

Director's Report  
to the  
Management Advisory Board



Centre  
for the Study  
of Co-operatives



Lou Hammond Ketilson  
Acting Director



October 2004





The Centre for the Study of Co-operatives is an interdisciplinary teaching and research institution located on the University of Saskatchewan campus in Saskatoon. Contract partners in the co-operative sector include Credit Union Central of Saskatchewan, Federated Co-operatives Ltd., Co-operative Trust, and The Co-operators. The centre is also supported by Saskatchewan Industry and Resources and the University of Saskatchewan, with Saskatchewan Wheat Pool and the CUMIS Group making additional contributions. The university not only houses our offices but provides in-kind contributions from a number of departments and units—Agricultural Economics, History, Management and Marketing, Political Studies, and Sociology, among others—as well as financial assistance with operations and nonsalary expenditures.

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



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# Overview and Highlights

## ▲ A New Contract

We are thrilled, of course, that our sponsoring organizations have renewed their five-year funding commitment to the centre. Contract partners in the co-op sector include Credit Union Central of Saskatchewan, Federated Co-operatives Ltd., Co-operative Trust, and The Co-operators, with other contributions coming from Saskatchewan Wheat Pool and The CUMIS Group. The university matches these contributions with in-kind and monetary support, while Saskatchewan Industry and Resources supplies an additional lump sum each year.

The centre is grateful for the ongoing support and confidence of its sponsors. We know there are great expectations that go along with this and will strive to not only match but exceed past performance in this regard.

## ▲ A New Acting Director

The centre is extremely pleased and fortunate to have secured Lou Hammond Ketilson as its acting director upon the unexpected early departure of Brett Fairbairn at the end of June. A long-time centre associate, Lou had barely recovered from a five-year term as associate dean in the College of Commerce when she was approached about these new responsibilities. Due to her well-honed administrative skills, her familiarity with centre activities and protocols, and her deep knowledge of the co-op sector, the leadership transition has been seamless. Lou will act as an interim director until the board makes a decision on a more permanent arrangement. Thanks for taking us on, Lou!

## ▲ Our Twentieth Anniversary!

Concurrent with the renewal of its contract and the appointment of Lou as acting director, the centre is also celebrating its twentieth anniversary this fall. Since its inception in 1984, we have grown from a small unit with a grand

vision to a model of university outreach and engagement that consistently fulfils the dreams of its original mandate: to offer university courses on co-op theory, principles, structures, and legislation; to undertake original research into co-operatives; to publish co-op research by both centre staff and other scholars; and to maintain a resource centre of co-operative materials that support the centre's teaching and research functions.

As part of the celebrations, we are co-sponsoring an exhibition of truly stunning photography by former wheat pool fieldman Everett Baker titled "Picturing a Utopian Reality: A Photographic Insight into the Co-operative Movement in Saskatchewan, 1941–1964," which will be on display 1–31 October 2004 in the Theatre Room at the Diefenbaker Centre. On 14 October, Brett gave a public lecture titled "Everett Baker and the Culture of Co-operation in Saskatchewan" as a complement to the exhibition.

#### ▲ Brett's ACE Award

No one at the centre was surprised when Brett won this year's Reginald J. Cressman ACE Award Recognizing Commitment to Staff Development, presented at the Association of Cooperative Educators annual meeting this past August in Montreal. Nominating Brett for this award, a centre staff member wrote,

Brett is never content with the status quo and consistently encourages all of us to pursue any professional development opportunities that present themselves.... Sometimes this will involve inviting clerical staff to attend academic conferences to expand their horizons both socially and intellectually; and always you can see the results: a little jump in personal confidence and self-esteem that will give you the advantage the next time a challenge comes your way. Brett never turns down staff requests to attend a workshop or seminar, regarding them as part of the life-long learning he is committed to himself. Because of this, staff positions at the centre are constantly evolving with the growing expertise of those who hold them.

Congratulations, Brett!

#### ▲ SSHRC Project Update

We are pleased to announce that Karla Radloff, our first SSHRC scholarship recipient, successfully defended her MA thesis on government policy and co-operatives in the Canadian North at the end of August. And we have three

new scholarship winners under the grant, Jason Heit, Kim Brown, and Monica Juarez Adeler (see the end of this report for details of student activities).

Our student researchers are in various stages of completing their summer projects under the grant. Jason Heit is winding up a review and analysis of co-op and credit union web sites for cluster four; Angela Wagner compiled community profiles across all clusters; and Juanita Bacsu worked on cluster one, helping Cris to create a master survey instrument.

Data collection and other research activities are ongoing in all clusters, with participants making use of preliminary findings in presentations at conferences and workshops across the country—in July at the International Association for the Economics of Participation meetings in Halifax; at the Rural Sociological Society meetings in Sacramento in August; at the Council for the Advancement of Native Development Officers conference in Fredericton in October; and at an Aboriginal Women's Community Economic Development conference in Costa Rica next February.

Allison Muri, with us briefly as project administrator, prepared a wonderfully informative project newsletter, which went out in early July. She also set up a secure weblog site on the Internet, where researchers can post findings, comment on the work of others posted there, and share ideas about the project.

#### ▲ Other Research Update

Work is ongoing with Carol and Cris's study to establish a National Co-operative Data Centre at the University of Saskatchewan. SSHRC student Angela Wagner completed a major review of business statistics this past summer, which will serve as a complement and comparison to a research paper she completed last spring that examined the current state of co-operative data collection. Angie's work this summer resulted in a lengthy document that is awaiting Nora's attention for editing and production. Merely the first stage in this large project, this document will provide a wealth of information regarding sources for business and industry statistics.

Cris and Lou's research into diversity on co-op boards and governance bodies resulted in a successful application for U-Step funding for a summer student to help them with the project. Kim Brown, another SSHRC scholarship winner, spent four months on a literature search and review of board diversity in organizational governance structures.

### ▲ InterD Research Concentration in Co-operative Studies Update

The approval of our Interdisciplinary Research Concentration in Co-operative Studies drew three graduate students in quick succession to the area. Jason Heit was offered an MA scholarship associated with cluster four of the SSHRC project and spent the summer working at the centre as a student researcher. Monica Juarez Adeler, who is the first PhD scholarship recipient under the grant, joined us in August. With a dissertation proposal titled “E-Commerce Transactions and Co-operative Membership: A Comparative Study of Canada and the European Union,” Monica’s work also centres around cluster four research. Rob Dobrohoczki, who worked for us as a student researcher two summers ago, has enrolled in the interdisciplinary PhD program on a part-time basis. And two more students will be joining us in the near future. Deb Fortosky is doing contract work for the centre while she prepares her PhD proposal, and Zhao Jun, a student from China, will be arriving in January.

Though we are really stretched for office space, we are extremely pleased with the response to our new program, which is drawing together a growing body of graduate students connected with the centre’s work, a goal towards which we have striven for several years.

### ▲ The Seminar Series

The 2004–05 seminar series opened 30 September with a presentation titled “Crown Corporations and Co-operatives as Coping Mechanisms in Regional Economic Development” by Murray Rice from the Department of Geography. A fascinating subject, it generated discussion that lasted almost as long as the presentation. Responsibility for the seminar series has passed from Roger’s capable hands into those of the centre’s interdisciplinary graduate students. Announcements for further fall presentations are forthcoming.

### ▲ Publications

Centre Scholar Marj Benson’s *Negotiating Synergies*, a 400-page law casebook based on three years of her multiparty conflict resolution class, was published at the end of June. *Co-operative Membership and Globalization: New Directions in Research and Practice*, a 320-page collection of essays growing directly out of the SSHRC project, is at the printer and due at the end of

October. Nora is planning a number of additions to our booklet series based on individual chapters in the book. See her section in this report for more details of communications and publication activities.

### ▲ Staff News

The main staff news, of course, is the change in directorship, with Brett leaving at the end of June to take up responsibilities as head of the History Department, and Lou taking over July 1 as acting director until the board can make a decision on a more permanent arrangement.

Allison Muri, who replaced Carol as administrator for the SSHRC grant, also left us at the end of June to take up a post in the English Department.

Of our numerous summer student researchers, Kim Brown, Jason Heit, and Angie Wagner have stayed on to work on their studies and also to work part-time for the centre as one of the conditions of their scholarships. As noted above, Monica Juarez Adeler and Rob Dobrohoczki have joined us in the interdisciplinary PhD program.

And perhaps most notable, with her baby due in early November, Cris will soon be abandoning us for a six-month maternity leave.

### ▲ Visitors

In late June Brett, Lou, Roger, and Nora met with Rob Greer and Tara Popescue of Western Economic Diversification to discuss the social economy in Saskatchewan, how co-ops fit, and what pointers we could give them about how to define and assess the social economy in this context.

In early August Michael hosted Jenny Grigg, visiting on a Churchill Fellowship from Australia, which is supporting her study of co-operatives in rural communities, exploring why some communities have a strong culture of co-ops as a business structure in their local economy, and what programs and structures are in place to support them. She was travelling across Canada studying co-operative organizations and research centres and has promised us a copy of her final report to the Churchill Fellowship committee.

Also in August, Roger and Lou (with Centre Scholar Rob Norris) hosted a Dutch visitor to the centre. Joop Corijn, consulate general of the Kingdom of

the Netherlands, spent a brief visit learning about the nature of the work we do at the centre and the relationship between the university, the centre, and the co-operative sector.

And 22 October Lou met with Wayne Thrasher, Warren Crossman, and Debbie Wilkie, ADM Industry and Resources, for a general meet-and-greet information session.

## Teaching, Research, Publications, Presentations, and Administration

### Lou Hammond Ketilson

#### ▲ Teaching

Commerce 345.3: Business and Public Policy (second term)

As chair of the Co-op Concentration, Lou chairs two PhD and one MA committee; she is currently working with three other individuals in various stages of applying to the program—all at the PhD level. Two look hopeful for a January start, one for May.

#### ▲ Research

In collaborative activity with other research centres, we are co-applicants in an application to SSHRC under the Strategic Clusters Program. The application is led by Denis Harrison at CRISES. If successful, we will be drafting a concept paper proposing a strategy for developing a research cluster in the area of social innovation, the social economy, and civil society. Other co-applicants include the BC Institute for Co-operative Studies, Chaire de recherche du Canada en économie sociale, the Centre for Urban and Community Studies in Toronto, the Centre for Labour and Community Research at Carleton University, le Centre d'études en gouvernance de l'École de gestion de l'Université d'Ottawa, l'Institut Canadien de recherche sur le développement régional de l'Université de Moncton, and the Centre for Industrial Relations at the University of Toronto.

Lou is a co-applicant with principal investigator Ian MacPherson in another SSHRC application for funding to create a collaborative, Canada-wide project involving historians and others in the reassessment of the country's co-operative history. If the project is funded, Lou's responsibility would be the contributions of women in the history of the co-op movement.

Lou's research on Arctic Co-operatives Ltd. for cluster one of the SSHRC project is well underway. Interviews and transcriptions from stage one are complete; she is in the early stages of analysis and will soon be starting the interim report. She is also a member of a research team lead by Dr. Wanda Wuttunee at the University of Manitoba submitting a proposal to the Conference Board of Canada to conduct a study of Aboriginal economic development in Canada.

Lou continues her involvement with the Saskatchewan First Nations Co-operative (SFNC). She is assisting with the development of a governance model consistent with the needs of First Nations communities; helping to conduct an assessment of the impact of the co-op(s) formed with the support of SFNC; and supervising the development of a resource kit for co-operative development within First Nation communities. The SFNC is one of the case studies within the Aboriginal cluster of the social cohesion project.

She is also supervising a research assistant working on a meta-analysis of the research projects completed over the past four years within the Community Economic Development module of the Community-University Institute for Social Research.

## ▲ Publications

"Aboriginal Co-operatives in Canada," *Review of International Co-operation*, 97, no. 1 (summer 2004)

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

"Revisiting the Role of Values and Principles: Do They Act to Include or Exclude?" in *Co-operative Membership and Globalization: New Directions in Research and Practice*, Brett Fairbairn and Nora Russell, eds. (Saskatoon: Centre for the Study of Co-operatives, forthcoming October 04)

## ▲ Presentations

With Isobel Findlay, Jesse Morin, and Chad Morin, “Putting Co-operative Principles into Practice,” at the Annual National Conference and AGM of the Council for the Advancement of Native Development Officers, Fredericton, NB, October 2004.

## ▲ Administration and Other

In addition to her responsibilities as acting director at the centre, Lou is also a member of the planning committee organizing a conference on Aboriginal Womens’ Community Economic Development; and a member of the selection committees for the Bromberger scholarship, the Dennis Lyster Bursary, and the F.J.H. Fredeen Scholarship.

In other extension activity she facilitated a planning session for the Advantage Credit Union in Melfort; over the summer she worked with U of S Planned Giving and the family of F.J.H. Fredeen to develop terms of reference for a scholarship in support of graduate students choosing to study in association with the centre.

## Brett Fairbairn

### ▲ Teaching

History 287.3: Origins and Development of Co-operatives in Europe

History 288.3: Co-operatives in the World

Both these classes again have record enrolments. 287 is in progress with more than thirty, and 288, taught next term, is currently at the limit of fifty.

Brett has participated in three successful graduate student defences: Curtis McManus, MA (History), “Happyland: The Agricultural Crisis in Saskatchewan’s Drybelt, 1917–1927”; Karla Radloff, MA (Political Studies), “Crown Corporations and Co-operatives in Northern Saskatchewan under the CCF”; Julie Gibbings, MA (History) “Becoming Green Citizens and Other Subjects: Community Forests in the Mayan Biosphere Reserve, Guatemala.”

He is supervising one PhD student (Warren Weir, Co-operative Models for

First Nations Development) and two MAs (Tom Novosel, Economic Development in Northern Saskatchewan, and Dan Macfarlane, German History and Mass Media).

### ▲ Research

Brett continues to work on developing further papers and presentations from his 2003 research on the Co-operative Retailing System. Despite his new responsibilities in the History Department, he is also working on the centre's SSHRC project, "Co-operative Membership and Globalization." As principal investigator, he is involved at every level.

### ▲ Publications

Of special note is that the Sociology of Work Study Centre, Faculty of Economics, University of Buenos Aires, has requested permission to translate into Spanish Brett's booklet *Three Strategic Concepts for the Guidance of Co-operatives: Linkage, Transparency, and Cognition*. They have agreed to supply a copy for our library.

*Co-operative Membership and Globalization: New Directions in Research and Practice*, co-editor with Nora Russell (Saskatoon: Centre for the Study of Co-operatives, 2004)

"Cohesion, Adhesion, and Identities in Co-operatives," in *Co-operative Membership and Globalization*, see details above

"Setting New Directions" (conclusion and synthesis), in *Co-operative Membership and Globalization*, see details above

"'Canada's Co-operative Province': Individualism and Mutualism in a Settler Society, 1905–2005," submitted for a planned centenary volume on Saskatchewan history edited by Gene Porter

"Communications, Culture, and Co-operatives: Liminal Organizations in a Liminal Age," submitted for a planned volume on defining co-operative studies edited by Ian MacPherson.

## ▲ Presentations

“The Social Economy in Canada Outside Québec,” Social Sciences and Humanities Research Council of Canada / Policy Research Initiative Forum on Research Needed to Support the Social Economy, Ottawa, 28 September.

“Stakeholder Participation,” to board of directors of Saskatoon Credit Union, 12 October.

“Everett Baker and the Culture of Co-operation in Saskatchewan,” public lecture on opening of Everett Baker photographic exhibition at Diefenbaker Canada Centre, Saskatoon, 14 October.

## ▲ Administration and Other

Brett took over 1 July as head of the Department of History. He sums up the difference between being director of the centre and being head of the department by noting that he now spends much more time keeping the internal gears of the university’s processes working. Since taking over he has been handling five case files of tenure, renewal, and promotion, and twenty-one annual reviews of faculty members, while trying to co-ordinate committees that are overhauling the department graduate program, introducing new course evaluations, and many other projects.

Brett is a member of the Planning Committee, University of Saskatchewan Council, vice-chair for 2004–05; and a member of the Drafting Committee for the University Foundational Document on Outreach and Engagement, 2004–05.

He received The Reginald J. Cressman ACE Award Recognizing Commitment to Staff Development, which was awarded at the Association of Cooperative Educators annual conference, August 2004, in Montreal.

## Murray Fulton

### ▲ Teaching

Ag Econ 231: Economics of Co-operatives

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

## ▲ Research

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

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

## ▲ Publications

"Cognitive Processes and Co-operative Business Strategy," in *Co-operative Membership and Globalization: New Directions in Research and Practice*, Brett Fairbairn and Nora Russell, eds. (Saskatoon: Centre for the Study of Co-operatives, forthcoming October 04)

With K. Lang, "Member Commitment and the Market and Financial Performance of the Saskatchewan Wheat Pool," *Current Agriculture, Food and Resource Issues*, forthcoming

With M. Cule and A. Weersink, "Greenhouse Gas Policy and Canadian Agriculture," *Current Agriculture, Food and Resource Issues*, forthcoming

With K. Giannakas, "Process Innovation Activity in a Mixed Oligopoly: The Role of Cooperatives," *American Journal of Agricultural Economics*, forthcoming

## ▲ Presentations

With M. Cule and R. Gray, "Kyoto—Good For Business?" to the Canadian Agricultural Economics Society annual meeting, Halifax, June

With L. Lamprinakos, "Market Structure, R&D, and Advertising in the Greek Dairy Industry," Canadian Agricultural Economics Society annual meeting, Halifax, June

With M. Cule, “Corrupt Tax Enforcers and the Unofficial Economy in Transition Countries,” Canadian Agricultural Economics Society annual meeting, Halifax, June

With M. Cule, “Tax Evasion and Business Culture: Why the Unofficial Economy Can Persist,” Canadian Economics Association annual meeting, Toronto, May

#### ▲ Administration and Other

Murray is the director of the Centre for Studies in Agriculture, Law, and the Environment, and also chair of the Interdisciplinary Committee of the College of Graduate Studies and Research.

### Michael Gertler

#### ▲ Teaching

Sociology 204.3: Rural Sociology

Michael has participated in three successful graduate student defences. He was a committee member for Rhonda Koster, PhD (Geography), “Jumping on the Bandwagon: An Examination of Mural-Based Tourism as a Strategy for Community Economic Development in Rural Areas”; and an external examiner for Sharmalene Ruwanthi Mendis, MA (Geography), “Assessing Community Capacity: Clayoquot Sound and Redberry Lake Biosphere Reserves”

#### ▲ Research

Michael is a co-investigator for the centre’s SSHRC-funded “Co-operative Membership and Globalization,” under the leadership of Brett Fairbairn. He is currently engaged in field research in connection with cluster two, Co-operative Membership and Changing Boundaries of Community.

Michael is also a co-investigator for another SSHRC project titled “Thought for Food: Essential Skills and Food System Performance.” This is a collaborative effort among the centre, the College of Education, the College of Pharmacy and Nutrition, (U of S), Sociology and Social Studies (U of

Regina), and the Saskatoon Co-operative Association. The grant will study the food skills and knowledge needs of consumers and front-line grocery employees.

#### ▲ Publications

“Co-operative Membership as a Complex and Dynamic Social Process,” in *Co-operative Membership and Globalization: New Directions in Research and Practice*, Brett Fairbairn and Nora Russell, eds. (Saskatoon: Centre for the Study of Co-operatives, forthcoming October 04)

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

“Synergy and Strategic Advantage: Cooperatives and Sustainable Development,” *Journal of Cooperatives*, forthcoming

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

#### ▲ Presentations

With Roger Herman, “Co-operative Strategies, Sustainable Regions, and Globalization,” at the Rural Sociological Society annual meeting, Sacramento, CA, August

#### ▲ Administration and Other

Michael has many administrative responsibilities over the coming year. He is program chair and secretary of the Canadian Association for Studies in Co-operation for 2004–05, and as such, responsible for planning next spring’s CASC conference in Saskatoon. He is the academic co-lead of the Community Economic Development Module, Community-University Institute for Social Research, University of Saskatchewan. He is also a CUISR board member. He is a member of the Administrative Committee, Regional and Urban Development, in the College of Arts and Science; chair of the Undergraduate Studies Committee and a member of the Graduate Studies Committee and the Budget and Planning Committee in the Department of Sociology.

Michael is also on the Science Liaison Committee for Prince Albert National Park, and acts as a manuscript reviewer for the journal *Society and Natural Resources*.

## Cristine de Clercy

### ▲ Teaching

Cris is not teaching this term due to her impending maternity leave, although she is continuing to supervise graduate students. She is a committee member for Nicola Pogue's MA thesis in Political Studies titled "Testing the Education and Voter Turnout Correlation in Canada." And she is supervising Kim Brown's Political Studies MA thesis research on diversity and social cohesion in co-operative governance, which is being supported by funds from the SSHRC project.

### ▲ Research

Cris spent much of the summer working on research related to the SSHRC project. With the aid of student researcher Juanita Bacsu, she undertook a substantive review of all available survey studies in the areas of globalization, co-operative membership, member loyalty, and social cohesion. This review will establish the context for a large survey to be conducted under the auspices of cluster one, Co-operative Consumer Identities in Urban Communities.

In connection with the effort to establish a National Co-operative Data Centre at the University of Saskatchewan, Cris, Carol Shepstone, and MA student Angie Wagner continued to research sources of statistical information for co-ops. Papers flowing from this research will be available shortly.

And in ongoing work on Cris and Lou's study of how to diversify the membership of co-op boards and governance bodies, U-Step-funded student Kim Brown spent this summer studying the benefits and problems associated with diversifying co-operative leadership cohorts.

## ▲ Publications

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

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

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

“Leadership and Representational Diversity: Theory, Operationalization, and Measurement,” in *Co-operative Membership and Globalization: New Directions in Research and Practice*, Brett Fairbairn and Nora Russell, eds. (Saskatoon: Centre for the Study of Co-operatives, forthcoming October 04)

## ▲ Presentations

“Some Thoughts on How to ‘Fix’ the ‘Problem’ of Women’s Under Representation in Co-operative Governance,” at the Association of Co-operative Educators’ annual conference, Montreal, PQ, 3–7 August

## ▲ Administration and Other

Cris is co-ordinator for cluster one of the centre’s SSHRC project and a director of the Canadian Political Science Association board for 2003–05. She recently stepped down from the board of the Saskatoon Credit Union.

## Nora Russell

Large projects since the last director’s report include:

- ▲ the publication of Centre Scholar Marj Benson’s new law casebook, *Negotiating Synergies* (408 pp.)

- ▲ final editing, design, and layout, plus cover development and supervision of outside supplier, of *Co-operative Membership and Globalization: New Directions in Research and Practice* (320 pp.), the book resulting from the first SSHRC conference; this book is at the printers and is expected at the end of October
- ▲ obtaining permissions and preparing text and pdf files for thirty centre publications that will be posted to CCA's new Co-op Gateway, an undertaking to establish one well-designed, easily accessible and regularly updated website that includes a set of tools, studies, reports, and resources of use to co-op promoters and developers.

Once the SSHRC book is out, Nora has plans for additions to the centre's booklet series based on some of the chapters. Her next major task is the preparation of the annual report, currently underway. There is also a significant backlog of occasional papers and research reports awaiting her attention, most directly connected to the SSHRC project.

She continues to work on another large project—editing and formatting for printing materials from the Co-operative Research Inventory completed during the winter for the Co-operatives Secretariat. We would like to make hard copies available for borrowing from the Resource Centre. In addition to this there are the lengthy resource documents resulting from Angie Wagner's work collecting co-operative and business statistics in connection with the National Co-operative Data Centre project. These, too, require editing and formatting for general consumption.

Nora prepares the director's reports on an ongoing basis, and has been particularly busy over the past few months with promotional activities, including:

- ▲ marketing activities for *Living the Dream*—it appears on the SPG's Bookmap, in the SPG catalogue *PaperCuts*, in the newsletter *SaskF@cts*, in the University Extension Press catalogue, and was reviewed in the ACE newsletter; a review copy has been sent to the *ICA Review of International Co-operation* as well
- ▲ preparing a press release regarding our new contract, our new acting director, and our twentieth anniversary; this went out to all Saskatchewan media during Co-op Week as well as newsletters broadcast by CCA, the Association of Cooperative Educators (ACE), the Saskatchewan Publishers Group (SPG), and the National Co-operative Business Association (NCBA)
- ▲ preparing an ad for *Planet S* magazine for Co-op Week

- ▲ writing an article about the centre for inclusion in CCA's new *Educators' Newsletter*
- ▲ collecting and preparing materials for Mary Miller of the Diefenbaker Centre in connection with various promotional activities around the Everett Baker exhibit
- ▲ regular monthly contributions to the SPG newsletter, *SaskF@cts*
- ▲ negotiating with *On Campus News* for a large feature on the centre around our contract renewal, our new acting director, and our twentieth anniversary; this will appear during November

Smaller projects have included:

- ▲ organizing Brett's farewell dinner
- ▲ preparing materials and writing Brett's nomination for an Association of Cooperative Educators award
- ▲ writing notice for *On Campus News* for Lou's appointment
- ▲ preparing ads for centre seminar series
- ▲ preparing materials for Marie Bouchard's SSHRC application
- ▲ ongoing work on the forthcoming *Encyclopedia of Saskatchewan*, including writing two more entries to add to the nine she has already submitted
- ▲ assisting Allison with preparation of the SSHRC newsletter

We have ordered only two reprints this quarter, both Brett's work, although several other publications are down to one or two copies and will require reprinting soon.

- ▲ *Cohesion, Consumerism, and Co-operatives: Looking ahead for the Co-operative Retailing System*
- ▲ *The Meaning of Rochdale: The Rochdale Pioneers and the Co-operative Principles*

Nora attends regular meetings of the Editors' Association of Canada and the Saskatchewan Publisher's Group (SPG). She recently took part in SPG planning sessions and workshops, during which she learned that as an SPG member, the centre is eligible for Cultural Industries Development Fund grants for its publishing program. While grants are not large, they would be sufficient to pay for a professionally designed cover, or several proofreading jobs.

An additional advantage to the centre for membership in this group is access to a monthly newsletter that not only keeps us informed about industry activities but also allows us a vehicle for advertising new developments in our publishing program.

The Saskatchewan Publisher's Group catalogue, *PaperCuts*, which features three centre publications, is printed and due to be shipped the week of 25 October. The catalogue is sent to all schools, libraries, and bookstores in the province, as well as being available at trade shows, teacher/ librarian conferences, gift shows, and other display events. It will give the centre exposure in previously untapped areas.

Finally, the SPG maintains selected inventory of member's books, which it takes to conferences and displays at various venues throughout the province. Over the past few months centre publications have appeared at the North Battleford Handcraft Fair and the Prince Albert Optimart. In November and December they will be seen at Wintergreen and Agribition in Regina and the Sundog Craft Faire in Saskatoon.

## Roger Herman

Much of Roger's time over the past few months has been devoted to research activities for cluster two of the SSHRC project, Co-operative Membership and Changing Boundaries of Community. This has involved conducting interviews with key informants from Prince Albert Co-operative Association and Prince Albert Credit Union and reviewing transcripts of those interviews.

In August, Roger attended the Association of Cooperative Educators (ACE) annual institute in Montreal. He was a participant in planning the event and also gave a presentation with Daniel Côté on the Leadership Development Program in which the centre has been involved during the past couple of years. At the meetings, Roger was also appointed to the ACE board of directors, filling one of the two designated Canadian seats on the board.

Also in August, Roger and Lou (with Centre Scholar Rob Norris) hosted a Dutch visitor to the centre. Joop Corijn, consulate general of the Kingdom of the Netherlands, spent a brief visit learning about the nature of the work we do at the centre and the relationship between the university, the centre, and the co-operative sector.

In early September, Roger presented the paper "Organizational Form as Innovation," based on his MA thesis research, at the Vertical Markets and Co-operative Hierarchies conference in Chania, Greece.

Roger has joined a committee planning the third annual Building Co-operative Futures youth conference, to be held in Saskatoon in May 2005. The event will attempt to draw more participants than the first two conferences, held in Victoria and Calgary, and it will try to include First Nations and Francophone participants as well as representatives from developing countries in which CCA has active development projects.

Roger will attend the seventh annual Farmer Co-operatives Conference in Kansas City in November. This year's conference, organized by the Centre for Co-operatives at the University of Wisconsin, focusses on co-operative innovation.

Roger continues to respond to inquiries regarding New Generation Co-operatives as well as co-ops in general; he remains the centre representative to SCCD (Saskatchewan Council for Community Development) functions, and he serves on the Saskatoon Community Clinic's board of directors.

## Patty Scheidl

Patty is our office manager, responsible for the centre's day-to-day operations, but lends her organizational skills to many additional duties as they arise. On an ongoing basis, she maintains the centre's monthly financial statements as well as the SSHRC project accounts and any other research accounts with which faculty and staff are involved. Other financial activities include helping Karen with publication purchases; processing all the invoices and cheques that come into the centre for purchases and payments; and investigating the inevitable anomalies that occur from time to time. She spent most of September and October working on the centre's year-end financial statements, ensuring that all the paperwork was processed accurately over the past twelve months.

Patty spends endless hours setting up meetings. These arrangements always involve many e-mails and phone calls, preparing and sending out invitations, booking rooms, ordering refreshments, and sometimes organizing conference calls. This past quarter she made the arrangements for Michael's visit with

Australian visitors Jenny and Paul Grigg; for Lou and Roger's meeting with Rob Norris and delegates from the Netherlands; for a staff meeting and pizza lunch welcoming our new graduate students; for a SSHRC meeting; for Lou's meeting with the Saskatchewan First Nations Co-operative group; and for Brett's public lecture in connection with the Everett Baker photography exhibition. She also set up various meetings for Brett and other faculty as required, booking rooms and arranging for refreshments where appropriate, as well as assisting Nora with the arrangements for Brett's farewell dinner.

On an ongoing basis, Patty makes all the arrangements for the Management Advisory Board meetings. This includes co-ordinating a suitable date for everyone involved, which inevitably takes days of back-and-forth communications, preparing the minutes, assembling the board packages and couriering them out ahead of time, getting parking passes, booking rooms, and ordering lunch.

Patty spent a lot of time this past few months in facilities management, helping to co-ordinate Brett's move to the History Department and Lou's move back to the centre, including making arrangements for painting various offices and purchasing office equipment and new computers. In August she organized workstations and computer equipment for the new graduate students, as well as handling all their paperwork and generally getting them settled. She also prepared the paperwork associated with the summer students who had completed their contracts with the centre.

She had many dealings with the Campus Computer Store, getting comparative quotes and then ordering computer equipment for Lou and Michael as well as for the office. In addition, we have had numerous problems with computers over the past few months, which has required Patty to arrange many visits from technicians and other support people.

Patty co-ordinated the flow of paper around the signing of the new contract, preparing the final copy of the contract, faxing it out to everyone, obtaining signatures in a timely fashion, and then making final copies of the signed documents for our sponsors.

In the absence of a librarian, Patty spends a lot of time assisting in the resource centre registering students, helping them find things, signing out books, and photocopying articles. She also deals with the many other inquiries that come in via phone or e-mail, directing them to the appropriate person for help.

And without a project administrator for the SSHRC grant, Patty has found herself dealing with many issues around this large complex activity, including finances, travel arrangements, reimbursements, and the co-ordination of tape transcription, which includes hiring people, dealing with payroll forms, and arranging for equipment.

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

## Karen Neufeldt

Karen works for the centre half time, assisting Patty in the office and in the library with a variety of activities. Her regular duties include reception, paperwork, cash reports, filing, xeroxing and printing, invoicing and mailing publication orders, keeping track of stock for reprint possibilities, as well as invoicing telephone, fax, and xerox bills. Karen is also responsible for sending out the monthly seminar series announcements and periodic newsletters, updating various databases, whatever other mailouts are required, and helping to prepare packages for the advisory board meeting.

Karen spent a lot of time this quarter assisting Patty with her facilities management chores and getting the new graduate students settled (see above). She also updated the seminar series mailing list.

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

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

## Karla Radloff

The centre's first SSHRC scholarship recipient, Karla recently successfully defended her master's thesis on government policy and co-operatives in the Canadian North.

## Angela Wagner

Angie is a SSHRC scholarship student working on her master's thesis titled "Membership Identity and Consumer Behaviour: The Case of Consumer Co-operatives." With approval from her advisory committee and the Research Ethics Board obtained, Angie distributed 1,200 surveys this summer to customers at the Shawnessy Centre, Calgary Co-op. She achieved an unusually high return rate of more than 30 percent, and has already finished entering the data into a statistics program. Her work at the moment involves entering locational data into a Geographic Information System for more sophisticated spatial analyses. She expects to begin writing her thesis soon.

Angie worked as a research assistant this past summer for the centre—one of the conditions of her scholarship—under the direction of Cris de Clercy. Her main task was to locate sources of business statistics to serve as a comparison to what is currently being collected on co-operatives. She was also engaged producing a paper for a peer-reviewed journal in geography related to geographic analysis and co-operatives, where the main focus would be the lack of data sources to carry out such an analysis.

In early October she presented the preliminary findings of her thesis research at the Prairie Division of the Canadian Association of Geographers annual conference in Muenster, SK.

## Jason Heit

Jason is the first student in our newly approved Interdisciplinary Research Concentration in Co-operative Studies. He started the course work for his MA program this fall after working over the summer under Murray's supervision on a review and analysis of co-op and credit union web sites for cluster four of the SSHRC project, Information Technologies and the Co-operative Redefinition of Community. He is looking forward to working with Monica and Rob, two new PhD students, to co-ordinate the centre's seminar series, and also to assisting Roger and other members of the planning committee

with the organization of next year's Building Co-operatives Futures conference to be held here on the University of Saskatchewan campus.



Summer students Jason Heit, Juanita Bacsu, Angela Wagner, and Kim Brown.

### Kim Brown

Kim is another new scholarship winner under the SSHRC grant. With the assistance of funds from the U-Step program, she spent the summer working for Cris and Lou preparing a literature review on board diversity in organizational governance structures. This fall she began her master's program in the Department of Political Studies and is currently in the process of determining her research question and methodology for the thesis component of her program. Her research is related to cluster one, Co-operative Consumer Identities in Urban Communities, and following on from her summer project, she plans to continue to work in the area of board diversity, focussing on urban co-operatives and the democratic processes and procedures involved in choosing the board of directors. She will be working under Cris's guidance.

### Juanita Bacsu

Juanita worked this past summer for Cris on SSHRC cluster one, Co-operative Consumer Identities in Urban Communities, helping to create a master survey instrument that will be administered to several thousand Canadians

and will help to provide insight into the relationships among co-operative membership, globalization, and social cohesion. She completed her research assignment at the end of August.

### Monica Juarez Adeler

Monica is the first PhD student in the centre's Interdisciplinary Research Concentration in Co-operative Studies and also another SSHRC scholarship winner. She came to us from Germany in August. With a dissertation titled "E-Commerce Transactions and Co-operative Membership: A Comparative Study of Canada and the European Union," Monica's work centres around cluster four research. With Jason and Rob, she will be responsible for organizing the centre's seminar series, handled for many years by Roger. She will be presenting a paper in the series herself at the end of November and also to the InterD Seminars on 20 October and 17 November.

### Rob Dobrohoczki

A former summer research student at the centre for the SSHRC project, Rob has joined us as a part-time PhD candidate in the InterD Concentration in Co-op Studies program. He will be assisting Monica and Jason with the centre's seminar series and also with planning the Building Co-operatives Futures youth conference in Saskatoon next May. The paper Rob prepared as a summer researcher, "Social Cohesion through Market Democratisation: Alleviating Legitimation Deficits through Co-operation," is scheduled to become an addition to the centre's occasional paper series.