



Director's Report to the Management Advisory Board

Lou Hammond Ketilson, Director
Centre for the Study of Co-operatives

March 2013



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 Credit Union Central of Saskatchewan, Federated Co-operatives Ltd., Concentra Financial, and The Co-operators.

The centre is also supported by the University of Saskatchewan. 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 sponsoring organizations.



Overview and Highlights



Overview and Highlights

▲ Awards for Sponsors

The Co-operators won the top award for Corporate Social Responsibility at the Fifth Annual Canada Conference on Corporate and Community Social Responsibility, held 6 November 2012 at Algonquin College in Ottawa. And Concentra Financial has once again been recognized as one of Canada's best-managed companies, a designation it has held for a decade. Canada's Best Managed Companies is sponsored by Deloitte, CIBC, Queen's University School of Business, and *The National Post*. Applications are judged by an independent panel on the basis of four criteria: structure, capability, commitment, and return on investment. We are fortunate and proud to be associated with these outstanding companies.

▲ New Major Funding for the Centre

We are very pleased to announce major new funding to the Centre from CHS Inc., the US's leading farmer-owned co-operative. In early December, the organization launched its \$2 million CHS University Initiative on Cooperative Education program, a significant investment in building understanding of the co-operative business model through education, development, and practical experience. The initiative will support an extensive range of programs at universities and organizations that integrate co-operative education into agribusiness curriculums, co-operative development, and farm business studies. It will also support graduate-level co-operative education programs, soil, water, and environmental studies, as well as technology-based learning programs. The Centre, which will receive \$250,000 over three years to develop a Graduate Certificate in Co-operatives, is one of eleven recipients of this funding and the only Canadian beneficiary of the program.

▲ Co-operating to Build a Better West Conference — A Co-operative Success

November 1–3 was a time of learning and building. The conference was an important occasion for the sharing of innovations, insights, and big ideas, and for engagement across geographic, subsector, occupational, and cultural borders. From the first evening with keynote John Ralston Saul, the energy level was high and the enthusiasm contagious. More than three hundred co-operators registered and attended presentations by some three-dozen, well-grounded speakers drawn from academia and the co-operative sector. Between sessions, the halls buzzed with meeting and greeting, reflection and planning.

The final program can be viewed at www.buildabetterwest.com, along with many of the presentations. We are grateful to everyone who participated, especially those who travelled to Saskatoon from elsewhere in Saskatchewan, from other provinces, and from the US. We wish to acknowledge all of the perspectives, efforts, and

resources that were contributed, and which made this a truly co-operative event. We are compiling the ideas generated at the Co-operative World Café and considering next steps.

▲ Building Community Exhibit

With a sponsorship by Affinity Credit Union, the full exhibit was mounted at the Mendel Art Gallery in Saskatoon for the Co-operating to Build a Better West Conference. Virtually everyone who registered for the conference signed up for the bus tour to visit the exhibit. Shortly after being dismantled at the Mendel, the exhibit travelled to Swift Current, where it remained for three months. The smaller travelling exhibits are currently in circulation in Northern Ontario and Manitoba, and the Saskatchewan version is now available for travel as well.

▲ The Digitization Project

With the support of Saskatchewan History Online an organization that is helping to increase the availability of free online access to Saskatchewan's cultural and historical record, we have begun digitizing a variety of items from our collection. We formally launched our Co-operative History Online project with a display at the Co-operating to Build a Better West Conference in November and have applied for USTEP funding to hire a summer student to carry on the work. Our goal is to increase access to our collection as widely and quickly as possible. If the funding application is successful, the summer student will undertake many duties, including digital scanning of photographs and slides, conversion of audio and video materials, the creation of standardized descriptive data linked to the files, and additional historical research. Once digitized and uploaded, these relatively unknown treasures of co-operative history will be freely accessible via the Internet.

▲ Canadian Co-operatives and Film Research Project

Our collaborative project with George Melnyk, associate professor of Canadian Studies and Film Studies, Department of Communication and Culture at the University of Calgary, is underway. The project will establish a Canadian Co-operative Film Archive and launch an academic study of Canadian co-ops and film. It will develop an on-line resource, based at the Centre, describing all films made on co-ops in Canada from 1930–2010, and also a Canadian Co-op Film Digital Archive, which will provide access to all co-op films made in Canada from 1930–2010.

▲ Impact of Co-operatives Research Update

Research continues on Measuring the Social, Environmental, and Economic Impact of Co-operatives in Canada, spearheaded by the Canadian Co-operative Association (CCA). Lou Hammond Ketilson and Jessica Gordon Nembhard's partnership with Advantage and Affinity credit unions studying "The Impacts of Credit Unions on Communities in Saskatchewan and Manitoba" has gone through a number of phases. A survey has taken place and results shared with credit unions in Saskatchewan; results were also presented to the Joint Research

and Education conference in Montreal in June. The next phase is interviews with members and elected district council representatives, which will take place in March 2013. A second project is being undertaken by former Centre postdoc Catherine Leviten-Reid and Karla Skoutajan of the Co-operative Housing Federation of Canada, who are examining “The Impact of Co-operative Housing on Household Income, Skills, and Social Capital.” This is a five-year, \$1 million SSHRC-funded project involving CCA, the Centre, Saint Mary’s University, the University of Victoria, and Mount Saint Vincent University, plus more than a dozen co-op associations and credit unions.

▲ Other Research Update

- ▲ “Examining Success Factors for Sustainable Rural Development through the Integrated Co-operative Model,” Lou’s project in partnership with the Canadian Co-operative Association and universities in Tanzania and Uganda funded by the International Research Development Centre has been approved (more details in Lou’s section)
- ▲ agricultural policy project funded by the US Department of Agriculture, Murray’s work in partnership with colleagues at the University of Nebraska–Lincoln — ongoing
- ▲ “Co-operatives in Saskatchewan 2012: A Survey of Public Perceptions and Expectations in the International Year of Co-operatives,” Lou and Michael’s project — survey has been conducted; results were shared at the Co-operating to Build a Better West Conference; results are being written up
- ▲ examination of executive compensation in government offices, Crown corporations, universities, and co-operatives, Murray and Michael Atkinson’s (School of Public Policy) project; ongoing
- ▲ the role of producer associations in innovation activity, Murray’s work with the Canadian Agricultural Innovation Research Network; ongoing
- ▲ “Houses and Communities: Learning from a Case Study of Co-operative Assisted Home Ownership in Saskatchewan,” Michael’s work with a variety of partners; ongoing
- ▲ “Food Sovereignty in the Canadian Context: Issues, Initiatives, and Opportunities,” Michael’s project — ongoing

▲ Conferences, Workshops, and Meetings

- ▲ Co-operating to Build a Better West conference, Saskatoon, 1–3 November; all centre personnel attended; Lou, Michael, Brett, Murray, and Audra presented, chaired, and/or moderated sessions
- ▲ Cooperation Works, the Rocky Mountain Farmers Union 2012 Convention, Loveland, Colorado, 14–18 November 2012, Michael attended and made the keynote presentation
- ▲ Gathering of Alberta Co-operatives, Red Deer, 16–17 November 2012; Audra attended
- ▲ Co-ops: An Exercise in Democracy, the National Farmers Union 43rd annual convention, Saskatoon, 22–24 November 2012; Michael attended and presented; Audra attended

- ▲ Japanese Consumer Co-operative Union Research Symposium, Tokyo, 23 November 2012; Lou attended and presented keynote address
- ▲ Japanese Consumer Co-operative Union Research Symposium, Kyoto, 24 November 2012; Lou attended and presented keynote address
- ▲ ICA Asia-Pacific Co-operative Research Conference, Kobe, Japan, 26 November 2012; Lou attended and presented keynote address
- ▲ CHS Inc. annual general meeting, Minneapolis, 5–6 December; Lou attended
- ▲ Saskatchewan Women’s Forum, Saskatoon, 18–19 January 2013; Audra and Lou attended
- ▲ National IYC Committee final meeting, Ottawa, 1 February 2013; Lou attended
- ▲ Federated Co-operatives Limited’s annual general meetings, 5 March 2013, Saskatoon; Lou and Audra attended
- ▲ International Co-op Development Research Strategic Planning meeting, Ottawa, 15 March 2013; Lou attended

▲ Seminar Series

In partnership with the Edwards School of Business Dean’s Speaker Series, we have been inviting senior co-op sector leaders and others to give presentations in celebration of the International Year of Co-operatives.

- ▲ “The Co-operative Advantage,” presented by Scott Banda, CEO of Federated Co-operatives Limited, 3 December 2012
- ▲ “Counting on the Difference: Credit Unions and the Co-operative Model,” presented by Keith Nixon, CEO of SaskCentral, 21 January 2013
- ▲ “Co-operatives, Co-operation, and Peace,” presented by Ian MacPherson, director of the Co-operative Initiative for Peace and Social Inclusion at the Centre for Co-operative and Community-Based Economy, University of Victoria, and Scott Kim, visiting researcher at the Centre, 20 March 2013
- ▲ “Concentra and the Resurgence of the Financial Co-operative Model,” presented by Ken Kosolofski, president and CEO of Concentra Financial, 26 March 2013

▲ Publications

The following Social Economy reports have been edited, designed, printed, and posted:

- ▲ *Mapping Social Capital in a Network of Community Development Organizations*
- ▲ *Co-operative Marketing Options for Organic Agriculture*
- ▲ *Individualized Funding: A Framework for Effective Implementation*
- ▲ *Health in the Communities of Duck Lake and Beardy’s and Okemasis First Nation*

The following publications are in various stages of production:

- ▲ *Engaging Youth in Community Futures: The Rural Youth Research Internship Project*, editing complete, with authors for revisions
- ▲ *Co-operative Fisheries Limited: A Northern Saskatchewan Story*, report by Dan Beveridge, a Norm Bromberger Bursary winner, file cleaned up and prepared for posting to website

- ▲ “Community Survival: Co-operative Solutions for Local Economies,” accepted for publication by UBC Press; resubmitted following revisions
 - ▲ “Understanding Co-operatives through Research,” Centre booklet, edited, with author for revisions
 - ▲ “Building Resilient Communities: The Economic Impact of Credit Unions and Caisses Populaires in Canada,” Centre Occasional Paper, edited, with author for revisions
 - ▲ eleven Social Economy reports await Nora’s attention
- ▲ Faculty/Scholar/Staff/Student News
- ▲ Centre PhD student Maria Basualdo, who has been working part time as the Centre’s Exhibit Co-ordinator, has been hired to assist Lou and Jessica Gordon Nembhart with the Impact of Co-operatives research project
 - ▲ School of Public Policy student Marion Hewitt Pollock has joined us as the administrator for the Canadian Association for Studies in Co-operation; the CASC secretariat is housed at the Centre
 - ▲ Carolin Schröder, from the Technische Universität in Berlin, will be joining us as a visiting professor mid-April to mid-June
 - ▲ Christina Cano, from the University of Almería in Spain, will be with us as a visiting researcher during the summer
- ▲ Partners and Developments

Loretta Elford from Concentra Financial has provided a written report, below. Ken Sherwin, Herb Carlson, and Barbara Turley-McIntyre will provide verbal reports on their organizations.

Concentra Highlights

Two thousand twelve was a bit of a benchmark year for Concentra Financial on a number of fronts. This was recognized in February 2013 when, for the tenth consecutive year, Concentra Financial re-qualified and retained a Platinum Club membership in the Canada’s Best Managed Companies program.

Financial

Concentra Financial closed 2012 with strong financial results, including consolidated net income of \$32.0 million and return on equity of 14.5 percent. This represents the fourth year in a row of strong net income and double-digit return on equity. Furthermore, the 2012 net income of \$32.0 million is the second highest net income in the history of Concentra Financial since its formation in 2005.

The strong financial results over the past four financial years (2009 through 2012) has allowed Concentra to:

- ▲ pay total cash dividends to Class A Shareholders of \$26.6 million
- ▲ pay total incentive compensation program payments to employees of \$13.6 million
- ▲ allocate total earnings of \$83.6 million back into the company to support future growth

Client Engagement

Concentra conducted a survey with its credit union customers to ascertain client engagement in 2012; the score in the primary market was 89 percent while the secondary market was 93 percent, which provided a weighted average of 91 percent.

Co-operative Social Responsibility

In recognition of the \$25,000 that Manitoba credit unions donated to the Canadian Museum of Human Rights, Concentra provided funding to its emPOWERING Your Communities campaign, giving nineteen credit unions across Canada a grant of \$10,000 each to support local initiatives.

In addition to funding community initiatives where Concentra operates (i.e., The United Way, YWCA, local food banks, etc.), we initiated a program where employees who volunteer forty hours or more to a not-for-profit organization or a charity can request a corporate donation of \$200 for that organization.

In recognition of the 2012 International Year of Co-operatives, Concentra made a four-year commitment to pay \$250,000 to the Co-operative Development Foundation.

Other

Concentra celebrated the sixtieth anniversary of its trust operations during 2012.

Teaching/Research/Publications/ Presentations/Administration/Outreach

Lou Hammond Ketilson

▲ Teaching

Lou gave four guest lectures in the School of Public Policy — two in the Co-operatives in the Social Economy and Public Policy course, and one on community-partnered research and another on focus groups and observation in the Qualitative Methods course

▲ Graduate Supervision

Lou is supervising MA student Tsegi Chuluunbaatar (InterD Co-op Concentration), who is still in Mongolia conducting field research, and is a committee member for Monica Juarez Adeler (InterD PhD, Co-op Concentration) and Zahra Rahmani Nooshabadi (MA, School of Public Policy). Lou is also committee chair for Rob Dobrohoczki, Maria Basualdo, Annette Johnson, Mike Chartier, and Patricia Elliot, all Centre PhD students in the Co-op Concentration.

▲ Research

- ▲ (new) major new project to develop courses in co-operative education funded with \$250,000 from CHS Inc., a leading US agribusiness co-op (more details in Highlights section)
- ▲ (new) “Examining Success Factors for Sustainable Rural Development through the Integrated Co-operative Model,” in partnership with the Canadian Co-operative Association and funded by the International Development Research Centre’s Canadian Partnerships Program, has been approved; Lou will be project co-ordinator and heading to Africa for the first meeting in May; partners will be Professor Suleman Chambo (Moshi University College of Co-operative and Business Studies in Tanzania) and Dr. Johnny Mugisha (Makerere University, Uganda). The project will provide opportunities for Centre faculty and a student to conduct research both in Canada and Africa.
- ▲ (new) co-applicant on Isobel Findlay’s Letter of Intent for a SSHRC Insight Grant focussed on Station 20 West and community engagement
- ▲ “Co-operatives in Saskatchewan 2012: A Survey of Public Perceptions and Expectations in the International Year of Co-operatives” — survey completed with the Social Sciences Research Laboratory in the College of Arts and Science; results shared at the Co-operating to Build a Better West conference in November; project is being written up
- ▲ co-applicant on the Canadian Co-operative Association’s five-year Community University Research Alliance grant — Measuring the Social, Environmental, and Economic Impact of Co-operatives in Canada; academic lead for the Prairie Cluster (more details in Highlights section)

▲ Presentations

- ▲ “Building Sustainable Regional Economies,” presented to the panel on Co-operating for Resilience and Sustainable Regional Development, Co-operating to Build a Better West conference, Saskatoon, 2 November 2012
- ▲ “How Can We Measure the Socio-Economic Impact of Co-operatives to Increase Visibility?” keynote presentation to the research symposium organized by the Japanese Consumer Co-operative Union, Tokyo, 22 November 2012
- ▲ “What is the Potential for Co-operatives in Socio-Economic Development?” keynote presentation to the research symposium organized by the Japanese Consumer Co-operative Union, Kyoto, 24 November 2012
- ▲ “How Can We Measure the Socio-Economic Impact of Co-operatives to Increase Visibility?” keynote presentation to the ICA Asia-Pacific Co-operative Research Conference, Kobe, Japan, 26 November 2012
- ▲ led discussion and tour of exhibit at Building Communities Exhibit at Swift Current Museum, 16 January 2013

▲ Publications (* peer reviewed)

Accepted

- ▲ * “First Nations Co-operatives in Canada: (Re)inventing Appropriate Forms

of Enterprise,” chapter in “Community Survival: Co-operative Solutions for Local Economies,” UBC Press, accepted; revised and resubmitted

Submitted

- ▲ * “Partnering to Finance Enterprise Development within the Aboriginal Social Economy,” submitted to special edition of journal *Canadian Public Policy: Strengthening Communities through Government and Social Economy Partnerships*, edited by Jorge Sousa and Mike Toye (accepted with revisions)
- ▲ “Understanding Co-operatives through Research,” *Review of International Co-operation* 101, no. 1 (2012); (accepted; will be published by the International Co-operative Alliance in early 2013)
- ▲ with Jessica Gordon Nembhart, “Lessons from the Literature” and “Lessons from Research,” based on presentation “Co-operative Difference in Credit Unions” at joint research conference in Montreal (June 2012); in e-publication by Measuring the Co-operative Difference Research Network (accepted)

In Progress

- ▲ * with Jessica Gordon Nembhard and Pat Thomas, “Measuring the Impact of Credit Unions on Communities” (for submission to the *Annals of Public and Co-operative Economy*)
 - ▲ edited the 2012 *Review of International Co-operation* published by the International Co-operative Alliance, based on papers from the ICA research conference in Mikkeli, Finland (journal is in production; will be published early 2013)
 - ▲ with Nora and Maria, *Building Community: Creating Social and Economic Well-Being: A Practical Guidebook for Hosting the Exhibit* (in revision)
 - ▲ “Building Resilient Communities: The Economic Impact of Credit Unions and Caisses Populaires in Canada,” Centre for the Study of Co-operatives Occasional Paper Series (in revision)
 - ▲ “Understanding Co-operatives through Research,” paper first presented to the United Nations Expert Group Meeting titled Co-operatives in Social Development: Beyond 2012, in Ulaanbaatar, Mongolia; Centre booklet (in revision)
 - ▲ with Gayle Broad, “Challenges in Mapping the Social Economy in Indigenous Communities in Canada,” for special edition of Ciriec Canada journal *Économie et Solidarités* titled *What Is the Future for the Co-operative and Solidarity Economy in Aboriginal Communities?*
 - ▲ with Thibault Martin, co-editing a special edition of the Ciriec Canada journal *Économie et Solidarités* titled *What Is the Future for the Co-operative and Solidarity Economy in Aboriginal Communities?* (reissued call for papers to extend timeline)
- ▲ Outreach and Engagement
- ▲ partnered with Pioneer Co-op and Innovation Credit Union in Swift Current to mount the Building Community Exhibit, November 2012 – January 2013

▲ Administration and Meetings

As Centre Director

- ▲ attended AGM for CHS Inc., 5–6 December in Minneapolis; met with president of CHS Foundation to discuss funding application and attended a dinner for University Partners participating in CHS Inc.’s new Co-operative Education Initiative
- ▲ attended Federated Co-operatives Limited’s AGM, 5 March in Saskatoon

As member of Steering Committee for Setting a National Co-operative Research Agenda

- ▲ conference calls in November and January; the initial project is complete but Audra and Heather are participating in its continuing form, the Canadian Co-operative Research Network; the Centre’s role is still to be worked out
- ▲ attended meeting 15 March 2013 in Ottawa

As Member of Management Board for Measuring the Co-operative Difference Research Network

- ▲ monthly conference calls

As Member of National International Year of Co-operatives 2012 Committee

- ▲ attended final meeting in Ottawa, 1 February 2013

As Member of Steering Committee for Impact! The Co-operators Youth and Sustainability Programme

- ▲ Lou is on the Program Committee as well
- ▲ monthly conference calls; next event is planned for 2014

As Chair of International Co-operative Alliance’s Committee on Co-operative Research

- ▲ attended AGM for ICA Asia Pacific Region and provided keynote for their Annual Research Conference
- ▲ on steering committee for World Monitor; next meeting will take place in Jakarta, 13–14 May 2013
- ▲ Lou has been appointed to a three-year term as an external examiner at University College Cork, National University of Ireland, with oversight of co-operatives and other democratic organisations in the Department of Food Business and Development
- ▲ member of the Scientific Committee for the Global Research Conference of the Committee on Co-operative Research, Cyprus, 12–15 June 2013

Michael Gertler

▲ Teaching

Sociology 204.3: Rural Sociology
 Sociology 206.3: The Community

▲ Graduate Supervision

Michael has on-going supervisory duties for one PhD student in the Co-operative Studies Concentration and one PhD student in the School of Environment and Sustainability. He is also on advisory committees for one InterD MA student and four InterD PhD students in the Co-op Concentration, and a committee member for one MA and one PhD student in Sociology. In addition, Michael is the external examiner for an MSc student in co-operative studies at the National University of Ireland.

▲ Research

- ▲ with Lou and the Social Sciences Research Laboratories, College of Arts and Science, “Co-operatives in Saskatchewan 2012: A Survey of Public Perceptions and Expectations in the International Year of Co-operatives”; survey complete; results presented at Co-operating to Build a Better West conference; in process of being written up
- ▲ principal investigator, “Houses and Communities: Learning from a Case Study of Co-operative Assisted Home Ownership in Saskatchewan”
- ▲ principal investigator, “Food Sovereignty in the Canadian Context: Issues, Initiatives, and Opportunities”

▲ Publications

- ▲ with Jason Heit, *Co-operative Marketing Options for Organic Agriculture*, research report from the Social Economy project
- ▲ “Co-operating to Build a Better West: A Co-operative Success,” *The Co-operative Spotlight*, Saskatchewan Co-operative Association newsletter, November 2012, pp. 3–4.

▲ Presentations

- ▲ “Co-operatives in Saskatchewan 2012: A Survey of Public Perceptions and Expectations,” at Co-operating to Build a Better West conference, Saskatoon, 1–3 November 2012
- ▲ “Co-operative Advantage: Co-ops and Durable Rural Economies,” keynote presentation at Cooperation Works, the Rocky Mountain Farmers Union 2012 Convention, Loveland, Colorado, 14–18 November 2012
- ▲ “Realizing the Co-operative Advantage: Co-ops and Durable Rural Economies,” at Co-ops: An Exercise in Democracy, the National Farmers Union 43rd annual convention, Saskatoon, 22–24 November 2012

▲ Administration/Professional/Outreach and Engagement

- ▲ chair of the conference co-ordinating committee and the program committee, Co-operating to Build a Better West conference, 1–3 November 2012, Saskatoon
- ▲ graduate co-ordinator, Interdisciplinary Studies Concentration in Co-operatives Studies, the Centre, 1 January 2012–

- ▲ University of Saskatchewan Faculty Association Representative for the Department of Sociology, January 2012–
- ▲ board member, Saskatchewan Co-operative Association as well as a member of the Co-operative Development Committee, 2010–2013
- ▲ associate member, School of Environment and Sustainability, 1 July 2008–
- ▲ management board member, Community-University Institute for Social Research, U of S
- ▲ advisor to the Saskatchewan Public Housing Rental Program Evaluation, R.A. Malatest & Associates Ltd., a contract with CUISR
- ▲ member, Regional and Urban Planning Administrative Committee, College of Arts and Sciences
- ▲ member, Canada-USA Relations Working Group, Division of Social Sciences, College of Arts Science
- ▲ member, Department of Sociology Undergraduate Committee and Nominations, Awards and Public Relations Committee, 2012–13
- ▲ member, Canadian Co-operative Association Ad Hoc Committee on Environmental Sustainability
- ▲ member, Research Needs: Cooperatives, Social Enterprises, and Rural Civil Society discussion group, US Department of Agriculture
- ▲ member, editorial board, *Journal of Co-operatives*, 2009–
- ▲ manuscript review, *Journal of Rural Co-operation*, December, 2012
- ▲ manuscript review, *Agriculture and Human Values*, December, 2012
- ▲ represented the Centre on IYC 2012 Saskatchewan Planning Committee

Brett Fairbairn

Most of Brett’s time is devoted to his administrative responsibilities as University Provost and VP Academic, though he remains connected to the Centre and co-operative studies in a variety of roles.

▲ Graduate Supervision

Brett continues to supervise one PhD student: Mark McCulloch (History)
“Women’s Groups and Consumer Co-operatives in East Germany, 1949–71.”
He also serves on a number of other PhD and MA student advisory committees.

▲ Research

- ▲ co-investigator, “Strategic Research Network on Social Innovation, the Social Economy, and Civil Society,” SSHRC funded

▲ Presentations

- ▲ “The Challenges of Governance and Policy,” Co-operating to Build a Better West Conference, 3 November 2012, Saskatoon

▲ Publications

- ▲ “Community Survival: Co-operative Solutions for Local Economies”; Brett is

the editor as well as author or co-author of four chapters in this book accepted for publication by UBC Press; revisions complete; manuscript resubmitted

Murray Fulton

▲ Teaching

JSGS 862.3: Political Economy

JSGS 898.3: Industrial Organization: Theory, Practice and Policy

▲ Graduate Supervision

Murray is supervising three graduate students working on co-op topics: Zahra Nooshabadi, Kathy Johnson, and Nesrine Tarchoun.

▲ Research

- ▲ participant in a University of Nebraska–Lincoln agricultural policy project funded by the US Department of Agriculture
- ▲ working on an article titled “The Future of Agricultural Cooperatives” for the *Annual Review of Resource Economics*.
- ▲ with Michael Atkinson, executive compensation in the public and co-op sectors, including Crowns, universities, government executive offices, and co-operatives; ongoing
- ▲ the role of producer associations in innovation activity, part of the Canadian Agricultural Innovation Research Network; ongoing

▲ Publications

- ▲ “Understanding Public Sector Ethics: Beyond Agency Theory in Canada's Sponsorship Scandal,” accepted for publication by *International Public Management Journal*

▲ Administration

- ▲ graduate chair, Johnson-Shoyama Graduate School of Public Policy
- ▲ member of the College of Graduate Studies and Research executive committee

Nora Russell

▲ Co-operating to Build a Better West Conference (final preparations)

- ▲ prepared handouts for Building Community exhibit at the Mendel Art Gallery
- ▲ designed and produced bookmark for conference handouts
- ▲ designed and oversaw production of the program
- ▲ designed and produced name tags
- ▲ designed and produced feedback forms
- ▲ designed and oversaw production of three banners for digitization project display

▲ Writing, Editing, Design, Print Supervision

- ▲ *Mapping Social Capital in a Network of Community Development Organizations*: LLL report, editing, design, print supervision; printed and posted
- ▲ *Co-operative Marketing Options for Organic Agriculture*: LLL report, final editing, design, print supervision; printed and posted
- ▲ *Individualized Funding: A Framework for Effective Implementation*: LLL report, design, print supervision; printed and posted
- ▲ *Health in the Communities of Duck Lake and Beardy's and Okemasis First Nation: An Exploratory Study*: LLL report, editing, design, print supervision; printed and posted
- ▲ *Co-operative Fisheries Limited: A Northern Saskatchewan Story*, a mammoth report by Dan Beveridge, a Norm Bromberger Bursary winner; cleaned up file for consistency; ready for posting
- ▲ "Engaging Youth in Community Futures: The Rural Youth Research Internship Project": LLL report, final editing; chased down many missing references; with authors for revisions
- ▲ "Labour Market Study: A Community-Based Research Report for Mamaweswen, the North Shore Tribal Council, Naadmaadwuiik, and Saulteaux Enterprises, Aboriginal Human Resource Development Agreement Local Delivery Mechanisms," LLL final report; with authors for revisions
- ▲ "Understanding Co-operatives through Research," Centre booklet; edited, with Lou for revisions
- ▲ "Building Resilient Communities: The Economic Impact of Credit Unions and Caisses Populaires in Canada," Centre Occasional Paper, edited, with Lou for revisions
- ▲ with Maria and Lou, putting final touches on production of *Building Community: Creating Social and Economic Well-Being: A Practical Guidebook for Hosting the Exhibit*
- ▲ "Community Survival: Co-operative Solutions for Local Economies," Centre book accepted for publication by UBC Press; revisions complete; prepared statement to reviewers addressing their concerns; resubmitted manuscript
- ▲ designed and prepared posters for four seminar announcements; prepared material for posting to Centre website; submitted to *On Campus News*
- ▲ Building Community Exhibit: edited pieces for travelling versions for the website
- ▲ edited and revised Audra's submission to the CASC call for papers
- ▲ revised and updated Lou's nomination for U of S award for Distinction in Outreach and Engagement; procured more letters of reference
- ▲ prepared a statement on the Centre for Karen Chad's presentation on Centres and Institutes to the University Senate
- ▲ did final edits on minutes of June advisory board meeting
- ▲ co-ordinated, wrote, and did layout for this director's report

▲ Professional, Outreach, and Other

Like other Centre staff, Nora attends all Centre seminars and Co-op Week Luncheons. As a member of EAC Saskatchewan, a branch of the Editors'

Association of Canada, she designed the posters and other promotional material for their spring workshops and will attend them as well. She also attended the annual general meeting of the Saskatchewan Publishers Group and took part in its spring professional development seminars. In addition, Nora is the Centre's representative to the Saskatoon Co-op Network, a group that organizes lunch-time speakers on co-op topics throughout the year. The most recent presentation brought in Ian MacPherson to talk about *The Limits of Co-operation*.

Heather Acton

▲ The Library

Materials signed out: 22

Materials returned: 17

Reference and research requests responded to: 41

Books catalogued: 30

New Borrowers Registered: 4

Online Catalogue Accesses: 113

Social Economy Report Downloads for 2012: 920

Social Economy Report Downloads 1 January –28 February 2013: 167

▲ Events and Meetings

- ▲ 1–3 November 2012 — Co-operating to Build a Better West Conference, Saskatoon; maintained the Co-op History Online table in addition to other conference responsibilities
- ▲ 3 December 2012 — Centre Seminar, presented by Scott Banda
- ▲ 10 January 2013 — Canadian Co-operative Research Network management meeting
- ▲ 21 January 2013 — Centre Seminar, presented by Keith Nixon
- ▲ 22 January 2013 — CUISR Brown Bag Lunch at Station 20 West: Participatory Action Research: Challenges, Complications, and Opportunities, presented by Patricia Elliott
- ▲ 11 February 2013 — assisted Lou, who taught some sessions of Ken Coates's JSGS 849 Social Economy and Public Policy class; Heather presented information about our library resources and toured them through the Social Economy website
- ▲ 14 February 2013 — met with Lou and Vicki Williamson, Dean of Libraries, to discuss possibilities for the future of our library
- ▲ 19 February 2013 — met with Lou and Keith Carlson (History Department and Interdisciplinary Centre for Culture and Creativity) to discuss partnership in a USTEP grant application (see details below)

▲ Other Matters

There was a flurry of activity surrounding the Co-operating to Build a Better West conference in November, including participating in The Idea Lantern art installa-

tion and mounting the Building Communities exhibit at the Mendel Art Gallery. We launched our Co-operative History Online project at the conference; many participants were enthusiastic about being able to access and contribute to the collection online.

Social Economy reports continue to trickle in; once edited and printed, they are added to the websites. Heather has done a thorough rework of the Social Economy site, which initially served as an administrative tool and repository for the project. The present goal is to make it an excellent resource for researchers, students, educators, and community groups.

In October, Heather expanded the Centre's reach in the social networking world by creating a Facebook page, which she keeps active along with our Twitter page. Over the last few months, we have acquired eighty followers from around the world on our Facebook page; since February 2009, we have 226 followers on Twitter. Both pages can be accessed from the Centre website; the icons are at the top right of the screen. Heather and Duy, our IT person, have also registered the Centre's YouTube channel, where we can upload the videos from our seminar series. The link to the YouTube channel is on the website with our other social networking links.

Duy and Heather continue to investigate the complex technical issues around accessing more detailed information from our websites through Google Analytics, a useful but confounding tool.

Heather has also been reviewing third-party service providers that will offer the framework and support, including data tracking, for the creation of in-house e-newsletters and announcements.

In December 2012, the Centre received a substantial donation of valuable historical photographic and print materials from Arthur and Helma Dahlman of Calgary. Arthur, now in his nineties, was a field agent with Federated Co-operatives Limited, and as a photography enthusiast, amassed a large collection of slides and photos of co-operatives in Saskatchewan, Alberta, and British Columbia. Helma is one of the founders of the first housing co-op in Calgary. Heather is working with the Dahlmans to document the items we've received and to get biographical information about them and their co-op history. Their donation will form the Dahlman Collection.

Lou and Heather met with Keith Carlson (History Department and director of the Interdisciplinary Centre for Culture and Creativity) and agreed to partner on a USTEP grant application. If successful, we will employ a summer student to assist with digitization of photos and other materials in the library and with researching the historical data to accompany the items. The student will also help in the assessment of other historically significant library materials to prioritize for digitization.

Much of the last month has been focussed on preparing for what is a suddenly

uncertain future for our library. Meetings, reviews, discussions, and speculation have been time and energy consuming as we've struggled to re-imagine the vision we and others in the co-op movement in Canada and beyond have for our library and its rich historical resources.

Below are general website statistics for the four-month period 1 October 2012 to 28 February 2013: The top five countries in each case are Canada, the US, the UK, India, and the Philippines. There continues to be a steady increase in access to the Centre's websites from mobile devices. And there has also been an increase in visits to the Social Economy website, which now operates as a resource rather than a project administration site. Visits to the online exhibit have increased as well, with visitors staying substantially longer once there. Of particular interest is the fact that since Heather launched the Centre's Facebook page in October, a significant number of website visits have come from social networking sites. These preliminary statistics suggest that there is good potential for Facebook to become a valuable means of outreach for the Centre. Also of interest is the fact that 827 Social Economy reports have been downloaded over the past eighteen months.

- ▲ Centre website: 9,399 visits from 147 countries
- ▲ LLL Social Economy Website: 1,783 visits from 100 countries
- ▲ Building Community Exhibit Website: 1,045 visits from 65 countries

Comprehensive statistics comparing website visits during 2011 and 2012 are included as information items in your package.

Audra Krueger

- ▲ Co-operating to Build a Better West Conference
 - ▲ more than three hundred people attended
 - ▲ there were more than sixty-five speakers/presenters on the program
 - ▲ as of 31 December, the conference website had 6,306 visitors and the number of pages viewed was 28,670
 - ▲ the conference generated a surplus of approximately \$24,000; the committee decided to spend approximately \$4,000 to hire a student to create a publication based on the conference presentations, which would include the results of the World Café; the remainder of the surplus will go to the Saskatchewan Co-operative Association to fund co-operative development in the province
 - ▲ hired Sugandhi Wickremarachchi, a student from Community Health and Epidemiology, to pull the conference publication together
- ▲ Saskatoon CarShare Co-operative
 - ▲ hosted the first AGM at the Centre; Audra was elected as treasurer
 - ▲ the co-op was awarded \$10,000 from Affinity Credit Union to hire consultants to undertake a business plan for the organization
 - ▲ also awarded \$4,000 from the Saskatchewan Co-operative Association to fund marketing and brand development

- ▲ met with Federated Co-operative Limited regarding a partnership that may result in donated cars
 - ▲ applied to The Co-operators for funding from their Co-operative Development Program
 - ▲ wrote and submitted an abstract to the Canadian Association for Studies in Co-operation to present a paper on the Saskatoon CarShare Co-op (co-authored with Hayley Hesseln)
- ▲ **Liaison and Outreach Activities**
- ▲ attended the Gathering of Alberta Co-operatives in Red Deer, 16–17 November 2012
 - ▲ attended the National Farmers Union Convention in November in Saskatoon, November 2012
 - ▲ toured the POS Bio-Sciences building at the University of Saskatchewan; we are hoping to make strategic connections with faculty there regarding food security
 - ▲ organized the Dean’s Speaker Series in partnership with the Edwards School of Business with Scott Banda as the keynote speaker in December, Keith Nixon in January, and Ken Kosolofski in March
 - ▲ assisted with organization and attended the Saskatchewan Women’s Forum held in Saskatoon 18–19 January 2013; approximately two hundred people attended the forum
 - ▲ attended Social Sciences Research Lab open house
 - ▲ attended the launch of the Sustainability, Education, and Research Institute
 - ▲ began working one day a week out of the university’s Outreach and Engagement office at Station 20 West
 - ▲ met with a group working to get the University of Saskatchewan designated as a Fair Trade Campus
 - ▲ continued to work with Credit Union Central of Canada on hosting the Next Generation Leadership Program, to take place at the U of S, 26–29 May
- ▲ **Educational Program Development**
- ▲ applied for and was awarded a spot in the Gwenna Moss Course Design Institute, 18–22 February 2012; worked on course development for a new master’s level course on co-operatives as well as program development for a certificate in Co-operative Studies offered in partnership with the Johnson-Shoyama Graduate School of Public Policy
 - ▲ met with William Nelson of CHS Inc. regarding the development of the above-mentioned new course
 - ▲ in response to William’s suggestions, wrote a draft proposal for the creation of a consortium that would see the Centre play a leadership role in bringing together postsecondary institutions across North America to offer graduate courses on co-operative studies

Patty Scheidl

As office manager, Patty is responsible for the Centre's day-to-day operations and all financial matters including monitoring the main operating fund, maintaining the monthly financial statements and all research accounts, dealing with incorrect entries and missing documentation, and processing all transactions on the university credit card.

Special financial responsibilities this quarter included:

- ▲ calculating contributions, issuing invoices, processing journal vouchers, and depositing sponsor dues for the past quarter
- ▲ reviewing the Centre's financial procedures and completing the online form for the university's Internal Controls
- ▲ processing the many invoices associated with the Co-operating to Build a Better West conference; this involved assembling all the paperwork and invoicing the conference committee for expenditures already processed through the Centre's fund
- ▲ co-ordinating completion and submission of forms extending payroll for Maria Basualdo
- ▲ working with Research Services to process the agreement with George Melnyk at the University of Calgary for the Co-op Film Project; setting up new research account; co-ordinating paperwork; handling cheque transfers
- ▲ processing numerous journal vouchers for publications sent out prior to receiving payment
- ▲ preparing statement of expenses for the CCA CURA in support of the 2013 allocation; processing 2013 installment
- ▲ preparing financial spreadsheet for the advisory board meeting
- ▲ preparing electronic submission of the 2013–14 budget development information for the Centre's main operating fund

Other responsibilities this quarter included:

- ▲ editing the minutes of the last board meeting
- ▲ co-ordinating several staff meetings
- ▲ co-ordinating several meetings for Lou
 - ✦ to meet with co-ordinator of the new Transparent Activity-Based Budget System
 - ✦ to meet with Mary Buhr regarding the Centre Review
 - ✦ to meet with Vicki Williamson regarding the relocation of the Centre's library

On an ongoing basis, Patty is responsible for organizing the Management Advisory Board meetings. This includes co-ordinating a suitable date, preparing the minutes and other agenda materials, arranging for printing, assembling the board packages and couriering them out ahead of time, getting parking passes, booking rooms, and ordering lunch.

Karen Neufeldt

Karen's regular duties as clerical assistant include the traditional activities of that position as well as extra activities as required.

Special activities this quarter included:

- ▲ transcribing the minutes of the November advisory board meeting
- ▲ checking in and routing journals; assisting with circulation and research questions for library patrons; reshelving returns; placing book orders
- ▲ mailing out completed Social Economy reports and Centre publications to authors, community partners, and for legal deposit; processing payments through daily cash reports and depositing payments
- ▲ processing journal vouchers for xerox billing to other departments
- ▲ posting articles to the Centre blog; routing articles from email to faculty, staff, students, and scholars
- ▲ assisting Patty with the preparation and mailout of the Management Advisory Board packages
- ▲ sending out seminar series announcements; arranging videotaping; organizing reception for Scott Banda, Keith Nixon, Ken Kosolofski; sent out announcement for Ian MacPherson and Scott Kim's seminar
- ▲ assisting Audra in paying expenses and processing travel claims for speakers for the Co-operating to Build a Better West conference
- ▲ co-ordinating the shipments of IYC books to organizations in Ontario, Quebec, and Nova Scotia
- ▲ sending out Fredeen scholarship winner announcement and co-ordinating paperwork for payment with Grad Studies office
- ▲ assisting Visiting Professor Carolin Schröder from Berlin to find accommodation and processing paperwork for her visit to the Centre mid-April to mid-June
- ▲ assisting Visiting Researcher Cristina Cano from Spain with accommodation and processing paperwork for her visit to the Centre June to September
- ▲ assisting with arrangements for the Young Leaders conference in May 2013 in Saskatoon
- ▲ checking university ID numbers and reconciling computer and equipment inventory
- ▲ setting up student advisory meetings
- ▲ making travel, accommodation, meeting, and conference registration arrangements for Centre faculty, staff, students, scholars, and other Centre associates; processing claims upon return:
 - for Jessica Gordon Nembhart to attend Co-operating to Build a Better West conference, November 2012
 - for Lou to go to Minneapolis for the CHS Inc. AGM and meetings, December 2012
 - for Lou to go to Ottawa for final National IYC Committee meeting, February 2013

- for Lou to go to Ottawa for Measuring the Co-operative Difference Research Network meeting, March 2013
- for Ian MacPherson to come to Saskatoon for seminar presentation, March 2013
- for Michael and Audra to attend CASC meetings in Halifax, June 2013

Scott (Hong Soek) Kim

Scott is a visiting scholar doing a practicum for his MA in conflict transformation at the Eastern Mennonite University in Virginia, US. With Lou as an advisor, he is doing a case study of the leadership and organizational culture of co-operatives in Saskatchewan.

Scott's main research interest is the intersection of the peace building and co-operative movements, with a primary focus on organizational peace building in co-ops. He has worked with a variety of international relief and development organizations such as Korea Food for the Hungry International, the Korean Foundation for World Aid, and a refugee resettlement program in the US. Together with Centre Scholar Ian MacPherson, Scott made a presentation on the possibility of collaboration between the peace building movement and the co-op movement in northeast Asia at a special Centre seminar titled Co-operatives, Co-operation, and Peace, 20 March 2013.

The Students

Maria Basualdo, a Centre PhD student, has been working part time for the Centre as the Building Community Exhibit Co-ordinator. She is also working part time with Lou and Jessica on the Impact of Co-operatives research project; she will be doing interviews for their "Impacts of Credit Unions on Communities in Saskatchewan and Manitoba" during March.

With Maria's support, the Northern Saskatchewan Trappers' Association Co-operative, a group she worked with on a Social Economy project, has received a grant to explore the formation of a young artisans' co-operative. This is a valuable example of spin-off activity generated by the Social Economy research.

Maria has completed the course work for her PhD and is studying for her comprehensives. Her abstract has been accepted for the Canadian Association for Studies in Co-operation conference in Halifax in June. She has two publications in process and made one recent conference presentation:

- ▲ with Isobel Findlay and Clifford Ray, "The Ethics of Engagement: Learning with Aboriginal Co-operatives in Saskatchewan," in a forthcoming book on community-based research by the Community-University Institute for Social Research and the Saskatchewan Population Health and Evaluation Research

- Unit, ed. Bonnie Jeffery, Isobel Findlay, Diane Martz, and Louise Clarke
- ▲ with Nicola Chopin and David McDine, “Community-Based Research Partnerships: Students, Community, and Faculty Coproducing Knowledge by Building Trust and Developing Lasting Relationships,” in the same book
 - ▲ “Community-Based and Participatory Action Research,” to University of Ottawa Graduate Students’ Association conference, 1 March 2013

Monica Juarez Adeler is teaching a Management of Co-operatives class, which she was instrumental in developing, at the University of Winnipeg this term. The class is another significant spinoff from the Social Economy project. She has finished the final revisions on her PhD dissertation titled “Enabling Policy Environments for Co-operative Development: A Comparative Experience,” and expects to defend it this spring.

Monica is an active member of two Co-op Vision Strategy working groups in Manitoba and serves as a board member for the Association of Cooperative Educators and the Canadian Association for Studies in Co-operation.

Rob Dobrohoczki is working on his PhD dissertation titled “Co-operatives in Times of Crisis: Building Resilient Economies through Democratic Transformation.” He has one publication forthcoming: with Brett Fairbairn, “I felt that I had lost myself”: Credit Unions, Economies, and the Construction of Locality” in Centre book “Community Survival: Co-operative Solutions for Local Economies,” accepted for publication by UBC Press. Rob serves on the board of the Good Food Junction and the Saskatoon Symphony Orchestra.

Mike Chartier has completed the course work for his PhD and is studying for his comprehensive examinations. His research topic is “A Whiteheadian Approach to Ethical Decision Making: How Could It Facilitate Effective Co-operative Governance?” Mike teaches full time in the Saskatoon Public School system and continues to sit on the board of the Saskatoon Community Clinic as well as the Community Clinic Foundation.

Patricia Elliott is working on her dissertation titled “Independent Voices: Third-Sector Media Development and Local Governance.” It will look at how third-sector media contributes to citizen participation and social change, and will examine how the co-operative sector and other social movement organizations can best support its development and sustainability. In addition to working on her PhD, Patricia is director of the Community Research Unit at the University of Regina and also teaches in the School of Journalism.

Annette Johnson has finished the coursework for her PhD in the InterD Co-op Concentration and is studying for her comprehensive exams. Her dissertation is titled “Finding a Way Out: An Investigation into the Amalgamation of Worker Co-ops and Canadian Unions.” Annette is the lead sociology instructor at the Regina SIAST campus and teaches an introductory course as well as Aboriginal

awareness. She also teaches a course at the University of Regina titled Social Structure and Personality.

Tsegi Chuluunbaatar has finished the course work for her MA. She completed her research proposal and obtained ethics approval and is currently in Mongolia conducting field research — case studies on selected rural Mongolian co-ops.