



Social Enterprises  
Knowledgeable Economies  
and Sustainable Communities

---

# The Management of Co-operatives Developing a Postsecondary Course

Leezann Freed-Lobchuk  
Vera Goussaert  
Michael Benarroch  
Monica Juarez Adeler

**A research report prepared for the Northern Ontario, Manitoba,  
and Saskatchewan Regional Node of the Social Economy Suite**

Funded by the Social Sciences and Humanities Research Council of Canada  
Conseil de recherches en sciences humaines du Canada

Entreprises sociales  
économies intelligentes  
et communautés durables



## THE MANAGEMENT OF CO-OPERATIVES

We acknowledge with gratitude the invaluable contributions made to this project by Cindy Coker of SEED Winnipeg, Inc., and Vera Goussaert of the Manitoba Cooperative Association.

Without the participation of these community partners, this research would not have been possible.

We would also like to thank Isobel Findlay of the Edwards School of Business, University of Saskatchewan;  
Karen Harlos, chair of the Business and Administration Department, University of Winnipeg;  
Lou Hammond Ketilson of the Centre for the Study of Co-operatives, University of Saskatchewan;  
and Tom Webb of the Master of Management — Co-operatives and Credit Unions program at St. Mary's University  
for their assistance and guidance with the course outline and reading list.

This paper is part of a collection of research reports prepared for the project  
*Linking, Learning, Leveraging*  
*Social Enterprises, Knowledgeable Economies, and Sustainable Communities,*  
the Northern Ontario, Manitoba, and Saskatchewan  
Regional Node of the Social Economy Suite,  
funded by the Social Sciences and Humanities Research Council of Canada.

The project is managed by four regional partners —  
the Centre for the Study of Co-operatives and the Community-University  
Institute for Social Research at the University of Saskatchewan,  
the Winnipeg Inner-City Research Alliance and later  
the Institute of Urban Studies at the University of Winnipeg,  
and the Community Economic and Social Development Unit  
at Algoma University College.

The project also includes more than fifty community-based organizations  
in four provinces, the United States, Colombia, and Belgium.

The community partners in this project are  
Westman Immigrant Services and Eastman Immigrant Services.

This particular report was administered by  
the Winnipeg Inner-City Research Alliance (WIRA).  
The opinions of the authors found herein do not necessarily reflect  
those of WIRA, the Linking, Learning, Leveraging project,  
or the Social Sciences and Humanities Research Council of Canada.

# THE MANAGEMENT OF CO-OPERATIVES

## DEVELOPING A POSTSECONDARY COURSE

LEEZANN FREED-LOBCHUK  
VERA GOUSSAERT  
MICHAEL BENARROCH  
MONICA JUAREZ ADELER



Copyright © 2011 Leezann Freed-Lobchuk, Vera Goussaert,  
Michael Benarroch, and Monica Juarez Adeler  
University of Winnipeg

All rights reserved. No part of this publication may be reproduced  
in any form or by any means without the prior written permission  
of the publisher. In the case of photocopying or other forms of repro-  
graphic reproduction, please consult Access Copyright, the Canadian  
Copyright Licensing Agency, at 1-800-893-5777.

Editing, cover and interior design by Nora Russell  
Centre for the Study of Co-operatives

Printed in Canada by Printing Services Document Solutions  
University of Saskatchewan  
11 12 13 / 3 2 1

Centre for the Study of Co-operatives  
101 Diefenbaker Place  
University of Saskatchewan  
Saskatoon SK Canada S7N 5B8  
Phone: (306) 966-8509  
Fax: (306) 966-8517  
E-mail: [coop.studies@usask.ca](mailto:coop.studies@usask.ca)  
Website: [www.usaskstudies.coop](http://www.usaskstudies.coop)

## TABLE OF CONTENTS

INTRODUCTION	1
COURSE OBJECTIVES	3
MANAGEMENT OF CO-OPERATIVES COURSE OUTLINE	6
Course Description	6
Evaluation Criteria	7
Expectations, Governing Policies, and General Information	10
Plagiarism and Academic Misconduct	10
Course Schedule	11
READING LIST	17
LIST OF PUBLICATIONS — CENTRE FOR THE STUDY OF CO-OPERATIVES	21



## INTRODUCTION

**T**HIS RESEARCH PROJECT called for the design of a course outline, syllabus, and reading package for a course in the Management of Co-operatives for the University of Winnipeg's Faculty of Business and Economics. The co-operative community in Manitoba has identified co-operative management education as a priority need. This research addressed that need by designing a complete class curriculum that is the first of its kind in Manitoba at the postsecondary level and the first of its kind in Canada at an undergraduate level. The course was offered for the first time at the University of Winnipeg beginning in January 2011. The project is intended to contribute to co-operative development within the social economy for many years to come.

Co-operatives are an important part of our communities, of provincial economies, and of Canada's broader social economy. Co-operatives exist in virtually every sector, from agriculture, retail and financial services, to housing, child care, and renewable energy. According to the Canadian Co-operative Association, approximately 8,800 co-operatives offer products and services to 17 million members in Canada. Three hundred and fifty of these co-operatives are located in Manitoba, where more than 800,000 residents hold co-op memberships. Co-operatives play a significant role in creating and maintaining employment, as well as building local capacity and providing essential goods and services. It is critical that those involved in the governance and leadership of these enterprises are trained in the unique components of the co-operative model and have the skills and capacity to manage effectively.

Unlike traditional for-profit businesses, co-operatives are mandated to serve members' social needs, distribute profits to members, and adhere to a democratic decision-making process, while also serving members' economic needs. Mainstream business schools offer an



education that is primarily geared towards the private enterprise model; those working in co-operatives require a different education that focusses specifically on co-operative management techniques. In the past, undergraduate classes on the management of co-operatives have not been part of the curricula in most Canadian universities. Business students educated in traditional programs often struggle to reconcile their knowledge with the core principles of co-operatives and consequently require extensive internal training to become productive employees in co-operatives. Creating and promoting education programs that focus on the co-operative model can eliminate the expense of retraining.

For years, co-operatives have been encouraging postsecondary institutions to offer courses on co-operatives, particularly in the area of management. This research project reviewed the existing undergraduate and graduate-level courses at universities across Canada that feature co-operatives in some part of their course content. Existing classes at both the undergraduate and graduate level focus on the history of co-operatives, economics, agricultural economics, co-operative law, and sociology. Saint Mary's University in Halifax offers a master's degree in the Management of Co-operatives and Credit Unions. This research found that there was no course that offered a general introduction to co-operatives for students unfamiliar with the model. As the syllabus for the Management of Co-operatives course at the University of Winnipeg indicates, this course will begin with such an introduction before moving on to focus on co-operative management. Specifically, over a twelve-week period, the course will focus on the methods by which mainstream governance, human resources, accounting and finance, and communications and marketing practices can be adapted to fit the co-operative model. It will also touch on the relationship between government policy and co-operative structure. This research located appropriate reading materials and co-operative literature for the course reading package using information from Canadian graduate programs, undergraduate courses offered in other countries, and articles on co-operatives published in scholarly journals.

This research project resulted in the creation of both the application for the course, which was approved by the University of Winnipeg's senate committee, as well as the course outline. The outline includes a breakdown of the course timeline, assignments, and reading materials. Through a combination of lectures, readings, guest speakers, case studies, and discussion, students will first develop an understanding of co-operative principles and values and be introduced to the history of co-ops. They will move on from there to learn about the unique challenges involved in managing co-operative enterprises. Throughout the course,

the professor will work to build students' appreciation of co-operatives as a viable model of economic development.

The course is expected to attract students from within the university's Faculty of Business as well as people already working in the co-operative community who wish to improve their management skills. Ideally, the course will appeal to students who may then continue their co-operative education at one of the Canadian graduate programs that focus on co-operative enterprises. As the first undergraduate course of its kind in the country, this course represents an important stepping-stone in building capacity while also promoting awareness of co-operatives and their role in the social economy.

## COURSE OBJECTIVES

### **Calendar Description: Management of Co-operatives**

Introductory-level course; 3 credit hours; one semester

Prerequisites: BUS 1201, UIC 1001, or AG 1015, or special permission from the department chair

**T**HIS COURSE introduces students to the unique challenges involved in the management of co-operatives. It will build students' appreciation of the co-operative as a viable model of economic development. Using a combination of lectures, readings, guest speakers, case studies, and discussions, students will develop an understanding of co-operative values and principles and be introduced to the history of co-ops. The course will focus on the methods by which mainstream governance, accounting, personnel, and marketing practices can be adapted to fit the co-operative model. Students will learn about Manitoba's co-operatives as well as national and international co-operative networks.

### **Course Objectives**

This course offers an overview of the management of co-operatives. Although the focus is on co-operatives in Canada, the class will also cover international examples such

as the well-known Mondragon Co-operative in Spain. This course will familiarize students with co-op values and principles and their application to the management of co-operatives in various sectors. Students will learn how the purpose of co-operatives differs from that of other business models and how this affects co-operative governance, accounting, personnel, and marketing strategies, among other things. The course will establish the legitimacy of the co-op as an alternative business model and demonstrate how it can offer solutions to some of today's most pressing economic concerns.

### **The Importance of Co-operatives in the Economy**

Why are co-ops important? Co-operatives are an essential part of the global economy and exist in virtually every sector, from agriculture, retail and financial services, to housing, child care, and renewable energy. In Canada, approximately 8,800 co-operatives offer products and services to 17 million members. Three hundred and fifty of these co-operatives are located in Manitoba, and Manitobans hold more than 800,000 co-op memberships. Because co-operatives aim to meet the social, environmental, and economic goals of their memberships, they improve the quality of life in communities worldwide while simultaneously strengthening the economy. Co-operatives play a significant role in creating and maintaining employment, as well as in building local capacity, while providing essential goods and services. In Canada, co-operatives employ more than 150,000 people and hold \$275 billion in assets. One hundred thousand Canadians serve on volunteer co-op boards and contribute to locally led economic development. In addition, co-operatives create direct economic benefits by returning surplus funds to members and by reinvesting millions of dollars in local communities through grants and donations.

Co-operatives often step in to fill a community's economic need when other businesses vacate the area; this is especially important in low-income and rural communities. Credit unions, for example, often create economic opportunities by lending to individuals and small businesses that have been rejected elsewhere. According to the International Labour Association:

In countries hit by the recent financial crisis, the co-operative bank and credit union sector expanded lending when other financial institutions had to cut back, easing the impact of the credit freeze on the most vulnerable. This highlights the importance of strong alternative business models and institutional diversity for the resilience of the financial system.

Over 2,000 Canadian communities have at least one credit union or *caisse populaire*; in more than 1,100 communities, a financial co-operative is the only financial services provider. Given these numbers, it may come as no surprise that Canada has the highest per-capita credit union membership in the world: 33 percent of Canadians are members of at least one credit union.

Why is this course important? This course addresses the specific roles of co-operative managers. It is critical that those involved in the governance and leadership of co-operatives are trained in the unique components of the co-op model and have the skills and capacity that will allow them to work effectively. Co-operatives' distribution of profits to their members and their democratic decision-making process differentiate them from other types of businesses, especially private firms. Currently, individuals educated in traditional business schools take positions in co-operatives as managers, but struggle to understand the core co-operative principles and often lead their co-ops away from these values towards more traditional business models. The co-operative community in Manitoba has therefore identified co-operative management education as a priority need. While many elements of managing a co-operative are similar to those in conventional businesses, there are also significant differences in areas such as governance, accounting, human resources, communications, and marketing. Undergraduate classes in the management of co-operatives are not traditionally part of the curricula in Canadian universities. This class will be the first of its kind at an undergraduate level in Canada.

Who will take this course? This course will appeal to a variety of people, and since it will be the only undergraduate course of its kind in Canada, it may attract students from across the country. In addition to the University of Winnipeg's business students, who have demonstrated a significant interest in other courses that focus on alternative business models, we expect that people already working in the co-op sector will enrol. They will appreciate the opportunity to build management skills in a business course that focuses directly on co-operatives. This course will also draw people who plan to take graduate programs in co-op studies at various Canadian universities, including the Centre for the Study of Co-operatives at the University of Saskatchewan and the master's program at St. Mary's University in Halifax. Prospective students include people who have been involved in Manitoba's various co-op leadership programs for youth, who currently have no opportunity to continue their co-op education within the province. There is considerable support for this course in Manitoba and across the country in other educational institutions, which leads its developers to expect it will appeal to many people.

## MANAGEMENT OF CO-OPERATIVES COURSE OUTLINE

Course number: BUS 2301-050

Instructor: Monica J. Adeler

Office: 3BC11

E-mail: m.adeler@uwinnipeg.ca

Office hours: After class each week in room 3M67, or by appointment

Class time: Monday 6.00-9.00 PM

Classroom: 3M67

Prerequisite: You must have successfully completed BUS 1201, UIC 1001, or AG 1015, or received special permission from the department chair

### **Course Description**

This course introduces students to the unique challenges involved in the management of co-operatives. It will build students' appreciation of the co-operative as a viable model of economic development. Using a combination of lectures, readings, guest speakers, case studies, and discussions, students will develop an understanding of co-operative values and principles and be introduced to the history of co-ops. The course will focus on the methods by which mainstream governance, accounting, personnel, and marketing practices can be adapted to fit the co-operative model. Students will learn about Manitoba's co-operatives as well as national and international co-operative networks.

### **Course Objectives**

By the end of the course students should be able to

- compare and contrast the co-op model with that of investor-owned businesses

- exhibit knowledge of the co-op model as it exists locally, nationally, and internationally
- apply their understanding of co-op values and principles to the management of co-ops in various sectors
- evaluate government policies and other factors that make an environment “co-op friendly”

### **Course Materials**

Selected readings will consist of classic and contemporary articles available through the library and electronically downloadable. A reading package will be at the Book Store for students to photocopy. Some course materials will be available on Web CT.

### **Important Dates**

March 4 — Final date to withdraw without academic penalty

April 11 — Take-home exam due

February 22–26 — Reading Week

### **Evaluation Criteria**

Multiple choice quiz	25%
Midterm exam	25%
Class participation	15%
Final take-home exam	35%
Total	100%

#### ***Multiple choice quiz (25%)***

You will complete a closed-book, multiple-choice quiz in class after we have finished the first section of the course (Introduction to Co-operatives). The test will contain a combination of multiple-choice and short-answer questions. The short-answer questions will require you to understand and explain your ideas using proper sentence and paragraph structures. The questions will cover material from the assigned readings. The test will be held in the classroom during class hours.

**Due: February 7**

***Midterm exam (25%)***

One midterm examination will be held on 7 **March 2011**, which may be comprised of multiple-choice, short-answer, and long-answer questions. The questions will cover material from the assigned readings and guest lectures. The test will be held in the classroom during class hours.

**Due: March 7**

Any student who misses the first two tests for exceptional circumstances will write a make-up test, provided he/she fully justifies the absence. Absence due to illness requires a medical certificate. If you miss any of the tests for non-legitimate reasons, the missed test grade will automatically be zero. The instructor must be advised within 7 calendar days of the test date and receive suitable documentation within the same 7-day timeframe.

**Test and exam requirements**

- Students need to be prepared to show photo ID at the tests and will be required to do so at the final exam.
- Cell phones must be turned off during all classes, tests, and the final exam.
- Students with English as a second language are permitted to use electronic translators, but they must be checked and approved by the instructor.
- Students must be punctual. Those who enter the test room ten minutes later than the starting time scheduled will NOT be allowed to write the test/exam.
- Lectures may not be recorded.

***Final take-home exam (35%)***

This exam will be comprised of a 5–7 page (typed, double spaced, font size 12) paper based on a set of questions I will hand out during the final class. I will give more detailed instructions prior to the final class. Students must format the assignment according to APA standards (see [www.apastyle.org/](http://www.apastyle.org/) for guidelines), and submit it in hard copy; **do not submit it electronically**. It is the student's responsibility to retain an electronic copy and thumb drive of the assignment submitted for grading; in the event of loss or theft, a duplicate copy will be required.

Students will have one week to complete the essay. **No late papers will be accepted**, except in the case of an emergency. For a medical emergency, I will require a doctor's note. I may grant short extensions for the take-home exam, provided the student discusses any legit-

imate conflicts with me well before the exam due date. Exams that are not submitted by April 11 and not discussed with me will receive a zero.

**Due: 11 April by 5:00 pm**

### ***Class participation (15%)***

Contribution to discussions of readings, lectures, and assigned activities is an important learning process for this course. It means listening carefully as well as speaking out. I will be looking for clear evidence that you have done the readings and thought about them before class. You may expect to be called upon to speak. To be prepared, I strongly suggest that you write notes and comments on the readings. Be ready to be asked, "What did you think of X?" I will be particularly impressed by those who are working consistently and thoughtfully, which will become apparent through comments, answers, and questions that draw directly on assigned material, that consider implications, offer insights, and invite exchange.

Beginning in the fifth week of classes, six different professionals from the co-op community will make presentations to the class. Class participation is highly encouraged. Topics presented by these professionals will be included in the midterm and the final take-home exam.

### **Contribution Criteria**

- **Outstanding** (13–15%): Demonstrates consistent on-time attendance, preparation, and constructively contributes to all class activities and discussions; consistently demonstrates insight by asking questions, making statements that add to and facilitate the class discussion, or building upon others' comments. Consistently demonstrates respect for professor and other classmates.
- **Very good** (10–12%): Demonstrates consistent on-time attendance, preparation, and constructively contributes to all class activities and discussions; demonstrates insight by asking questions or making statements that are relevant, add to, and facilitate the class discussion.
- **Fair** (7–9%): Demonstrates consistent attendance and preparation; occasionally contributes to class discussions, regularly participates in other class activities; may occasionally arrive late to class. Generally demonstrates respect for professor and other classmates.
- **Poor** (4–6%): Demonstrates inconsistent attendance/timeliness/contribution to class activities; may occasionally be disengaged in class activities and/or disruptive/distracting or disrespectful in class; is frequently not prepared, regularly arrives late to class; occasionally reads the newspaper, falls asleep, or uses laptop/cell phone, etc. during class.



- **Fail (0–3%):** Demonstrates consistently poor attendance and poor preparation; is disengaged or fails to contribute to class activities; may be disruptive/distracting or disrespectful in class; occasionally reads the newspaper, falls asleep, or uses laptop/cell phone, etc. during class.

### **Expectations, Governing Policies, and General Information**

Please read assigned material before you come to class, bring questions, and be ready to discuss theory and application in the readings. During classes, we will engage in participatory activities that expand on key points, introduce complementary material, make connections across topics, or apply insights to current events locally, nationally, and internationally.

Students are responsible for course-related announcements made in class.

It is your responsibility to be familiar with the information on Academic Regulations and Policies, Section VII of the 2009–10 Course Calendar. This section covers classroom regulation, grading, transcripts, challenge for credit, academic standing, student discipline (academic and nonacademic misconduct), appeals including grade appeals, University Policies and Codes, and graduation. The delivery of this course is governed by these regulations and policies.

### **Plagiarism and Academic Misconduct**

Plagiarism is defined as submitting work in a course that is not the original work of the student. This includes not using quotation marks, citations, and footnotes when quoting directly, or not using footnotes or citations when quoting indirectly or paraphrasing to indicate the source of the ideas or work of another author. It may also include submitting original work for credit in two or more different courses without the knowledge or prior agreement of the professor. Dishonest or attempted dishonest practice during tests or exams or in the preparation of other course work will be brought to the Senate Academic Misconduct Committee.

Students with documented disabilities requiring academic accommodations for tests/exams (e.g., private space) or during lectures/laboratories (e.g., access to volunteer notetakers) are encouraged to contact the Co-ordinator of Disability Services (DS) at 786-9771 to discuss appropriate options. Specific information about DS is available on-line at <http://www.uwinnipeg.ca/index/services-disability>. All information about disabilities is confidential.

## Course Schedule

*(Please note that the following schedule is subject to change and that all topics listed on the outline may not be covered)*

### JANUARY 10

#### **Course Overview**

Introduction to the course and each other

Co-operative Research Primer

### JANUARY 17

#### ***Introduction to Co-operatives — What is a co-op? Co-operative Theory. History***

#### **Readings**

Chesnick, D., and C. Liebrand, C. 2007. “Global 300 List Reveals World’s Largest Co-operatives.” *Rural Cooperatives* 74, no. 1 (Jan/Feb): 28–31.

Cropp, R. 2005. “A Glossary for Co-operatives.” University of Wisconsin Center for Cooperatives *Bulletin* (Nov): 10. [http://www.uwcc.wisc.edu/info/uwcc\\_pubs/bulletins.html](http://www.uwcc.wisc.edu/info/uwcc_pubs/bulletins.html)

Cropp, R., and K. Zeuli. 2004. *Co-operatives: Principles and Practices in the 21st Century*. Madison: Cooperative Extension Publishing, University of Wisconsin. Chapters 1 and 2. <http://learningstore.uwex.edu/Assets/pdfs/A1457.pdf>

MacPherson, I. 1979. *Each for All: A History of the Co-operative Movement in English Canada, 1900–1945*. Toronto: Macmillan of Canada, in association with the Institute of Canadian Studies, Carlton University. Chapter 1.

Poulin, P. 2000. “The Origins of Savings and Credit Co-operatives in North America: The Work of Alphonse and Dorimene Desjardins.” In *Canadian Co-operatives in the Year 2000: Memory, Mutual Aid, and the Millennium*, ed. Brett Fairbairn, Ian MacPherson, and Nora Russell. Saskatoon: Centre for the Study of Co-operatives, University of Saskatchewan.

### JANUARY 24

#### ***Introduction to Co-operatives — Co-operative Economic Theory***

#### **Readings**

Fairbairn, Brett, June Bold, Murray Fulton, Lou Hammond Ketilson, and Dan Ish. 1991. *Co-operatives and Community Development: Economics in Social Perspective*. Saskatoon: Centre for the Study of Co-operatives, University of Saskatchewan. Introduction.

Restakis, J. 2010. *Humanizing the Economy: Co-operatives in the Age of Capital*. Vancouver: New Society Publishers. Introduction and Chapter 1.

Zamagni, S., and V. Zamagni. 2010. *Co-operative Enterprise: Facing the Challenge of Globalization*. Cheltenham, UK: Edward Elgar Publisher. Chapters 2 and 3.

**JANUARY 31**

***Introduction to Co-operatives — Co-operatives in Canada and Manitoba***

**Readings**

Canadian Co-operative Association, Conseil Canadien de la Coopération, and Co-operatives Secretariat. 2000. "Co-operatives in Canada: An Overview." In *Canadian Co-operatives in the Year 2000: Memory, Mutual Aid, and the Millennium*, ed. Brett Fairbairn, Ian MacPherson, and Nora Russell. Saskatoon: Centre for the Study of Co-operatives, University of Saskatchewan.

Co-operatives Secretariat. 2007. "Overview of Co-operatives in Canada." Ottawa: Government of Canada. [http://www.coopscanada.coop/public\\_html/assets/firefly/files/files/Co-op\\_overview\\_2007.pdf](http://www.coopscanada.coop/public_html/assets/firefly/files/files/Co-op_overview_2007.pdf)

Co-operatives Secretariat. 2008. "Top 50 Non-Financial Co-operatives in Canada 2008." Ottawa: Government of Canada. <http://www.coop.gc.ca/COOP/display-afficher.do?id=1267560754332&lang=eng>

Co-operatives Secretariat. 2009. "Co-operatives in Canada: Situation — 2004." Ottawa: Government of Canada. <http://www.coop.gc.ca/COOP/display-afficher.do?id=1260822374366&lang=eng>

Findlay, Isobel, and Wanda Wuttunee. 2007. "Aboriginal Women's Community Economic Development: Measuring and Promoting Success." *Choices* 13, no. 4 (August): 1–26. Montreal: Institute for Research on Public Policy. <http://www.irpp.org/choices/archive/vol13no4.pdf>

Loxley, John, and Dan Simpson. 2007. "The Social Economy in Manitoba: A Brief Overview." In *Government Policies towards Community Economic Development and the Social Economy in Quebec and Manitoba*. Saskatoon: Centre for the Study of Co-operatives, University of Saskatchewan. [http://usaskstudies.coop/socialeconomy/files/LLL\\_Final\\_Reports/Report\\_CL5\\_04\\_MB.pdf](http://usaskstudies.coop/socialeconomy/files/LLL_Final_Reports/Report_CL5_04_MB.pdf)

**FEBRUARY 7 — MULTIPLE CHOICE QUIZ — FIRST GUEST SPEAKER TBA**

***Governance***

**Readings**

Brown, D. ed. 2003. "The Roles of the Board." *Governance Matters* (Spring). Ottawa: Canadian Co-operative Association.

Fairbairn, B. 2003. *Three Strategic Concepts for the Guidance of Co-Operatives: Linkage, Transparency and Cognition*. Saskatoon: Centre for the Study of Co-operatives,

University of Saskatchewan. <http://usaskstudies.coop/pdf-files/StratConcepts.pdf>

Futrell, S. 1987. "Evaluating Co-op Boards." *Cooperative Grocer* 8 (Dec/Jan).

Wadsworth, J. 2001. "Keep the Co-op Candle Burning: Effective Member Relations Essential to Keep Co-op Spirit Alive." *Rural Cooperatives* 68 (Mar/Apr).

**FEBRUARY 14** — SECOND GUEST SPEAKER TBA

### ***Management***

#### **Readings**

Mondragon Cooperative Corporation. 2007. *Corporate Management Model*. Mondragon, Spain: Mondragon Cooperative Corporation.

Rapp, G. 1994. "Appraising Manager Performance." Research Report 136. Washington: Rural Development Administration, Cooperative Services, United States Department of Agriculture, 1–4.

Reynolds, B. 1997. "Decision-Making in Cooperatives with Diverse Member Interests." RBS Research Report 155. Washington: Rural Business-Cooperative Service, United States Department of Agriculture.

**FEBRUARY 21** — NO CLASSES — READING WEEK

**FEBRUARY 28** — THIRD GUEST SPEAKER TBA

### ***Management*** (continued)

#### **Readings**

Cropp, R., and K. Zeuli. 2004. *Co-operatives: Principles and Practices in the 21st Century*. Madison: Cooperative Extension Publishing, University of Wisconsin. Chapter 6. <http://learningstore.uwex.edu/Assets/pdfs/A1457.pdf>

Gertler, M. 2004. "Co-operative Membership as a Complex and Dynamic Social Process." In *Co-operative Membership and Globalization: New Directions in Research and Practice*, ed. Brett Fairbairn and Nora Russell. Saskatoon: Centre for the Study of Co-operatives, University of Saskatchewan.

Larrasquet, J., and A. Dupouy. 2009. "The Mondragon Experience: Serving as a Source of Inspiration for Transfer Issues." *International Journal of Technology Management and Sustainable Development* 8, no. 1 (July): 77–84.

Turner, B. 2004. "Co-operative Membership: Issues and Challenges." In *Co-operative Membership and Globalization: New Directions in Research and Practice*, ed. Brett Fairbairn and Nora Russell. Saskatoon: Centre for the Study of Co-operatives, University of Saskatchewan.

**MARCH 4** — FINAL DATE TO WITHDRAW WITHOUT ACADEMIC PENALTY

**MARCH 7** — MIDTERM EXAM — FOURTH GUEST SPEAKER TBA

### ***Accounting and Finance***

#### **Readings**

- Chantier de l'économie sociale. 2009. *Participant's Book: Financial Analysis of a Social Enterprise*. Montreal: Chantier de l'économie sociale.
- Cropp, R., and K. Zeuli. 2004. *Co-operatives: Principles and Practices in the 21st Century*. Madison: Cooperative Extension Publishing, University of Wisconsin. Chapter 7.
- Gordon-Nembhard, J. 2008. "Asset Building through Cooperative Ownership: Defining and Measuring Cooperative Economic Wealth." Madison: Center for Cooperatives, University of Wisconsin. <http://hoos.aae.wisc.edu/reic/papers/nembhard.pdf>
- Wuttunee, W., M. Chicilo, R. Rothney, and L. Gray. 2008. *Financing Social Enterprise: An Enterprise Perspective*. Saskatoon: Centre for the Study of Co-operatives, University of Saskatchewan. [http://usaskstudies.coop/socialeconomy/files/LLL\\_Final\\_Reports/Report\\_CL2\\_02b.pdf](http://usaskstudies.coop/socialeconomy/files/LLL_Final_Reports/Report_CL2_02b.pdf)

**MARCH 14** — FIFTH GUEST SPEAKER TBA

### ***Human Resources***

#### **Readings**

- Colter, C. 1992. "Grievances: Doing the Right Thing." *Cooperative Grocer* 55 (Nov/Dec). <http://www.cooperativegrocer.coop/articles/2004-01-09/grievances-doing-right-thing>
- Colter, C., and A. Seidner. 2007. "Evaluations That Inspire." *Cooperative Grocer* 132 (Sept/Oct). <http://www.cooperativegrocer.coop/articles/2009-01-19/evaluations-inspire>
- Colter, C., and K. Zimbelman. 1992. "Employee Attitude Surveys: A Dynamic Tool for Directors." *Cooperative Grocer* 40 (May/June). <http://www.cooperativegrocer.coop/articles/2008-12-17/employee-attitude-surveys>
- Kelly, G., and S. Massena. 2009. "Mondragon Worker Cooperatives Decide How to Ride Out a Downturn." *YES! Magazine* (Summer). <http://www.yesmagazine.org/issues/the-new-economy/mondragon-worker-cooperatives-decide-how-to-ride-out-a-downturn>
- Wetzel, K., and D. Gallagher. 1987. "A Conceptual Analysis of Labour Relations in Cooperatives." *Economic and Industrial Democracy* 8: 517–40.
- Walton, D. 2007. "Is This Person for Real?" *Cooperative Grocer* 130 (May/June). <http://www.cooperativegrocer.coop/articles/2009-01-20/person-real>

MARCH 21 — SIXTH GUEST SPEAKER TBA

***Communications and Marketing***

**Readings**

- Brown, L. 2004. “Innovations in Co-operative Marketing and Communications.” In *Co-operative Membership and Globalization: New Directions in Research and Practice*, ed. Brett Fairbairn and Nora Russell. Saskatoon: Centre for the Study of Co-operatives, University of Saskatchewan.
- Harris, A. 2004. “Co-operative Social Responsibility: A Natural Advantage?” In *Co-operative Membership and Globalization: New Directions in Research and Practice*, ed. Brett Fairbairn and Nora Russell. Saskatoon: Centre for the Study of Co-operatives, University of Saskatchewan.
- Webb, T. 2000. “Marketing Co-operation in a Global Society.” In *Canadian Co-operatives in the Year 2000: Memory, Mutual Aid, and the Millennium*, ed. Brett Fairbairn, Ian MacPherson, and Nora Russell. Saskatoon: Centre for the Study of Co-operatives, University of Saskatchewan.

MARCH 28

***Government Policy and the Co-operative Model***

**Readings**

- Hammond Ketilson, L. 2006. “Revisiting the Role of Values and Principles: Do They Act to Include or Exclude?” In *Co-operative Membership and Globalization: New Directions in Research and Practice*, ed. Brett Fairbairn and Nora Russell. Saskatoon: Centre for the Study of Co-operatives, University of Saskatchewan. <http://usaskstudies.coop/pdf-files/HammondKetilson.pdf>
- Juarez Adeler, M. 2009. *Enabling Policy Environments for Co-operative Development: A Comparative Experience*. Saskatoon: Centre for the Study of Co-operatives, University of Saskatchewan. [http://usaskstudies.coop/socialeconomy/files/LLL\\_Final\\_Reports/Report\\_CL5\\_05\\_MB.pdf](http://usaskstudies.coop/socialeconomy/files/LLL_Final_Reports/Report_CL5_05_MB.pdf)
- Lopez, U., S. Lopez, and I. Larrañaga. 2009. “Innovation in Industrial Co-operatives: Special Features and Potential of the Mondragon Model.” *International Journal of Technology Management and Sustainable Development* 8, no. 1: 39–56.
- Reimer, B., and J. Brooks-Smith. 2010. “Red River Co-operative.” Winnipeg: Canadian Community Economic Development Network and Winnipeg Inner-City Research Alliance, University of Winnipeg.
- Reimer, B., and J. Brooks-Smith. 2010. “Assiniboine Credit Union.” Winnipeg: Canadian Community Economic Development Network and Winnipeg Inner-City Research Alliance, University of Winnipeg.

Reimer, B., and J. Brooks-Smith. 2010. "Arctic Co-operatives." Winnipeg: Canadian Community Economic Development Network and Winnipeg Inner-City Research Alliance, University of Winnipeg.

**APRIL 4** — WRAP-UP

Hand out take-home exam question

**APRIL 11** — TAKE-HOME EXAM DUE

**Additional Reading Sources**

Manitoba Cooperative Association: <http://www.manitoba.coop/>

Canadian Co-operative Association: [www.coopscanada.coop/](http://www.coopscanada.coop/)

Centre for the Study of Co-operatives (U of S) <http://usaskstudies.coop/>

Co-operatives Secretariat: [www.coop.gc.ca/COOP/](http://www.coop.gc.ca/COOP/)

International Co-operative Alliance: [www.ica.coop/](http://www.ica.coop/)

Cooperative Grocer: [www.cooperativegrocer.coop/index.html](http://www.cooperativegrocer.coop/index.html)

---

## MANAGEMENT OF CO-OPERATIVES READING LIST

### **Introduction to Co-operatives**

- Chaland, Nicole, and Michael Toye. 2006. "CED in Canada: Review of Definitions and Profile of Practice." In *Community Economic Development: Building for Social Change*, ed. Eric Shragge and Michael Toye. Sydney, NS: Cape Breton University Press.
- Chesnick, David S., and Carolyn B. Liebrand. 2007. "Global 300 List Reveals World's Largest Co-operatives." *Rural Co-operatives* (Jan/Feb.): 28–31.
- Co-operatives Secretariat. 2007. *Co-operatives in Canada: Situation – 2004*. Ottawa: Government of Canada.
- Cropp, Robert. 2005. "A Glossary for Co-operatives." University of Wisconsin Center for Cooperatives *Bulletin* 10 (Nov.).
- Cropp, Robert, and Kimberly A. Zeuli. 2004. *Co-operatives: Principles and Practices in the 21st Century*. Madison, WI: Co-operative Extension Publishing, University of Wisconsin.
- Gertler, Michael E. 2006. *Synergy and Strategic Advantage: Co-operatives and Sustainable Development*. Saskatoon, SK: Centre for the Study of Co-operatives, University of Saskatchewan.
- Ketilson, Lou Hammond. 2006. *Revisiting the Role of Co-operative Values and Principles: Do They Act to Include or Exclude?* Saskatoon, SK: Centre for the Study of Co-operatives, University of Saskatchewan.
- Lamb, Laura, and John Loxley. 2006. "Economics for CED Practitioners." In *Community Economic Development: Building for Social Change*, ed. Eric Shragge and Michael Toye. Sydney, NS: Cape Breton University Press.
- Loxley, John. 2007. "The State of Community Economic Development in Winnipeg." In *Doing Community Economic Development*, ed. John Loxley, Jim Silver, and Kathleen Sexsmith. Black Point, NS: Fernwood Publishing; Winnipeg, MB: Canadian Centre for Policy Alternatives.



- Loxley, John, and Jim Silver. 2007. "Community Economic Development: An Introduction." In *Doing Community Economic Development*, ed. John Loxley, Jim Silver, and Kathleen Sexsmith. Black Point, NS: Fernwood Publishing; Winnipeg, MB: Canadian Centre for Policy Alternatives.
- Macleod, Gregory. 1997. *From Mondragon to America: Experiments in Community Economic Development*. Sydney, NS: University College of Cape Breton Press.
- MacPherson, Ian. 2009. *A Century of Co-operation*. Ottawa: Canadian Co-operative Association.
- Poulin, Pierre. 2000. "The Origins of Savings and Credit Co-operatives in North America: The Work of Alphonse and Dorimene Desjardins." In *Canadian Co-operatives in the Year 2000: Memory, Mutual Aid, and the Millennium*, ed. Brett Fairbairn, Ian MacPherson, and Nora Russell. Saskatoon, SK: Centre for the Study of Co-operatives, University of Saskatchewan.

### **Governance**

- Brown, Debra L, ed. 2003. "The Roles of the Board." *Governance Matters* (Spring): 1–22.
- Fairbairn, Brett. 2003. *Three Strategic Concepts for the Guidance of Co-operatives: Linkage, Transparency, and Cognition*. Saskatoon, SK: Centre for the Study of Co-operatives, University of Saskatchewan.
- Futrell, Sue. 1987. "Evaluating Co-op Boards." *Cooperative Grocer* 8 (Dec/Jan).
- Gertler, Michael E. 2006. *Co-operative Membership as a Complex and Dynamic Social Process*. Saskatoon, SK: Centre for the Study of Co-operatives, University of Saskatchewan.
- Harris, Andrea. 2006. *Co-operative Social Responsibility: A Natural Advantage?* Saskatoon, SK: Centre for the Study of Co-operatives, University of Saskatchewan.
- Rapp, Galen W. 1994. *Appraising Manager Performance*. Washington, D.C.: United States Department of Agriculture.
- Reynolds, Bruce J. 1997. *Decision-Making in Cooperatives with Diverse Member Interests*. Washington, D.C.: United States Department of Agriculture.
- Turner, Bill. 2004. "Co-operative Membership: Issues and Challenges." In *Co-operative Membership and Globalization: New Directions in Research and Practice*, ed. Brett Fairbairn and Nora Russell. Saskatoon SK: University of Saskatchewan.
- Wadsworth, Jim. 2001. "Keep the Co-op Candle Burning." *Rural Cooperatives* 68, no. 2 (Mar/Apr.): 19–20.

### **Human Resources**

- Colter, Carolee. 1994. "Grievances: Doing the Right Thing." *Cooperative Grocer* 55 (Nov/Dec).

- Colter, Carolee, and Allen Seidner. 2007. "Evaluations That Inspire." *Cooperative Grocer* 132 (Sept/Oct).
- Colter, Carolee, and Karen Zimbelman. 1992. "Employee Attitude Surveys: A Dynamic Tool for Directors." *Cooperative Grocer* 40 (May/June).
- Kelly, Georgia, and Shaula Massena. 2009. "Mondragon Worker Cooperatives Decide How to Ride Out a Downturn." *YES! Magazine* (Summer).
- Walton, Deb. 2007. "Is This Person For Real?" *Cooperative Grocer* 130 (May/June).
- Wetzel, Kurt. 1987. *Labour Relations in Co-operatives*. Saskatoon, SK: Centre for the Study of Co-operatives, University of Saskatchewan.

### **Accounting and Finance**

- Cropp, Robert, and Kimberly A. Zeuli. 2004. *Co-operatives: Principles and Practices in the 21st Century*. Madison, WI: Cooperative Extension Publishing, University of Wisconsin, Chapter 7.
- Couturier, Carole, ed. 2009. *Participant's Workbook: Financial Analysis of a Social Enterprise*. Montreal, QC: Chantier de l'économie sociale.
- Gordon-Nembhard, Jessica. 2008. "Asset Building through Cooperative Ownership: Defining and Measuring Cooperative Economic Wealth." Madison, WI: University of Wisconsin Center for Cooperatives.
- Wuttunee, Wanda *et al.* 2008. *Sustainable Financing for the Social Economy*, Phases 1 and 2. Saskatoon: Centre for the Study of Co-operatives, University of Saskatchewan.

### **Communications and Marketing**

- Brown, Leslie. 2006. *Innovations in Co-operative Marketing and Communications*. Saskatoon, SK: Centre for the Study of Co-operatives, University of Saskatchewan.
- Cropp, Robert, and Kimberly A. Zeuli. 2004. *Co-operatives: Principles and Practices in the 21st Century*. Madison, WI: Cooperative Extension Publishing, University of Wisconsin, Chapter 6.
- Findlay, Isobel, and K. Locker. 2006. *Essentials of Business and Administrative Communication*. Canadian edition. Whitby, ON: McGraw-Hill Ryerson. Chapters 1, 2, 8, and 9.
- Webb, Tom. 2000. "Marketing Co-operation in a Global Society." In *Canadian Co-operatives in the Year 2000: Memory, Mutual Aid, and the Millennium*, ed. Brett Fairbairn, Ian MacPherson, and Nora Russell. Saskatoon, SK: Centre for the Study of Co-operatives, University of Saskatchewan.

### **Co-op Networks**

- Chamard, John, and Tom Webb. 2006. "Global Co-operation Experiments: Co-operative

Buying from China's Worker Co-ops." Paper presented at the ICA Research Conference, Dourdan, France.

Cheney, George, and Jose Maria Ormaechea. 2002. "Mondragon Cooperatives: Introduction, Core Principles, Commentary Analysis." *Social Policy* 32, no. 2 (Winter): 4–9.

Larrañaga, Iñaki, Sain Lopez, and Urko Lopez. 2009. "Innovation in Industrial Co-operatives: Special Features and Potential of the Mondragon Model." *International Journal of Technology Management and Sustainable Development* 8: 39–56.

Thordarson, Bruce. 2000. "Canadian Co-operatives and the International Co-operative Alliance." *Canadian Co-operatives in the Year 2000: Memory, Mutual Aid, and the Millennium*, ed. Brett Fairbairn, Ian MacPherson, and Nora Russell. Saskatoon, SK: Centre for the Study of Co-operatives, University of Saskatchewan.

### **Co-operative/Government Relations in Canada**

Canadian Co-operative Association, le Conseil Canadien de la Coopération, and the Co-operatives Secretariat, Government of Canada. 2000. "Co-operatives in Canada: An Overview." *Canadian Co-operatives in the Year 2000: Memory, Mutual Aid, and the Millennium*, ed. Brett Fairbairn, Ian MacPherson, and Nora Russell. Saskatoon, SK: Centre for the Study of Co-operatives, University of Saskatchewan.

Policy Research Initiative. 2006. *Communities under Pressure: The Role of Co-operatives and the Social Economy*. Ottawa: Government of Canada.

### **Additional Reading Sources**

Canadian Co-operative Association: [www.coopscanada.coop/](http://www.coopscanada.coop/)

Co-operatives Secretariat: [www.coop.gc.ca/COOP/](http://www.coop.gc.ca/COOP/)

International Co-operative Alliance: [www.ica.coop/](http://www.ica.coop/)

Cooperative Grocer: [www.cooperativegrocer.coop/index.html](http://www.cooperativegrocer.coop/index.html)

LIST OF PUBLICATIONS  
CENTRE FOR THE STUDY OF CO-OPERATIVES

**Occasional Papers Series**

(Occasional papers are 8 1/2 x 11 format)

- 2011 *A Post-Merger Governance Review: Report to the Governance Committee of Advantage Credit Union.* Lou Hammond Ketilson and Kimberly Brown (82pp. \$15)
- 2011 *The Impact of Retail Co-operative Amalgamations in Western Canada.* Lou Hammond Ketilson, Roger Herman, and Dwayne Pattison (100pp. \$15)
- 2009 *Financing Aboriginal Enterprise Development: The Potential of Using Co-operative Models.* Lou Hammond Ketilson and Kimberly Brown (104pp. \$15)
- 2008 *The Agriculture of the Middle Initiative: Premobilizing Considerations and Formal Co-operative Structure.* Thomas W. Gray (54pp. \$12)
- 2007 *Social Cohesion through Market Democratization: Alleviating Legitimation Deficits through Co-operation.* Rob Dobrohoczki (68pp. \$10)
- 2006 *Data Collection in the Co-operative Sector and Other Business Statistics in Canada and the United States.* Angela Wagner and Cristine de Clercy (224pp. \$25)
- 2006 *The Case of the Saint-Camille Care and Services Solidarity Co-operative and Its Impact on Social Cohesion.* Geneviève Langlois, with the collaboration of Patrick De Bortoli and under the guidance of Jean-Pierre Girard and Benoît Lévesque (96pp. \$10)
- 2005 *"Canada's Co-operative Province": Individualism and Mutualism in a Settler Society, 1905–2005.* Brett Fairbairn (76pp. \$10)
- 2004 *Negotiating Synergies: A Study in Multiparty Conflict Resolution.* Marj Benson (408pp. \$35)
- 2003 *Co-operatives and Farmers in the New Agriculture.* Murray Fulton and Kim Sanderson (60pp. \$10)
- 2002 *Conflict, Co-operation, and Culture: A Study in Multiparty Negotiations.* Marj Benson (242pp. \$25)

- 2002 *Adult Educators in Co-operative Development: Agents of Change*. Brenda Stefanson (102pp. \$12)
- 2001 *“An Educational Institute of Untold Value”: The Evolution of the Co-operative College of Canada, 1953–1987*. Jodi Crewe (66pp. \$10)
- 1999 *The Components of Online Education: Higher Education on the Internet*. Byron Henderson (78pp. \$12)
- 1998 *Co-operative Organization in Rural Canada and the Agricultural Co-operative Movement in China: A Comparison*. Zhu Shufang and Leonard P. Apedaile (56pp. \$10)
- 1996 *Comparative Financial Performance Analysis of Canadian Co-operatives, Investor-Owned Firms, and Industry Norms*. Andrea Harris and Murray Fulton (152pp. \$12)
- 1994 *Credit Unions and Caisses Populaires: Background, Market Characteristics, and Future Development*. J.T. Zinger (26pp. \$6)
- 1994 *The Meaning of Rochdale: The Rochdale Pioneers and the Co-operative Principles*. Brett Fairbairn (62pp. \$10)
- 1993 *The Co-operative Movement: An International View*. S.K. Saxena (20pp. \$6)
- 1992 *Co-operatives in Principle and Practice*. Anne McGillivray and Daniel Ish (144pp. \$10)
- 1992 *Matador: The Co-operative Farming Tradition*. George Melnyk (26pp. \$6)
- 1992 *Co-operative Development: Towards a Social Movement Perspective*. Patrick Develtere (114pp. \$15)
- 1991 *The Co-operative Sector in Saskatchewan: A Statistical Overview*. Louise Simbandumwe, Murray Fulton, and Lou Hammond Ketilson (54pp. \$6)
- 1991 *Farmers, Capital, and the State in Germany, c 1860–1914*. Brett Fairbairn (36pp. \$6)
- 1990 *Community-Based Models of Health Care: A Bibliography*. Lou Hammond Ketilson and Michael Quennell (66pp. \$8)
- 1989 *Patronage Allocation, Growth, and Member Well-Being in Co-operatives*. Jeff Corman and Murray Fulton (48pp. \$8)
- 1989 *The Future of Worker Co-operatives in Hostile Environments: Some Reflections from Down Under*. Allan Halladay and Colin Peile (94pp. \$6)
- 1988 *Worker Co-operatives and Worker Ownership: Issues Affecting the Development of Worker Co-operatives in Canada*. Christopher Axworthy and David Perry (100pp. \$10)
- 1988 *A History of Saskatchewan Co-operative Law — 1900 to 1960*. Donald Mullord, Christopher Axworthy, and David Liston (66pp. \$8)
- 1988 *Co-operative Organizations in Western Canada*. Murray Fulton (40pp. \$7)
- 1988 *Farm Interest Groups and Canadian Agricultural Policy*. Barry Wilson, David Laycock, and Murray Fulton (42pp. \$8)

- 1987 *Election of Directors in Saskatchewan Co-operatives: Processes and Results*. Lars Apland (72pp. \$6)
- 1987 *The Property of the Common: Justifying Co-operative Activity*. Finn Aage Ekelund (74pp. \$6)
- 1987 *Co-operative/Government Relations in Canada: Lobbying, Public Policy Development and the Changing Co-operative System*. David Laycock (246pp. \$10)
- 1987 *The Management of Co-operatives: A Bibliography*. Lou Hammond Ketilson, Bonnie Korthuis, and Colin Boyd (144pp. \$10)
- 1987 *Labour Relations in Co-operatives*. Kurt Wetzel and Daniel G. Gallagher (30pp. \$6)
- 1987 *Worker Co-operatives: An International Bibliography/ Coopératives de Travailleurs: Une Bibliographie Internationale*. Rolland LeBrasseur, Alain Bridault, David Gallingham, Gérard Lafrenière, and Terence Zinger (76pp. \$6)
- 1986 *Co-operatives and Their Employees: Towards a Harmonious Relationship*. Christopher Axworthy (82pp. \$6)
- 1986 *Co-operatives and Social Democracy: Elements of the Norwegian Case*. Finn Aage Ekelund (42pp. \$6)
- 1986 *Encouraging Democracy in Consumer and Producer Co-operatives*. Stuart Bailey (124pp. \$10)
- 1986 *A New Model for Producer Co-operatives in Israel*. Abraham Daniel (54pp. \$6)
- 1985 *Worker Co-operatives in Mondragon, the U.K., and France: Some Reflections*. Christopher Axworthy (48pp. \$10)
- 1985 *Employment Co-operatives: An Investment in Innovation: Proceedings of the Saskatoon Worker Co-operative Conference*. Skip McCarthy, ed. (288pp. \$23)
- 1985 *Prairie Populists and the Idea of Co-operation, 1910–1945*. David Laycock (48pp. \$6)

### **Books, Research Reports, and Other Publications**

**Note:** Research reports are available without charge on our website and on loan from our Resource Centre.

- 2011 *Mining and the Social Economy in Baker Lake, Nunavut*. ((8 1/2 x 11, 31pp., Research Report)
- 2011 *Enhancing and Linking Ethnocultural Organizations and Communities in Rural Manitoba: A Focus on Brandon and Steinbach*. Jill Bucklaschuk and Monika Sormova (8 1/2 x 11, 68pp., Research Report)
- 2011 *Community Resilience, Adaptation, and Innovation: The Case of the Social Economy in La Ronge*. Kimberly Brown, Isobel M. Findlay, and Rob Dobrohoczki (8 1/2 x 11, 73pp., Research Report)
- 2010 *Municipal Government Support of the Social Economy Sector*. Jenny Kain, Emma

- Sharkey, and Robyn Webb (8 1/2 x 11, 68pp., Research Report, co-published with the BC-Alberta Social Economy Research Alliance)
- 2010 *Portrait of Community Resilience of Sault Ste Marie*. Jude Ortiz and Linda Savory-Gordon (8 1/2 x 11, 80pp., Research Report)
- 2010 *Community-Based Planning: Engagement, Collaboration, and Meaningful Participation in the Creation of Neighbourhood Plans*. Karin Kliever (8 1/2 x 11, 72pp., Research Report)
- 2010 *Eat Where You Live: Building a Social Economy of Local Food in Western Canada*. Joel Novek and Cara Nichols (8 1/2 x 11, 72pp., Research Report)
- 2010 *Cypress Hills Ability Centres Inc.: Exploring Alternatives*. Maria Basualdo and Chipso Kangayi (8 1/2 x 11, 76pp., Research Report)
- 2010 *Exploring Key Informants' Experiences with Self-Directed Funding*. Nicola S. Chopin and Isobel M. Findlay (8 1/2 x 11, 122pp., Research Report)
- 2010 *Adult Education and the Social Economy: The Communitarian Pedagogy of Watson Thomson*. Michael Chartier (8 1/2 x 11, 114pp., MA Thesis/Research Report)
- 2010 *Self-Determination in Action: The Entrepreneurship of the Northern Saskatchewan Trappers Association Co-operative*. Dwayne Pattison and Isobel M. Findlay (8 1/2 x 11, 64pp., Research Report)
- 2009 *Walking Backwards into the Future*. George Melnyk (6 x 9, 22pp. \$5)
- 2009 *South Bay Park Rangers Employment Project for Persons Living with a Disability: A Case Study in Individual Empowerment and Community Interdependence*. Isobel M. Findlay, Julia Bidonde, Maria Basualdo, and Alyssa McMurtry (8 1/2 x 11, 46pp., Research Report)
- 2009 *Co-operative Marketing Options for Organic Agriculture*. Jason Heit and Michael Gertler (8 1/2 x 11, 136pp., Research Report)
- 2009 *Enabling Policy Environments for Co-operative Development: A Comparative Experience*. Monica Juarez Adeler (8 1/2 x 11, 40pp., Research Report)
- 2009 *Culture, Creativity, and the Arts: Achieving Community Resilience and Sustainability through the Arts in Sault Ste. Marie*. Jude Ortiz and Gayle Broad (8 1/2 x 11, 133pp., Research Report)
- 2009 *The Role of Co-operatives in Health Care: National and International Perspectives*. Report of an International Health Care Conference held in Saskatoon 28 October 2008. Prepared by Catherine Leviten-Reid (8 1/2 x 11, 24pp., available on our website and on loan from our Resource Centre)
- 2009 *The Importance of Policy for Community Economic Development: A Case Study of the Manitoba Context*. Brendan Reimer, Dan Simpson, Jesse Hajer, John Loxley (8 1/2 x 11, 47pp., Research Report)
- 2009 *Northern Ontario Women's Economic Development Conference Report*. PARO Centre for Women's Enterprise (8 1/2 x 11, 66pp., Research Report)

- 
- 2008 *Evaluation of Saskatoon Urban Aboriginal Strategy*. Cara Spence and Isobel Findlay (8 1/2 x 11, 44pp., Research Report)
- 2008 *Urban Aboriginal Strategy Funding Database*. Karen Lynch, Cara Spence, and Isobel Findlay (8 1/2 x 11, 22pp., Research Report)
- 2008 *Social Enterprises and the Ontario Disability Support Program: A Policy Perspective on Employing Persons with Disabilities*. Gayle Broad and Madison Saunders (8 1/2 x 11, 41pp., Research Report)
- 2008 *A New Vision for Saskatchewan: Changing Lives and Systems through Individualized Funding for People with Intellectual Disabilities*. Karen Lynch and Isobel Findlay (8 1/2 x 11, 138pp., Research Report)
- 2008 *Community Supported Agriculture: Putting the "Culture" Back into Agriculture*. Miranda Mayhew, Cecilia Fernandez, and Lee-Ann Chevrette (8 1/2 x 11, 10pp., Research Report)
- 2008 *Algoma Central Railway: Wilderness Tourism by Rail Opportunity Study*. Prepared by Malone Given Parsons Ltd. for the Coalition for Algoma Passenger Trains (8 1/2 x 11, 82pp., Research Report)
- 2008 *Recovery of the Collective Memory and Projection into the Future: ASOPRICOR*. Jose Reyes, Janeth Valero, and Gayle Broad (8 1/2 x 11, 44pp., Research Report)
- 2008 *Measuring and Mapping the Impact of Social Economy Enterprises: The Role of Co-ops in Community Population Growth*. Chipso Kangayi, Rose Olfert, and Mark Partridge (8 1/2 x 11, 42pp., Research Report)
- 2008 *Financing Social Enterprise: An Enterprise Perspective*. Wanda Wuttunee, Martin Chicilo, Russ Rothney, and Lois Gray (8 1/2 x 11, 32pp., Research Report)
- 2008 *Financing Social Enterprise: A Scan of Financing Providers in the Manitoba, Saskatchewan, and Northwestern Ontario Region*. Wanda Wuttunee, Russ Rothney, and Lois Gray (8 1/2 x 11, 39pp., Research Report)
- 2008 *Government Policies towards Community Economic Development and the Social Economy in Quebec and Manitoba*. John Loxley and Dan Simpson (8 1/2 x 11, 66pp., Research Report)
- 2008 *Growing Pains: Social Enterprise in Saskatoon's Core Neighbourhoods*. Mitch Diamantopoulos and Isobel Findlay (8 1/2 x 11, 70pp., Research Report)
- 2008 *Between Solidarity and Profit: The Agricultural Transformation Societies in Spain (1940–2000)*. Cándido Román Cervantes (6 x 9, 26pp. \$5)
- 2006 *Co-operative Membership: Issues and Challenges*. Bill Turner (6 x 9, 16pp. \$5)
- 2006 *Innovations in Co-operative Marketing and Communications*. Leslie Brown (6 x 9, 26pp. \$5)
- 2006 *Cognitive Processes and Co-operative Business Strategy*. Murray Fulton and Julie Gibbings (6 x 9, 22pp. \$5)
-



- 2006 *Co-operative Heritage: Where We've Come From*. Brett Fairbairn (6 x 9, 18pp. \$5)
- 2006 *Co-operative Membership as a Complex and Dynamic Social Process*. Michael Gertler (6 x 9, 28pp. \$5)
- 2006 *Cohesion, Adhesion, and Identities in Co-operatives*. Brett Fairbairn (6 x 9, 42pp. \$5)
- 2006 *Revisiting the Role of Co-operative Values and Principles: Do They Act to Include or Exclude?* Lou Hammond Ketilson (6 x 9, 22pp. \$5)
- 2006 *Co-operative Social Responsibility: A Natural Advantage?* Andrea Harris (6 x 9, 30pp. \$5)
- 2006 *Globalization and Co-operatives*. William Coleman (6 x 9, 24pp. \$5)
- 2006 *Leadership and Representational Diversity*. Cristine de Clercy (6 x 9, 20pp. \$5)
- 2006 *Synergy and Strategic Advantage: Co-operatives and Sustainable Development*. Michael Gertler (6 x 9, 16pp. \$5)
- 2006 *Communities under Pressure: The Role of Co-operatives and the Social Economy*, synthesis report of a conference held in Ottawa, March 2006, sponsored by the Centre; PRI, Government of Canada; SSHRC; Human Resources and Social Development Canada; and the Co-operatives Secretariat (English and French, 8 1/2 x 11, 14pp., free)
- 2006 *Farmers' Association Training Materials* (part of the China-Canada Agriculture Development Program prepared for Agriculture and Agri-Food Canada and the Canadian International Development Agency). Roger Herman and Murray Fulton (8 1/2 x 11, 134pp., available on our website)
- 2006 *International Seminar on Legislation for Farmer Co-operatives in China: A Canadian Perspective*. Daniel Ish, Bill Turner, and Murray Fulton (6 x 9, 22pp., available on our website and on loan from our Resource Centre)
- 2006 *Networking Diversity: Including Women and Other Under-Represented Groups in Co-operatives*. Myfanwy Van Vliet (8 1/2 x 11, 24pp., Research Report)
- 2004 *Living the Dream: Membership and Marketing in the Co-operative Retailing System*. Brett Fairbairn (6 x 9, 288pp. \$20)
- 2004 *Building a Dream: The Co-operative Retailing System in Western Canada, 1928–1988* (reprint). Brett Fairbairn (6 x 9, 352pp. \$20)
- 2004 *Cohesion, Consumerism, and Co-operatives: Looking ahead for the Co-operative Retailing System*. Brett Fairbairn (6 x 9, 26pp. \$5)
- 2004 *Co-operative Membership and Globalization: New Directions in Research and Practice*. Brett Fairbairn and Nora Russell, eds. (6 x 9, 320pp. \$20)
- 2003 *Beyond Beef and Barley: Organizational Innovation and Social Factors in Farm Diversification and Sustainability*. Michael Gertler, JoAnn Jaffe, and Lenore Swystun (8 1/2 x 11, 118pp., Research Reports Series, \$12)

- 
- 2003 *The Role of Social Cohesion in the Adoption of Innovation and Selection of Organizational Form.* Roger Herman (8 1/2 x 11, 58pp., Research Report)
- 2003 *Three Strategic Concepts for the Guidance of Co-operatives: Linkage, Transparency, and Cognition.* Brett Fairbairn (6 x 9, 38pp. \$5)
- 2003 *The Role of Farmers in the Future Economy.* Brett Fairbairn (6 x 9, 22pp. \$5)
- 2003 *Is It the End of Utopia? The Israeli Kibbutz at the Twenty-First Century.* Uriel Leviatan (6 x 9, 36pp. \$5)
- 2003 *Up a Creek with a Paddle: Excellence in the Boardroom.* Ann Hoyt (6 x 9, 26pp. \$5)
- 2002 *A Report on Aboriginal Co-operatives in Canada: Current Situation and Potential for Growth.* L. Hammond Ketilson and I. MacPherson (8 1/2 x 11, 400pp. \$35)
- 2001 *Against All Odds: Explaining the Exporting Success of the Danish Pork Co-operatives.* Jill Hobbs (6 x 9, 40pp. \$5)
- 2001 *Rural Co-operatives and Sustainable Development.* Michael Gertler (6 x 9, 36pp. \$5)
- 2001 *NGCs: Resource Materials for Business Development Professionals and Agricultural Producers.* (binder, 8 1/2 x 11, 104pp. \$17)
- 2001 *New Generation Co-operative Development in Canada.* Murray Fulton (6 x 9, 30pp. \$5)
- 2001 *New Generation Co-operatives: Key Steps in the Issuance of Securities / The Secondary Trade.* Brenda Stefanson, Ian McIntosh, Dean Murrison (6 x 9, 34pp. \$5)
- 2001 *New Generation Co-operatives and the Law in Saskatchewan.* Chad Haaf and Brenda Stefanson (6 x 9, 20pp. \$5)
- 2001 *An Economic Impact Analysis of the Co-operative Sector in Saskatchewan: Update 1998.* Roger Herman and Murray Fulton (8 1/2 x 11, 64pp. available on our website in downloadable pdf format as well as on loan from our Resource Centre)
- 2000 *Co-operative Development and the State: Case Studies and Analysis.* Two volumes. Vol. I, pt. 1: *Summary, Observations, and Conclusions about Co-operative Development*; vol. I, pt. 2: *Issues in Co-operative Development and Co-operative–State Relations*, Brett Fairbairn (6 x 9, 66pp. \$8); vol. II, pt. 3: *Co-operative Development and Sector–State Relations in the U.S.A.*, Brett Fairbairn and Laureen Gatin; vol. II, pt. 4: *A Study of Co-operative Development and Government–Sector Relations in Australia*, Garry Cronan and Jayo Wickremarachi (6 x 9, 230pp. \$12)
- 2000 *Interdisciplinarity and the Transformation of the University.* Brett Fairbairn and Murray Fulton (6 x 9, 48pp. \$5)
- 2000 *The CUMA Farm Machinery Co-operatives.* Andrea Harris and Murray Fulton (6 x 9, 46pp. \$5)
- 2000 *Farm Machinery Co-operatives in Saskatchewan and Québec.* Andrea Harris and Murray Fulton (6 x 9, 42pp. \$5)
-

- 2000 *Farm Machinery Co-operatives: An Idea Worth Sharing*. Andrea Harris and Murray Fulton (6 x 9, 48pp. \$5)
- 2000 *Canadian Co-operatives in the Year 2000: Memory, Mutual Aid, and the Millennium*. Brett Fairbairn, Ian MacPherson, and Nora Russell, eds. (6 x 9, 356pp. \$22)
- 1999 *Networking for Success: Strategic Alliances in the New Agriculture*. Mona Holmlund and Murray Fulton (6 x 9, 48pp. \$5)
- 1999 *Prairie Connections and Reflections: The History, Present, and Future of Co-operative Education*. Brett Fairbairn (6 x 9, 30pp. \$5)
- 1999 *The SANASA Model: Co-operative Development through Micro-Finance*. Ingrid Fischer, Lloyd Hardy, Daniel Ish, and Ian MacPherson (6 x 9, 80pp. \$10)
- 1999 *A Car-Sharing Co-operative in Winnipeg: Recommendations and Alternatives*. David Leland (6 x 9, 26pp. \$5)
- 1998 *Working Together: The Role of External Agents in the Development of Agriculture-Based Industries*. Andrea Harris, Murray Fulton, Brenda Stefanson, and Don Lysyshyn (8 1/2 x 11, 184pp. \$12)
- 1998 *The Social and Economic Importance of the Co-operative Sector in Saskatchewan*. Lou Hammond Ketilson, Michael Gertler, Murray Fulton, Roy Dobson, and Leslie Palsom (8 1/2 x 11, 244 pp. free)
- 1998 *Proceedings of the Women in Co-operatives Forum, 7–8 November 1997, Moose Jaw, SK* (8 1/2 x 11, 112pp. \$12)
- 1997 *A Discussion Paper on Canadian Wheat Board Governance*. Murray Fulton (6 x 9, 16pp. \$5)
- 1997 *Balancing Act: Crown Corporations in a Successful Economy*. Brett Fairbairn (6 x 9, 16pp. \$5)
- 1997 *A Conversation about Community Development*. Centre for the Study of Co-operatives (6 x 9, 16pp. \$5)
- 1997 *Credit Unions and Community Economic Development*. Brett Fairbairn, Lou Hammond Ketilson, and Peter Krebs (6 x 9, 32pp. \$5)
- 1997 *New Generation Co-operatives: Responding to Changes in Agriculture*. Brenda Stefanson and Murray Fulton (6 x 9, 16pp. \$5)
- 1996 *Legal Responsibilities of Directors and Officers in Canadian Co-operatives*. Daniel Ish and Kathleen Ring (6 x 9, 148pp. \$15)
- 1995 *Making Membership Meaningful: Participatory Democracy in Co-operatives*. The International Joint Project on Co-operative Democracy (5 1/2 x 8 1/2, 356pp. \$22)
- 1995 *New Generation Co-operatives: Rebuilding Rural Economies*. Brenda Stefanson, Murray Fulton, and Andrea Harris (6 x 9, 24pp. \$5)

1994 *Research for Action: Women in Co-operatives*. Leona Theis and Lou Hammond  
Ketilson (8 1/2 x 11, 98pp. \$12)

To order, please contact:  
Centre for the Study of Co-operatives  
101 Diefenbaker Place  
University of Saskatchewan  
Saskatoon, SK Canada S7N 5B8  
Phone: (306) 966-8509 / Fax: (306) 966-8517  
E-mail: [coop.studies@usask.ca](mailto:coop.studies@usask.ca)  
Website: [www.usaskstudies.coop](http://www.usaskstudies.coop)

## Regional Partner Organizations



UNIVERSITY OF  
SASKATCHEWAN

Centre for the Study  
of Co-operatives



Community-University Institute  
for Social Research



[www.auc.ca](http://www.auc.ca)

Community Economic and Social Development Unit  
Algoma University College



Winnipeg Inner-City Research Alliance



Institute of Urban Studies  
University of Winnipeg

## Project Funding



Social Sciences and Humanities  
Research Council of Canada

Conseil de recherches en  
sciences humaines du Canada

Canada