

Director's Report
to the
Management Advisory Board

Centre
for the Study
of Co-operatives

Murray Fulton
Director

October 1998

Centre Overview and Highlights

Despite the lack of teaching responsibilities and associated administrative tasks, the Centre has been extremely busy over the past few months. In addition to research activities, we spent a good deal of time planning “The Components of Online Education and Co-operation” conference and workshop held on 10 September, and devoted many well-spent hours integrating the new people who have joined the Centre this summer and fall.

The Online Education Workshop

The workshop was designed to highlight the work that Byron has been doing for the past year and a half and to introduce people in Saskatchewan to those Byron has been working with in Silicon Valley. We had a number of dynamic speakers, who successfully provided participants with an overview of some of the tremendous changes occurring in education (both online and offline) and what this means for universities and businesses. The workshop attracted participants from a wide range of groups, including the major co-ops in the province, Saskatchewan Education, the Extension Division, the Department of Computing Science, AIMS, and private consultants. Nora is pulling together the *Proceedings*, which will be published in due course.

Staff Changes and New Faces

The Centre has had a virtual revolving door over the past few months, with faculty and staff coming and going, a number of visitors, and new people joining us in various capacities. Murray returned from his sabbatical in Vancouver and Denmark in early July, and although Brett is technically on sabbatical in Berlin until December, he is beginning to appear from time to time at the Centre, when conferences and seminars demand his attention. Byron is on research leave until July 1999, currently on the West Coast and later in France, although he continues to keep Nora busy editing materials in preparation for publication. And Michael begins a six-month sabbatical in January 1999.

Lou has crossed Campus Drive to take over her duties as the Associate Dean of Commerce. We miss Lou's presence at the Centre, although she retains a strong interest and involvement in co-operatives. She has maintained her position as vice-chair of the ICA Research Committee, on whose behalf she helped organize the conference titled "Women, Entrepreneurship, and Co-operatives" to be held in Paris October 12 and 13. All the best, Lou.

Roger Herman joined the Centre on 1 September as a Researcher Officer in Education Program Development. Prior to joining us, Roger was Saskatchewan Region Manager of the Canadian Co-operative Association. Over the past few years, the Centre has received a number of requests for educational programs and courses. These requests have come from the co-operative sector, government, and community groups in Canada, as well as from overseas. Roger is investigating what the Centre's role should be in these various educational programs.

Rachel Sarjeant-Jenkins began working in the library on a full-time basis starting 1 September. With the changes in the library over the past couple of years and Leslie's involvement with the Impact Study, the library has developed a backlog, which Rachel has gone some way towards correcting, in addition to performing her normal library duties. She will also take on the responsibility for updating our website.

The Centre hired Lisa Vokali, a student with the College of Agriculture's Co-operative Education program, for a four-month work term (September–December). Lisa is helping out with a variety of things around the Centre, including assisting Rachel in the library, doing research on items of interest to Centre staff, and assisting in the development of a network of people doing research on agricultural co-operatives.

The Centre also welcomes Peter Sprague, an MSc student pursuing an interdisciplinary degree on the aboriginal use of co-operatives in the forestry industry. Peter joins Rochelle as the Centre's second interdisciplinary graduate student.

Finally, Mona Holmlund is working for Murray on a contract funded by the Agriculture Institute of Management in Saskatchewan entitled "Networking in the New Agriculture: Strategies for Growth in the New Economy."

Visitors to the Centre

Visitors to the Centre, as usual, have been many and varied. Lou met on 17 June with Eva Bedrnickova, from the Czechoslovakian Graduate School of Management in Prague.

We hosted a day's activities, which included an afternoon of presentations by Centre faculty, on 19 June for six visitors from the National Dairy Development Board of India. They were accompanied by Norm Bromberger, former CEO of Credit Union Central.

Mary Treacy, from the ICA in Geneva, spent a day at the Centre at the end of June, following her and Byron's joint presentation, "Intellectual Property and Knowledge-Based Economies," to the CCA Congress in Winnipeg.

We had visitors from both Chile and Denmark during August. Five people from Chile, along with their translator, met on 19 August with Murray and Brett, who provided them with an overview of the Centre and other brief presentations before giving them some time in the library. Our Danish visitors met with Murray over some areas of common interest in connection with his recent sabbatical in Denmark.

In late September, William Nelson and Louis Doering from the Association of Co-operative Educators spent a day at the Centre, along with Barry Olsen and Rod Tondervold from Sask. Wheat Pool. We discussed issues around co-op education and the upcoming ACE conference in Saskatoon next spring.

On Wednesday, 30 September, Pedro Del Campo, a Social Anthropologist at the University of Chile, came to spend the day with us. He met first with Murray and Michael and then gave a presentation to their International Studies seminar class on co-operatives. Mr. Del Campo is involved extensively in the co-operative sector, and much of his academic work focusses in this area. Part of a delegation of senior co-op and government officials coordinated by CIDA and the CCA, Mr. Del Campo specifically requested a visit to the Centre while the remainder of his group remained in central Canada. He has expressed an interest in developing some type of relationship between his research unit at the University of Chile and our Centre.

Finally, we are expecting a visit from Dr. Vitaly Zinovchuk, senior researcher in Co-operative Studies, Institute of Agricultural Economics in Kyiv, Ukraine, some time later in October.

A New Seminar Series

The Centre has been considering for some time the efficacy of a seminar series to make others aware of our current and on-going research projects, and we are pleased to offer this new series to the university community, the co-op sector, and other interested parties. Though details have yet to be finalized, it will likely take place on a monthly basis, and will probably be a combination of academic approaches with concepts, theory, and analysis. We may also offer some less academic presentations.

Brett gave the first seminar on Tuesday, 6 October 1998. His topic was “Co-operation under Communism? The Authenticity of Co-operatives in the German Democratic Republic (East Germany), 1949–1990,” which grew out of the research he has been doing over the past year while on sabbatical in Germany.

Murray’s presentation will be on 20 October and is titled “Ideology and Economics in Co-operative Theory.” The thrust of the paper is that ideology, along with economic considerations, influences people to join co-operatives, and it goes on to discuss the implications of introducing ideology into an economic model.

Lou and Michael will also be contributing to the series before the New Year, though topics have yet to be determined.

The In-House Discussion Group

Following our visit in September with William Nelson and Louis Doering from the Association of Co-operative Educators (ACE), Brett suggested that it might be beneficial and interesting to convene some in-house discussions similar to those we engaged in that afternoon. Such gatherings would be an informal opportunity to openly ask questions or offer opinions on matters related to co-operatives or other relevant areas of interest to Centre people—a chance to ask those “stupid questions” that we likely all wonder about, but are reluctant to put on the table for fear of looking silly. Roger and Rochelle have been put in charge of organizing the series and so far have received an overwhelmingly positive response from both faculty and staff. The gatherings will be open to all Centre personnel and students; participation will be voluntary; and the structure will be informal enough for everyone to feel comfortable engaging in the discussion. It is hoped that these discussions will help us

to better understand this co-op world we work in, and challenge us to stretch our thinking regarding concepts and ideas about which we may already have opinions or beliefs.

The Bulletin Board

There is a new and surprisingly fascinating addition to our hallways outside the Resource Centre—the Current Awareness Bulletin Board. It is the brain-child of Rachel, who checks the papers daily for articles of interest and attaches them to the board, along with relevant political cartoons to lighten the presentation. For many of us, it is the first thing we look at when we arrive; it is the place we go when stricken with writer's block; and it seems to offer one more way of affirming community within the Centre. It has proved to be an excellent addition to our facilities, providing an informative focus for those lingering with coffee in the hallway, for others who may be waiting for meetings with Centre staff, and an “in-a-nutshell” solution for those of us with short attention spans who cannot keep up with the reams of paper flowing through our mailboxes.

Teaching, Research, Presentations, Publications, and Administration

Murray Fulton

Teaching

While Murray's regular teaching duties are concentrated in the next semester, he is teaching two special topics courses this fall. The first is an interdisciplinary course called “Co-operatives: An International Perspective,” which he is teaching with Michael Gertler. This course was put together at the request of three students in the International Studies program, along with another in Law. In both cases the students were looking for a course that covered co-operatives from an interdisciplinary perspective. The Centre has been thinking about offering a course like this for some time, but did not know how to find the students that would be interested. We are encouraged that the

students sought us out. We will consider whether to offer a course like this on a regular basis at the end of the semester.

Murray is also teaching a special topics course in Agricultural Economics with Richard Gray and Don Gilchrist (Economics Department). The course examines the use of dynamic models to examine problems in the environment and resource economics (e.g., reduction of soil organic matter and global warming (greenhouse gases)).

Murray had three graduate students graduate this summer: Dinos Giannakas (PhD); Kathy Baylis (MSc); and Xiao Yunlai (MSc). Dinos's thesis was on cheating and misrepresentation in agricultural policy; Kathy's thesis examined what would happen to elevator tariffs and rail freight rates under a deregulated grain handling and transportation system; and Yunlai's thesis examined the development of the fertilizer market in China. Two other graduate students—Brenda Stefanson and Ken Belcher—are aiming to finish their theses by the end of December.

Murray has also agreed to act as MBA thesis supervisor for Commerce student Gordon Sayers. Gordon is Metis and wants to examine various forms of co-operation that have existed in the Metis community over the last two hundred years. Lou and Brett are likely to be on the committee as well.

Research

Murray's research efforts have focussed on two major projects. The first is a study of state trading enterprises (STEs) that he is doing for Agriculture and Agri-Food Canada with Bruno Larue (Laval University) and Michele Vee-man (University of Alberta). The purpose of the project is to develop a conceptual model for how the impact of STEs could be determined. To date, the models that have been developed have assumed that if STEs were removed, they would be replaced with a perfectly competitive set of private trading firms. One of the group's contributions was to examine what would happen if STEs were replaced by multinational enterprises.

The second project is an examination of the impact of deregulation on the tariffs and freight rates set by elevator companies and the railways. This project involves the development of a simulation model and a comparison of elevator tariffs and freights rates with those in the US. A good portion of this project was linked to Kathy Baylis's thesis.

Beginning in September, work began on the Strategic Alliance project funded by AIMS. Mona Holmlund has been hired on a contract basis to work on this project. Some of the material being developed was presented to Saskatchewan Agriculture and Food Extension Agrolgists in late September. One of the issues highlighted was the need for more work and information on New Generation Co-operatives. Mona and Murray are giving serious thought to incorporating a workshop on New Generation Co-operatives into a Strategic Alliances conference being planned for February.

Textbook on Co-operatives

One of Murray's objectives during his sabbatical was to write a textbook on the economics of co-operatives. After discussing the project with his co-author, Jim Vercammen, however, the nature of the project began to change. First, they needed to develop a common theoretical framework for the book. They settled on a spatial model in which co-operative members are located throughout a physical space, which provides a characteristic (i.e., the location of the members) that differentiates people who would join the co-op from those who would not.

While developing this framework, they realized that differentiating members was a key element in co-operative theory that had not been explored to any extent, and that they needed to explore it more fully. They soon discovered that the differentiation of members could be viewed along dimensions other than space. The one they pursued was along a spectrum of their ideology (or preference) for collective action versus individual action.

The introduction of ideology into an economic model meant they had developed something much more substantial than a textbook on co-operatives for undergraduate students. As a consequence, they set their sights on writing a monograph directed at other academics, interested people in the co-operative sector, and, of course, students.

A key theme of the monograph is that the formation of co-operatives can only be understood if the ideological dimension is combined with the standard economic dimensions. The monograph thus represents an interdisciplinary approach to modeling co-operatives. Murray expects to complete a draft of the monograph by the end of the calendar year.

Presentations and Extension

Three presentations to the Canadian Agricultural Economics Society Annual Meeting in Vancouver, 6 July 1998: "The Economics of State Trading Enterprises," (with Bruno Larue); "Deficiency Payments and Optimal Enforcement: An Economic Analysis of Cheating," (with Dinos Giannakas); and "The Impact of Deregulation on the Export Basis in the Canadian Grain Handling and Transportation System," (with Kathy Baylis, Harvey Brooks, and Richard Gray).

"The Role of Extension in 2010," to Saskatchewan Agriculture and Food (SAF) Extension Managers, August 12.

"Innovation and Networking," to "The Components of Online Education and Co-operation" conference, Saskatoon, 10 September.

"Critical Issues in Agriculture," to SAF Program and Policy Branch, September 22.

"Strategic Alliances," to SAF Extension Agrologists, September 23 and 25.

"Strategic Alliances" and "New Generation Co-operatives," to PENZA, an agri-business conference organized by the University of Sao Paulo in Brazil, 5-8 October.

Other Activities

Murray is currently working on the development of a network that would connect researchers around the world doing research on agricultural co-operatives, an idea that arose this past summer during a trip to Denmark and Sweden, when he made visits to a number of researchers working in the area. Two main observations arose from these visits. First, a number of the researchers are not well known, and although they are doing good work, it is not getting out to a larger audience. Second, all of them felt relatively isolated and were having trouble learning about the work of other researchers and also about what was happening in agricultural co-operatives elsewhere in the world. This knowledge is critical because of the increasing globalization of agriculture and the rapidity of change in the area, which makes it difficult to keep up. The purpose of the network would be to address these issues.

Murray has had meetings with Brian Oleson and Harvey Brooks to plan how

they might connect the co-operatives courses they teach. They have developed a common framework for introducing and working through topics, which will make it easier to borrow and modify each other's course materials. Since all the courses are being offered during the same semester (i.e., in the New Year), they are also planning to link their students on a problem set.

Brett Fairbairn

Research

Brett is still on sabbatical, though he is beginning to drift in and out of the office on occasional forays back from Berlin. We are looking forward to his permanent return towards the end of the year. Since last December, he has been in Germany on an Alexander von Humboldt Foundation Research Fellowship, conducting research at several locations in Berlin, Bonn, Koblenz, and Geneva for his history of the co-operative movement in Germany. With the bulk of the research complete, he has begun to draft a book manuscript (on schedule, as outlined in the original sabbatical leave and fellowship applications).

In July, he met with staff of the co-operative research centre (Institut für Genossenschaftswesen) at the Humboldt University in Berlin, a meeting he hopes has sewn the seeds for an on-going collaboration and connection with the Centre.

Brett's work is coming to the attention of international scholars, having recently received favourable reviews in the German scholarly journals *Geschichte und Gesellschaft* and *Neue Politische Literatur*.

Publications

Brett has four entries in Dieter K. Buse and Jürgen Doerr (eds.), *Modern Germany: An Encyclopedia of History, People, and Culture, 1871–1990*, 2 vols., New York and London: Garland, 1998: "Cooperatives," I, pp. 203–4; "Elections," II, pp. 270–72; "Raiffeisen, Friedrich Wilhelm," II, pp. 819–20; and "Schulze-Delitzsch, Hermann," II, p. 898.

Review of Werner Schönig und Ingrid Schmale (eds.), *Gestaltungsoptionen in modernen Gesellschaften*. Festschrift für Prof. Dr. h.c. Jürgen Zerche zum 60. Geburtstag (Regensburg: Transfer Verlag, 1998), in *Internationale*

Wissenschaftliche Korrespondenz über die Geschichte der deutschen Arbeiterbewegung, forthcoming.

Review of Johnston Birchall, *The International Co-operative Movement* (Manchester: Manchester University Press, 1997), in *The International History Review*, forthcoming.

Review of Benjamin Lapp, *Revolution from the Right: Politics, Class, and the Rise of Nazism in Saxony, 1919–1933* (New Jersey: Humanities Press, 1997), in *The Journal of Modern History*, forthcoming.

Review of Michael Prinz, *Brot und Dividende: Konsumvereine in Deutschland und England vor 1914* (Göttingen: Vandenhoeck & Ruprecht, 1996), in *The American Historical Review*, forthcoming.

Review of Ian MacPherson, *Co-operation, Conflict and Consensus: BC Central and the Credit Union Movement to 1994* (Vancouver: B.C. Central Credit Union, 1995), in *The Canadian Historical Review* (June 1998), pp. 414–15.

Presentations

“Self-Help and Democracy: Co-operative Enterprises in East, West, and United Germany, 1949–1998,” at the “Internationales Begegnungszentrum der Wissenschaft,” Berlin, 24 June 1998.

“Aspekte der Entwicklung der Konsumgenossenschaften in der DDR und in der Bundesrepublik von 1945–1990,” to “Berliner Gesprächskreis Geschichte der Arbeiterbewegung,” Freie Universität Berlin, 13 July 1998.

“Community Values, Democratic Cultures? Reflections on Saxony’s Place in the German Co-operative Movement,” for the conference “Memory, Democracy, and the Mediated Nation: Political Cultures and Regional Identities in Germany, 1848–1998,” Toronto, 18–20 September 1998.

“Popular Participation and Political Cultures: Co-operative Enterprises and the State in the Two Germanies, 1945–1990,” German Studies Association, Salt Lake City, 10 October 1998.

“Co-operation under Communism? The Authenticity of Co-operatives in the German Democratic Republic (East Germany), 1949–1990” presentation on current research at the Diefenbaker Centre on Tuesday, 6 October 1998.

Other Activities

Brett is chair of the Saskatchewan Archives Board, which is publicly mandated to collect, preserve, interpret, and make accessible the historical records of the government and people of the province. Before he went to Germany, Brett led the board in establishing a strategic planning process. Professional consultants studied the board and submitted their report in September 1998, which will lay the basis for far-reaching planning decisions.

Michael Gertler*Teaching*

Sociology 204.3: Rural Sociology

Sociology 898.3: Rural Sociology and Rural Development

Sociology 898.3: Co-operatives, Co-operation, and Rural Development

International Studies 498.3: (A Special Topics Class) Co-operatives: An International Perspective (with Murray Fulton)

Michael is a supervisor or co-supervisor for the following graduate students:

Mary Beckie, PhD. "Zero Tillage and Organic Farming in Saskatchewan: An Interdisciplinary Study in the Development of Sustainable Agriculture." Extension Division and College of Agriculture. In progress. Muditha Samadanie (Sama) Kiriwandeniya, MA. "Invisible Women in the Collective Identity of People's Organizations: A Case Study of the SANASA Movement." Department of Sociology. In progress. Peter Sprague, MSc. "Forestry Co-operatives as a Model for Sustainable Community Economic Development in Northwestern Saskatchewan." Centre for the Study of Co-operatives. In progress.

He is also a committee member for the following graduate students:

Jiao Sheng He, PhD. "Multivariate Spatial Interaction Models as Applied to China's Interprovincial Migration, 1982-1990." Department of Geography. In progress. Rochelle Smith, PhD. "Co-operatives in Transition: A Multidisciplinary Analysis of Member-Based Organizational Behaviour and Decision-Making." Centre for the Study of Co-operatives. In progress.

Publications

“Organizational, Institutional, and Social Factors in Agricultural Diversification: Observations from the Canadian Plains,” *Canadian Journal of Agricultural Economics* 44 (1998), pp. 435–48.

“Biotechnology and Social Issues in Rural Agricultural Communities: Identifying the Issues,” in Ralph W.H. Hardy, Jane B. Segelken, and Monica Voionmaa (eds.), *Resource Management in Challenged Environments*, NABC Report 9. Ithaca, NY: National Agricultural Biotechnology Council, 1998, pp.137–45.

The Social and Economic Importance of the Co-operative Sector in Saskatchewan, with L.H. Ketilson, M. Fulton, R. Dobson, and L. Polsom, Research Report Prepared for Saskatchewan Department of Economic and Co-operative Development. Centre for the Study of Co-operatives, 1998.

Presentations

Michael was actively involved in the Annual Meetings of the Rural Sociological Society held in Portland, Oregon, 5–9 August 1998. He made two presentations: “Rethinking Co-operatives: Micro, Meso, and Macro,” and “The Sociology of Agriculture: A Twenty-Year Retrospective,” as well as chairing the session titled “The Challenge of Economic Democracy.”

“It Takes Community: Towards a Sustainable New Rural Economy,” paper presented at a Staff Conference, Extension Branch, Saskatchewan Agriculture and Food, in Regina, 9 September 1998.

Grant

From the Canadian Rural Restructuring Foundation, a \$2,400 grant for a project titled “Saskatchewan Site Profiles, New Rural Economy Project,” 1998.

Administrative and Professional

Michael is Saskatchewan Team Leader for the Canadian Rural Restructuring Foundation’s New Rural Economy Project. He will be directing field

research at three Saskatchewan sites. He is also an associate editor of the journal *Rural Sociology*; a member of the Research Committee for the Canadian Rural Restructuring Foundation; a member of the Science Liaison Committee for Prince Albert National Park; and a board member of Spadina Child Care Co-operative.

Lou Hammond Ketilson

Presentations

Lou made a presentation to the CCA Triennial Congress in Winnipeg in late June titled “The Role of Women in Leadership Positions in Co-operatives and Credit Unions.”

In early July she attended a Global Forum on Management Education in Chicago in connection with her new role as an associate dean in the College of Commerce.

Also in July she went to Madrid, Spain, in her capacity as the incoming president of the Administrative Sciences Association of Canada, to attend an International Federation of Business Schools meeting, where she made a presentation on business schools in Canada.

New Position

On 1 July, Lou became Associate Dean of Graduate Programs and Director of the Centre for International Business Studies, responsible for college research initiatives, international activities, aboriginal initiatives, and all of Commerce’s graduate programs, although her primary interest is the MBA. Her new job officially started 1 July, but it wasn’t until August that her responsibilities began in earnest. She finally understood what she was in for when someone took control of her daytimer and began filling in appointments on her behalf. That month she did little else apart from advising students.

In early September she began to see the light at the end of the tunnel, and turned her attention to organizing the “Women, Entrepreneurship, and Co-operatives” conference in Paris, October 12 and 13. Jointly organized by the

ICA Research Committee, of which Lou is a vice-chair, and the ICA Women's Committee, the conference is targeted to researchers and development workers. There will be papers from twelve countries, with representatives from fifteen. Lou will be presenting a paper— "Overview of Issues" —and chairing the closing session, titled "Where Do We Go from Here?"

Byron Henderson

Research

Byron is currently on research leave from the Centre. In July and August, as his first research project, he completed a major paper titled "The Components of Online Education: Higher Education on the Internet." The Centre will be publishing this paper as part of its Occasional Paper series. The paper was released at a 10 September Centre workshop, which was attended by more than forty invited participants. Speakers included Dr. Jim Spohrer of the IBM Almaden Research Lab, Dr. Nancy Glock of the Chancellor's Office of the California Community College system, and Errol Naiman, president of Cybermath of California, as well as Byron and Murray from the Centre. Organized by Byron and Murray, this workshop served as the first significant offering of the Centre's new Community-Centred Technology Programs, which Byron originated and heads.

Byron is currently developing a research project in partnership with Nancy Glock (see above), Professor Lorne Falk of the Hong Kong Polytechnic University, and Lou, to study the staffing, teaching, and course needs that higher education institutions will encounter in the next ten years. The study will lead to papers, conference presentations, recommendations, and pilot courses for global, online education. This work will directly support the Centre's planned programs in online education for co-operatives.

Over the coming two months, Byron will be preparing a second major paper on online education on the topic "The Network Model and Organizational Innovation," which will look at the role of co-operative organizational structures in innovation and their relationship to the network model of the Internet.

Presentations

At the end of September, Byron was an invited speaker to the Military Education Co-ordinating Committee, Working Group on Distance Education, at the Naval Postgraduate School in Monterey, California. He delivered a paper titled “The Deep Structure of Online Education.”

Nora Russell

Since the last director’s report in June, Nora’s projects have included preparing the *Annual Report*; editing and producing a draft of Byron’s paper for “The Components of Online Education and Co-operation” conference from a horribly corrupted file that tried her patience to the limit; revising the Centre’s front-cover piece for the *Co-op Week Supplement*; and preparing an ad for *Prairie Dog* newspaper. Now that the statistics are available from the Impact Study, she has begun updating *Saskatchewan Co-operatives: A Record of Community Development*, a 1992 Centre publication on the history of co-operatives in the province. She has also started the article on co-operatives for the revised edition of Fung’s *Atlas of Saskatchewan*, which is due this month. In addition, she prepared this director’s report and did a lot of editorial work on the “Proposal for Contract Renewal,” which is included with this package.

Once the atlas document is finished, she will turn her attention to corrections on Byron’s draft, which will be a Centre occasional paper. She is also attempting to gather materials from the elusive presenters at the online education conference in order to pull together the *Proceedings* for publication in some form, either paper or electronic, depending on what she receives.

Nora took part in the online education conference in September and, with Rachel and Lisa, will be participating in a two-session seminar on website development offered by the university later in October.

Still on her “to-do” list is a Centre newsletter; editing and layout on another of the Centre’s occasional papers, Murray and Andrea’s “Future Possibilities for Communication Services in Rural Communities”; and another of the Centre’s booklets, this one on a car-sharing co-operative in Winnipeg undertaken by David Leland of Red River Community College.

Rochelle Smith

Rochelle is into her second year of an interdisciplinary PhD, and continues to do course work and papers, one of which— “Feminism, Co-operation, and Co-operatives: Potential for a Feminist Framework for Co-operatives and Co-operative Development”—she will be presenting in Paris at the ICA Research Committee conference October 12–13 titled “Women, Entrepreneurship, and Co-operatives.” She is also preparing for publication a paper on principal-agent theory and the implications for co-operatives, as well as continuing to work on a history paper titled “The Role and Impact of the Credit Union Deposit Guarantee Corporation on the Credit Union System in Saskatchewan.”

Rochelle is also involved in a number of other activities, including continuing support for the CCA’s work with the Department of Education on improving co-operative content in the K–12 curriculae; and organizing the Centre’s new seminar series for this fall and winter. She was elected in June to serve a two-year term on the Community Clinic’s board of directors and is a member of its Political and Social Action Committee. And she represented the Centre at the CCA Focus Group on an ICA Study in Regina September 25. The topic was “The Socio-Economic Impact of Co-operatives in Canada and Asia: Actors on a Global Stage.”

Rachel Sarjeant-Jenkins

Rachel has spent a great deal of the past few months re-organizing the Resource Centre. Unlike most of us at the Centre, who use traditional work surfaces such as desks and tables, Rachel has an interesting penchant for working on the floor, and much of this summer has seen the library floor littered with newspapers, clippings, and/or books, not to mention Rachel herself in various states of disarray. The end result, however, is a more streamlined library, with improvements that can be seen at a glance. Many multiple copies have been removed (most to a storage facility where they are accessible if needed), and the vertical file has been stripped of duplicate material and reduced to subjects directly relevant to co-operatives and agriculture .

The organizing drive pushed into the areas of cataloguing and clipping newspapers. Although there is still a long way to go before cataloguing is up-to-

date, Rachel has catalogued approximately one hundred items. With the help of Lisa Vokali, our co-op student, the piles of *Globe and Mail* and *Star-Phoenix* have disappeared, with all relevant articles clipped and filed. The library now keeps only the most current week's newspapers. Rachel checks the papers daily for articles of interest, which are photocopied and attached to the new Current Awareness bulletin board outside the library. It has proved to be an excellent addition to our facilities, providing an informative focus for those lingering with coffee in the hallway, and an "in-a-nutshell" solution for those of us who cannot keep up with the reams of paper flowing through our mailboxes.

Other library changes include an upgraded computer, which will allow Rachel to conduct more efficient literature and Internet searches for Centre staff and other library users, and a library system upgrade (arriving next month, we hope), which should make it easier to use and access information. The display cabinet, previously located in the main office, was moved into the library in August and substantially reorganized, and an old co-op rainbow flag has been hung on the wall, considerably brightening the windowless room. In addition, the door at the west end of the library, once obscured by shelving, has been cleared and is open during library hours, allowing access from both hallways, and giving the room a much more welcome, expansive feeling. And with the discovery of a box of old photographs, the library has the beginnings of a co-op photograph collection.

Rachel has dealt with numerous information requests from on campus, throughout the province, and around the world. These have come in many different ways: in person, by e-mail, and by phone. Examples of external requests include: housing co-operatives (from Egypt); new generation co-operatives (from Germany); co-operative contact people (from Colombia); capital formation and co-operatives (from Ottawa); and setting up a worker co-op (from New Brunswick). People from all over Canada have also borrowed library material.

Rachel continues to add items to the library collection. New journals include *Ecoforestry* and *Rural Development Perspectives*, and books cover topics ranging from establishing co-operatives, to sustainable development, economics, and community partnerships. She is planning to develop a one-page information sheet about the library—what it contains and who can use it—for co-operatives and the educational community.

In September, Rachel was hired full-time, with an added mandate to maintain the Centre's website. Along with other Centre staff, she participated in some short training sessions with Byron and Murray, and has been practising developing her own websites. In October, she, Nora, and Lisa will take part in a two-session workshop on website development run by the university.

Roger Herman

The Centre welcomed Roger in September as an Education Program Development Officer, a new position created to explore the need for and feasibility of education programs for the co-op sector. His most recent position was Saskatchewan Region Manager of the Canadian Co-operative Association. Previous to that, he was a program officer with CCA Saskatchewan, responsible for youth programming and other education initiatives. Roger's activities since he joined us have included participation in "The Components of Online Education and Co-operatives" conference and workshop, where he facilitated the group discussion on the idea of developing an MBA program for people involved in co-operatives. He also worked with Carol Hunter, CCA Ottawa, to develop a survey of co-operative organizations regarding leadership development. This information will be used as part of CCA's information clearinghouse currently being developed.

In connection with his education program development work, Roger is examining existing MBA programs (particularly Executive MBAs) for ideas on what would need to be considered when developing a new program; exploring the whole area of online education as the likely means of delivery for such a program; familiarizing himself with the concept of Prior Learning Assessment and Recognition as an integral part of new educational program development; and studying examples of multi-institution collaboration in the development and delivery of educational programs.

He arranged the day's meetings with William Nelson and Louis Doering of the Association of Co-operative Educators (ACE) to discuss the Centre's relationship with ACE and our involvement in the ACE Annual Institute to be held in Saskatoon in spring 1999. He was also responsible for organizing the visit of Pedro Del Campo, head of the Project Unit, Confederation of Co-operatives of Chile, and social anthropologist at the University of Chile. Mr. Del Campo was part of a delegation visiting Canada to discuss credit union reform and legislation.

Marianne Taillon

In addition to her general duties as office manager, Marianne is often called upon to take on extra responsibilities. Since June, some of these have included scheduling interviews for the education position, and following up with rejection letters to unsuccessful applicants; making arrangements for visitors to the Centre in August—co-op chairs Harvey Brooks and Brian Oleson in the middle of the month and Chilean visitors on the 19th; and reorganizing all the office space in the Centre and arranging for much material to be moved into storage—a huge and thankless task, for which we all thank her heartily! She also spends a lot of time arranging travel and accommodation for Centre faculty and staff going off to conferences and workshops.

Marianne took under her wing all the new Centre staff who began work in the fall, looking after their appointments, ordering keys, and organizing office space by co-ordinating the movement of furniture, boxes, computers, etc., to accommodate them. She did the mailing list for the OnLine Education conference and handled registrations and other conference details: meals, booking rooms at the hotel, arranging for AV equipment, and the printing of conference information; she also attended the conference.

With Rocky's help, Marianne put together the mailing list for our new seminar series and co-ordinated the printing and distribution of notices. In addition, she made arrangements for the board meeting to be held in Regina on 14 October, and also had a major hand in preparing the package of materials for board members.

Karen Neufeldt

Karen continues to work for the Centre on a half-time basis, providing support in general office duties to Marianne, Rachel, and other faculty and staff as required, as well as making sure the office runs smoothly when Marianne is away. She is responsible for the phone and fax bills; for cash reports; for processing library and publication orders; dealing with payments as they come in; handling mailings; and for enormous quantities of xeroxing. She continues to help process books and other materials for the library; helped with the invitations to the Online Education conference; added material to the database for the seminar series and prepared the invitations to be sent out; and helped Marianne with conference registrations and hotel bookings. One of her biggest chores since the last director's report has been to organize the mountains of software and accompanying manuals that have

piled up in the office over the years. Thank you, Karen! Another big improvement is that since Marianne reorganized the office, Karen now has her own work station, which really helps things run more smoothly in the main office. She also works half time for the College of Dentistry.

Peter Sprague

Peter came to the Centre this fall as an Interdisciplinary Masters student. His research focusses on alternative business organizational forms to affect positive social change in forestry-dependent communities. His comparative analysis will examine issues surrounding forestry co-ops in the Canadian North and in foreign countries, where the transition is being made from state-enforced systems to open, democratic, co-operative systems.

Peter continues to consult in the areas of ownership/worker restructuring, worker co-operatives, and forestry business planning and market development. His clients include northern aboriginal groups such as the Canoe Lake Band and the Northwest Metis Development Corporation. He is also involved in the wood-processing industry, providing consulting services in areas such as new technology, funding, worker buyout options, and new product development.

Lisa Vokali

Lisa is a third-year student in the College of Agriculture, majoring in agricultural economics. She came to us in September as a co-op student, and will be with us for a four-month term. She has been of invaluable assistance to Rachel in the library, clipping the enormous backlog of newspapers for the vertical files, assisting with the processing of new books, and preparing materials for archiving. She has also been doing research for faculty and performing other general office duties. Her main project will be assisting in the development of a network linking agricultural co-op researchers from around the world. This will involve website creation and preparation of bibliographies and research on agricultural co-ops. She has already written a short paper on wind co-op for the site and is examining other sites in order to develop a structure for the future network. In the next few weeks she will be helping to develop the structure as well as a bibliography for the site.

Mona Holmlund

Mona is with the Centre for the next few months working on a contract funded by the Agriculture Institute of Management in Saskatchewan entitled "Networking in the New Agriculture: Strategies for Growth in the New Economy." To enable the development of management strategies within the new industrialized agriculture, farmers will need an understanding of strategic alliances and networking and the impact to the industry of these activities. Although there is extensive information on strategic alliances available in the business sector, it is seldom presented in terms relevant to the problems farm managers face. Mona will be producing a booklet, a website database of resources, and a "train-the-trainer" workshop, to present both current information and background theory in lay terms for the use of farmers, agrolgists, and ag-business.

Some of Mona's other projects include a feasibility study on electronic networking for the Prairie Region Health Promotion Research Centre; and an anthology of Canadian Women's history for Coteau Books, set to come out some time in 2000. She is a member of the Saskatoon Women's Calendar Collective, which annually publishes *Herstory: The Canadian Women's Calendar*, and she does volunteer work for Habitat for Humanity.