at the CASC meetings in Winnipeg in June: “Co-operatives and the Local and Regional Manifestations of ‘Globalization,’” and “Co-operative Membership and the Changing Character of Community”
- ▲ having a paper accepted for presentation, with Michael Gertler, at the Rural Sociology Society meetings in Sacramento, California, in August

On another research front, he has had a paper titled “Organizational Form as Innovation,” based on his MA thesis, accepted for presentation at the Vertical Markets and Cooperative Hierarchies conference in Chania, Greece, in September.

He conducted a workshop titled “The Times ... They Are a Changin’” at the Building Co-operative Futures youth conference in Calgary in May.

Roger co-ordinated a reception and presentation for Steven Franklin, the university’s VP Research, which involved a review of current research at the centre as well as a presentation by Cris and Carol on preliminary research into the proposed National Co-operative Data Centre.

With Michael, he organized and hosted day-long presentations for a delegation of visitors from Brazil on a CIDA-sponsored study tour to examine the use of co-operatives in Canada as a model for the landless peasant movement in Brazil.

Roger continues to respond to inquiries regarding New Generation Co-operatives as well as co-ops in general, particularly since Carol is no longer available to answer queries in the library.

Roger is part of the Association of Cooperative Educators Institute planning committee for the annual conference scheduled for August in Montreal; he continues his role as centre representative to the Saskatchewan Council for Community Development; and he is responsible for co-ordinating the centre’s Seminar Series.

On a final note, Roger was very pleased recently to be elected to the Saskatoon Community Clinic’s board of directors, which continues a long tradition of someone from the centre serving on the clinic’s board.

Allison Muri

Allison spent much of March and early April focussed on applying for research licences and ethics approval for doing research in the North.

Since updating the Co-op Studies and social cohesion websites, she has also been focussing on strategies to facilitate communications and networking for the SSHRC research team and its partners. Researchers are diffused not only across campus here at the U of S but across the country and abroad, with contributing researchers at Mount Saint Vincent University in Halifax, Laval and the University of Québec at Montréal, McMaster University in Hamilton, Trent University in Peterborough, the Universities of Manitoba, Calgary, and Victoria, and the Australian Centre for Co-operative Research and Development in Australia. Research partner co-operatives, too, are widely separated, from almost every province in the country to the North-west Territories and Nunavut, to Washington, DC, and the UK. Allison has been working on two projects to help keep everyone up-to-date and informed: a newsletter, which will go out to all researchers and partners in June, and a weblog on the Internet, which will serve both as a forum and an archive for the social cohesion research team.

Patty Scheidl

Patty is our office manager, responsible for the centre's day-to-day operations, but lends her organizational skills to many additional duties as they arise. On an ongoing basis, she 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. Other financial activities include helping Karen with publication purchases; processing all the invoices and cheques that come into the centre for purchases and payments; and investigating the inevitable anomalies that occur from time to time. She spent a significant amount of time this quarter doing budget projections in order to plan for the centre's year-end in June. This involved going through the various subaccounts and calculating the expenses that would be coming out of the centre's budget by the end of June.

Patty spends endless hours setting up meetings. These arrangements always involve many e-mails and phone calls, booking rooms, ordering refreshments, and sometimes organizing conference calls. This past quarter she assisted

Michael and Roger with organizing the visit of the Brazilian delegation in late April, arranging for lunch and coffee breaks as well as preparing an invoice for CIDA for expenses incurred during the day. She organized a meeting with Brett, Hans Michelmann, and Murray to discuss scholarship applications, which involved ensuring that applications were complete and making copies for everyone prior to the meeting. She also set up various meetings for Brett and other faculty as required, booking rooms and arranging for refreshments where appropriate. On an ongoing basis, Patty makes all the arrangements for the Management Advisory Board meetings. This includes co-ordinating a suitable date for everyone involved, which inevitably takes days of back-and-forth communications, preparing the minutes, assembling the board packages and couriering them out ahead of time, getting parking passes, booking rooms, and ordering lunch.

On an ongoing basis, Patty makes travel arrangements for faculty and staff for conferences and meetings. This involves processing conference registrations and booking flights and hotels as well as the travel expense claim forms when individuals return. Work in this area was particularly demanding in April as she had to co-ordinate the arrangements for four people (Lou, Ian MacPherson, Isobel Findlay, and Wanda Wuttunee) at three institutions to get to four different remote communities in the North. In addition to the flight and hotel arrangements, she prepared handouts for meetings, purchased audio cassettes for the interviews, and dealt with other miscellaneous tasks associated with the trips, as well as preparing and processing travel expense claims on their return.

In May and June she was preoccupied organizing conference registrations, travel and hotel accommodations, and processing expense claims for a number of conferences. These included arrangements for Lou and Ian MacPherson to attend Arctic Co-op's AGM, 3–5 May in Winnipeg; Brett's trip to the Co-operative Corporate Governance conference in Toronto, 5–7 May; arrangements for Brett and Roger and seven students (Angie Wagner, Jason Heit, Chad Berg, Kimberly Brown, Juanita Bacsu, Christina Buziak, and Michelle Korven) to attend the Building Co-operative Futures Youth Conference at the University of Calgary, 14–18 May; arrangements for five centre people to attend the CASC meetings in Winnipeg, 3–5 June; and Brett's trip to the Canadian Co-operative Association's AGM, 16–19 June.

She prepared the paperwork to hire four students doing research for the centre this summer. This involved organizing office space and computer

equipment, arranging for keys, and helping them get settled when they started work.

Patty assisted Brett in preparing letters of support for three students applying to the Interdisciplinary Graduate Studies Program. One of the students lives in Germany and this involved a number of e-mails and also sending information to her by courier.

She had many dealings with the Campus Computer Store, getting quotes for computer equipment for Lou and Michael as well as for the office.

Less demanding but no less important activities include processing the quarterly invoices and deposits for centre sponsors; assisting Karen in sending out the seminar series notices; handling numerous printing jobs and courier packages; renewing memberships to organizations and subscriptions to periodicals; and the many small tasks associated with administering the SSHRC grant.

Karen Neufeldt

Karen works for the centre half time, assisting Patty in the office and 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 other mailouts are required, and helping to prepare packages for the advisory board meeting.

Extra work this quarter has included ordering office supplies, helping Patty get summer students settled, and dealing with requests for information from the main library on campus, new title registration forms, and *Books in Print* regarding centre publications.

Karen runs the office on her own during Patty's absence Monday and Wednesday mornings and her Friday EDOs.

This quarter she took advantage of professional development opportunities by taking a course in Microsoft Excel.

She has a number of regular responsibilities in the library—ordering new books, 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. She spends a lot of time registering students and other library patrons, helping them access materials in the library, or directing them to other individuals for help with their reference questions. She is also responsible for circulating periodicals, preparing summaries of journal contents and distributing them to centre faculty, staff, and scholars, as well as notifying everyone of new books received. And she maintains the bulletin board and book display area in the hallway outside the library.

Karen also willingly undertakes whatever incidental tasks may be required by faculty, staff, or scholars.

Karla Radloff

The centre's first SSHRC scholarship recipient, Karla is in the process of completing her master's thesis on government policy and co-operatives in the Canadian North.

Angela Wagner

Angie is a SSHRC scholarship student working on her master's thesis titled "Membership Identity and Consumer Behaviour: The Case of Consumer Co-operatives." She recently received proposal approval from her advisory committee and ethics approval from the Research Ethics Board.

She is working at the centre this summer with Cris and Carol on the National Co-operative Data Centre project. Time permitting, she will also be compiling community profiles for the SSHRC project under the direction of Brett Fairbairn.

Jason Heit

Jason recently graduated with a BA in sociology and is the centre's most recent SSHRC scholarship winner. He is also the first student in our newly approved Interdisciplinary Research Concentration in Co-operative Studies. He is interested in the influences of information technologies on co-operative governance and membership participation, and is working with Murray this

summer on a review and analysis of co-op and credit union websites for cluster four of the SSHRC project, Information Technologies and the Co-operative Redefinition of Community.

Kim Brown

Kim recently graduated from the College of Arts and Science with an honours degree in political studies. She is working for Cris and Lou with the assistance of the U-Step program researching minority representation in co-operative governance. She is working on a literature review and collecting background and statistical information on the number of minority representatives currently and historically who have served on governance boards in co-operatives. She hopes to pursue a similar line of inquiry with the centre at the graduate level in the fall.

Juanita Bacsu

Juanita is a fourth year arts student studying political science. She is working for Cris on SSHRC cluster one, Co-operative Consumer Identities in Urban Communities, helping to create a master survey instrument, which will be administered to several thousand Canadians and will help to provide insight into the relationships among co-operative membership, globalization, and social cohesion.