

Director's Report to the Advisory Board

Murray Fulton, Director
Centre for the Study of Co-operatives
October 2014



Centre for the
Study of Co-operatives



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

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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June to October 2014

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Highlights of Centre Activities, June to October 2014

▲ A New Sponsor!

We are thrilled to announce that CHS Inc., the US's leading farmer-owned co-operative, which has provided the Centre with funds to develop a Certificate in the Social Economy and Co-operatives plus two new graduate classes in co-operatives, has come on board as a new Centre sponsor. Longtime Centre colleague and friend and CHS Foundation President William Nelson was instrumental in negotiations.

▲ Awards for Sponsors

Congratulations to Federated Co-operatives Limited on retaining the title of Saskatchewan's largest company in *SaskBusiness* magazine's 2014 ranking of the province's top one hundred businesses.

The Co-operators Group was recognized by Corporate Knights as one of Canada's Best 50 Corporate Citizens and one of the top five performers in the Financial Industries Group. IMPACT! The Co-operators Youth Program for Sustainability Leadership was recognized by Canada's Clean 50 as the top project for 2015 for its outstanding contribution to sustainable development and clean capitalism. And the editors of *Canada's Top 100 Employers* group named The Co-operators Life Insurance Company one of Saskatchewan's top employers for 2014.

▲ Lou Hammond Ketilson Retires

On Tuesday, 9 September, a large group gathered at the University Club to celebrate Lou's retirement. University and sector folk, as well as her office colleagues, both fêted and embarrassed her, acknowledging her wonderful contributions to the Centre and the field of co-operative studies as well as some of the foibles that have endeared her to all of us. Lou has been with the Centre since its inception in 1984 and spent nine of those years — 2005–2014 — as director. She will continue her involvement with the Centre as a Fellow in Co-operative Management and with the university as an adjunct professor at the Johnson-Shoyama Graduate School of Public Policy. She has continuing responsibilities as the lead of two large research projects: a 2010–15 initiative on the impact of co-operatives and credit unions in Canada funded by the Social Sciences and Humanities Research Council, and a 2013–16 project on sustainable rural development in Africa funded by the International Development Research Centre. Both are in partnership with the Canadian Co-operative Association.

▲ Co-operative Innovation Project

As noted previously, the Centre received \$1 million from Federated Co-operatives Limited (FCL), on behalf of the Co-operative Retailing system, for a new initiative in co-operative business development in rural and Aboriginal communities in Canada. The project is being led by the Centre in partnership with the School of Public Policy, the International Centre for Northern Governance and Development, the Edwards School of Business, and the UK's Plunkett Foundation.

While the co-operative model offers real possibilities for improving the lives of people in rural and Aboriginal communities, we cannot simply insert co-ops into communities. Co-operative development works only if a community has unmet needs, possesses the appropriate social and business resources, and is supported by the proper set of activities. The CIP is undertaking research to identify these conditions, which will then guide investments in co-operative development in communities where the chances of success are greatest.

The CIP team consists of project director Nicole McLaren, community engagement coordinators Dazaway Parker and Rhiannon Klein, data analyst Wu Haotao, and two part-time research assistants — Miranda Gouchie and Paula Mowat. In October, using facilitated, open community meetings, the team will conduct two pilots in central Saskatchewan to test the primary data collection methodology. Later this year, team members will gather quantitative data from community administrators and residents via a web-based survey and telephone survey.

During the winter, the team will conduct meetings in more than thirty rural and Aboriginal communities across western Canada to gather and validate data to test the premise that successful co-operative development is dependent upon various quantitative and qualitative community characteristics. Primary data collection will be completed by April 2015 and a final report will be presented to FCL in December 2015.

▲ The New Graduate Certificate and New Co-op Classes

The proposal for the Graduate Certificate in the Social Economy and Co-operatives, funded by new Centre sponsor CHS Inc., has been approved by the College of Graduate Studies and Research Executive Committee and has moved on to the Academic Programs Committee for final approval. If approved, the certificate will be offered through the School of Public Policy beginning in fall 2015.

The first of the new co-op classes, Co-operatives in the New Economy: Institutions, Governance, and Policy, got underway this fall, co-taught by Murray and Dionne through the School of Public Policy. The second, Co-operative Governance and Leadership in Action, an experiential course focussed on the case study method, is scheduled to begin June 2015. We are also working with the Ivey School of Business to develop a course pack to support the two new classes.

▲ Other Research Update

- ▲ “Leadership, Innovation, and Cultural Change at Federated Co-operatives Limited and in the Co-operative Retailing System”; Brett, new research
- ▲ A program of research and scholarship on leadership and governance in higher education; Brett, new research
- ▲ Theory and case studies of governance and innovation in co-operatives; Brett, ongoing
- ▲ History of the co-operative movement in Germany, additional research to update to the present day; Brett, ongoing

- ▲ “Examining Success Factors for Sustainable Rural Development through the Integrated Co-operative Model,” funded by the International Development Research Centre and in partnership with CCA and universities in Tanzania, Uganda, and Rwanda; Lou is project co-ordinator; Centre scholars JoAnn Jaffe and Cindy Hanson are collaborating
 - ▲ “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; ongoing
 - ▲ 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; Centre partnership with George Melnyk, University of Calgary, ongoing
 - ▲ 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
- ▲ A New Look for the Centre

Nora spent many hours co-ordinating and supervising the production of new promotional materials for the Centre, as well as a new icon to give us a distinctive look. We have a new pop-up banner, a brochure, and a handbill to advertise our new co-op classes and the proposed Certificate in the Social Economy and Co-operatives.



This view of the outside of the tri-fold brochure gives a good idea of the overall new look for Centre promotional materials. The common elements and the colour scheme are repeated on other pieces. We have kept our connection to the university clear by using some of its visuals and colours, but also created a distinctive look for the Centre.

▲ Conferences, Workshops, and Meetings

- ▲ Cooperative Education Networking Forum, Washington, DC, June
- ▲ National Council of Farmer Co-operatives, Washington, DC, June
- ▲ International Association for Business and Society Conference, Sydney, Australia, June
- ▲ Labour and Employment Relations Association conference, Portland, June
- ▲ ICA Committee on Co-operative Research Conference, Pula, Croatia, June
- ▲ Rural Sociological Society 77th Annual Meeting, New Orleans, 1 August
- ▲ CHS Inc. Board and Management Group meetings, Vancouver, 20 August
- ▲ Academy of Management Conference. Philadelphia, 1–5 August
- ▲ Producers' Organizations in Agricultural Markets. Toulouse School of Economics; Toulouse, France, 4–5 September
- ▲ CHS Inc. Platinum Summit, Vancouver, 11 September
- ▲ Canadian Industrial Relations Association meetings, Saskatoon, October
- ▲ Saskatchewan Association of Human Resources Professionals Conference, Regina, 7–8 October
- ▲ International Research Symposium on Co-operatives, a preconference event of the International Summit of Cooperatives, Quebec City, 5 October
- ▲ Co-operative Business Education Consortium meetings, Quebec City, 6 October
- ▲ Quebec 2014 International Summit of Co-operatives, Quebec City, 6–9 October
- ▲ Co-op Week Flag Raising, Regina Co-op Network Luncheon, Co-op Merit Awards Banquet, Regina, 14 October
- ▲ Co-op Week Luncheon, Saskatoon, 15 October

▲ Seminar Series

- ▲ “The National Film Board of Canada and Co-op Films: A Historical Survey,” presented by George Melnyk, 29 October 2014

▲ Centre Publications

- ▲ *Co-operative Canada: Empowering Communities and Sustainable Businesses* — ed. Brett Fairbairn and Nora Russell; published by UBC Press in October
- ▲ *Relying on Their Own Resources: Building an Anishinaabek-run, Sustainable Economy in the East Side Boreal* — Waabanong — of Lake Winnipeg, LLL report
- ▲ *The Reality of the Social Economy and Its Empowering Potential for Boreal Anishinaabek Communities in Eastern Manitoba*, LLL report
- ▲ *A Global Market in the Heart of Winnipeg: Measuring and Mapping the Social and Cultural Development of Food in the Central Market for Global Families*, LLL report
- ▲ *Awareness of and Support for the Social Economy in Saskatoon: Opinion Leader Views*, LLL report
- ▲ *International Students in Saskatchewan: Policies, Programs, and Perspectives*, LLL report
- ▲ *Worker Co-operative Development in Saskatchewan: The Promise, the Problems, and the Prospects*, LLL report

- ▲ *Subverting the Local Food Economy Status Quo: The Intrinsic Relationship of Regionalized Ethics to the Practice and Discourse of Food Sovereignty*, LLL report
- ▲ *A Profile of Community Economic Development in Manitoba*, LLL report
- ▲ *Engaging Youth in Community Futures: The Rural Youth Research Internship Project*, LLL report
- ▲ *Labour Market Study: A Community-Based Research Report for Mamaweswen: the North Shore Tribal Council, Naadmaadwuiik, Sauleaux Enterprises, and the Aboriginal Human Resource Development Agreement*, LLL report
- ▲ *“Together We Can Do So Much”: A Case Study in Building Respectful Relations in the Social Economy of Sioux Lookout*, LLL report

▲ Of Particular Note

Centre publication *A Co-operative Dilemma: Converting Organizational Form*, a book edited by Jorge Sousa and Roger Herman, has been translated into Korean for use in university classes. Our contact for this was Hyunok Lee, a researcher at the Education Center for the Cooperative and Social Economy in Korea, who reported that he has been using it for a couple of years and has found it very useful as they have few Canadian materials. When Nora drew his attention to *Co-operative Canada: Empowering Communities and Sustainable Businesses*, he immediately ordered that too.

▲ Faculty Publications

- ▲ B. Fairbairn and N. Russell, eds., *Co-operative Canada: Empowering Communities and Sustainable Businesses* (Vancouver: UBC Press, 2014), published
- ▲ L. Hammond Ketilson, “First Nations Co-operatives in Canada: (Re)inventing Appropriate Forms of Enterprise,” in *Co-operative Canada: Empowering Communities and Sustainable Businesses*, ed. Brett Fairbairn and Nora Russell (Vancouver: UBC Press, 2014), published
- ▲ B. Fairbairn, “Where We Stand: Place, Enterprise, and Community”; “I felt that I had lost myself: Credit Unions, Economies, and the Construction of Locality” (with R. Dobrohoczki); “Autonomy and Identity: Constraints and Possibilities in Western Canada’s Co-operative Retailing System” (with J. Heit and M. Fulton); “Imagination and the Future: Learning from Social Enterprises”; and “The Enterprise with Many Names: Establishing a Common Language” in *Co-operative Canada: Empowering Communities and Sustainable Businesses* (Vancouver: UBC Press, 2014), published
- ▲ M. Fulton, “Autonomy and Identity: Constraints and Possibilities in Western Canada’s Co-operative Retailing System” (with J. Heit and B. Fairbairn) in *Co-operative Canada: Empowering Communities and Sustainable Businesses* (Vancouver: UBC Press, 2014), published
- ▲ L. Hammond Ketilson and Marie-Paule Robichaud, eds., *Co-operatives’ Power of Innovation: Texts Selected from the International Call for Papers* (Quebec: Conseil québécois de la coopération et de la mutualité, 2014), published
- ▲ L. Hammond Ketilson with J. Gordon Nembhard and P. Thomas, “Measuring the Impact of Credit Unions on Wealth Building in Communities: Identifying the

- Appropriate Indicators,” in *Co-operatives’ Power of Innovation: Texts Selected from the International Call for Papers*, ed. L. Hammond Ketilson and M.-P. Robichaud (Quebec: Conseil québécois de la coopération et de la mutualité, 2014), published
- ▲ D. Pohler, “Ontario: Please Come Back to the CCHRA,” *The Canadian HR Reporter*, July 2014, published
 - ▲ M.M. Atkinson, M.E. Fulton, and B. Kim, “Why Do Governments Use Pay for Performance? Contrasting Theories and Interview Evidence,” *Canadian Public Administration* 57, no. 3 (September 2014): 436–58, published
 - ▲ D. Pohler and A. Luchak, “Are Unions Good or Bad for Organizations? The Moderating Role of Management’s Response,” *British Journal of Industrial Relations*, published
 - ▲ D. Pohler and A. Luchak, “Balancing Efficiency, Equity, and Voice: The Impact of Unions and High Involvement Work Practices on Work Outcomes,” *Industrial and Labor Relations Review* 67, no. 4 (October 2014), published
 - ▲ D. Pohler and A. Luchak, “The Missing Employee in Employee Voice Research,” in *The Handbook of Research on Employee Voice*, ed. A. Wilkinson, J. Donaghey, T. Dundon, and R. Freeman (Cheltenham, UK: Edward Elgar), published
 - ▲ D. Pohler and C. Willness, “Balancing Interests in the Search for Occupational Legitimacy: The HR Professionalization Project in Canada,” *Human Resource Management* 53, no. 3 (May/June 2014): 467–88, published
 - ▲ M. Gertler, “Co-operatives,” in *The SAGE Encyclopedia of Food Studies*, ed. K. Albala (Thousand Oaks, CA: Sage Publications, accepted)

▲ Teaching and Graduate Supervision

Murray Fulton

- ▲ JSGS 805.3: Economics for Public Policy Analysis
- ▲ JSGS 846.3 Co-operatives in the New Economy: Institutions, Governance and Policy
- ▲ on supervisory committees for seven graduate students

Michael Gertler

- ▲ Michael is on sabbatical this year but remains on supervisory committees for five graduate students

Lou Hammond Ketilson

- ▲ Lou retired this year but has ongoing supervisory duties for two graduate students
- ▲ external examiner with oversight of co-operatives and other democratic organizations in the Department of Food Business and Development, University College Cork, Ireland; in process or reviewing five MA theses

Dionne Pohler

- ▲ JSGS 846.3: Co-operatives in the New Economy: Institutions, Governance and Policy
- ▲ on supervisory committees for seven graduate students

Brett Fairbairn

- ▲ Brett is on administrative leave this year but has ongoing supervisory duties for two graduate students

▲ **Presentations****Murray Fulton**

- ▲ “A View from the Other Side of the Border,” presentation to CHS Inc. Board and Management Group, Vancouver, 20 August
- ▲ with Dionne Pohler, “Governance and Managerial Effort in Producer-Owned Enterprises,” Producers’ Organizations in Agricultural Markets conference, Toulouse School of Economics, Toulouse, France, 4–5 September
- ▲ “A View from the Other Side of the Border,” Presentation to CHS Inc. Platinum Summit, Vancouver, 11 September
- ▲ “A Tool for Identifying Partnership Communities,” Summit Research Forum, Quebec 2014 International Summit on Co-operatives, Quebec City, 8 October

Michael Gertler

- ▲ “Teaching the Rural Sociology of North America Using Novels, Articles, and Visual Media,” Rural Sociological Society 77th Annual Meeting, New Orleans, 1 August
- ▲ with J. Jaffe, “Community Pasture Divestiture in Western Canada: Contexts, Responses, and Organizational Options,” Rural Sociological Society 77th Annual Meeting, New Orleans, 1 August

Lou Hammond Ketilson

- ▲ organizer and chair, International Research Symposium on Co-operatives, a preconference event of the 2014 International Summit of Co-operatives, Quebec City, 5 October

Dionne Pohler

- ▲ with J. Schmidt, “The Trickle-Down Monitoring Effects of Manager Pay-for-Performance on Subordinate Employee Turnover,” Academy of Management Conference, Philadelphia, August
- ▲ with M. Fulton, “Governance and Managerial Effort in Producer-Owned Enterprises,” Producers’ Organizations in Agricultural Markets conference, Toulouse School of Economics; Toulouse, France, September
- ▲ Panel member: “Unions in the Media,” with John Gormley (Rawlco Radio Talk Show Host) and Bill Johnson (director of communications for PotashCorp), sponsored by Canadian Industrial Relations Association, Saskatoon, October
- ▲ Panel member: “The Professionalization of HR in Canada,” with Michael Carr (deputy minister, Labour Relations and Workplace Safety), Claude Balthazar (VP Regulatory Affairs, Ontario HR Professional Association), and Greg Honey (executive VP, Human Resources Farm Credit Canada), at Saskatchewan Association of Human Resources Professionals Conference, Regina, October

- ▲ Presented Graduate Certificate in Co-operatives and the Social Economy to the College of Graduate Studies and Research Academic Programs Committee in October
 - ▲ numerous media interviews with the *StarPhoenix*, Global TV, and CBC on the various labour disputes in the province
- ▲ Faculty/Scholar/Staff/Student News
- ▲ Lou retired formally but will remain with us in a research capacity as a Fellow in Co-operative Management
 - ▲ Michael is on sabbatical July 2014 to June 2015
 - ▲ Brett received a new appointment in the School of Public Policy and will henceforward be much more involved with Centre activities as a Fellow in Co-operative History and Governance; he is on administrative leave until June 2015
 - ▲ Fred Khonje left his position as a community engagement co-ordinator with the CIP project for a full-time job with Affinity Credit Union; he was replaced by Rhiannon Klein, who is also a PhD student in the School of Public Policy; the project also hired two part-time research assistants — graduate students Miranda Gouchie and Paula Mowat
 - ▲ Victoria Casey, a PhD student in the School of Public Policy supervised by Dionne, was awarded the Norm Bromberger Research Bursary
 - ▲ sadly, with the relocation of our resource centre materials to the Murray Library on campus, we no longer needed the services of our devoted librarian, Heather Acton, who left us at the end of June; she is much missed
- ▲ Administration and Other Professional Activities
- In addition to their day-to-day commitments, Centre faculty and staff together serve on more than twenty committees, boards, and/or professional and community organizations.