

# Director's Report to the Advisory Board

---

Murray Fulton, Director  
Centre for the Study of Co-operatives  
7 November 2017

The Centre for the Study of Co-operatives is an interdisciplinary teaching and research institution at the University of Saskatchewan. Contract partners in the co-operative sector include Federated Co-operatives Limited, Concentra, The Co-operators, and CHS Inc.

The Centre is also supported by the University of Saskatchewan and is formally affiliated with the Johnson Shoyama Graduate School of Public Policy. 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 partner organizations.

---



Concentra<sup>®</sup>



## Highlights of Centre Activities — June to November 2017

---

Co-operative Governance School

Successful SSHRC Grant Application

Online Course in Co-operative Governance

Annual Report 2016–17

Saskatoon Co-op Association Contract

Co-op Data Portal

Graduate Certificate Update

Co-op Week 2017

Ian MacPherson Posthumous History of Credit Unions in Canada

Contemplating Co-ops — The Blog Update

Seminar Series

Google Analytics

Thematic Breakdown of Centre Activity

Governance

Co-operative Development

Rural and Agricultural

Indigenous

Teaching, Administration, Professional Activities

Appendix

Faculty//Staff/Board Member News

Research

Publications

Presentations

Conferences, Workshops, Meetings

## Co-operative Governance School — A Resounding Success!

Thirty students from thirteen countries around the world converged on the University of Saskatchewan for an intense week in early October for the Centre-sponsored and -organized Co-operative Governance School for Emerging Researchers. It was a truly remarkable event, with the kind of international pull that only a top global graduate school can exercise; it filled our classrooms and hallways with the excitement of intellectual exchange and an energy that was palpable. The Centre is indeed proud to have attracted this outstanding group of young scholars and to have established the U of S as a leading centre for governance studies.

Governance is key to meeting the challenges and realizing the opportunities that co-operatives face today, and the School tackled all of these head on. In preparation, faculty — academics from Canada, the US, Spain, and Germany — met for two days prior to the School to finalize curriculum objectives and co-ordinate teaching sessions. Subsequent days gave participants a mix of theoretical frameworks with which to understand co-op governance, as well as a series of case studies designed to illustrate how the key conceptual issues play out in practice. Read the complete summary on the Centre's blog [here](#).

## Successful SSHRC Grant Application

We're pleased to acknowledge the success of our most recent grant application to the Social Sciences and Humanities Research Council of Canada. Murray Fulton, Nora Russell, and Darcy Overland spent much of April 2017 preparing the application for a Connection Grant, which supports events and outreach activities among academics, students, and practitioners from a variety of sectors geared toward short-term, targeted knowledge mobilization initiatives that represent opportunities to exchange knowledge and engage in research issues of common interest. The \$25,000 we received went towards the Co-operative Governance School and meant we were able to offer funding support to all the international participants.

## Online Course in Co-operative Governance

Another major accomplishment this fall was the launch of Governance in Co-operatives, a massive, open, online course (MOOC) aimed at unlimited participation and open access via the web. Paul Thompson, a School of Public Policy graduate, joined us in February to create the course, which is a collaboration between the Centre and Co-operatives First. Course content is based on a model of co-op governance developed at the Centre by Murray Fulton, Brett Fairbairn, and Dionne Pohler. The model focuses on the three key elements of successful governance: cognition, strategic interdependencies, and legitimacy. Paul took these concepts and turned them into accessible ideas that anyone can under-

stand and apply. The MOOC launched Monday, 16 October, with 277 people around the world enrolled. It will run for six weeks, hosted by the [Canvas Learning Management System](#). It is free to anyone interested in deepening their understanding of co-operative governance.

## Annual Report 2016–17

Read illustrated highlights of the Centre's activities and accomplishments over the past year [here](#), including an analysis of how we are meeting the goals of our Strategic Plan.

## Saskatoon Co-operative Association Consulting Contract

We have nearly completed phase two of this project, which includes two major sections: a literature review and analysis of motivations for member engagement in large co-operatives; and a framework for thinking about the process of decision making on boards and the characteristics that help lead to success. The goal is to create a dynamic framework for member engagement and effective decision making that enshrines the uniqueness of the co-op identity. Centre researchers have undertaken and analyzed interviews with both the board and with comparative co-operatives. We are currently waiting on the availability of quantitative data for analysis against the theoretical frames. There has been some discussion about extending the project.

## Co-op Data Portal

Research for the Co-operative Innovation Project provided us with a wealth of statistical information about co-operatives in western Canada. Research Co-ordinator Yawen Luo has created a series of easy-to-use interactive maps and graphs to display this information visually on our new [Co-op Data Portal](#). The first section of this project — [Registered Co-ops in Western Canada](#) — is complete, with additional sections on Community Statistics and Community Survey Results expected soon. A comprehensive [User Guide](#) will help you discover all the options for exploring this treasure trove of data.

## Graduate Certificate in the Social Economy and Co-operatives

Due to class scheduling issues, we have shifted from fall to spring admission and will be offering the condensed core course — Co-operatives in the New Economy: Institutions, Policy, and Sustainability — during May 2018. The online course — Co-operative Governance and Leadership in Action — will be available again from September 2018 to May 2019. The availability of other certificate courses during the fall and winter semesters is yet to be determined.

Thirteen short videos created by the Centre supplement material for the online course;

they are available on our website [here](#). With classes taught by Centre Fellows, the certificate is offered through our affiliate, the Johnson Shoyama Graduate School of Public Policy.

See the promotional video for the certificate [here](#).

## Co-op Week 2017

The Centre was more involved than usual in Co-op Week activities this year. Darcy Overland and Esther Schmitt, one of our visiting young scholars, attended the Flag Raising, the luncheon, and the Co-op Merit Awards in Regina on 16 October. Nora Russell organized and MC'd the Co-op Week Luncheon on 18 October in Saskatoon, where Paul Thompson, who collaborated with Co-operatives First to create the online course in co-operative governance, gave a presentation on the course and engaged the audience in an amusing series of mathematical problems that stumped almost everyone. The Centre was well represented, with ten people attending. In addition, we ran a series of archival articles that Brett wrote for the Co-op Week Supplement in the 1990s. You can find them [here](#).

## History of Credit Unions in Canada

Well-known co-operator Ian MacPherson left an unfinished manuscript on the history of credit unions in Canada among his posthumous papers, which are housed at the Centre and the University of Saskatchewan library. We hired historian and former Centre employee Merle Massie to do an assessment of the manuscript and make recommendations about how we should proceed with it. We are considering the four options she suggested in order to determine how best to make this material accessible to researchers and the public.

## Contemplating Co-ops — The Blog Update

The blog has been in operation for nearly a year now and has significantly increased the Centre's online presence. Regular posts on timely topics and cross-postings to Facebook, Twitter, and LinkedIn, which reach different types of audiences, are keeping the Centre's profile current and active among stakeholders and reaching new audiences as well.

Recent topics include:

- a series of four posts on the possibilities for university–co-op partnerships
- principles for encouraging greater co-operation among Canadian credit unions
- the decline of agricultural co-ops in Canada
- why the co-op model is a good fit for the Saskatchewan Disability Strategy
- the controversy over the use of the word “bank” when referring to credit unions

Check out the blog's "[Resources](#)" section for teaching materials, information on other

co-op centres around the world, and links to local, national, and international co-operative organizations. Or browse through the “[Recommended](#)” tab, which contains curated content in three subcategories — Reading, Viewing, and Listening — gleaned from leading individuals and institutions worldwide, creating a “one-stop-shop” for innovative co-operative research and thinking.

You can find Contemplating Co-ops [here](#).

## Seminar Series

There has been only one formal seminar since the last director's report in June — the Third Annual MacPherson Talk on 2 October 2017. It took place during the Governance School, which allowed the many international students present for the School to participate. Titled “Credit Unions in Canada: Six Design Principles for Greater Co-operation,” it was presented by Centre Fellow Dionne Pohler, one of the faculty for the Governance School and an assistant professor in the Centre for Industrial Relations and Human Resources at the University of Toronto. You can view Dionne's seminar [here](#).

We were also fortunate to have an informal presentation by Cynthia Giagnocavo, another faculty member for the Governance School and co-director of the chair in Agriculture, Cooperative Studies, and Sustainable Development in the Faculty of Economics and Business Management at the University of Almería, Spain. Cynthia talked to us about the remarkable success of the Agribusiness Cluster in Almería, comprised of 30,000 hectares of greenhouses on marginal land, which produce more than 2.7 million tonnes of fruits and vegetables annually. You can read more about Cynthia's work [here](#).

## Google Analytics — Website and Social Media Activity

Below are statistics on the five months since the last director's report in June, with the previous five months as a comparison. Traffic to the website dropped slightly since our last report, which can probably be explained by a slowdown during the summer months, when we did not post to the blog as frequently. Twitter and Facebook activity has increased consistently, in the case of Twitter, dramatically — almost doubling between August and September and then rising another 29 percent in October. Interestingly, 61 percent of our audience is between 18 and 34 years old; and male visitors outnumber females 54 percent to 46 percent.

### *1 June to 31 October 2017*

Users: 6,291 / Page views: 14,708 / Sessions: 8,567 / New sessions: 71%  
Top countries: Canada, US, India, Nigeria, UK, Brazil

### *1 March to 31 July 2017*

Users: 6,930 / Page views: 16,358 / Sessions: 9,427 / New sessions: 71%  
Top countries: Canada, US, India, Nigeria, UK, Germany

*LinkedIn* — for professionally oriented topics and Centre-produced materials  
Started April 2017; we have 94 followers and have made 30 posts

*Twitter* — for sector updates, advertising Centre events, advice on professional topics  
We have 685 followers

August: 2,309 impressions; 70 profile visits

September: 4,598 impressions; 133 profile visits

October: 5,964 impressions; 205 profile visits

*Facebook* — similar use to Twitter

January: 773 followers

May: 841 followers

October: 917 followers

## Thematic Breakdown of Selected Centre Activity

The Centre for the Study of Co-operatives has at the core of its mission the creation of new knowledge about co-operatives. New knowledge is created in the minds of people: faculty, students, officials of co-operatives and the public sector, and others, who experience our events, activities, and initiatives in person and through various media. The Centre's discovery mission is currently concentrated in the areas of co-operative governance, co-operative development, rural and agricultural communities, and Indigenous co-operation. The following sections provide more depth on these four areas.

**Governance** — *including co-operative theory, demutualization, leadership, management, community and social engagement (member or stakeholder voice), and policy*

Governance is a critical determinant of the success or failure of organizations. Informed by the study of co-operatives and their distinctive issues, the Centre is producing a new synthesis of knowledge and theory about governance. This involves three elements: developing governance and organizational theory and publishing it in international forums to influence scholars and students of governance; applying theory to co-operatives and providing leaders with new insights into governance; and conducting case studies of co-operative governance.

The Centre's emerging approach views governance as the allocation of power within organizations and among stakeholders — governance is a basic question of the purpose of an organization and how it is conceptualized. Allocation of power through governance enables organizations to address three fundamental categories of problems: strategic interdependencies among stakeholders (co-operation and co-ordination among members, directors, managers, etc.); establishing a shared way of thinking to deal with an uncertain future; and maintaining legitimacy.

The Centre has had three major events associated with the governance theme since the last director's report: the **Co-operative Governance School for Emerging Researchers**; the

**SSHRC Connection Grant** to Support the Governance School; and the launch of the **Massive Open Online Course on Co-op Governance**. Centre fellows Murray Fulton, Brett Fairbairn, and Dionne Pohler served as faculty for the Governance School, along with others from the US and Europe. Centre researcher Paul Thompson, with collaboration with Co-operatives First, was responsible for the development of the online governance course. See more details in the highlights section of this report.

Other governance-related matters include:

- *Credit Unions in Canada: Design Principles for Greater Co-operation*, Centre **booklet** by Murray Fulton, Brett Fairbairn, and Dionne Pohler, published
- “Hiring Leaders: Inference and Disagreement About the Best Person for the Job,” **article** by Konstantinos Giannakas, Murray Fulton, and Tala Awada, *Palgrave Communications* 3, no. 1 (2017). Springer US: 1–6. doi:10.1057/s41599-017-0019-y
- *Governance Challenges in Canadian Credit Unions*, **report** by Dionne Pohler for the Filene Research Institute and the Canadian Credit Union Association
- Dionne Pohler assisted the Canadian Credit Union Association with its director **training materials**
- **consulting contract** with Saskatoon Co-operative Association Ltd. to review governance and member participation; see highlights, above, for details
- “Co-ops and Universities: Seeking the Elusive Partnership,” Centre **blog posts** by Brett Fairbairn and Nora Russell, 4 parts ([20 June](#), [4 July](#), [12 September](#), [3 October](#))
- “Governance-Driven Innovation: Changing Organisational Culture at the Board-Management Interface in a Large Co-operative,” **presentation** by Brett Fairbairn to the International Co-operative Alliance Committee on Co-operative Research Global Research Conference, Stirling, Scotland, 22 June 2017
- “The Political Economy of Good Governance,” **presentation** by Murray Fulton and Michael Atkinson at the International Public Policy Association Conference, Singapore, 28–30 June 2017
- “OSFI Advisory Should Provide Exemption for Credit Unions,” **blog post** by Dionne Pohler, 14 July 2017
- “Who’s on Board?” **op-ed** by Brett Fairbairn, Dionne Pohler, and Murray Fulton in Saskatoon *StarPhoenix* and Regina *Leader-Post*, 9 August 2017
- “Local Ownership and the Governance of Co-operative Federations,” **presentation** by Murray Fulton at the European Association of Agricultural Economics, Parma, Italy, 29 August – 1 September 2017
- “Corruption in Agricultural Processing Firms: Co-ops versus IOFs,” **presentation** by Murray Fulton and Konstantinos Giannakas at the European Association of Agricultural Economics, Parma, Italy, 29 August – 1 September 2017
- Two-and-a-half Day Strategic **Planning Workshop** for Yellowknife Direct Charge Co-operative, developed and facilitated by Lou Hammond Ketilson, 15–17 September 2017

- “Credit Unions in Canada: Design Principles for Greater Co-operation,” **blog post** by Murray Fulton, Brett Fairbairn, and Dionne Pohler, 20 September 2017
- “The Political Economy of Good Governance,” **presentation** by Murray Fulton and Michael Atkinson, Department of Agricultural Economics, University of Nebraska–Lincoln, 22 September 2017
- Customized Four-Hour **Workshop** on Strategic Planning Focused on Organizational Sustainability, by Brett Fairbairn to Multicultural Council of Saskatchewan, Saskatoon, 9 September 2017
- “Co-operative Governance School — A Resounding Success!” **blog post** by Nora Russell, 25 October 2017
- “Plus ça change, plus c’est la même chose — The Challenges Facing Canadian Credit Unions,” **blog post** by Murray Fulton, Brett Fairbairn, Dionne Pohler, 31 October 2017
- “Co-operative Leadership: Social and Spatial Regeneration in Rural Western Canada,” **chapter** by Darcy Overland in *Social Regeneration and Local Development*, ed. Silvia Sacchetti, Routledge, forthcoming
- “The Relationship between Size and Efficiency in Credit Unions,” ongoing **research** by Abdullah Mamun
- “Evidence of Earnings Management in Credit Unions and the Rationale for Such Behaviour,” ongoing **research** by Abdullah Mamun
- Brett Fairbairn is producing three **training documents** for Federated Co-operatives Limited’s Director Development Program

#### Ongoing work in this area

- “Co-operative Governance Challenges in Canadian Credit Unions,” **report** in progress by Dionne Pohler supported by a fellowship from the Filene Research Institute; final report due August 2018
- “Governance of Co-operative Federations: Principles and a Framework for Research,” Brett Fairbairn, Murray Fulton, and Dionne Pohler; **article**, revised and resubmitted to Academy of Management Review
- “Network Governance in the Canadian Credit Union System: The Symbiotic Relationships between Regulation, Ownership Structures, Boards, and Strategy,” Dionne Pohler and Marc Schneiberg, ongoing **research**
- “Leadership, Innovation, and Cultural Change at Federated Co-operatives Limited and in the Co-operative Retailing System,” book-length **manuscript**; Brett Fairbairn, ongoing research — to date ~40 interviews conducted in Saskatoon and more than a dozen other communities in Manitoba, SK, AB, and BC
- theory and case studies of governance and innovation in co-operatives; Brett Fairbairn, ongoing **research**

**Co-operative Development** — *including community and social engagement, measurement of impact, ethics, history, innovation, sustainability*

The development of new co-operatives is a complex and sometimes mysterious process, and one that in the long run is important for the renewal of the co-operative sector. The teachings and lore of the co-operative movement indicate that co-ops are formed by voluntary associations of people, usually at a local level, who want to address a need by forming an enterprise. At the same time, history shows that co-ops do not emerge everywhere they could, but in patterns and clusters — often connected with a citizens' or social movement, sponsorship by pre-existing co-operatives, and/or action by the state. Some thrive more than others. The Centre discovers new knowledge about co-op development, and creates learning opportunities for students and leaders, by exploring how different factors work together to produce successful co-op development. The Centre's approach involves a strong focus on understanding community needs, capacity, and leadership, and on identifying the specific kinds of interventions that can promote self-help. We look for the best, proven insights from around the world and for ways these can be adapted and applied in Canada and elsewhere.

- *Examining Success Factors for Sustainable Rural Development through the Integrated Co-operative Model*; find the seven sections and nearly six hundred pages of the **research report** co-ordinated by Lou Hammond Ketilson on this massive three-year study in Rwanda, Uganda, Tanzania, and Canada [here](#)
- Co-op Data Portal — see details in highlights, above
- *Co-operative Membership Models That Empower Women: Findings from Western Canada*, Sasha Hanson Pastran, Centre **research report**, posted
- “The State of Co-ops in Western Canada,” **blog post** by Murray Fulton, 7 June 2017
- “The Saskatchewan Disability Strategy: Why the Co-op Model Is a Good Fit,” **blog post** by Victoria Taras, 1 August 2017
- “Why Are Agricultural Co-ops Declining in Saskatchewan?” **blog post** by Yawen Luo, 31 August 2017
- “Pre-cursors to the Sharing Economy: Co-operatives,” **chapter** by Isobel Findlay in *The Sharing Economy: Possibilities, Challenges, and the Way Forward*, ed. Pia A. Albinsson and B. Yasanthi Perera, Praeger Publishing, forthcoming
- “Building Resilient Communities: The Economic Impact of Credit Unions and Caisses Populaires in Canada,” Lou Hammond Ketilson, Centre **booklet**, with author for revisions
- Analysis of Co-op Survival Rate — Yawen Luo is engaged in this new **research** looking for patterns of the entry, exit, and merging of co-ops in Saskatchewan based on data from the Co-op Innovation Project
- “Exploring an Integrated Model of Co-operative Development in Canada: The Case of Arctic Co-operatives Limited,” **presentation** by Lou Hammond Ketilson at the International Co-operative Alliance Committee on Co-operative Research Conference, Stirling, Scotland, 20–23 June 2017

- “Co-operatives, Ethics, and Responsibility: Demystifying the Sharing Economy in Canada,” **presentation** by Isobel Findlay and Len Findlay at the ICA CCR Research Conference, University of Stirling, Scotland, 20–23 June 2017
- “Social Innovation, Conflict, and the Institutionalization of German Energy Co-operatives,” **presentation** by Brett Fairbairn and Markus Hanisch (Humboldt University Berlin), at the 6th EMES International Research Conference on Social Enterprise, Louvain-la-Neuve, Belgium, 6 July 2017; received prize for the best paper presented at the conference
- “Framing the Canvas,” Dionne Pohler was a **keynote presenter** in this panel for researchers at Disrupting the Disruptors, a conference on platform co-operativism, Toronto, 9–10 September 2017
- “Arctic Co-operatives Limited: Exploring an Integrated Model of Co-operative Development,” ongoing **research**; Lou Hammond Ketilson is the principal investigator

#### Ongoing work in this area

- “Social Innovation in Canada and Germany: Theoretical and Historical Perspectives,” Brett Fairbairn; ongoing **research**
- history of the co-operative movement in Germany, Brett Fairbairn; ongoing **research**

#### **Rural and Agricultural** — *including food security, rural development*

Research and teaching on rural and agricultural co-operatives have long been part of the Centre's activities. Food, environment, community, and distance are important considerations that explain strengths and potential for rural co-operation not only in Canada but in other countries. The Centre's work in these areas has involved sectoral and case studies from perspectives of economics, sociology, management, and history.

- “A Case Study of Gender, Health, and Fair Trade in Nicaraguan Coffee Co-operatives,” Centre **occasional paper**, based on MSc thesis by Vince Terstappen; edited, awaiting author approval
- “Saskatchewan's Grassland Commons: Community Pastures and Grazing Co-ops,” **presentation** by Michael Gertler at the National Farmers Union Region 6 Convention, Saskatoon, 28 June 2017
- “Why Are Agricultural Co-ops Declining in Saskatchewan?” **blog post** by Yawen Luo, 31 August 2017
- “Stuck in the middle — Why might co-operatives pay less ... and why might farmers accept this?” **presentation** by Murray Fulton with P.C. Malvido and A.M. Hanisch at the European Association of Agricultural Economics, Parma, Italy, 29 August – 1 September 2017
- “One Health Approach to Improving Food Security and Nutritional Status in the

Context of Gender/Ethnic Inequities in Guatemala”; Lou Hammond Ketilson is a collaborator on this **research** project

- “Cooperatives and Farm Gate Prices: A Multilevel Approach,” **article** by Murray Fulton, with P.C. Malvido, M. Hanisch, and J. Rommel, forthcoming, *Journal of Agricultural & Food Industrial Organization*
- “Patron-client Relationships and the Development of Chinese Rural Co-operatives,” **presentation** by Qian Wan, Murray Fulton, and Eric Micheels at the NCERA-210 Conference, 1 November 2017, St. Paul, MN

Ongoing work in this area

- “Organization and Economic, Social, Agricultural, and Ecological Contributions of Grazing Co-operatives in Saskatchewan,” Michael Gertler; ongoing **research**
- “The Trajectory of the Organic Sector on the Canadian Prairies: Social, economic, institutional, and agronomic factors,” Michael Gertler, ongoing **research**

## Indigenous

The development and empowerment of Indigenous communities in Canada and elsewhere is one of the great societal challenges of our time. The Centre aims to contribute by investigating the synergies or tensions between co-operative forms of enterprise and First Nations, Métis, and Inuit social-economic realities and models of governance and power. Centre faculty and students advance knowledge in these areas by empirical studies of the breadth and diversity of enterprises in Aboriginal communities; by engagement partnerships with First Nations, Métis, and Inuit communities and organizations to produce mutually beneficial knowledge; and by learning from Indigenous world views to identify ways Western organizational models have been based on limited understandings and can be broadened.

- “Exploring an Integrated Model of Co-operative Development in Canada: The Case of Arctic Co-operatives Limited,” **presentation** by Lou Hammond Ketilson at the International Co-operative Alliance Committee on Co-operative Research Conference, Stirling, Scotland, 20–23 June 2017
- “Weaving the Interdisciplinary Basket: Building Resilient and Knowledgeable Communities and Economies,” **chapter** by Isobel Findlay in *Visioning a Mi'kmaw Humanities: Indigenizing the Academy*, ed. Marie Battiste, Cape Breton University Press, published
- “Afterword; Mobilizing the Indigenous Renaissance and Humanities,” **chapter** by Marie Battiste, Lynne Bell, Isobel Findlay, Len Findlay, and Sa'ke'j Henderson in *Visioning a Mi'kmaw Humanities: Indigenizing the Academy*, ed. Marie Battiste, Cape Breton University Press, published
- “Urban Aboriginal Postsecondary Student Experience: Facilitators and Inhibitors of

Learning Environments for Maximum Potential,” ongoing research grant, Isobel Findlay, Marie Battiste, and Joe Garcea are co-principal investigators, funded by SSHRC Partnership Grant titled Urban Aboriginal Knowledge Network

## Teaching, Administration, and Other Professional Activities

And in addition to their day-to-day commitments, Centre faculty and staff together serve on more than fifty committees, boards, and/or professional and community organizations.

## Appendix to the Director's Report

### Faculty/Staff/Student News

- Alejandro Lomeli Viramontes, a student from Mexico, spent three months with us working on various projects with Murray; he left the Centre in August to return to his studies in international relations at the Monterey Institute of Technology and Higher Education in Mexico
- PhD candidate Victoria Taras continues in her role as research assistant to Lou Hammond Ketilson, working on publications and presentations based on recent projects: 1) the impact of credit unions on community economic development, and 2) testing a co-op integration model (producer, market, and financial) in collaboration with researchers from Uganda, Tanzania, and Rwanda. Victoria's dissertation is on the social economy of disability policy implementation.
- Centre Research Co-ordinator Yawen Luo left full-time employment with the Centre to become a PhD student in the School of Public Policy
- Amanda Sampson, a graduate student researcher involved with the Saskatoon Co-op Association governance review project and an MPP student at the School of Public Policy, left the Centre in September for an eight-month internship with the Department of Agriculture in Regina.
- We have two new young scholars with us for the fall term. Esther Schmitt is from Germany but studying for her PhD at the University of València in Spain. She is here working with Murray and Brett on the governance aspects of her dissertation. Danilo Vasconcellos is pursuing a master's degree in co-operative management at Pontifícia Universidade Católica do Paraná in Curitiba, Brazil. He is here working with Centre Fellow Abdullah Mamun on credit risk in financial co-operatives.
- We also have visiting scholar Sevasti Chatzopoulou, on sabbatical leave from Roskilde University in Denmark, with us for the next six months. Both she and her husband, Kostas Karantininis, were students of Murray's. Kostas, from the Swedish University of Agricultural Sciences, is at the University of Saskatchewan this year as Van Vliet Chair in the Department of Agricultural and Resource Economics.

**Research** (not reported above)

- **New research:** 2018 Homelessness Partnering Strategy Point-in-Time Count, Saskatoon Housing Initiative Partnership on behalf of Employment and Social Development Canada; Isobel Findlay is co-principal investigator with Bill Holden, funding of \$23,788, October 2017
- **New research:** MUSE: Multisectoral Urban Systems for Health and Equity in Canadian Cities, Canadian Institutes of Health Research, Environments and Health: Intersectoral Prevention Research Initiative; Isobel Findlay is a collaborator with Lise Gauvin, Marie-France Raynault, and Nazeem Muhajarine, funding of \$2 million, May 2017–2022
- “President’s Advisory Council on the Status of Women Consultation Report,” Isobel Findlay, Marie Loverod, and Liz Quinlan; ongoing
- “Impacting Community Strength and Sustainability: Community-Campus Engagement at Station 20 West,” research project, SSHRC Community First: Impacts of Community Engagement Hub project, phase two, Isobel Findlay, Peter Andrée and Karen Schwartz; ongoing
- “Ameliorating Workplace Harassment among Caregivers: Fostering Communicative Action and Ethical Practice through Participatory Theatre,” research project, Elizabeth Quinlan, Beth Bilson, Isobel Findlay, and A. Urban; ongoing
- “Why Is Human Sustainability Less Prominent than Environmental Sustainability? An Interdisciplinary Perspective,” article by Daniel Béland, Dionne Pohler, and Murray Fulton; ongoing

**Publications — Centre and Faculty** (not reported above)

- “Rural Sociology,” **article** by JoAnne Jaffe and Michael Gertler in *The Cambridge Handbook of Sociology*, ed. Kathleen Odell Korgen, New York: Cambridge University Press, published
- “No-Brainer or Brain-Twister? Linking Planning and Budgeting,” **article** by Brett Fairbairn for the *Planning for Higher Education Journal* (Feature Article) 45, 3 (April-June)
- “The Effect of Saskatchewan’s Ownership Restrictions on Farmland Values,” **article** by Amanda Gabruch and Eric Micheels, *Journal of Agricultural and Resource Economics* 42, no. 1 (2017): 114–26.
- “On a Path of True Reconciliation: Investing in a Poverty-free Saskatoon,” **chapter** by Colleen Christopherson-Cote, Lisa Erickson, Isobel M. Findlay, and Vanessa Charles in a book on community-campus partnerships for poverty reduction edited by Karen Schwartz and published by Carleton University, forthcoming

- “Competitive Strategies among Ontario Farms Marketing Direct to Consumers,” **article** by Eric Micheels and Andreas Boecker, *Journal of Agricultural and Food Economics*, accepted
- “Accounting for Agent Heterogeneity in Policy Analysis: A Framework and an Application,” **article** by Konstantinos Giannakas and Murray Fulton, submitted to the *American Journal of Agricultural Economics*
- “Station 20 West: Sustainability of a Social Enterprise,” **case study** by Suresh Kalagnanam, Lisa Erickson, Isobel Findlay, Len Usiskin, and Yvonne Hanson submitted to Administrative Sciences Association of Canada Case Division

### **Presentations** (not reported above)

- “Linking Planning and Budgeting in Today’s Fiscal Environment,” five-hour pre-conference **workshop** facilitated by Brett Fairbairn and Sarah Cantrell (York University), at the Society of College and University Planners Conference, Washington, DC, 9 July 2017
- “Engaging Faculty for Top-Notch Planning,” **presentation** by Brett Fairbairn and Jay Kalra at the Society for College and University Planners Conference, Washington, DC, 10 July 2017
- “Demographic Change and Political Polarization,” Brett Fairbairn, **session convenor**, Society for College and University Planners Conference, Washington, DC, 11 July 2017
- “Impacting Community Strength and Sustainability: Community-Campus Engagement and Poverty Reduction at Station 20 West,” **presentation** by Isobel Findlay at Station 20 West, 11 September 2017
- “Multinational Compliance with Employment Laws in Ontario,” **presentations** by Dionne Pohler at Massachusetts Institute of Technology (7 November 2017) and Queen’s University (26 October 2017)
- “Advancing Dispute Resolution by Unpacking the Sources of Conflict: Toward an Integrated Framework,” **presentation** by Dionne Pohler at Conflict and Its Resolution in the Changing World of Work conference, Cornell University, New York, 11–12 November 2017

### **Conferences, Workshops, and Meetings**

- International Co-operative Alliance Committee on Co-operative Research Conference, Stirling, Scotland, 20–23 June 2017
- International Public Policy Association Conference. Singapore, 28–30 June 2017
- 6th EMES International Research Conference on Social Enterprise, Louvain-la-Neuve, Belgium, 3–6 July 2017 (EMES stands for Emergence des Entreprises Sociales en Europe)

- Society for College and University Planning Conference, Washington, DC, 8–12 July 2017, Washington, DC
- European Association of Agricultural Economics, Parma, Italy, 29 August – 1 September 2017
- Disrupting the Disruptors, the platform co-operativism conference, Toronto, 9–10 September 2017
- NCERA-210 Conference, 1 November 2017, St. Paul, MN
- Conflict and Its Resolution in the Changing World of Work conference, Cornell University, New York, 11–12 November 2017