

Director's Report to the Advisory Board

Murray Fulton, Director
Centre for the Study of Co-operatives
17 November 2016



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 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.



Highlights of Centre Activities

June 2016 to November 2016

Graduate Certificate Update



Contemplating Co-ops — A New Centre Blog



Visiting Scholar



The MacPherson Talk



CIP Project Update



Saskatoon Co-op Association Contract



Thematic Breakdown of Centre Activity

Governance

Co-operative Development

Rural and Agricultural

Indigenous



Seminar Series



Teaching, Administration, Professional Activities



Google Analytics



Appendix

Faculty//Staff/Board Member News

Research

Publications

Presentations

Conferences, Workshops, Meetings

▲ Graduate Certificate in the Social Economy and Co-operatives

The new blended-delivery model of online and in-person classes, which makes the program fully accessible to students and working professionals across the country and around the world, was rolled out in September 2016. We have six students enrolled in the actual certificate program but additional students enrolled in the courses offered — two working for co-ops, one from each of sociology and economics, and five from the School of Public Policy’s Master of Public Administration program. Brett developed and taught the one-week, in-person compressed course — Co-operatives in the New Economy — in September, which he reported was a great success: “I was very pleased at how deeply and enthusiastically the students explored co-operative governance and business strategy. Compared to conventional course delivery, they seemed highly motivated and inspired.”

Lou and Isobel are responsible for the development and teaching of the online course — Co-operative Governance and Leadership in Action — which runs September to April. A third course, compressed and in-person like the September offering, will be delivered in the spring. We have also created a total of thirteen short videos as support 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. We will make a significant marketing push in January for the 2017 September intake.

▲ Contemplating Co-ops — A New Centre Blog!

We are about to launch a new blog devoted exclusively to current research and thinking and new ideas about co-ops. The intention is to keep Centre partners, affiliates, and other stakeholders fully informed about not only our activities, but also about the most up-to-date research and thinking of co-op scholars and practitioners around the world. Original contributors will come from Centre fellows and scholars as well as invited posts from other research colleagues and practitioners. We will also curate content gleaned from leading individuals and institutions worldwide, creating a “one-stop-shop” for innovative co-operative research and thinking. Contemplating Co-ops will be launched later this month. Watch for the announcement on the [homepage](#) of our website. There will also be a notification sent directly to your email account.

▲ Visiting Scholar

Lisa Callagher, a senior lecturer in management and international business at the University of Auckland Business School in New Zealand, spent 25 July–5 August with us as part of a sabbatical project. Lisa’s research interests focus on the organisation and management of innovation in co-operatives and other collaborative business models, so her work was a perfect fit for some of the Centre’s current research. She gave a seminar that looked at the importance of goal alignment

between co-op management and individual members when the business is striving for more aggressive, growth-oriented strategies. Lisa left us on 6 August, heading to Toronto and Oxford for further research before returning home to New Zealand.

▲ The MacPherson Talk

Markus Hanisch, managing director, Berlin Institute for Cooperative Studies, and head, Economics of Agricultural Cooperatives at the Humboldt-Universität zu Berlin, presented the second annual MacPherson Talk on 18 October 2016. He gave an engaging and well-attended presentation on changing governance practices in European co-operatives. Markus has wide-ranging research interests, including changes in co-op ownership and control structures, problems of value assessment before and after mergers, and the role of co-ops in the reform of the energy sector in Germany. Markus's week at the Centre included a number of Co-op Week activities and breakfast, lunch, and dinner meetings and consultations with Centre faculty, staff, and colleagues at Co-operatives First.

▲ Co-operative Innovation Project Update

Research Manager Darcy Overland and Research Co-ordinator Yawen Luo continue to provide assistance to Co-operatives First, the nonprofit organization that grew out of the CIP project. She has also been overseeing the transition of the enormous volume of data gathered during the project to visualization software, which will provide a more accessible and meaningful analysis to the communities as well as for researchers. Once complete, these interactive graphs will be available on a link from our website. Watch for an announcement on the Centre's [homepage](#).

▲ Saskatoon Co-operative Association Consulting Contract

Phase one of this project to review governance and member participation is complete. The report to the committee identifies trends and issues to consider in governance and includes an initial comparison of six different governance models used by large urban consumer co-operatives as well as an analysis of member participation and AGM attendance. The board is finalizing priorities for phase two of the project.

▲ 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.

- ▲ Brett developed four short **video lectures** for the JSJS class Governance and Administration; they will soon be available on the [online resources](#) section of our website. Titles include:
 - “What Is Governance?”
 - “How Has Governance Evolved within Public Administration and Public Management?”
 - “When Institutions Such As the World Bank Talk about ‘Good Governance,’ What Do They Mean?”
 - “What is New Public Governance?”
- ▲ Murray has developed a **video** titled “The World’s Simplest Co-op,” which is available [here](#)
- ▲ **consulting contract** with Saskatoon Co-operative Association Ltd., 2016–17, to review governance and member participation; see above for details
- ▲ “The Political Economy of Good Government,” **presentation** by Michael Atkinson and Murray Fulton, Fifth Annual CAPP Conference in Public Management and Policy. Quebec City, May 2016
- ▲ “SHRF Board Governance Education and Dialogue Session,” workshop **presentation** by Brett Fairbairn and David Brown (part of the Brown Governance Professional Director curriculum) to board and management of Saskatchewan Health Research Foundation, Saskatoon, 23 June 2016
- ▲ “Horizon and Free-Rider Problems in Cooperative Organizations,” **article** by Konstantinos Giannakas, Murray Fulton, and Juan Sesmero, *Journal of Agricultural and Resource Economics* 41, no. 3 (2016):372–92.
- ▲ “Yellowknife Direct Charge Co-operative Ltd. 2016 Planning Retreat: Report to the Board,” Lou facilitated planning retreat and wrote **report**, Saskatoon, 16–17 September 2016

- ▲ “Issues in the Governance of Federations,” **presentation** by Brett Fairbairn, Centre seminar series, 22 September 2016
- ▲ “The Governance of Federations,” seminar **presentation** by Murray Fulton, Department of Agricultural Economics, University of Nebraska—Lincoln, 30 September 2016
- ▲ “University Leadership: Development Paths and Networks,” **leadership development program** by Brett Fairbairn for senior university leaders in collaboration with the Conference Board of Canada; in progress

Ongoing work in this area

- ◇ “Places or People — What’s the Difference? Governance of Food Co-ops in Inner City ‘Food Deserts,’” **article** by Jen Budney, Murray Fulton, and Audra Krueger, submitted to the *Journal of Planning Education and Research*
- ◇ “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, **research** in progress
- ◇ “The Competitive Credit Union and Branding Strategies: A Source of Competitive Advantage?” **article**, Dionne Pohler and Brett Fairbairn, in writing stage
- ◇ “The Political Economy of Good Co-operative Governance,” Murray Fulton, Dionne Pohler, and Brett Fairbairn, **working paper**, ongoing
- ◇ “Towards a General Model of Organizational Governance,” Michael Atkinson, Murray Fulton, and Dionne Pohler, **working paper**, ongoing
- ◇ “Leadership, Innovation, and Cultural Change at Federated Co-operatives Limited and in the Co-operative Retailing System,” **book-length manuscript**; Brett Fairbairn, ongoing research
- ◇ 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.

- ▲ Brett developed seven short **videos** on co-operatives as teaching resources for the Certificate Program; you can find them [here](#) on our website
 - The Co-op Principles and the Co-op Identity
 - Who Were the Rochdale Pioneers?
 - Co-operatives and Politics
 - The Founders of Credit Unions
 - Saskatchewan Farmers and the Co-op Refinery
 - The Antigonish Movement
 - The Canadian Agrarian Movement and Co-operatives
- ▲ “A New Model for a Robust Co-operative Development Environment,” **presentation** by Darcy Overland and Merle Massie, ICA Co-operative Research Conference, 24–27 May, Almeria, Spain
- ▲ “Key Lessons from Co-operative Developers: What Does It Take to Build a Co-operative,” **presentation** by Darcy Overland and Merle Massie, ICA Co-operative Research Conference, 24–27 May, Almeria, Spain
- ▲ “The Co-operative Innovation Project: Co-operative Development in Rural and Aboriginal Western Canada” **presentation** by Darcy Overland and Merle Massie, Canadian Association for Studies in Co-operation conference, 31 May – 3 June, Calgary
- ▲ “German Energy Co-operatives as Agents of Social Innovation,” **presentation** by Brett Fairbairn and Markus Hanisch, International Conference of Co-operative Science, Lucerne, Switzerland, 15 September 2016
- ▲ “‘Citizen Energy’: Social Innovation, Public Policy, and the German Energy Transformation,” **presentation** by Brett Fairbairn, JSGS faculty research series, Universities of Saskatchewan and Regina, 2 November 2016
- ▲ “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 2016
- ▲ “Developing and Sustaining Communities: The Role of Co-operatives,” **chapter** by Lou Hammond Ketilson in *Handbook on Co-operative, Mutual, Member-Owned, and Employee-owned Business* by Carlo Borzaga (University of Trento) for Oxford University Press; accepted

Ongoing work in this area

- ✧ “Raiffeisen as Social Innovator,” Brett Fairbairn; **article** accepted by *Annals of Public and Cooperative Economics*
- ✧ “Co-operative Development in Rural and Aboriginal Communities in Western Canada,” Murray Fulton, Dionne Pohler, Merle Massie, Darcy

Overland, and Wu Haotao; **article** on data analysis for CIP project; in progress

- ◇ “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**
- ◇ social innovation in German renewable-energy co-operatives, Brett Fairbairn; **article** in preparation, in collaboration with researchers at the Institute for Co-operative Studies, Berlin

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 New Model for a Robust Co-operative Development Environment,” **presentation** by Darcy Overland and Merle Massie, ICA Co-operative Research Conference, 24–27 May, Almeria, Spain
- ▲ “Key Lessons from Co-operative Developers: What Does It Take to Build a Co-operative,” **presentation** by Darcy Overland and Merle Massie, ICA Co-operative Research Conference, 24–27 May, Almeria, Spain
- ▲ “The Co-operative Innovation Project: Co-operative Development in Rural and Aboriginal Western Canada,” **presentation** by Darcy Overland and Merle Massie, Canadian Association for Studies in Co-operation conference, 31 May – 3 June, Calgary
- ▲ “Author Meets Critics Panel: *Concentration and Power in the Food System* by Philip Howard,” Michael Gertler was a panelist, annual meetings of the Rural Sociological Society, Toronto, 9 August 2016
- ▲ “Duelling Discourses of Sustainability and the Trajectory of Organic Farming on the Canadian Prairies,” **presentation** by Michael Gertler, Mary Beckie, and JoAnn Jaffe, International Rural Sociological Association, XIV World Congress of Rural Sociology, Toronto, 12 August 2016

Ongoing work in this area

- ◇ “Social, Economic, Agronomic, and Environmental Dimensions of Community Pastures and Grazing Co-operatives on the Canadian Prairies,” **research project**, Michael Gertler and JoAnn Jaffe; ongoing
- ◇ “The Trajectory of the Organic Sector on the Canadian Prairies: Social, Cultural, Structural, Demographic, Economic, Political, Agronomic, and Environmental 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.

- ▲ “The Co-operative Innovation Project: Co-operative Development in Rural and Aboriginal Western Canada” **presentation** by Darcy Overland and Merle Massie, Canadian Association for Studies in Co-operation conference, 31 May – 3 June 2016, Calgary
 - ▲ “The Urban Aboriginal Service Delivery Landscape in Saskatchewan: Unpacking the ‘Invisible Infrastructure,’” **presentation** by Isobel Findlay with Dana Carriere, Canadian Indigenous/ Native Studies Association conference, First Nations University, Regina, 22–24 June 2016
 - ▲ “The Saskatchewan First Nations Technical Services Co-operative: Unique Challenges, Unique Solutions,” **presentation** by Darcy Overland, Kevin McLeod, and Murray Fulton, Canadian Rural Restructuring Foundation conference, 12–15 October 2016, Guelph
 - ▲ “Rural and Indigenous Economic Development: Adding the Fourth Business Model,” **presentation** by Merle Massie, Kyle White, Darcy Overland, Canadian Rural Restructuring Foundation conference, 12–15 October 2016, Guelph
 - ▲ “Weaving the Interdisciplinary Basket: Building Resilient and Knowledgeable Communities and Economies,” **chapter** by Isobel Findlay in *Animating Mi’kmaq Humanities in Atlantic Canada*, ed. Marie Battiste, Cape Breton University Press, forthcoming 2016
 - ▲ “Urban Aboriginal Postsecondary Student Experience: Facilitators and Inhibitors of Learning Environments for Maximum Potential,” **research grant**, Isobel Findlay, Marie Battiste, and Joe Garcea are co-principal investigators, funded by SSHRC Partnership Grant titled Urban Aboriginal Knowledge Network
- ▲ Seminar Series
- ▲ “Goal Alignment in Successful Growth Strategies: A Look at Four Entrepreneurial Producer Co-operatives,” 4 August 2016, presentation by visiting scholar Lisa Callagher, University of Auckland Business School, New Zealand
 - ▲ “Issues in the Governance of Federations,” 21 September 2016, presentation by Centre Fellow Brett Fairbairn
 - ▲ “Changing Governance in European Co-operatives: Simply Shifting or Losing

Control?” The MacPherson Talk, 18 October 2016, Markus Hanisch, director, Berlin Institute for Cooperative Studies, Humboldt-Universität zu Berlin

- ▲ “Governance Challenges at Mountain Equipment Co-op,” 16 November 2016, presentation by Shona McGlashan, chief governance officer, Mountain Equipment Co-op

▲ Teaching, Administration, and Other Professional Activities

Centre fellows taught **eight graduate and undergraduate classes** with co-op content at the University of Saskatchewan. In addition, Lou is external examiner with oversight of co-operatives and other democratic organizations in the Department of Food Business and Development, University College Cork, Ireland. In May 2016 she made an in-person site visit to meet with faculty and review programs and marking and in October 2016 she was the external examiner for four MA theses; she is also a member of the examinations committee.

Centre fellows act as supervisors and/or serve on committees for **thirty graduate students**.

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

▲ Google Analytics

1 March to 31 May 2016 (3 months)

3,357 sessions

2,484 users

6,067 page views

New sessions: 73%

New users: 2,459

Top 5 countries: Canada, US, India, UK, Brazil — 80.6% of visitors from these countries (with 28–45 sessions from Nigeria, Germany, South Korea, and Italy)

Top 5 pages: student portal; about us; news and events; research; publications

1 June to 31 August 2016 (3 months)

3,278 sessions

2,419 users

5,975 page views

New sessions: 71%

New users: 2,326

Top 5 countries: Canada, UK, US, India, Brazil — 80.47% of visitors from these countries (with 23–48 sessions from Nigeria, Philippines, Kenya, Indonesia, and Germany)

Top 5 pages: student portal; about us; programs; news and events; research

1 September to 31 October (2 months)

2,136 sessions

1,642 users

3,617 page views

New sessions: 73%

New users: 1,555

Top 5 countries: Canada, US, India, Philippines, UK — 80.72% of visitors from these countries (with 14–33 sessions from Australia, Germany, Kenya, South Korea, and Nigeria)

Top 5 pages: about us; student portal; news and events; online repository of teaching resources

Appendix
to the
Director's Report
17 November 2016

▲ Faculty/Staff/Board Member News

- ▲ Centre Fellow Eric Micheels received the USSU Teaching Innovation Award 2015–2016
- ▲ Lisa Callagher, from the University of Auckland Business School in New Zealand, spent time at the Centre as a visiting professor during July and August 2016
- ▲ Markus Hanisch, from the Humboldt University of Berlin, spent a week with us in October as a visiting professor; he also presented the second annual MacPherson Talk
- ▲ we have hired two new research assistants, Aasa Marshall and Amanda Sampson, both MPP students at the School of Public Policy

▲ Research (not reported above)

- ▲ “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*
- ▲ “One-Health Approach to Improving Food Security and Nutritional Status in the Context of Gender/Ethnic Inequities in Guatemala,” Lou is a collaborator in this One-Health-Funded research project
- ▲ “Creative and Cultural Ecosystems on the Prairies: Visioning, Realizing and Valuing a Creative Society,” SSHRC research grant LOI, Isobel Findlay is a co-applicant, June 2016
- ▲ “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,” 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,” Elizabeth Quinlan, Beth Bilson, Isobel Findlay, and A. Urban; ongoing
- ▲ “Why Is Human Sustainability Less Prominent than Environmental Sustainability? An Interdisciplinary Perspective,” Daniel Béland, Dionne Pohler, and Murray Fulton

▲ Publications — Centre and Faculty

- ▲ *A Case Study of Youth Involvement in Irish Credit Unions*, Centre occasional paper, based on research essay for MBA in Community Economic Development by Victoria Morris; published
- ▲ *Co-op Films in Canada, 1940–2015: A Filmography*, Centre research report, George Melnyk; published
- ▲ “Building Resilient Communities: The Economic Impact of Credit Unions and Caisses Populaires in Canada,” Lou Hammond Ketilson, Centre booklet, with author for revisions

- ▲ “Positive Aging for All: Is the Co-operative Model the Best Option for the Delivery of Elder-Care Services?” A Practicum Project Report for the Saskatoon Council on Aging, Adegboyega Kazeem Lawal, Centre research report, in progress
 - ▲ “A Case Study of Gender, Health, and Fair Trade In Nicaraguan Coffee Co-operatives,” Centre occasional paper, based on MSc thesis by Vince Terstappen; in editing
 - ▲ “Co-operative Membership Models That Empower Women: Findings from Western Canada,” Sasha Hanson Pastran, Centre research report, accepted for publication
 - ▲ “The Paradoxes and Potentials for Women’s Empowerment in Latin American Agricultural Co-operatives: The Case of Honduras,” Sasha Hanson Pastran, Centre occasional paper, accepted for publication
 - ▲ *Report on the Saskatchewan Conference on the Governance of Cultural Policy for the Diversity of Cultural Expressions, University of Saskatchewan, Canada, May 12, 2016*, written by Isobel Findlay, sponsored by Canadian Commission for UNESCO, Canada Council for the Arts, Quebec Secretariat of Canadian Intergovernmental Affairs, and the Humanities Research Unit, University of Saskatchewan. June 2016
 - ▲ “Rural Sociology,” in *The Cambridge Handbook of Sociology*, ed. Kathleen Odell Korgen, New York: Cambridge University Press, forthcoming 2016, JoAnne Jaffe and Michael Gertler
- ▲ Presentations
- ▲ “Multimarket Welfare Analysis with Consumer and Producer Heterogeneity,” Murray Fulton, presentation to the Canadian Agricultural Economics Society Annual Meeting, Victoria, 21–24 June 2016
 - ▲ “Linking Planning and Budgeting: Is It Possible in Today’s Challenging Fiscal Environment?” pre-conference workshop presentation by Brett Fairbairn and Pauline Melis, Society for College and University Planners, Vancouver, 10 July 2016
 - ▲ “Beyond Bloat: Streamlining Administration,” presentation by Brett Fairbairn, with Greg Fowler, Society for College and University Planners, Vancouver, 12 July 2016
- ▲ Conferences, Workshops, and Meetings
- ▲ Canadian Agricultural Economics Society Annual Meeting, Victoria, 21–24 June 2016
 - ▲ Canadian Indigenous / Native Studies Association conference, First Nations University, Regina, 22–24 June 2016
 - ▲ Rural Sociological Society Annual Meetings, Toronto, 9 August 2016
 - ▲ XIV World Congress of Rural Sociology, Toronto, 12 August 2016
 - ▲ International Conference of Co-operative Science, Lucerne, Switzerland, 15 September 2016

- ▲ Third International Summit of Co-operatives, Quebec City, 11–13 October 2016
- ▲ Canadian Rural Restructuring Foundation conference, Guelph, 12–15 October 2016
- ▲ 19th Annual Farmer Cooperatives Conference, Minneapolis, 2–4 November 2016