



# Director's Report to the Management Advisory Board

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

November 2013

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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.



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# Overview and Highlights

## ▲ Awards for Sponsors

Once again, all of our sponsoring organizations have been recognized in a variety of ways for their accomplishments. Co-operators Life, part of The Co-operators Group, is on Mediacorp Canada's list of eighty employers who offer the best benefits for younger workers.

SaskCentral has been named one of Canada's top five best workplaces for 2013 by the Great Place to Work® Institute Canada. SaskCentral was also named the fifth best workplace for women. This is the second year in a row SaskCentral has made the top five and the sixth time on the top one hundred list.

Federated Co-operatives Limited has been named Saskatchewan's top company by *SaskBusiness Magazine*, and for the second consecutive year, Federated has won an award for its commitment to Fair Trade at the Canadian Fairtrade Awards.

And all our other sponsors — The Co-operators, Concentra, and SaskCentral — also made the top one hundred companies in the province. As always, we are proud to acknowledge these awards and to be associated with organizations of such integrity.

## ▲ A New Affiliation for the Centre

We are very pleased to acknowledge our new formal affiliation with the Johnson-Shoyama Graduate School of Public Policy (JSGS), which will provide administrative oversight of the Centre in accordance with the university's *Policy on Centres*. Under the new arrangement, JSGS Executive Director Michael Atkinson will be joining our Management Advisory Board. The Centre will retain its corporate identity, autonomy, and responsibility for personnel, financial management, and research productivity. It will maintain its association with the Edwards School of Business and the colleges of Arts and Science, Law, and Agriculture and Bioresources, as well as its distinctive responsibility for serving the co-operative community. It will also continue to work closely with, and be funded by, the co-operative sector.

This new governance arrangement holds great promise for actualizing a vision of the Centre as the pre-eminent institution for research on co-operatives and social economy organizations in Canada and around the world. Affiliation with JSGS facilitates access to additional faculty and students interested in doing research on co-operatives and enhances research in areas dealing with governance and public policy. A more formal connection among the Centre, JSGS, and another new JSGS affiliate, the International Centre for Northern Governance and Development, strengthens the capacity of all units to provide academic and practitioner career opportunities and to develop new course offerings. Of particular significance is the recent appointment of Dr. Dionne Pohler to JSGS. Dionne assumes a new faculty

position that JSGS has created to focus attention on co-operatives, collective organizations, and public policy. And she is our newest Centre Fellow (see below).

#### ▲ New Funding to the Centre from CHS, Inc.

The Centre is thrilled to announce \$100,000 in new funding from CHS Inc., the largest agricultural co-op in the United States, to develop new courses for a graduate-level certificate program that will focus on experiential learning opportunities in co-operatives. The program will be offered through the Johnson-Shoyama Graduate School of Public Policy (JSGS), with the involvement of Centre faculty and staff.

This investment is part of the CHS's \$2 million University Initiative on Cooperative Education, which is also providing funding to nine American universities and organizations. The initiative will support an extensive range of programs within North American institutions that integrate education about co-operatives into agri-business curriculums, co-op development, and farm business studies.

The funding allocated to the Centre will be used to develop a cluster of experiential activities, including case studies and a case competition as well as problem-focused research projects that will tackle the critical challenges facing co-operatives and society at large. For more information, go to <http://usaskstudies.coop/?p=3448>.

#### ▲ A New Centre Fellow

We are so pleased to welcome our newest Centre Fellow, Dionne Pohler. Dionne has an appointment in the School of Public Policy, where she was hired recently in a new position focused on co-operatives, collective organizations, and public policy. Her primary research explores the intersection of strategy, HR systems, unions, and employee involvement in both private and public sector organizations. She received a research grant from the Social Sciences and Humanities Research Council for her work in this area. She will work extensively with the Centre on research in areas that include governance and HR systems in co-operatives and social economy organizations.

#### ▲ 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, Uganda, and Rwanda funded by the International Development Research Centre; research underway
- ▲ “The Impacts of Credit Unions on Communities,” (part of national study, Measuring the Social, Environmental, and Economic Impact of Co-operatives in Canada, spearheaded by CCA), Lou and Jessica Gordon Nembhard’s partnership with Advantage and Affinity credit unions; survey complete and shared with credit unions; interviews and focus groups ongoing; more information in Lou’s section

- ▲ second project under this umbrella, “The Impact of Co-operative Housing on Household Income, Skills, and Social Capital,” by former Centre postdoc Catherine Leviten-Reid and Karla Skoutajan of the Co-operative Housing Federation of Canada, ongoing
- ▲ Canadian Co-operatives and Film Research Project; ongoing; George Melnyk, our partner in the project, will be at the Centre as a visiting scholar in January 2014
- ▲ 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 — 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

#### ▲ Visiting Scholar

Cristina Cano Ortega, a PhD student at the University of Almería in Spain, was with us from mid-June to mid-September, supported by a fellowship from the Marie Curie International Research Staff Exchange Scheme. While here, she worked on a paper comparing the organizational, governance, legal, policy, and environmental challenges of the Almería agricultural co-operative system with those in Canada’s agricultural co-ops to see how both positive and negative aspects of the Canadian experience might relate to the Spanish situation. In early September, she presented her research findings in the first in our 2013–14 Seminar Series before heading home to Spain.

#### ▲ Conferences, Workshops, and Meetings

- ▲ American Agricultural Economics Association and Canadian Agricultural Economics Association Joint Annual Meeting, 4–6 August, Washington, DC; Murray attended and presented
- ▲ Annual Meeting of the Rural Sociological Society, 7 August, New York; Michael attended and presented
- ▲ Co-operative Governance Symposium, 5–7 September in Halifax; Lou attended
- ▲ Federation of Canadian Car-Share Co-operatives meetings in Kitchener/Waterloo, 12–14 September; Audra attended

- ▲ Car-Sharing Association meetings in Toronto, 16–17 September; Audra attended
  - ▲ Social Enterprise World Forum Pre-Conference Research Day titled “From Bridging to Bonding: Examining the Social Enterprise Research-Practice Continuum,” Mount Royal University, Calgary, 1 October; Lou attended and presented
  - ▲ Innovation through Cooperation: Perspectives on Canada’s Co-operative Sector, Mount Royal University, Calgary, 15 October; Murray attended and presented
  - ▲ Cost-Benefit Workshop, Executive Training Workshop for Public Servants, Regina, 30 October; Murray attended and presented
- ▲ Seminar Series
- ▲ “Agricultural Co-operatives in Spain: What Can They Learn from the Canadian Experience?” by visiting scholar Cristina Cano Ortega, a PhD Candidate at the University of Almeria, Spain, 10 September
  - ▲ “Leveraging the Co-operative Business Model as a Source of Competitive Advantage,” by Dionne Pohler, assistant professor, Johnson-Shoyama Graduate School of Public Policy, and our newest Centre Fellow, 31 October
- ▲ Publications
- ▲ *Models for Effective Credit Union Governance: Maintaining Community Connections following a Merger*, LLL report
  - ▲ *Globalization, Social Innovation, and Worker Co-operatives: A Comparative Analysis of Co-operative Development in Québec and Saskatchewan from 1980 to 2010*, PhD dissertation and also LLL report
  - ▲ *Self-Directed Funding: An Evaluation of Self-Managed Contracts in Saskatchewan*, LLL report
  - ▲ “Community Survival: Co-operative Solutions for Local Economies,” book-length manuscript; accepted for publication by UBC Press advisory board; received \$8,000 Aid to Scholarly Publications grant; will be published in UBC Press’s fall 2014 list
  - ▲ “A Retrospective on the De-localization of a Cooperative: How Language Was Used to Pry Durum from Local Control: 2002–2010,” Centre occasional paper, revisions from authors complete, awaiting design and layout
  - ▲ “Engaging Youth in Community Futures: The Rural Youth Research Internship Project,” LLL report, editing complete, with authors for 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
  - ▲ numerous Social Economy reports await Nora’s attention

### ▲ Faculty/Scholar/Staff/Student News

- ▲ Dionne Pohler, a new appointment in the Johnson-Shoyama Graduate School of Public Policy, has joined us as our newest Centre Fellow
- ▲ Carolin Schröder, a visiting scholar from the Technical University of Berlin, concluded her two-month visit to the Centre and headed off to camp in the Rockies before returning home
- ▲ Sugandhi Wickremarachchi concluded her work on the publication summarizing the presentations from the Co-operating to Build a Better West conference
- ▲ Jaime Nicklas joined us as a summer researcher to assist with the digitization project and finished her work at the end of August
- ▲ researcher Cornelius Christian joined us this summer to work with Lou on the Impact of Co-ops project; his work is continuing into the fall
- ▲ Christina Cano Ortega, a PhD student from the University of Almería in Spain, spent three months with us as a visiting scholar, presenting a seminar in September and then departing for home

### ▲ Partners and Developments

Loretta Elford has provided a report from Concentra (with information items). Ken Sherwin, Herb Carlson, and Barbara Turley-McIntyre will provide verbal reports on their organizations.

## Teaching/Research/Publications/ Presentations/Administration/Outreach

### Lou Hammond Ketilson

#### ▲ Graduate Supervision

Lou is supervising MA student Tsegi Chuluunbaatar (InterD Co-op Concentration) and is a committee member for Zahra Rahmani Nooshabadi and Kathy Johnson (MPP, School of Public Policy). She is also committee chair for Rob Dobrohoczki, Maria Basualdo, Mike Chartier, and Patricia Elliot, all Centre PhD students in the Co-op Concentration. Tsegi has returned from her field work in Mongolia and has been granted maternity leave. Maria is on medical leave.

#### ▲ Research

- ▲ new three-year project to develop courses in co-operative education with funding from CHS, Inc., the US's leading agribusiness co-op; initial funding of \$100,000 received; application for final \$150,000 due 1 November
- ▲ IDRC project in Africa — "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; Lou is project co-ordinator; work has begun; first instalment of funds received; ethics clearance in process. Our partners in the research initiative are Professor Suleman Chambo at Moshi University College of Co-operative and Business Studies (Tanzania) and Dr. Johnny Mugisha, Department of Agricultural Economics and Agribusiness, Faculty of Agriculture, Makerere University, Uganda, and Vincent Rutaremara, from the Rwanda Co-operative Agency in partnership with the Independent Institute of Lay Adventists of Kigali. Centre Scholars JoAnn Jaffe and Cindy Hanson are collaborating in the project.

- ▲ “Co-operatives in Saskatchewan 2012: A Survey of Public Perceptions and Expectations in the International Year of Co-operatives,” first draft of the report underway
- ▲ co-applicant on 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; interviews and focus groups ongoing. Lou is conducting interviews with members and elected district council representatives in November and December. Researcher Cornelius Christian worked with us over the summer developing and distributing a survey to members of three Affinity branches to gather information to calculate the multiplier effect of lending activity; he will be writing up the paper this fall.

#### ▲ Presentations

- ▲ attended Co-operative Governance Symposium, 5–7 September in Halifax
- ▲ “Partnering to Mobilize Knowledge of the Social Economy,” presented to the Social Enterprise World Forum Pre-Conference Research Day titled “From Bridging to Bonding: Examining the Social Enterprise Research-Practice Continuum,” Mount Royal University Calgary, 1 October

#### ▲ 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,” approved for publication by UBC Press board; will be published in the fall of 2014
- ▲ \* “Partnering to Finance Enterprise Development within the Aboriginal Social Economy,” revisions complete, accepted by *Canadian Public Policy: Strengthening Communities through Government and Social Economy Partnerships*; planned publication date is April 2014

##### Submitted

- ▲ \* with Jessica Gordon Nembhard and Pat Thomas, “Measuring the Impact of Credit Unions on Communities,” submitted in September to the *Annals of Public and Co-operative Economics*

### In Progress

- ▲ editing 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); planned for publication late 2013
  - ▲ “Understanding Co-operatives through Research,” in *Review of International Co-operation* 101, no. 1 (2012): planned for publication late 2013
  - ▲ with Nora and Maria, *Building Community: Creating Social and Economic Well-Being: A Practical Guidebook for Hosting the Exhibit*; with Lou for final check
  - ▲ “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)
- ▲ Administration and Meetings
- As Centre Director*
- ▲ many meetings and activities related to affiliation with JSGS and the relocation of the Centre library
  - ▲ many meetings related to development of certificate program
- As Project Coordinator, IDRC project*
- ▲ teleconference in August with all project partners
  - ▲ regular contact with project partners in Uganda and Tanzania, as well as with CCA in Ottawa
- As Member of Management Board for Measuring the Co-operative Difference Research Network*
- ▲ monthly conference calls
- As Member of Steering Committee for Impact! The Co-operators Youth and Sustainability Programme*
- ▲ monthly conference calls; next event is planned 23–26 May 2014
  - ▲ Lou is also on the Program Committee
- As member of Steering Committee for the International Co-operative Alliance World Co-operative Monitor*
- ▲ provided feed back on draft of publication to be presented to the ICA General Assembly in Cape Town, 1–5 November
- As Chair of International Co-operative Alliance’s Committee on Co-operative Research*
- ▲ stepped down as chair June after six years
  - ▲ Lou has agreed to chair the Committee that will organize the research conference and publication at the 2014 International Summit on Co-operatives in Quebec City, 6–9 October. Regular weekly conference calls.

*As External Examiner with Oversight of Co-operatives and Other Democratic Organizations in the Department of Food Business and Development, University College Cork, Ireland*

- ▲ graded eight minor theses

## Michael Gertler

### ▲ Teaching

Sociology 204.3: Rural Sociology (term 1, 2013–14)

### ▲ Graduate Supervision

Michael has on-going supervisory duties for one PhD student in the School of Environment and Sustainability. He is also on advisory committees for one InterD MA student and two InterD PhD students in the Co-op Concentration, one PhD in Interdisciplinary Studies, and one MA 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”; 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”

### ▲ Presentations

- ▲ with JoAnn Jaffe, “Public Pasture Preservation: Valuing the Prairie Commons,” Annual Meeting of the Rural Sociological Society, 7 August, New York

### ▲ Administration/Professional/Outreach and Engagement

- ▲ 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–
- ▲ associate member, School of Environment and Sustainability, 1 July 2008–
- ▲ management board member, Community-University Institute for Social Research, U of S
- ▲ member, Regional and Urban Planning Administrative Committee, College of Arts and Sciences

- ▲ member, Graduate Studies Committee, Department of Sociology, 2013–2014
- ▲ chair, 990 Seminar Committee, Department of Sociology, 2013–2014
- ▲ member, Library Committee, Department of Sociology, 2013–2014
- ▲ member, Salary Committee, Department of Sociology, 2013–2014
- ▲ 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–

## 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

### ▲ Presentation

- ▲ Brett was the keynote speaker at the Centre’s event announcing the CHS funding

### ▲ 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 for UBC Press; approved for publication by UBC Press board; will be published fall 2014

## Murray Fulton

### ▲ Teaching

JSGS 807.3: Statistics for Public Managers

### ▲ 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
- ▲ 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

## ▲ Presentations

- ▲ “Values and Institutions: The Political Economy of Agricultural Policy,” 2013 AAFA & CAES Joint Annual Meeting, 4–6 August, Washington, DC
- ▲ with Richard Gray, “The Wheat Breeding System in Canada,” at same meetings
- ▲ “How does the co-op model serve as a tool for sustainable prosperity?” panel presentation at Innovation through Co-operation: Perspectives on Canada’s Co-operative Sector, Mount Royal University, Calgary, 15 October

## ▲ Publications

- ▲ with James Vercauteren, “Optimal NGO Financing of a Resource Management Certification Scheme,” *Environmental and Resource Economics*, accepted for publication
- ▲ with F. Nicoleta Uzea, “Leadership and Coordination in Federated Co-operative Systems: Insights from a Federated Marketing System,” accepted for publication in *Research Handbook on Sustainable Co-operative Enterprise: Case Studies of Organisational Resilience in the Co-operative Business Model*, ed. Edward Elgard, Tim Mazzarol, Sophie Reboud, Elena Mamouni Limnios, and Delwyn Clark
- ▲ with Konstantinos Giannakas, “The Future of Agricultural Cooperatives,” *Annual Review of Resource Economics* 5 (June 2013): 61–91.
- ▲ with Konstantinos Giannakas, “The Value of a Norm: Open Membership and the Horizon Problem in Cooperatives,” *Journal of Rural Cooperation* 40, no. 2 (2012): 145–61.
- ▲ with Michael Atkinson, “Understanding Public Sector Ethics: Beyond Agency Theory in Canada’s Sponsorship Scandal,” *International Public Management Journal* 16, no. 3 (September 2013): 386–412.

## ▲ Outreach

- ▲ Cost-Benefit Workshop, Executive Training Workshop for Public Servants, Regina, 30 October

## ▲ Administration

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

## Dionne Pohler

### ▲ Teaching

- ▲ MBA 813: Strategic Human Resource Management (Edwards School of Business)
- ▲ Labour-Management Relations Certificate Program (Edwards Executive Education)
- ▲ produced a video teaching case study titled *Change Management at Federated Co-operatives Limited: A Saskatchewan Case Study*; won an eMAP Media Teaching Resource Fund Grant to develop a professional production of the video to be used in the classroom
- ▲ collaborating in planning and consultations on the development of a graduate-level certificate in co-operatives at the School of Public Policy

### ▲ Graduate Supervision

- ▲ supervising MPP student Kathy Johnson, who is doing her Master's thesis on co-operatives

### ▲ Research

- ▲ submitted a SSHRC Insight Grant proposal on 15 October, a component of which is to study governance structures in credit unions

### ▲ Presentations

- ▲ "Leveraging the Co-operative Business Model as a Source of Competitive Advantage," Centre Seminar Series, 31 October

### ▲ Publications

- ▲ with Andrew Luchak (forthcoming), "Balancing Efficiency, Equity and Voice: The Impact of Unions and High Involvement Work Practices on Work Outcomes," *Industrial and Labor Relations Review*
- ▲ with Andrew Luchak (forthcoming), "Are Unions Good or Bad for Organizations? The Moderating Role of Management's Response," *British Journal of Industrial Relations*
- ▲ with Chelsea Willness (forthcoming), "Balancing Interests in the Search for Occupational Legitimacy: The HR Professionalization Project in Canada," *Human Resource Management*

### ▲ Outreach

- ▲ participated in the development of a proposal for funding to CHS Inc. on development of co-operative case studies and a case competition; funding was secured and planning is underway
- ▲ attended Co-op Week Luncheon and other related events

## Nora Russell

### ▲ Writing, Editing, Design, Print Supervision

- ▲ *Models for Effective Credit Union Governance: Maintaining Community Connections following a Merger*, LLL report, editing, design and layout, print supervision; posted
- ▲ *Globalization, Social Innovation, and Worker Co-operatives: A Comparative Analysis of Co-operative Development in Québec and Saskatchewan from 1980 to 2010*, PhD dissertation and also LLL report, print supervision; posted
- ▲ *Self-Directed Funding: An Evaluation of Self-Managed Contracts in Saskatchewan*, LLL report, manuscript preparation, design and layout, print supervision; posted
- ▲ “Engaging Youth in Community Futures: The Rural Youth Research Internship Project”: LLL report, editing complete; 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
- ▲ completed revisions to *Building Community: Creating Social and Economic Well-Being: A Practical Guidebook for Hosting the Exhibit*; adding co-op content and a template for a condition report to keep track of any damage to the panels; with Lou for final approval
- ▲ “Community Survival: Co-operative Solutions for Local Economies,” approved for publication by UBC Press board; completed permissions, contributor agreements, book information sheet, author information form, submission checklist, contracts, prepared final manuscript to press guidelines
- ▲ “A Retrospective on the De-localization of a Cooperative: How Language Was Used to Pry Durum from Local Control: 2002–2010,” Centre occasional paper by Tom Gray et al. of the US Department of Agriculture; author revisions complete; awaiting design and layout
- ▲ reviewed Lou’s submission to special edition of the *Canadian Public Policy* journal; advised her on revisions and did final editorial work
- ▲ reviewed proposal to CHS Inc. required prior to funding
- ▲ prepared announcement of visiting scholar Cristina Cano Ortega’s tenure at the Centre
- ▲ prepared announcement for Cristina’s seminar
- ▲ prepared announcement for Dionne Pohler’s seminar
- ▲ edited article on the Co-operative World Café written by Sugandhi Wickremarachchi for Co-operating to Build a Better West publication
- ▲ a great deal of work on the hundreds of Co-operative World Café words and

phrases to create some sort of coherent document from the exercise; attempt to align it with the ICA's Blueprint for a Co-operative Decade

- ▲ edited Audra and Hayley Hessel's journal article on the shared economy
- ▲ wrote and designed announcement to the sector re the Centre's affiliation with the School of Public Policy; also wrote and co-ordinated production of announcement to university community
- ▲ wrote article for *Planet S's* Co-op Week Supplement
- ▲ prepared material on the Centre for someone from Western Economic Diversification doing a backgrounder on the Diefenbaker Building
- ▲ final edits on minutes of June advisory board meeting
- ▲ co-ordinated, wrote, and did layout for this director's report

#### ▲ Other Activities

- ▲ created slide show on Centre activities and personalities for the flat-screen tv in the Diefenbaker Building lobby
- ▲ co-ordinated event for CHS funding announcement; wrote press release and arranged for distribution, designed invitation, assisted with organization
- ▲ a couple of French translations for Lou
- ▲ Organized Co-op Week Luncheon, designed poster, arranged speaker, co-ordinated all activities at the venue
- ▲ wrote text for proposed donor wall; collected photographs from sponsors; working with Audra and Heather on planning and design
- ▲ co-ordinating production of new banner stand; gathered images; decided on elements to include; supervising design and production
- ▲ working with Jeff Drake at University Communications, Audra, and Heather, on production of distinctive Centre icon/logo/look for our social media tags, website, newsletter, promotional materials, etc.
- ▲ co-ordinated and wrote Centre response to space allocation survey in the Diefenbaker Building

#### ▲ Professional, Outreach

Like other Centre staff, Nora attends all Centre seminars and Co-op Network Luncheons. As a member of EAC Saskatchewan, a branch of the Editors' Association of Canada, she designed the poster and other promotional material for the fall workshop and attended it as well. She will also be attending the Saskatchewan Publishers Group's fall professional development workshops. 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.

### Heather Acton

#### ▲ The Library

Materials signed out: 53

Materials returned: 33

Reference and research requests responded to: 40

Online Catalogue Accesses: 234

Centre PDF Downloads: 407

Social Economy Report Downloads: 158

#### ▲ Digitization Statistics (Items Scanned)

Slides: 854

Photos: 313

Pamphlets/Booklets: 37 items / 1,253 pages

#### ▲ Events and Meetings

- ▲ September 10 — Centre Seminar / Cristina Cano Ortega
- ▲ September 30 — CHS Funding Announcement
- ▲ October 8 — Training on Marc-Edit (a library data editing program)
- ▲ October 15 — Co-op Week flag raising in Regina
- ▲ October 15 — Co-op Merit Awards and Banquet in Regina
- ▲ October 16 — Co-operative Network Luncheon

#### ▲ Other Matters

By far the biggest undertaking during the summer and fall was the removal of our library collection to the University Library. There were several meetings and emails in preparation for the actual move, which took place in September. The collection is currently in a holding room on the sixth floor and Heather has been provided with a work space nearby, where she will be spending time over the next few months processing the collection title by title. This involves determining if a title should be maintained in our core collection — which will be housed in Special Collections and unavailable for both physical browsing and circulation — or if it should be considered for the general collection. Those items not in the core collection are checked to see if the University Library has copies in its collection or in any of its branch libraries. Where duplicates occur, decisions have to be made as to whether they are kept as additional copies for general circulation in the university collection. Where there are no duplicates, the books are sent to the acquisitions librarians, who decide if they will be kept and catalogued, or culled. In addition, we are still working on proper documentation for the collection.

Heather has had several interesting requests for resources on various topics related to co-operatives. Some of these will serve as preliminary work for “pathfinders” and other bibliographies on our website.

In addition to information services, Heather has taken over responsibility for the draft preparation of Centre newsletters and announcements sent using MailChimp. She also looks after updating and developing the websites, managing the Centre’s social networking sites, and monitoring and analyzing website analytics. She will soon be serving as an administrative assistant for a refereed collection of papers pertaining to the International Summit of Co-operatives coming up in October 2014 in Quebec City.

Our summer student, Jaime Nicklas, made excellent progress with digitization. All photographs and several pamphlets and booklets have been digitized and many of those have been made available on the Saskatchewan History Online website.

Plans for more digitization and for how we will develop the “resources section” of our website are on hold until the transfer of our library collection is further along.

### ▲ Website Statistics

Below are general website statistics for the four-month period 1 June to 30 September 2013: The usual top five countries of Canada, the US, the UK, India, and the Philippines were joined this quarter by Australia and South Korea. The number of new visits remains high: 68.6 percent to the Centre’s main website; 80 percent to the Social Economy website; and 85 percent to the Building Community Exhibit website. And there continues to be a steady increase in access to the Centre’s websites from mobile devices — 888 this time as opposed to 362 last time, an increase of 245 percent! This means it is increasingly important that we pay attention to how our web pages render in these smaller devices.

The general statistics below are all up as well, with the exception of the Building Community website, which had just a few less visitors but from more countries.

- ▲ Centre website: 5,775 from 121 countries
- ▲ Social Economy website: 1,602 from 95 countries
- ▲ Building Community Exhibit website: 405 from 46 countries

Once the library transfer is completed, much work will be going into enhancing our websites to better serve as a more complete resource for information about co-operatives and the social economy.

## Audra Krueger

### ▲ Saskatoon CarShare Co-operative

- ▲ board member (treasurer)
- ▲ assisted with development and operationalization of the business plan
- ▲ sponsored and volunteered during Bike-to-Work Day in partnership with the Bridge City Bike Co-operative

### ▲ Liaison and Outreach Activities

- ▲ elected to the board of the Good Food Junction Co-operative; monthly meetings
- ▲ organized meetings for visiting scholar Cristina Cano Ortega
- ▲ organized a seminar for Cristina
- ▲ attended Federation of Canadian Car-Share Co-operatives (FC3) meetings in Kitchener/Waterloo, 12–14 September, and the Car-Sharing Association meetings in Toronto, 16–17 September

- ▲ “The Sharing Economy and the Saskatoon CarShare Co-operative,” presentation to Co-op Week Luncheon, 16 October in Saskatoon
- ▲ Educational Program Development
  - ▲ working with the Gwenna Moss Centre for Teaching Effectiveness on developing co-op certificate program funded by CHS Inc.; the GMCTE is supporting both the program and course development and will help with necessary approvals
  - ▲ assisted with development of proposal to CHS, which was accepted; the Centre was awarded \$100,000, with a further \$150,000 to be applied for over the next two years
  - ▲ met with William Nelson of CHS Inc. regarding the new certificate program, which will see postsecondary institutions across North America develop case studies on co-operatives and social enterprises as well as offer graduate courses on co-operative studies
- ▲ Research
  - ▲ worked with Hayley Hesseln to submitted a draft of a journal article on the Sharing Economy and Co-operatives
  - ▲ working with the Federation of Canadian Car-Share Co-operatives on a research partnership
  - ▲ developing a survey instrument for members of car-sharing co-operatives
- ▲ Other
  - ▲ working with Nora and Heather on development of proposed donor wall, the new Centre banners, and new logo/icon/look for Centre social media and promotional materials

## 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, ensuring that funds are spent according to requirements, dealing with incorrect entries and missing documentation, and processing all transactions on the university credit card.

Special financial responsibilities this quarter included:

- ▲ calculating the funding for each sponsor for the 2013–14 financial year; preparing and distributing a document to each sponsor outlining their commitment; issuing invoices, processing journal vouchers, and depositing sponsor dues for the past two quarters
- ▲ preparing the centre’s year-end financial statements, including checking monthly financial statements for accuracy and cross-checking previous months to ensure that expenses were cleared and allocated to the appropriate category; prepared new spreadsheet for the board outlining year-end revenues and

- expenditures for the 2012–13 year; finally, consulted with Barb Geib, our financial analyst, to ensure that everything was ready for the board’s approval
- ▲ carrying out a monthly review of the Centre’s operating and research funds, gathering invoices, tagging and filing them under appropriate account codes, reconciling various charges, etc.
  - ▲ preparing financial spreadsheet for the advisory board meeting as well as updating externally funded research report
  - ▲ co-ordinating instalment payment from CCA for the “Measuring the Co-operative Difference,” project; preparing paperwork and depositing cheque
  - ▲ working with Research Services to finalize the paperwork to create a new financial account for the CHS funding we received in August
  - ▲ working with Research Services to finalize the paperwork to create a new financial account for Lou’s IDRC project in Africa
  - ▲ preparing and submitting payroll forms for Terra Brockett, who is working with Lou on the IDRC project
  - ▲ calculating and submitting hours monthly for contract researchers (Jaime Nicklas, Sugandhi Wickremarachchi, Marian Hewitt Pollock, Cornelius Christian, Terra Brockett)
  - ▲ assisting faculty and staff in processing payments for items purchased and other expenses
  - ▲ assisting Lou in processing approval of vacation days submitted online

Other responsibilities this quarter included:

- ▲ editing the minutes of the last board meeting
- ▲ assisting Karen in gathering the applications for the Norm Bromberger Bursary and sending the packages to SCA and Credit Union Central for the selection process
- ▲ preparing and submitting the updated staff listing to telephone services for the production of the 2013–14 campus telephone directory
- ▲ co-ordinating paperwork associated with the review of Audra’s ergonomic work station
- ▲ co-ordinating several staff meetings and meetings for Visiting Scholar Cristina Cano Ortega

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.

Other activities this quarter included:

- ▲ transcribing the minutes of the June advisory board meeting
- ▲ sending out *Annual Report* to sponsors and other usual suspects
- ▲ sending out June Director's Report following June 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 and paper to other departments
- ▲ posting articles to the Centre blog; routing articles from email to faculty, staff, students, and scholars
- ▲ processing cheque requisitions and submitting other payroll forms as necessary
- ▲ assisting Patty with the preparation and mailout of the Management Advisory Board packages
- ▲ sending announcements to Centre stakeholders about Visiting Scholar Cristina Cano Ortega's arrival; circulating announcements for her seminar; booked room; arranged other logistics
- ▲ sending out announcement for annual Fredeen Memorial Scholarship
- ▲ setting up student advisory committee meeting for PhD student Patricia Elliott
- ▲ sending out invitations, booking rooms, ordering lunch, etc. for CHS Funding Announcement Reception 30 September
- ▲ sending out announcements and booking rooms for Dionne's Seminar 31 October; also arranged for taping and ordered refreshments
- ▲ assisting Audra with the logistics for this year's Seminar Series — confirming speakers, booking rooms, arranging for videotaping and refreshments
- ▲ setting up various meetings and conference calls
- ▲ assisting Michael with supporting documentation for Cam McCormic's PhD application to the Co-op Concentration
- ▲ making travel, accommodation, meeting, and conference registration arrangements for Centre faculty, staff, students, scholars, and other Centre associates; processing claims upon return:
  - for Lou for the Social Enterprise World Forum Pre-Conference Research Day, 5–7 September in Calgary
  - for Lou for the International Co-operative Governance Symposium, 30 September – 1 October in Halifax
  - for Lou for the ICA Global Conference and General Assembly, 3–9 November in Capetown, South Africa
  - for Jessica for the same conference

## The Students

**Maria Basualdo**, a Centre PhD student, has been working part time with Lou and Jessica on the Impact of Co-operatives research project, conducting interviews and

focus groups with credit unions for their “Impacts of Credit Unions on Communities in Saskatchewan and Manitoba.” She is currently on medical leave.

**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,” approved for publication by UBC Press board and due to be published fall 2014. Rob serves on the board of 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.

**Tsegi Chuluunbaatar** has returned from Mongolia, where she was conducting field research on selected rural Mongolian co-ops. She is currently on maternity leave.