

Director's Report
to the
Management Advisory Board



Centre
for the Study
of Co-operatives



Brett Fairbairn
Director



March 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.



Overview and Highlights



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Overview and Highlights

▲ SSHRC Project Update

A recent advertising campaign to attract graduate students at both the MA and PhD levels has generated numerous enquiries and we expect to see a number of applications submitted in the next month or so. The website has augmented notices mailed out to university and sector partners across Canada and has resulted in inquiries as far afield as the University of Wales, Aberystwyth; Buea, Cameroon; and Seoul, South Korea, as well as the University of Saskatchewan.

With contributions from various investigators, Cris is finalizing a master survey questionnaire that will be administered to participants this summer by a local firm. The survey will provide valuable data to all four project clusters.

Relevant to both cluster one and cluster three is the research Cris and Lou did on leadership and diversity in Saskatchewan's co-operative sector for the province's credit union system. Relevant to this work, the centre hopes to hire a summer student through U-STEP to study minority representation on boards in the co-operative sector, which will constitute an important contribution to knowledge about co-operatives generally, and especially about their governance and leadership groups. The expanded study will also be relevant to the SSHRC project: representational disparities within co-operative leadership ranks could carry large costs in terms of lost economic opportunity, restricted growth, leadership renewal, and diminished democratic representation.

Cluster One: Co-operative Consumer Identities in Urban Communities

Cris has completed a survey of officials in large Saskatchewan cities that tested attitudes on regional co-operative development. Researchers will pursue the same data collection in smaller municipal and rural areas this summer. These surveys will help investigators gain an understanding of the communities' perceptions of economic health—specifically, do they see co-operatives as contributing to municipal development and economic growth?

Leslie Brown of Mount Saint Vincent University has been conducting research on rural/urban definitions and population statistics for Atlantic Canadian communities. She is working with the membership of the Consumers Community Co-operative, a unique Canadian example of a large number of locally owned retailers coming together across four provinces as one co-operative with a central board. Her research will investigate the nature of the relationships and identities being forged in this new union. Pretesting, data collection, coding, data entry, and preliminary findings will be completed this spring, in preparation for the case study. In connection with the research, Leslie will be presenting a paper titled "Retail Grocery Stores in a Globalizing World: The Business Context for CCC" at the International Association for the Economics of Participation meetings in Halifax in July.

Cluster 2: Co-operative Membership and Changing Boundaries of Community

Mario Carrier from Université Laval has completed a working plan for his part of the project and is in the process of compiling a questionnaire for collecting information for his preliminary research. Data harvesting will take place between January and August 2004.

Michael Gertler is chairing a paper session titled "Co-operatives, Place, and Identity: Reworking Selves, Communities, and Economy" at the Congress of the Social Sciences and Humanities in Winnipeg in June 2004. It will include three papers related to the SSHRC project:

- ▲ Roger Herman and Michael Gertler, "Co-operative Membership and the Changing Character of Community"
- ▲ Michael Gertler and Roger Herman, "Co-operatives and the Local and Regional Manifestations of 'Globalization'"
- ▲ Brett Fairbairn, "Cohesion as a Context for Entrepreneurship: Explaining the Success of the Co-operative Retailing System in Western Canada"

Michael and Roger have been working to establish relationships with co-ops in Prince Albert, and also working closely with cluster one to create a telephone survey that will poll both nonmembers and members of co-ops in the community. They are planning to hire a summer student through U-STEP to assist in preparing profiles of four co-operative organizations, two in Prince Albert, SK, and two in the Interlake region of Manitoba. The profiles will include historical and contemporary overviews of each co-op's business activities and strategies; the makeup of their memberships; their governance struc-

tures and the record of member participation in related activities; and relationships with other co-operatives and with the communities in which they are situated.

Cluster 3: Co-operatives and Aboriginal Cultures

Lou Hammond-Ketilson, Isobel Findlay, and Wanda Wuttunee (University of Manitoba) have been meeting regularly to plan their northern research trips scheduled for this spring and summer to Kugaruk, NU, Pond Inlet, NU, and Deline, NWT.

They will be presenting their work at the CANDO conference in New Brunswick in October and at an Aboriginal Women's CED conference in Costa Rica next February, which they helped to plan and organize. Wanda, Lou, and Isobel are also working on a paper for the upcoming CASC conference titled "Building Research Relationships: Working with Aboriginal Communities." And Lou and Isobel 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.

Cluster 4: Information Technology and the Co-operative Redefinition of Community

Research planning for this cluster is focussing on a theoretical study of business organization and network models, and one case study exploring how co-ops are using the Internet for communication and business purposes.

The centre has offered one of the SSHRC scholarships to an MA student who will be working in this area under the supervision of Murray Fulton, and has several other applications on information technology and co-operative communities under consideration.

▲ Other Research Update

Carol and Cris are continuing last year's study on establishing a National Co-operative Data Centre at the University of Saskatchewan. The development of this statistical repository framework will also have substantial impact for the SSHRC project, and is intended to add capacity to other data repository projects currently being discussed on campus. Background research for the project began last summer with the assistance of a summer student, and the centre hopes to receive funding from the university's Summer Student Employment Program to hire another student this summer. Initial consultations with sector partners began this spring, with discussions aimed at establishing university-community partnerships with shared interest in establish-

ing a virtual statistical commons. The partnership is intended to be with government agencies and the co-operative sector, which, with over fifty-six hundred organizations and more than ten million members, is the largest organized community movement in Canada.

▲ The Seminar Series

We have offered three presentations since the last director's report: Murray talked about "Innovation Activity in a Mixed Oligopoly: The Role of Co-operatives" in December; Josef Schmutz, a fellow of the Centre for the Study of Agriculture, Law, and Environment, pondered "Can Strategic Co-operatives Pave the Way for Tomorrow's Environmental Management?" in January; and Brett presented "Marketing and Social Cohesion in the Co-operative Retailing System" in March.

▲ Publications

We are thrilled to announce the publication of Brett's new book, *Living the Dream: Membership and Marketing in the Co-operative Retailing System*. Written for Federated Co-operatives Ltd.'s 75th anniversary celebrations, it was unveiled at FCL's annual meeting in February. In conjunction with this, FCL arranged for a reprint of Brett's earlier work *Building a Dream: The Co-operative Retailing System in Western Canada, 1928-1988*, written for FCL's 60th anniversary. It is also available through the centre.

Nora is working on two other large projects, both due out this spring, Marj Benson's *Negotiating Synergies* and the centre's *New Directions in Co-operative Research and Practice*, based on papers presented at the SSHRC conference.

The year 2003 saw a number of unusually large publications orders:

- ▲ 20 copies of *Beyond Beef and Barley* to Michael Gertler for distribution to various people
- ▲ 27 copies of *Realizing Community* to St. Andrew's College, U of S
- ▲ \$262 worth of assorted publications to the Prince Albert Co-operative Association
- ▲ 25 copies of *Canadian Co-operatives in the Year 2000* to CCA in Ottawa
- ▲ the centre's entire publication list (nearly \$500) to the Agricultural Co-operative College, Kyonggi Province, South Korea

- ▲ 18 copies of *The Meaning of Rochdale* to St. Mary's University in Halifax
- ▲ 35 copies of *Co-operative Development: Towards a Social Movement Perspective* to the U of S bookstore (more than \$500)
- ▲ 10 copies of *Canadian Co-operatives in the Year 2000* to the University of Victoria bookstore
- ▲ 20 assorted publications to the Department of Agricultural Economics at the University of Missouri
- ▲ 43 assorted publications (nearly \$400) to the Libreria Oniense in Bilbao, Spain
- ▲ 15 copies of *A Report on Aboriginal Co-operatives* (more than \$500) to Saskatchewan Industry and Resources
- ▲ 25 copies of *Three Strategic Concepts for the Guidance of Co-operatives: Linkage, Transparency, and Cognition* to the United Farmers of Alberta

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

▲ Staff News

We are extremely pleased to have Lou back at the centre after her five-year leave as associate dean of Commerce. Although theoretically on administrative leave, she seems unable to resist her office here and is involved in numerous research projects. Welcome back, Lou!

On a sad note for the centre, Carol left us mid-January for a position as head of Access Services at the university's main library. While we congratulate her on this substantial professional achievement, we miss her daily presence and wry sense of humour terribly. She remains somewhat involved in the centre through her ongoing work with Cris on the development of the National Co-operative Data Centre. Long may it continue.

The centre was extremely fortunate in securing Allison Muri as a replacement for Carol in her role as project administrator for the SSHRC grant. Allison has a PhD in English and considerable expertise in academic research. With her additional broad background and experience in project management, web design and maintenance, proofreading, editing, and layout, Allison seemed tailor-made for the centre's purposes.

Karla Radloff, the centre's first SSHRC scholarship winner, 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, has been preoccupied with her studies during term, but will return to the centre in the spring as a research assistant on the SSHRC project, with hopes of doing MA field research with members of Calgary Co-op.

Julie Gibbings, with us from September to December 03, finished her work on the Co-operative Research Inventory undertaken for the Co-operatives Secretariat and returned to work on her MA thesis in History.

▲ Visitors

Although the centre does not usually entertain a heavy complement of visitors during the winter, we have had a number of people come through this past quarter. In early January, Roger and Michael hosted Luis Gutierrez Campos, from the Ministry of Public Works in Chile, and Miguel Sanchez, a professor of social work at the University of Regina, who came to the centre to discuss rural potable water co-operatives in Chile and the prospects for expanding their roles in diversification and regional development.

Wanda Wuttunee was here in late February meeting with Lou in connection with cluster three research for the SSHRC project.

On 2 March, Michael, Cris, and Roger met with Susie Miller, director, and Trent Craddock, senior policy research officer with the Co-operatives Secretariat, to discuss current research and activities at both the centre and the secretariat. Overall, it was a very productive meeting, with an exchange of ideas regarding the research priorities for our respective groups and identifying overlaps that could result in future projects.

That same day, Bob Effa, Karl Baumgardner (board members), and Dennis Deters, senior vice-president with The Co-operators, came to the centre for discussions with Brett, and stayed for lunch with faculty and staff.

And Friday, 12 March, we had a visit from Myrna Bentley and Wayne King of Co-op Trust, who toured our facilities, and then had a meeting with Brett.

Teaching, Research, Publications, Presentations, and Administration

Brett Fairbairn

▲ Teaching

History 288.3: Co-operatives in the World, with an enrolment twenty-six students, currently working on group research projects concerning Saskatchewan, Prairie, and Canadian co-ops and their histories

History 898.3: Democratization and Social Movements, a large graduate seminar with eight students keenly interested in social movements, many of them being exposed to co-ops and related topics for the first time

Brett is currently supervising three students, one interdisciplinary PhD and two history MAs, one of whom is in the process of completion. Four other students have recently defended their theses/dissertations.

- ▲ Rochelle Coté, MA (Sociology), “The Role of Social Capital in the Implementation of New Human Capital in Russian Companies”; Brett served as the external examiner on the committee.
- ▲ Nathan Elliott, MA (History), “We Have Asked for Bread and You Gave Us a Stone: Western Farmers and the Siege of Ottawa”; Brett was a committee member.
- ▲ Suzanne Zwarych, PhD (Ed. Admin.), “Student Attachment to School in Three Secondary Schools”; Brett was chair of the examining committee.
- ▲ Jennifer Milne, MA (History), “Cultivating Domesticity: The Homemakers’ Clubs of Saskatchewan, 1911 to the Post-War Era”; Brett was Jennifer’s supervisor.

▲ Research

Brett’s major research activity over the past year concluded with the publication of his history of Federated Co-operatives Ltd, *Living the Dream*, in February.

As principal investigator, he is also involved in every aspect of the research for the centre's "Co-operative Membership and Globalization" project.

▲ Publications

Living the Dream: Membership and Marketing in the Co-operative Retailing System. Saskatoon: Centre for the Study of Co-operatives, 2004. Written for the 75th anniversary of Federated Co-operatives Ltd., and based on eighty in-depth interviews with participants from throughout western Canada's organized retail co-operatives, this book profiles the ways in which these co-operatives have developed their marketing and community-based innovation strategies out of a financial crisis in the 1980s to the present day. The Co-operative Retailing System purchased 4,300 copies for distribution in conjunction with Federated's annual meeting.

In conjunction with this publication, Federated reprinted Brett's 1989 *Building a Dream: The Co-operative Retailing System in Western Canada, 1928-1988.*

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

▲ Presentations

"Consumerism, Cohesion, and Co-operatives: Looking Ahead for the Co-operative Retailing System," keynote presentation to the 75th anniversary annual meeting of Federated Co-operatives Ltd., Saskatoon, 1 March 2004.

Brett was a speaker and participant at a meeting of Canadian co-operative educators in Halifax, 24-25 February 2004, hosted by Co-operators Insurance.

"Membership and Loyalty in an Age of Globalization," to University of Saskatchewan Alumni Association planning session, 21 February 2004.

Presentation to the board of directors of Federated Co-operatives Ltd., concerning the centre and its work, 22 January 2004.

Presentation and resource person for groups considering creation of a West Side community food store in Saskatoon, St. Mary's Credit Union, 19 January 2004.

“Cohesion as a Context for Entrepreneurship: Explaining the Success of the Co-operative Retailing System in Western Canada,” forthcoming to the CASC meetings in Winnipeg in June.

▲ Administration and Other

In addition to his responsibilities as director of the centre, Brett is a member of the Planning Committee, University of Saskatchewan Council (effective January 2004). The Planning Committee is the faculty body that receives and provides comments to council and the administration concerning Systematic Program Review studies and college Integrated Plans, as well as other new initiatives. He is also acting chair of the History Department’s Research Committee, January-April 2004. And he was a member of the College of Reviewers, Canada Research Chairs programme, in 2003.

On behalf of the centre and in consultation with centre Fellows, Scholars, and staff, Brett drafted a Letter of Intent in February 2004 to establish a Theme Area in Co-operative Studies within the graduate college’s interdisciplinary program.

Murray Fulton

▲ Teaching

Ag Econ 842: Agricultural Organizations (this course has a significant component directed to agricultural co-operatives)

Ag Econ 498: Follow the Grain

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

▲ Research

Murray and his colleague Konstantinos Giannakas are working on a paper titled “Leadership, Agency, and Member Commitment in Co-operatives,” presented initially at the conference Vertical Markets and Cooperative Hierarchies: The Role of Cooperatives in the International Agri-Food Industry in Germany last June.

Graduate students in agricultural economics have begun working on the Murray's smaller SSHRC project, "Co-operative Structure, Corporate Governance, and the Failure of Agricultural Co-operatives."

And work is also underway on his large project, "Transformative Change in Biosphere Greenhouse Gas Management," for which he received \$611,000 from SSHRC and the BIOCAP Canada Foundation to examine climate change and the environment and how it interacts with the economy. Key researchers involved in the project from across Canada met in Saskatoon in early December to present and discuss their work.

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

With Konstantinos Giannakas, "Innovation Activity in a Mixed Oligopoly: The Role of Cooperatives," submitted to the *American Journal of Agricultural Economics*

"Cognitive Processes and Co-operative Business Strategy," in Brett Fairbairn and Nora Russell, eds., *New Directions in Co-operative Research and Practice*, 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 the latter role he has been working to develop theme areas, and recently met with centre colleagues to contribute to a Letter of Intent to establish a Theme Area in Co-operative Studies.

Murray served as an adjudicator for the economics area of SSHRC's Standard Research Grants.

And he was in China mid-March to participate in the China Council for International Co-operation on Environment and Development Task Force, which will undertake a literature review of the role played by producer associ-

ations (including co-operatives) in promoting competition and agricultural development in North America and elsewhere, the role played by producer associations in undertaking agricultural research and development, and the characteristics of successful producer associations. The work will discuss the strengths and weaknesses of producer associations in carrying out these activities, as well as the manner in which they have been encouraged and fostered by government and industry players.

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
(Special Topics Reading Course co-taught with Grant Wood, Extension)

Michael is supervising one MA student and is a committee member for one MA and one PhD student in Sociology. He is also a committee member for three PhD students in Interdisciplinary Studies, two PhD candidates in Geography, and one MSc student in Environmental Engineering.

▲ Research

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

And he is very pleased to announced that he is also a co-investigator for the recently-awarded \$125,000 SSHRC grant on the topic "Thought for Food: Essential Skills and Food System Performance." A collaborative effort among the centre, the College of Education, the College of Pharmacy and Nutrition (U of S), Sociology and Social Studies (U of Regina), and the Saskatoon Co-operative Association, among others, the grant will study the food skills and knowledge needs of consumers and front-line grocery employees.

▲ Publications

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

With Lenore Swystun and JoAnn Jaffe, “The Old Same Place? Gender Relations on Co-operative and Conventional Farms in Saskatchewan,” forthcoming in *Prairie Forum*.

Review of *The Trajectories of Rural Life: New Perspectives on Rural Canada*, edited by Raymond Blake and Andrew Nurse, forthcoming in *Great Plains Review*.

▲ Presentations

“Activism in Academia: Reflections on the Roles of Sociologists as Agents of Social Change,” panel presentation to Department of Sociology’s 3rd Annual Graduate Research Conference, U of S, 24 January 2004.

“Co-operatives and Sustainable International Development,” to International Studies 200.3, U of S, 12 February 2004.

Co-chair and organizer with Leslie Brown, “Co-operatives, Place, and Identity: Reworking Selves, Communities, and Economy,” joint session of the Canadian Sociology and Anthropology Association and the Canadian Association for Studies in Co-operation, Congress of the Social Sciences and Humanities, forthcoming in Winnipeg, June 2004. In this session Michael and Roger will be presenting two papers: “Co-operative Membership and the Changing Character of Community” and “Co-operatives and the Local and Regional Manifestations of ‘Globalization’”

▲ Administration and Other

Michael is currently CASC secretary; he is also chair of the Undergraduate Studies Committee, a member of the Library Committee, and a member of 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; and a member of the Science Liaison Committee for Prince Albert National Park.

With Roger, Michael hosted centre visitors in early January—Luis Gutierrez Campos, from the Ministry of Public Works in Chile, and Miguel Sanchez, professor of social work at the University of Regina. They discussed rural potable water co-operatives in Chile and prospects for expanding their roles in diversification and regional development.

While in Geneva on family business in February, Michael visited the offices of the International Co-operative Alliance and met with Iain Macdonald, director general, and Gary Cronan, communications manager, to discuss research on co-op membership and plans for a special issue of the *ICA Review of International Co-operation* devoted to membership concerns. While in Geneva, he also met briefly with Hüseyin Polat, senior co-operative development specialist with the International Labour Organization.

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

Cris is a committee member for Nicola Pogue's MA thesis in Political Studies titled "Testing the Education and Voter Turnout Correlation in Canada," and she is supervising Karla Radloff's MA thesis, also in Political Studies, on the CCF's development policy for co-ops in northern Saskatchewan.

▲ Research

In late February, Cris and Carol Shepstone visited Ottawa and met with key representatives from the Co-operatives Secretariat and le Conseil Canadien de la Coopération on the topic of increased sharing of statistical information. Cris and Carol are pursuing the realization of a resource tentatively called National Co-operative Data Centre / Centre national pour la collection des statistiques coopératifs, or NCDC.

In research continuing under the auspices of the centre's SSHRC project on social cohesion, globalization, and co-operatives, she administered an attitudinal survey to select municipal government officials. The data supports an analysis of how municipal politicians perceive co-ops on questions of promoting local economic development. Cris will be presenting a conference paper concerning the early results of this survey at the forthcoming Canadian Association for the Study of Co-operation in Winnipeg this June.

Over the past year, Cris and Lou Hammond Ketilson have been studying the question of how to diversify the membership of co-operative boards and gov-

ernance bodies. They have prepared a study for the Governance and Government Relations Division, Credit Union Central of Saskatchewan, and summaries of their research will be available shortly.

Cris has a new research application in review for funding under SSHRC's Standard Research Grant stream. Titled "Modelling the Requisites of Successful Party Leadership in Canada," part of the idea arose in relation to work completed for the SSHRC project research, and the centre kindly supplied support for the application.

▲ Reports and Publications

With Lou Hammond Ketilson, "Securing Diversity in Governance: Survey and Focus Group Results," study prepared for the Governance and Government Relations Division, Credit Union Central of Saskatchewan, December 2003.

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

▲ Conferences and Presentations

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

"Saskatchewan's Political Culture and the Electorate's Conservatism: A Response to Evelyn Eager's Thesis Thirty-Six Years Later," presentation to the conference Canadian Politics and Political Cultures, University of Western Ontario, London, 28 January 2004.

"A Survey of Municipal Political Attitudes Towards Co-operatives Concerning Economic Development and Decay," paper to be presented to the Canadian Association for Studies in Co-operation annual meeting, Winnipeg, 3-5 June 2004.

▲ Administration and Other

Cris is co-ordinator for Research Cluster One of the centre's SSHRC project, Co-operative Membership and Globalization: Creating Social Cohesion through Market Relations; 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

Although Lou is technically on admin leave until the end of June, she puts in regular appearances at the centre and is involved in many projects. It is wonderful to have her back among us.

▲ Research

Lou's work on the SSHRC-funded social cohesion project is in the organizing stages for data collection with three Arctic co-ops—Koomiut in Kugaruk, NU; Toonoonik-Sahoonik in Pond Inlet, NU, and Great Bear Co-op in Deline, NWT. She has had or will be having meetings in Winnipeg, Saskatoon, and Victoria with Isobel Findlay, Wanda Wuttunee, and Ian MacPherson to select communities and work on ethics applications to the Nunavut Research Institute and Aurora College, to develop research questions, and to plan data collection trips to the Arctic communities. In April, she will be meeting with Leslie Brown in Halifax to discuss possibilities for Atlantic region case studies of Aboriginal co-ops. Data collection is scheduled to begin in the third week of April.

With Cris de Clercy, Lou completed the last of three focus group interviews in support of the Leadership and Diversity study underway for Credit Union Central of Saskatchewan. She and Cris presented preliminary findings of the demographic study and the telephone survey to the fall delegates meeting in early December. A final report is going to CUC in mid-March.

Lou has been working since last October with a First Nations group to prepare a Co-operative Development Initiative application in support of establishing the Saskatchewan First Nations Co-op. The application was submitted in December and a series of planning meetings have been held since then. Lou's role is advisory to the application process; to document the

approach taken to developing the co-op; and to supervise production of a “How to Develop Co-operatives in Aboriginal Communities” handbook.

And she is in the early stages of completing a meta-analysis of all research projects completed over the past four years within the community economic development module of the Community University Institute for Social Research.

▲ Publications

“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 Brett Fairbairn and Nora Russell, eds., *New Directions in Co-operative Research and Practice*, forthcoming.

▲ Extension

Lou is a member of the curriculum team for the CARD-funded Leadership Development Program. She developed three cases and participated in delivering the last of three pilots in November 2003.

▲ Administration and Other

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

Nora Russell

Nora has been preoccupied with three major projects over the past few months. Activities have included:

- ▲ design, layout, and press supervision for Brett’s recent history of FCL, *Living the Dream* (288 pp), which went to the printer on schedule the

first week of January and was formally released in February; Nora also supervised the cover production for the book and handled overall management of the project

- ▲ 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; Nora is in the process of entering numerous changes and reformatting prior to publication, which is expected to be this spring
- ▲ ongoing editing for the book based on papers presented at the SSHRC conference, working title *New Directions in Co-operative Research and Practice*; we are aiming for a spring publication, though there are still a few papers outstanding; Nora has completed editing the material she has and is waiting for approval from authors

With work concentrated on the above large projects, there has been no time to devote to clearing out the backlog of occasional papers and research reports in the publications department. The three papers listed below are directly connected to the SSHRC project and have top priority once Nora has cleared her desk.

- ▲ "Consumer Identities and Co-operative Membership" (research report)
- ▲ "Social Cohesion through Market Democratisation: Alleviating Legitimation Deficits through Co-operation" (occasional paper)
- ▲ "Networking Diversity: Including Women and Other Under-Represented Groups in Co-operatives" (research report)

Smaller projects have included:

- ▲ preparing ads for centre seminar series
- ▲ preparing materials for inclusion in Extension Press's new catalogue
- ▲ preparing various materials for posting to the website
- ▲ redoing front and back matter for a number of reprints
- ▲ designing invitation for Steven Franklin reception
- ▲ finalizing details on special members' newsletter

Reprints were at a record high this quarter. In addition to those listed below as received, Nora has another six titles to process.

- ▲ *Is It the End of Utopia? The Israeli Kibbutz at the Twenty-First Century*

- ▲ *Comparative Financial Performance Analysis of Canadian Co-operatives, Investor-Owned Firms, and Industry Norms.*
- ▲ *New Generation Co-operatives and the Law in Saskatchewan.*
- ▲ *Co-operatives and Farmers in the New Agriculture*
- ▲ *Three Strategic Concepts for the Guidance of Co-operatives: Linkage, Transparency, and Cognition*

Nora is a member of the Editors' Association of Canada and has recently taken part in a workshop on the fine points of grammar and attended an excellent eight-step editing program. In order to stay abreast of developments and raise its profile in the industry, the centre has become a member of the Saskatchewan Publisher's Group (SPG), many of whose workshops Nora has taken advantage of over the years. She attended the AGM 12 March and will be attending other meetings on a regular basis. The centre is participating this year for the first time in the SPG's book map, a large poster of the province with members' book covers placed on locations featured in the book. We submitted Brett's *Living the Dream*. The poster goes out to bookstores, schools and libraries, and other public institutions, as well as being featured at the many conferences and workshops attended by the SPG during the year, and at \$10 per submission, is an inexpensive way of advertising the centre's presence in the publishing world.

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

Roger Herman

Roger continues his research activities for cluster two of the SSHRC project, "Changing Boundaries," including preparing an instrument for key informant interviews and submitting proposals for paper presentations with Michael Gertler at the Canadian Association for Studies in Co-operation in Winnipeg in June and the Rural Sociology Society in Sacramento, California, in August (see Michael's section for more details).

He has made a number of presentations since the last director's report. These include guest lectures to Murray's Economics of Co-operatives class and Brett's History of Co-ops class, and a presentation titled "Choice of

Organizational Form in Farmer-Owned Enterprises” to the Interdisciplinary Studies seminar series.

He also spent considerable time researching and preparing a proposal for a case study development initiative at the centre. Following discussions with Brett, Murray, Lou, and Nora, he began preparing an application for funding from the Co-operative Development Initiative administered through the Co-operatives Secretariat.

With Michael, Roger took responsibility for hosting a visitor from Chile, Luis Gutierrez Campos from the Ministry of Public Works, who was here examining the use of co-operatives in Canada as a model for the provision of potable water in rural areas of Chile.

He is co-ordinating the centre’s reception with Steven Franklin, VP Research at the U of S on 22 March. Activities will include a review of current research at the centre as well as a presentation and discussion of the proposed National Co-operative Data Centre, in which Cris and Carol are taking lead roles.

Roger continues to respond to inquiries regarding New Generation Co-operatives as well as co-ops in general, much more so now that Carol is gone and we have lost our reference capability 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 co-ordinates the centre’s Seminar Series, which has seen five presentations to date, three since the last director’s report (see Highlights section). Others are in the planning stages.

Allison Muri

Allison joined the centre in January, replacing Carol as the administrator for the SSHRC grant. With her academic background and administrative experience, she was able to quickly familiarize herself with the project and immediately got involved with the ongoing activities generated by the grant and the research. She made revisions to the ads for the graduate student awards, and with Karen and Patty, did the mailout to campus contacts, to universities

across Canada, and to project partners. With her background in web design and systems administration, she undertook to contact various webmasters on campus with a request to link to pages on their News or Graduate Funding web pages. The latter project is dovetailed with a push to update the social-cohesion.coop website, which includes updating information as well as the look of the pages, and working on updating the markup, which reflected older html standards.

Allison is also working on the centre's website, updating markup and information, improving the look of pages, and fixing links. She has taken over supervision of the redesign of our main website, which is in progress with the Division of Media and Technology.

Patty Scheidl

As office manager, Patty is responsible for the day-to-day operations of the centre, but she also takes on many additional duties as they arise. 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.

General office management duties have included a significant amount of time wrapping up loose ends before Carol's departure; co-ordinating the interview process for hiring her replacement; processing the paperwork and dealing with the logistics of getting Allison settled at the centre; co-ordinating the arrangements for several office moves (Lou, Murray, Roger, Allison); assisting students in the Resource Centre; and co-ordinating the purchase of new equipment and accessories for the centre.

Patty spends endless hours setting up meetings, and things were particularly hectic during the month of March, with six meetings on topics as diverse as a proposed case studies initiative, SSHRC scholarships, new worker co-ops, and possible collaborative projects with the Extension Department. These arrangements always involve many e-mails and phone calls, booking rooms, and ordering refreshments.

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.

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.

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.

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. Large mailouts this quarter have included Brett's *Living the Dream: Membership and Marketing in the Co-operative Retailing System* to the eighty interviewees involved in the book; two rounds of SSHRC scholarship applications; and a number of unusually large publications orders (see details in Highlights section).

Extra work this quarter has also included preparing various forms and ordering supplies. In addition, in response to a request from the main library on campus, Karen researched our publications backlist to determine how many copies had been sent for deposit to the main library, various branches, and the archives; she then collected and sent off all those that were missing.

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

Since Carol left in January, Karen has spent a lot of time registering students, helping them access materials in the library, or directing them to other individuals for help with their reference questions. She has also taken on the responsibility for circulating journals and typing summaries of journal contents and distributing them to centre faculty, staff, and scholars. And she is maintaining 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.

Julie Gibbings

Julie is a graduate student in history, currently working on her MA thesis. She has worked for the centre on a number of projects in the past and returned to us last fall on a part-time basis to help out with the Co-operative Research Inventory being co-ordinated out of the centre for the Co-operatives Secretariat. She also assisted Murray in the preparation of his chapter titled "Cognitive Processes and Co-operative Business Strategy" for the SSHRC conference book. Her work concluded in December.