

Director's Report to the Advisory Board

Brett Fairbairn, Acting Director
Centre for the Study of Co-operatives
13 June 2016



The Centre for the Study of Co-operatives is an interdisciplinary teaching and research institution located on the University of Saskatchewan campus in Saskatoon. Contract partners in the co-operative sector include Saskatchewan Credit Unions, Federated Co-operatives Limited, Concentra Financial, The Co-operators, and CHS Inc.

The Centre is also supported by the University of Saskatchewan and is formally affiliated with the Johnson Shoyama Graduate School of Public Policy

The university not only houses our offices but provides in-kind contributions from a number of departments and units as well as financial assistance with operations and nonsalary expenditures.

We acknowledge with gratitude the ongoing support of all our partner organizations.



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November 2015 to June 2016

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▲ Update on the Strategic Plan

With a great deal of thoughtful input from the advisory board and Centre faculty, staff, and scholars, Brett has crafted the concise and tightly focussed document found in the information package accompanying this report. This final version begins with a brief preamble outlining the Centre's strengths and the challenge we have set ourselves, moves on to four detailed planning principles, and then describes the plan, which consists of four clearly stated commitments, accompanying activities that will help us accomplish our goals, and measurement indicators to monitor our progress. A concluding paragraph acknowledges key enablers, without whom none of this could happen.

There is a link to the entire document on our website here, with an additional link for readers who wish to make comments.

▲ Top Co-op Issues 2016

In fall 2015, the Centre canvassed Canada's co-op leaders, including CEOs and managers, board members and academics, on their views about the top issues currently facing co-operative organizations. Our forty-six key informants were remarkably consistent in identifying their most pressing concerns, which we have organized under themes that include access to capital, governance, member commitment, youth engagement, and public awareness of the co-op model.

The poster found here itemizes the top twelve themes and highlights the top three issues, including respondents' suggestions for action.

▲ Graduate Certificate in the Social Economy and Co-operatives

Our new master's certificate was offered for the first time beginning in September 2015 and has generated considerable interest. Not even a year into the program, we're already developing an innovative new delivery method to make it accessible to more students and working professionals across the country and around the world. The new blended-delivery model, with both online and in-person courses, will be offered in September 2016. With classes taught by Centre Fellows, the certificate is offered through our affiliate, the Johnson Shoyama Graduate School of Public Policy. You can find more information about the certificate here.

▲ Online Repository of Teaching Materials about Co-ops

We have a new web page devoted to online teaching resources on co-operatives. Currently there are videos of seminars, lectures, and special presentations, as well as case studies and Centre booklets, all freely available for downloading. We are working on a case study series and more of these will become available as they are completed. In addition, the historical survey on co-op films produced by the National Film Board of Canada compiled by Centre colleague George Melnyk

of the University of Calgary will also be posted here, along with excerpts from some of the films. The online resources page is under development and we invite you to watch for new links to a variety of additional materials.

▲ Impact of Co-op Teaching and Learning

Recent data collected by the Centre demonstrates our ability to reach hundreds of students on the University of Saskatchewan campus and introduce them to the key ideas and concepts fundamental to understanding co-operatives. From September 2013 to April 2016, approximately 866 students received classroom instruction that would give them a basic understanding of co-operatives and the role they play in society. Of these 866 students, 107 were graduate students and 759 were undergraduates.

An important factor in the impact of our teaching is the large number of project-based learning opportunities we provide in addition to course work. Since September 2013, 41 students have been involved in comprehensive co-op research projects supervised by U of S professors through thesis work, major projects, MBA consulting projects, and research assistantships. Centre fellows supervised thirty-six of the projects.

We have also created many opportunities for students to learn about co-ops beyond courses and project-based learning, hosting or co-hosting almost thirty events with students and life-long learners in mind. In addition, we work hard to integrate our seminars into the Johnson Shoyama Graduate School of Public Policy's (JSGS) course requirements, exposing many JSGS students to leading co-op thinkers. We also support the participation of students at conferences and workshops, which allows for interactions with practitioners and gives students meaningful insight into real-world co-op issues.

Finally, books, journal articles, reports, presentations, video seminars, and other pieces written by Centre fellows are used across Canada and around the world and have enormous impact in the teaching realm beyond the classroom.

▲ Thematic Breakdown of Selected Centre Activity

The Centre for the Study of Co-operatives has at the core of its mission the creation of new knowledge about co-operatives. New knowledge is created in the minds of people: faculty, students, officials of co-operatives and the public sector, and others, who experience our events, activities, and initiatives in person and through various media. The Centre's discovery mission is currently concentrated in the areas of co-operative governance, co-operative development, rural and agricultural communities, and Indigenous co-operation. The following sections provide more depth on these four areas.

Governance → including co-operative theory, demutualization, leadership, management, community and social engagement (member or stakeholder voice), and policy

Governance is a critical determinant of the success or failure of organizations. Informed by the study of co-operatives and their distinctive issues, the Centre is producing a new synthesis of knowledge and theory about governance. This involves three elements: developing governance and organizational theory and publishing it in international forums to influence scholars and students of governance; applying theory to co-operatives and providing leaders with new insights into governance; and conducting case studies of co-operative governance.

The Centre's emerging approach views governance as the allocation of power within organizations and among stakeholders — governance is a basic question of the purpose of an organization and how it is conceptualized. Allocation of power through governance enables organizations to address three fundamental categories of problems: strategic interdependencies among stakeholders (co-operation and co-ordination among members, directors, managers, etc.); establishing a shared way of thinking to deal with an uncertain future; and maintaining legitimacy.

- ▲ “Governance and Managerial Effort in Consumer-Owned Enterprises,” **article** by Murray Fulton and Dionne Pohler, *European Review of Agricultural Economics* 42, no. 5 (2015): 713–37; applies the Centre’s emerging understanding of governance to provide a better explanation of incentives for managers to strive to serve member goals
- ▲ *Governance as a Determinant of Success and Failure: What Other Co-ops Can Learn from Co-op Atlantic*, Brett Fairbairn, Murray Fulton, and Dionne Pohler, **Centre booklet**, published November 2015; looks at the governance choices and behaviours that led to the failure of this once-strong organization
- ▲ *When Big Co-ops Fail*, Peter Couchman and Murray Fulton, **Centre booklet**, published December 2015; examines failures of large-scale co-ops and identifies five factors that can dramatically increase the chance of survival for individual co-ops
- ▲ “Demutualization in Co-operative Thought: Perspectives on Assets in Co-operatives,” **research note** by Brett Fairbairn for “Demutualization of Co-operatives and Mutuals,” Murray Fulton and Jean-Pierre Girard, funded by Co-operatives and Mutuals Canada, November 2015
- ▲ “Governance and Employee Engagement,” **presentation** by Brett Fairbairn, Alberta Community and Co-operative Association, Red Deer, 21 November 2015,
- ▲ **consulting contract** with Saskatoon Co-operative Association Ltd., 2016–17, to review governance and member participation; Brett is a member of the six-person team
- ▲ “Engaging Women in Governance and Management,” **presentation** by Isobel Findlay at the Saskatchewan Co-operative Association Engaging Diversity Conference, Regina, 29 January

- ▲ “Saskatchewan Wheat Pool: A Case Study in Governance and Co-operative Strategy,” **presentation** by Brett Fairbairn to Your CHS Experience Board Development Event, Scottsdale, Arizona, 22 February,
- ▲ “New Views of Governance,” **presentation** by Brett Fairbairn to Federated Co-operatives Limited annual meeting training session, Saskatoon, 28 February 2016
- ▲ “Report to ACCA on Member Engagement Sessions, March 2016,” **report** by Brett Fairbairn to board of directors, Alberta Community & Co-operative Association, based on co-facilitation of two all-day member workshops
- ▲ “The Political Economy of Co-operative Governance,” **presentation** by Murray Fulton to WINS (Workshop in Institutional Analysis of Social-Ecological Systems) Seminar, Humboldt University, Berlin, 21 April 2016,
- ▲ “Governance and Co-operative Strategy,” **presentation** by Brett Fairbairn to the board of directors of Calgary Co-operative Association, 7 May 2016
- ▲ “Governance Failures and the Saskatchewan Wheat Pool: Challenges to Co-operative Governance,” **presentation** by Murray Fulton to ICA International Research Conference, Almeria, Spain, 24–27 May 2016,
- ▲ with Glen Tully, “The Dynamics of Federations of Consumer Co-operatives: Challenges to Co-operative Governance,” **presentation** by Brett Fairbairn to ICA International Research Conference, Almeria, Spain, 25 May,
- ▲ “Balancing Conflicting Logics in a Canadian Credit Union: Challenges to Co-operative Governance,” **presentation** by Dionne Pohler and Kathy Johnson, ICA International Research Conference, Almeria, Spain, 25 May
- ▲ “Banks and Their Alternatives in the Canadian Financial Services Industry: A Comparison of Governance Structures and Outcomes,” **presentation** by Dionne Pohler at the Labour and Employment Relations Association Conference, Minneapolis, 26–29 May
- ▲ “Common Problems of Co-operative Federations,” **presentation** by Brett Fairbairn to Canadian Association for Studies in Co-operation, Calgary, 3 June,
- ▲ “University Leadership: Development Paths and Networks,” **leadership development program** by Brett Fairbairn for senior university leaders in collaboration with the Conference Board of Canada; program to be launched in 2016

Ongoing work in this area

- ✧ “Governance of Co-operative Federations: Principles and a Framework for Research,” Brett Fairbairn, Murray Fulton, and Dionne Pohler; **article** submitted to peer-reviewed journal; reviews governance literature and uses key governance concepts to highlight expected governance problems and possible solutions in federated organizations
- ✧ “The Governance of Federations,” Murray Fulton, Dionne Pohler, and Brett Fairbairn; **article** submitted to peer-reviewed journal; introduction to key governance concepts, to be used as a framework for future case studies and specialized research

- ✧ “Network Governance in the Canadian Credit Union System: The Symbiotic Relationships Between Regulation, Ownership Structures, Boards, and Strategy,” Dionne Pohler, **research** in progress
- ✧ “The Competitive Credit Union and Branding Strategies: A Source of Competitive Advantage?” **article**, Dionne Pohler and Brett Fairbairn, writing stage
- ✧ “The Political Economy of Good Co-operative Governance,” Murray Fulton, Dionne Pohler, and Brett Fairbairn, **working paper**, ongoing
- ✧ “Towards a General Model of Organizational Governance,” Michael Atkinson, Murray Fulton, and Dionne Pohler, **working paper**, ongoing
- ✧ “Leadership, Innovation, and Cultural Change at Federated Co-operatives Limited and in the Co-operative Retailing System,” **book-length manuscript**; Brett Fairbairn, ongoing research
- ✧ theory and case studies of governance and innovation in co-operatives; Brett Fairbairn, ongoing **research**

Co-operative Development → including community and social engagement, measurement of impact, ethics, history, innovation, sustainability

The development of new co-operatives is a complex and sometimes mysterious process, and one that in the long run is important for the renewal of the co-operative sector. The teachings and lore of the co-operative movement indicate that co-ops are formed by voluntary associations of people, usually at a local level, who want to address a need by forming an enterprise. At the same time, history shows that co-ops do not emerge everywhere they could, but in patterns and clusters — often connected with a citizens’ or social movement, sponsorship by pre-existing co-operatives, and/or action by the state. Some thrive more than others. The Centre discovers new knowledge about co-op development, and creates learning opportunities for students and leaders, by exploring how different factors work together to produce successful co-op development. The Centre’s approach involves a strong focus on understanding community needs, capacity, and leadership, and on identifying the specific kinds of interventions that can promote self-help. We look for the best, proven insights from around the world and for ways these can be adapted and applied in Canada and elsewhere.

The Co-operative Innovation Project (CIP), which investigated co-operative business development in rural and Aboriginal communities in Canada, concluded in December 2015. Funded with \$1 million from Federated Co-operatives Limited (FCL) on behalf of the Co-operative Retailing System, the project provided a unique opportunity to help rural and Aboriginal communities determine whether the co-op model could be applied as a practical solution to needs identified by the communities themselves. CIP personnel made more than thirty community visits and through online and telephone surveys contacted another 649 communities throughout western Canada gathering data for the final report on this phase of the project. The final report is on the CIP website (<https://coopinnovation.wordpress.com>) as are the community reports and a variety of two-page briefs.

In January 2016, based on the success of the CIP project, FCL announced an additional \$5 million over five years to fund **Co-operatives First**, a nonprofit organization dedicated to improving the lives of people in rural and First Nations, Metis and Inuit communities in western Canada, using the co-operative model. This is a stand-alone enterprise, though research management will remain at the Centre with Darcy Overland. The Centre's education and liaison officer, Audra Krueger, has accepted the position of executive director and CIP personnel Kyle White and Merle Massie will transition to Co-ops First when it's fully functional in June 2016.

- ▲ **Saskatchewan First Nations Technical Services Co-operative** is a new co-op incorporated in late 2015 and developed under the guidance of Centre Fellows Dionne Pohler and Murray Fulton and Marianne Jurzyniec, a student in the Centre's new Certificate Program
- ▲ "Developing and Sustaining Communities: The Role of Co-operatives," **chapter** by Lou Hammond Ketilson in *Handbook on Co-operative, Mutual, Member-Owned, and Employee-owned Business* by Carlo Borzaga (University of Trento) for Oxford University Press; accepted
- ▲ "A New Model for a Robust Co-operative Development Environment," **presentation** by Darcy Overland and Merle Massie at ICA International Research Conference, Almeria, Spain, 24–27 May 2016
- ▲ "Key Lessons from Co-operative Developers: What Does It Take to Build a Co-operative?" **presentation** by Darcy Overland and Merle Massie at ICA International Research Conference, Almeria, Spain, 24–27 May 2016
- ▲ "Co-operative Development in Rural and Aboriginal Western Canada: Leadership, Barriers, and the Importance of Community-Led Innovation," **presentation** by Darcy Overland and Merle Massie at CASC conference, Calgary, 1–3 June 2016
- ▲ "Measuring the Social Impact of Credit Unions," **presentation** by Lou Hammond Ketilson at the Association for Nonprofit and Social Economy Research conference, Calgary, 1–3 June 2016

Ongoing work in this area

- ◇ "Raiffeisen as Social Innovator," Brett Fairbairn; **article** submitted to *Annals of Public and Cooperative Economics*
- ◇ "Co-operative Development in Rural and Aboriginal Communities in Western Canada," Murray Fulton, Dionne Pohler, Merle Massie, Darcy Overland, and Wu Haotao; **article** on data analysis for CIP project; in progress
- ◇ "Social Innovation in Canada and Germany: Theoretical and Historical Perspectives," Brett Fairbairn; ongoing **research**
- ◇ history of the co-operative movement in Germany, Brett Fairbairn; ongoing **research**
- ◇ social innovation in German renewable-energy co-operatives, Brett Fairbairn; **article** in preparation, in collaboration with researchers at the Institute for Co-operative Studies, Berlin

Rural and Agricultural → including food security, rural development

Research and teaching on rural and agricultural co-operatives have long been part of the Centre's activities. Food, environment, community, and distance are important considerations that explain strengths and potential for rural co-operation not only in Canada but in other countries. The Centre's work in these areas has involved sectoral and case studies from perspectives of economics, sociology, management, and history.

- ▲ CIP project and Co-operatives First (see above under Co-op Development)
- ▲ “Examining Success Factors for Sustainable Rural Development through the Integrated Co-operative Model,” in partnership with Canadian Co-operative Association and universities in Tanzania, Uganda, and Rwanda; Lou Hammond Ketilson was project co-ordinator; Centre scholars JoAnn Jaffe and Cindy Hanson collaborated; **final report** complete
- ▲ “Examining Success Factors for Sustainable Rural Development through the Integrated Co-operative Model,” **two presentations** by Lou Hammond Ketilson, one at the ICA International Research Conference, Almeria, Spain, 24–27 May, 2016, the second at the Canadian Association for Studies in Co-operation conference in Calgary in early June
- ▲ “Grazing Co-operatives in the Organizational Ecology of Rural Saskatchewan,” **presentation** by Michael Gertler and JoAnn Jaffe, Canadian Association for Studies in Co-operation conference, Calgary, 1 June

Ongoing work in this area

- ✧ “Social, Economic, Agronomic, and Environmental Dimensions of Community Pastures and Grazing Co-operatives on the Canadian Prairies,” **research project**, Michael Gertler and JoAnn Jaffe; ongoing

Indigenous

The development and empowerment of Indigenous communities in Canada and elsewhere is one of the great societal challenges of our time. The Centre aims to contribute by investigating the synergies or tensions between co-operative forms of enterprise and First Nations, Métis, and Inuit social-economic realities and models of governance and power. Centre faculty and students advance knowledge in these areas by empirical studies of the breadth and diversity of enterprises in Aboriginal communities; by engagement partnerships with First Nations, Métis, and Inuit communities and organizations to produce mutually beneficial knowledge; and by learning from Indigenous world views to identify ways Western organizational models have been based on limited understandings and can be broadened.

- ▲ **Saskatchewan First Nations Technical Services Co-operative**, a new co-op developed under the guidance of Centre Fellows Dionne Pohler and Murray Fulton and Marianne Jurzyniec, a student in the Centre's new Certificate Program; incorporated in late 2015
- ▲ “Urban Aboriginal Service Delivery Landscape: Themes, Trends, Gaps, and

Prospects,” **research** project by Isobel Findlay and Vince Bruni-Bossio, PIs, completed

- ▲ CIP project and Co-operatives First (see above under Co-op Development)
- ▲ “Powering Place: Connecting Rural and Aboriginal Enterprise Development,” **workshop** by Co-operatives First (former CIP) employees Kyle White and Merle Massie at ECONOUS: The National Community Economic Development Conference, Montreal, 18–20 May 2016
- ▲ “Co-operative Development in Rural and Aboriginal Western Canada: Leadership, Barriers, and the Importance of Community-Led Innovation,” **presentation** by Darcy Overland and Merle Massie at CASC conference, Calgary, 1–3 June 2016
- ▲ as part of ongoing governance **research**, Brett Fairbairn has been reviewing Indigenous conceptions of governance and considering their relationship to co-operative organizational models

▲ Teaching, Administration, and Other Professional Activities

Centre fellows taught 14 **graduate and undergraduate classes** with co-op content at the University of Saskatchewan. In addition, Lou is external examiner with oversight of co-operatives and other democratic organizations in the Department of Food Business and Development, University College Cork, Ireland. In October 2015 she was the external examiner of six MA theses, and in mid-May 2016 she made an in-person site visit to meet with faculty and review programs and marking; she is also a member of the examinations committee.

Centre fellows act as supervisors and/or serve on committees for 25 **graduate students**.

And in addition to their day-to-day commitments, Centre faculty and staff together serve on approximately 50 **committees, boards, and/or professional and community organizations**.

▲ Google Analytics

Since we reactivated Google Analytics in March 2016, we have seen a steady increase in traffic to the Centre’s website. Below are some interesting statistics.

May 2016

1,288 sessions

989 users

2,406 page views

Top 5 countries: Canada, US, UK, India, Brazil (with other visits from South Korea, Spain, Nigeria, and Belgium)

Top 5 pages: About us, student portal, publications, research, news and events

April 2016

1,098 sessions

816 users

2,009 page views

Top 5 countries: Canada, US, Brazil, India, and Germany (with other visits from UK, Spain, Australia, and China)

Top 5 pages: About us, publications, news and events, research, student portal

March 2016

972 sessions

736 users

1,679 page views

Top 5 countries: Canada, US, India, Nigeria, UK (with other visits from Germany, Italy, South Korea, Philippines, and Kenya)

Top 5 pages: About us, publications, news and events, student portal, research

Appendix
to the
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▲ Awards for Centre Contract Partners

Federated Co-operatives Limited (FCL) retained top spot in *SaskBusiness* magazine's 2015 list of the 100 largest companies in Saskatchewan as well as being named Business of the Year. The company is in the top 50 of the Financial Post magazine's rankings of the 500 largest companies in Canada, as well as among the Corporate Knights ranking of the Best 50 Corporate Citizens in Canada. In addition, FCL was named Fairtrade Retailer of the Year at the 2015 Canadian Fairtrade Awards, where it also won the award for Excellence in Merchandising.

Concentra Financial was once again named one of Canada's Best Managed Companies, retaining its status as a Platinum Club member.

SaskCentral was named one of the best medium-sized workplace in Canada for 2015 by the Great Place to Work® Institute Canada. It was also honoured as one of Canada's best workplace for women among companies of any size.

The Co-operators has been recognized as among the top ten on Corporate Knights' list of the Best 50 Corporate Citizens in Canada. It also earned the 2015 J.D. Power Canadian Home Insurance award in the Ontario/Atlantic region. And the company has been listed among the 50 Most Socially Responsible Corporations in Canada, a list compiled by Sustainalytics for *Maclean's* magazine.

Finally, CHS Inc. ranked 25 among the top 150 best workplaces in Minnesota by WorkplaceDynamics.

▲ Faculty/Staff/Board Member News

- ▲ Murray Fulton will resume his role as Centre director when he returns from sabbatical at the end of June; thanks to Brett Fairbairn, who served most ably as acting director for the past year
- ▲ Dionne Pohler is leaving the Centre to take up a position at the University of Toronto beginning July 1; arrangements are being made for her to remain a Centre Fellow after her move
- ▲ Brett presented the CASC Award of Merit to Centre Advisory Board Member William Nelson at the CASC conference in Calgary in June
- ▲ There are many staff changes at the Centre associated with the new nonprofit agency Co-operatives First, which grew out of the Co-operative Innovation Project (CIP)
 - ✧ Wu Haotao, data analyst, left the Centre at the end of December with the conclusion of the CIP project
 - ✧ Audra Krueger, our current research, education and liaison officer, is leaving the Centre to assume the role of executive director of Co-operatives First
 - ✧ Kyle White and Merle Massie, community engagement officer and research officer respectively with the CIP project, will both have transi-

tioned to Co-operatives First by the end of June and left the Centre as well

- ❖ Darcy Overland, research manager for the CIP project, will take up a new position as research manager of Co-operatives First; this position will be located at the Centre
- ▲ Finally, Lisa Callagher, from the University of Auckland Business School in New Zealand, who has an interest in co-operatives, will be spending time at the Centre as a visiting scholar during July and August 2016

▲ Detailed Summary of Centre Activities

Research

- ▲ “President’s Advisory Council on the Status of Women Consultation Report,” Isobel Findlay, Marie Loverod and Liz Quinlan
- ▲ “Impacting Community Strength and Sustainability: Community-Campus Engagement at Station 20 West,” SSHRC Community First: Impacts of Community Engagement Hub Project, Phase Two, Isobel Findlay, Peter Andrée and Karen Schwartz
- ▲ “Ameliorating Workplace Harassment among Caregivers: Fostering Communicative Action and Ethical Practice through Participatory Theatre,” Elizabeth Quinlan, Beth Bilson, Isobel Findlay, and A. Urban
- ▲ “Visual Analysis of Union Renewal: A Critical Examination of Union Print Advertising,” Barb Phillips and Dionne Pohler, under second review
- ▲ “The Impact of Job-Based HR System Differentiation on Firm Performance and Employee Attitudes,” Joseph Schmidt, Dionne Pohler, and C. Willness, under second-round review
- ▲ “MNC Compliance with Regulatory and Normative Employment Practices in a Developed Host Country,” Dionne Pohler and C. Riddell, revise and resubmit
- ▲ “Diversity in Financial Institutions and Outcomes of Farm Lending,” Dionne Pohler, research underway
- ▲ “Conflict Resolution: What Everyone Needs to Know,” J. Budd, A. Colvin, and Dionne Pohler, book proposal for Oxford University Press, underway
- ▲ “Income Inequality inside Organizations: A Field Study,” Dionne Pohler and C. Riddell, working paper
- ▲ “The Role of Unions and Job Evaluation Design in Pay Equity Compliance in Private Sector Firms: A Field Study,” C. Riddell and Dionne Pohler, data analysis underway
- ▲ “Translating Academic Research into Classroom Pedagogy: Negotiator Cognition and Decision-Making Bias,” J. Kleefeld and Dionne Pohler, data analysis underway
- ▲ “An Unlikely Harbinger? The Impact of Favorable Labor Relations on Corporate Social Responsibility,” C. Dawkins and Dionne Pohler, data collection complete
- ▲ “The Impact of Strategic Management and Balanced Scorecards on the

Performance of Public Sector Organizations,” C. Riddell and Dionne Pohler, data collection underway

- ▲ “Do Employees Perceive HR to Help or Hurt? The Antecedents and Consequences of Employee Attributions about HR Systems,” Joseph Schmidt and Dionne Pohler, data collection underway
- ▲ “Why Is Human Sustainability Less Prominent than Environmental Sustainability? An Interdisciplinary Perspective,” Daniel Beland, Dionne Pohler, and Murray Fulton

Publications

- ▲ *Governance as a Determinant of Success or Failure: What Other Co-ops Can Learn from Co-op Atlantic*, Brett Fairbairn, Murray Fulton, and Dionne Pohler, Centre booklet, published November 2015
- ▲ *When Big Co-ops Fail*, Peter Couchman and Murray Fulton, Centre booklet, published December 2015
- ▲ “Understanding Co-operatives through Research,” Lou Hammond Ketilson, *Review of International Co-operation*, published December 2015
- ▲ *The Fifth Co-operative Principle in Action: Mapping the Co-operative Educational Initiatives of Canadian Co-operatives*, Erin Hancock and Annabelle Brault, Centre research report, published January 2016
- ▲ “Quality of Life: Towards Sustainable Community Futures” [special issue], *Engaged Scholar Journal: Community-Engaged Research, Teaching, and Learning* 1 no. 2 (January 2016): 1–26, Nazeem Muhajarine and Isobel M. Findlay, eds. and introduction
- ▲ *Co-operatives and Universities: Some Reflections*, Brett Fairbairn, Centre booklet, published February 2016
- ▲ *2015 Point-in-Time Homelessness Count Saskatoon, Saskatchewan.*, Community-University Institute for Social Research, February 2016, Cara Spence Gress, Isobel M. Findlay, Bill Holden, Stephen Wormith, Pamela Brotzel, Sana Rachel Sunny, and Hannah Holden
- ▲ “Latino Farmworkers in Saskatchewan: Language Barriers and Health and Safety,” *Journal of Agromedicine* 20, no. 3 (2015): 341–48, Arcadio Viveros-Guzmán and Michael Gertler
- ▲ “Inspiration File” article on Furrows and Faith Retirement Co-operative in Mossbank, Saskatchewan, by Merle Massie in collaboration with staff at the Saskatchewan Economic Development Association, published online at <http://www.growourregion.ca/images/file/Research/Inspiration%20File/March%20Co-op%20IP.pdf>
- ▲ “Building Resilient Communities: The Economic Impact of Credit Unions and Caisses Populaires in Canada,” Lou Hammond Ketilson, Centre booklet, editing complete, with author for revisions
- ▲ “Positive Aging for All: Is the Co-operative Model the Best Option for the Delivery of Elder-Care Services?” A Practicum Project Report for the Saskatoon Council on Aging, Adegboyega Kazeem Lawal, Centre research report, in progress

- ▲ “A Case Study of Youth Involvement in Irish Credit Unions,” Centre occasional paper based on SCA executive director Victoria Morris’s MA thesis; editing complete, with author for revisions
- ▲ “The National Film Board of Canada and Co-op Films: A Historical Survey,” George Melnyk, research report, in editing
- ▲ “Co-ops: The Fourth Business Model,” blog post by Merle Massie for Saskatchewan First Nations Economic Development Network
- ▲ “Rural Sociology,” in *The Cambridge Handbook of Sociology*, ed. Kathleen Odell Korgen, New York: Cambridge University Press, forthcoming 2016, JoAnne Jaffe and Michael Gertler

Presentations

- ▲ “Through the Eyes of Women: Co-operatives, Incarceration, and Integration,” Isobel Findlay, Social Integration Panel, ILO-ICA Co-operatives and the World of Work Research Conference, Antalya, Turkey, 8–10 November 2015
- ▲ “Co-operative Research,” Brett Fairbairn, to board of directors of Sherwood Co-operative Association, Regina, 27 November 2015
- ▲ “The Challenges and Opportunities of Diversity,” Murray Fulton, presentation to the Saskatchewan Co-operative Association’s Engaging Diversity Conference, Regina, 29 January 2016
- ▲ “Policy Analysis with Consumer and Producer Heterogeneity: A Framework and an Application,” Murray Fulton, presentation to Laboratoire d’Economie Appliquée de Grenoble at Université Grenoble Alpes, 12 February 2016
- ▲ “Co-operative Identity and Principles,” Brett Fairbairn, two presentations: first to Concentra Financial executive leadership team, Saskatoon, 23 February 2016; second to Concentra Financial board governance and special-project committees, Saskatoon, 1 March 2016
- ▲ “Co-operative Higher Education after the Truth and Reconciliation Commission,” Isobel Findlay, Centre Seminar Series, 21 March 2016
- ▲ “The Centre for the Study of Co-operatives,” Brett Fairbairn, presentation to the Canadian Credit Union Association Research Advisory Committee, Saskatoon, 1 May 2016
- ▲ “Time Changes a Person: Raiffeisen 1818–1918–2018,” Brett Fairbairn, Humboldt Association of Canada Kolleg on “Time,” Toronto, 6 May 2016
- ▲ “Towards a Critical, Stadial Co-operative Studies: The Moment of Reconciliation in Canada Now,” Isobel Findlay with Len Findlay, presentation to New Strategies for Co-operatives: Understanding and Managing Co-operative Creation, Transition and Transformation,” the ICA International Research Conference, Almeria, Spain, 24–27 May 2016
- ▲ “German Energy Co-operatives as Agents of Social Innovation,” Brett Fairbairn with Markus Hanisch, ICA International Research Conference, Almería, Spain, 25 May 2016
- ▲ “What Are the Most Important Areas for Co-operative Research over the Next Five Years?” panel presentation by Dionne Pohler at the ICA International Research Conference, Almeria, Spain, 25 May 2016

- ▲ “Community Capitals and Quality of Life in Rural and Aboriginal Communities in Western Canada,” presentation by Dionne Pohler and Miranda Gouchie at the Labour and Employment Relations Association Conference, Minneapolis, 26–29 May 2016
 - ▲ “Why Is Human Sustainability Less Prominent than Environmental Sustainability? An Interdisciplinary Explanation,” panel presentation by Daniel Beland, Dionne Pohler, and Murray Fulton at the Canadian Industrial Relations Association Conference, Saskatoon, 31 May – 2 June 2016
 - ▲ “Understanding Techniques and Strategies to Educate for Co-operation,” roundtable for Association of Nonprofit and Social Economy Research conference, Calgary, 2 June 2016
 - ▲ “Postsecondary Education about Co-ops in Canada and the US: Hypothesis, Data, Action,” Brett Fairbairn, Canadian Association for Studies in Co-operation conference, Calgary, 3 June 2016
 - ▲ “Co-operative Higher Education after the Truth and Reconciliation Commission: Energizing Post-Colonial Communities,” Isobel Findlay with Len Findlay, CASC/ACE Conference 2016, Calgary, 1–3 June 2016
 - ▲ “Multimarket Welfare Analysis with Consumer and Producer Heterogeneity,” Murray Fulton, presentation to the Canadian Agricultural Economics Society Annual Meeting, Victoria, 21–24 June 2016
 - ▲ “The Urban Aboriginal Service Delivery Landscape in Saskatchewan: Unpacking the ‘Invisible Infrastructure,’” Isobel Findlay with Dana Carriere, Canadian Indigenous/ Native Studies Association conference, First Nations University, Regina, 22–24 June 2016
- ▲ Conferences, Workshops, Meetings
- ▲ ILO-ICA Co-operatives and the World of Work Research Conference, Antalya, Turkey, 8–10 November 2015
 - ▲ Alberta Community and Co-operative Association meetings, Red Deer, 21 November 2015
 - ▲ Saskatchewan Co-operative Association’s Engaging Diversity Conference, Regina, 29 January 2016
 - ▲ Laboratoire d’Economie Appliquée de Grenoble at Université Grenoble Alpes, 12 February 2016
 - ▲ Your CHS Experience Board Development Event, Scottsdale, Arizona, 22 February 2016
 - ▲ Concentra Financial executive leadership team meetings, Saskatoon, 23 February 2016
 - ▲ Federated Co-operatives Limited Annual Meeting Training Session, Saskatoon, 28 February 2016
 - ▲ Concentra Financial board governance and special-project committee meetings, Saskatoon, 1 March 2016
 - ▲ Alberta Community and Co-operative Association’s two-day member workshops, March 2016
 - ▲ Workshop in Institutional Analysis of Social-Ecological Systems Seminar, Humboldt University, Berlin, 21 April 2016

- ▲ Canadian Credit Union Association Research Advisory Committee meeting, Saskatoon, 1 May 2016
 - ▲ Arctic Co-operatives Limited Annual General Meeting, Winnipeg, 4–5 May 2016
 - ▲ Humboldt Association of Canada Kolleg on “Time,” Toronto, 6 May 2016
 - ▲ Calgary Co-operative Association board meeting, 7 May 2016
 - ▲ The ICA International Research Conference, Almeria, Spain, 24–27 May 2016
 - ▲ Labour and Employment Relations Association Conference, Minneapolis, 26–29 May 2016
 - ▲ Canadian Industrial Relations Association Conference, Saskatoon, 31 May – 2 June 2016
 - ▲ Association of Nonprofit and Social Economy Research Conference, Calgary, 2 June 2016
 - ▲ Canadian Association for Studies in Co-operation / Association of Cooperative Educators Conference, Calgary, 1–3 June 2016
 - ▲ Canadian Agricultural Economics Society Annual Meeting, Victoria, 21–24 June 2016
 - ▲ Canadian Indigenous/ Native Studies Association conference, First Nations University, Regina, 22–24 June 2016
- ▲ Seminar Series
- ▲ “On the Curious Case of Co-operative Capital,” Brent Hueth, director, University of Wisconsin Center for Cooperatives and Centre advisory board member, 3 November 2015
 - ▲ “When Big Co-ops Fail,” Peter Couchman, executive director, Plunkett Foundation, UK, 30 November 2015
 - ▲ “Co-operatives and the Saskatchewan Disability Strategy” (the Hartley and Margaret Fredeen Scholarship in Co-operative Studies Seminar), Victoria Taras, PhD candidate, Johnson Shoyama Graduate School of Public Policy, 17 December 2015
 - ▲ “Analyzing Co-op Policy Cases,” poster presentations by students in the class Co-operatives in the New Economy: Institutions, Governance, and Policy, 13 January 2016
 - ▲ “Co-operative Higher Education after the Truth and Reconciliation Commission,” Isobel Findlay, professor, Management and Marketing, Edwards School of Business, and Centre Fellow, 21 March 2016