



# Director's Report to the Management Advisory Board

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

June 2014

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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 Credit Union Central of Saskatchewan, Federated Co-operatives Ltd., Concentra Financial, and The Co-operators.

The centre is also supported by the University of Saskatchewan. The university not only houses our offices but provides in-kind contributions from a number of departments and units as well as financial assistance with operations and nonsalary expenditures.

We acknowledge with gratitude the ongoing support of all our sponsoring organizations.



# Highlights of Centre Activities

November 2013 to June 2014

Awards for Sponsors



Co-operative Innovation Project



Certificate in the Social Economy and Co-operatives



Sustainable Rural Development in Africa



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## Highlights of Centre Activity, November 2013 to June 2014

### ▲ Awards for Sponsors

Once again, all of our sponsoring organizations have been recognized in a variety of ways for their accomplishments. Federated Co-operatives Limited and The Co-operators rank among the top 300 co-ops in the world, according to the latest *World Co-operative Monitor*, a statistical report published by the International Co-operative Alliance in partnership with the European Research Institute on Co-operative and Social Enterprises.

The Co-operators General Insurance is on Aon Hewitt's most recent list of the 50 Best Employers in Canada. And Kathy Bardswick, CEO of The Co-operators, was named among Canada's top women sustainability leaders by Corporate Knights magazine, citing efforts by The Co-operators to reduce its environmental footprint and offer sustainability focused insurance products.

SaskCentral was named one of Canada's Best Workplaces by the Great Place to Work® Institute Canada. It was the only company in Saskatchewan to be named in the top one hundred in 2014. A second award named the organization the tenth best workplace for women.

And for the eleventh consecutive year, Concentra Financial was designated as one of Canada's Best Managed Companies, a program sponsored by Deloitte, CIBC Commercial Banking, Queen's School of Business, and the National Post.

### ▲ Co-operative Innovation Project

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

The partnership will provide the opportunity to help rural and Aboriginal communities determine whether the co-op model can be applied as a practical solution to needs identified by the communities themselves. The project hopes to inspire innovation and economic development, and create lasting changes based on co-op principles such as co-operation, participation, and concern for the community.

The project has a strong educational component, with the expectation that research will translate into real-world applications. It will incorporate experiential learning opportunities for students, integrate research and teaching tools into the JSGS and ESB curriculums, and develop case studies in rural and Aboriginal social and economic development.

Planning is well underway. We have hired a project manager Nicole McLaren, data analyst Wu Haotao, community engagement co-ordinator Fred Khonje, and Aboriginal engagement co-ordinator Dazaway Parker.

▲ Graduate Certificate in the Social Economy and Co-operatives

This project, funded by US agribusiness CHS, Inc., has progressed quickly since its announcement in fall 2013. The proposal for the certificate has been approved by the School of Public Policy, which will be offering the program, and is progressing through the usual channels for final approval from the university. We expect it will be offered in fall 2015. We have also developed two courses, scheduled for delivery in fall 2014. The first is Co-operatives in the New Economy: Institutions, Governance, and Policy; the second is Co-operative Governance and Leadership in Action, which will be an experiential course focussed on the case study method. We have also been working with the Ivey School of Business developing a course pack to support the two new classes.

▲ Sustainable Rural Development in Africa

In partnership with the Canadian Co-operative Association and universities in Tanzania, Uganda, and Rwanda, Lou is project co-ordinator for “Examining Success Factors for Sustainable Rural Development through the Integrated Co-operative Model,” funded by the International Development Research Centre. The second meeting of all project partners was held in Kampala, Uganda, 24–27 April, and Moshi, Tanzania, 28 April – 2 May 2014. Lou, Michael Gertler, and Centre Scholars JoAnn Jaffe and Cindy Hanson visited study sites in three communities in southwest Uganda. The meetings in Tanzania included four days focused on the initial research completed in Uganda. Lou presented preliminary results from her in-depth interviews with the senior leadership of Arctic Co-operatives Limited; JoAnn presented points from her literature review on rural development and co-operatives; and Cindy led a workshop on participatory research.

▲ Other Research Update

- ▲ “The Impacts of Credit Unions on Communities,” (part of national study, Measuring the Social, Environmental, and Economic Impact of Co-operatives in Canada, spearheaded by CCA), Lou and Jessica Gordon Nembhard’s partnership with Advantage and Affinity credit unions; survey complete and shared with credit unions; interviews and focus groups ongoing
- ▲ second project under this umbrella, “The Impact of Co-operative Housing on Household Income, Skills, and Social Capital,” by former Centre postdoc Catherine Leviten-Reid and Karla Skoutajan of the Co-operative Housing Federation of Canada, ongoing
- ▲ Canadian Co-operatives and Film Research Project; Centre partnership with George Melnyk, University of Calgary, ongoing
- ▲ agricultural policy project funded by the US Department of Agriculture, Murray’s work in partnership with colleagues at the University of Nebraska–Lincoln — ongoing

- ▲ “Co-operatives in Saskatchewan 2012: A Survey of Public Perceptions and Expectations in the International Year of Co-operatives,” Lou and Michael’s project — results are being written up
- ▲ examination of executive compensation in government offices, Crown corporations, universities, and co-operatives, Murray and Michael Atkinson’s (School of Public Policy) project; ongoing
- ▲ the role of producer associations in innovation activity, Murray’s work with the Canadian Agricultural Innovation Research Network; ongoing

#### ▲ Visiting Scholar

George Melnyk, associate professor in the Department of Communication and Culture at the University of Calgary, spent time at the Centre in January as a visiting scholar working on his Canadian co-operatives and film research project, which will establish a Canadian Co-operative Film Archive and launch an academic study of Canadian co-ops and film. It will develop an on-line resource, based at the Centre, describing all films made on co-ops in Canada from 1930–2010, and also a Canadian Co-op Film Digital Archive, which will provide access to all co-op films made in Canada from 1930–2010.

#### ▲ Conferences, Workshops, and Meetings

- ▲ An Introduction to Case Writing (workshop), Saskatoon, November 2013
- ▲ ICA General Assembly and meetings, Cape Town, South Africa, November 2013
- ▲ 7es Journées de Reserches en Science Sociales, Angers, France, December 2013
- ▲ CHS, Inc. annual meetings, Minneapolis, MN, December 2013
- ▲ Northeast Cooperative Council’s Annual Meeting and Leaders Forum, Albany NY, March 2014
- ▲ Federated Co-operatives Limited annual meetings, Saskatoon, April 2014
- ▲ SaskCentral annual meetings, Saskatoon, April 2014
- ▲ Arctic Co-operatives Limited annual meetings, Winnipeg, May 2014
- ▲ International Co-op Tools Conference, Halifax, May 2014
- ▲ Engaged Scholar Day, University of Saskatchewan, Saskatoon, May 2014
- ▲ Quality of Life: Towards Sustainable Community Futures conference, Saskatoon, May 2014
- ▲ IMPACT! Youth Conference for Sustainability Leadership, Guelph, ON, May 2014
- ▲ Canadian Industrial Relations Association meetings, St. Catharines, ON, May 2014
- ▲ Canadian Association for Studies in Co-operation annual meetings, St. Catharines, ON, May 2014
- ▲ Canadian Agricultural Economics Society annual meeting, Vancouver, BC, May/June 2014
- ▲ Cooperative Education Networking Forum, Washington, DC, June 2014
- ▲ National Council of Farmer Co-operatives, Washington, DC, June 2014
- ▲ International Association for Business and Society Conference, Sydney, Australia, June 2014

- ▲ Labour and Employment Relations Association conference, Portland, OR, June 2014
- ▲ ICA Committee on Co-operative Research Conference, Pula, Croatia, June 2014

### ▲ Seminar Series

- ▲ “Do Co-ops and Credit Unions Contribute to Rural Community Viability?” Centre Scholar Rose Olfert, November 2013
- ▲ “How Can Organizational Frameworks and Policy Environments Support Co-op Development?” Hartley and Margaret Fredeen Scholarship in Co-operative Studies Seminar by former Centre PhD student Dr. Monica Juarez Adeler, December 2014
- ▲ “Fates of Co-operative and Mutual Enterprise Systems in the Neoliberal Era: Mutual Bank Conversions to Stock Corporations in the US,” Marc Schneiberg, Reed College, Portland, OR, February 2014

### ▲ The Library

Materials from our resource centre have now moved fully to the main university library, where they will eventually be housed in Special Collections. In the process of relocating and re-cataloguing the books, we are finding that many titles are duplicated, often with multiple copies. This leaves us with many excellent books that we would like to see go to good homes. In order to allow people all over the world to obtain the excess books, we are placing photographs and title listings on a website created for the purpose. The books are free of charge except in cases where shipping costs might be necessary. Faculty, staff, and students associated with the Centre will be given priority and after that it's first come, first served. Complete instructions for requesting books are available on the website at <http://coopstudiesfreebooks.blogspot.ca>. Keep watching for new titles!

### ▲ Centre Publications

- ▲ *Co-operative Canada: Empowering Communities and Sustainable Businesses* — book-length manuscript, to be published by UBC Press in August 2014
- ▲ *Co-operating to Build a Better West: Proceedings of a Conference Celebrating the International Year of Co-operatives*
- ▲ *Through the Eyes of Women: What a Co-operative Can Mean in Supporting Women During Confinement and Integration* — LLL report
- ▲ *Historical Retrospective on the Conversion and Multinationalization of Dakota Growers Pasta Company: A Critical Discourse Analysis* — occasional paper
- ▲ *Penokean Hills Farms: Business Analysis and Strategic Plan* — LLL report
- ▲ *The Reality of the Social Economy and Its Empowering Potential for Boreal Anishinaabek Communities in Eastern Manitoba* — LLL report
- ▲ “Engaging Youth in Community Futures: The Rural Youth Research Internship Project,” LLL report, editing complete, with authors for revisions
- ▲ “Labour Market Study: A Community Based Research Report for

- Mamaweswen: North Shore Tribal Council and Naadmaadwiik and Saulteaux Enterprises,” LLL report, editing complete, with authors for revisions
- ▲ “Understanding Co-operatives through Research,” Centre booklet, edited, with author for revisions
  - ▲ “Building Resilient Communities: The Economic Impact of Credit Unions and Caisses Populaires in Canada,” Centre occasional paper, edited, with author for revisions
- ▲ Faculty Publications
- ▲ M.M. Atkinson, M.E. Fulton, and B. Kim, “Why Do Governments Use Pay for Performance? Contrasting Theories and Interview Evidence,” *Canadian Public Administration*, forthcoming
  - ▲ B. Fairbairn and N. Russell, eds., *Co-operative Canada: Empowering Communities and Sustainable Businesses* (Vancouver: UBC Press, 2014), forthcoming
  - ▲ M. Fulton and D. Pohler, “Co-operative Development in Rural and Aboriginal Communities,” *SaskBusiness* magazine, April/May 2014
  - ▲ L. Hammond Ketilson, “Partnering to Finance Enterprise Development within the Aboriginal Social Economy,” *Canadian Public Policy*, special supplement, Strengthening Communities through Government and Social Economy Partnerships 40, s. 1 (April 2014): 39–49
  - ▲ L. Hammond Ketilson, “First Nations Co-operatives in Canada: (Re)inventing Appropriate Forms of Enterprise,” in *Co-operative Canada: Empowering Communities and Sustainable Businesses*, ed. Brett Fairbairn and Nora Russell (Vancouver: UBC Press, 2014), forthcoming
  - ▲ D. Pohler, “Labour Union Impacts on Organizations and Employees in Canada,” *Western Policy Analyst* 5 no. 2 (2013): 7–8
  - ▲ D. Pohler and M. Fulton, “Why We Should Take the Co-operative Business Model More Seriously,” *StarPhoenix*, 8 November 2013
  - ▲ D. Pohler and A. Luchak, “Are Unions Good or Bad for Organizations? The Moderating Role of Management’s Response,” *British Journal of Industrial Relations*, forthcoming
  - ▲ D. Pohler and A. Luchak, “Balancing Efficiency, Equity, and Voice: The Impact of Unions and High Involvement Work Practices on Work Outcomes,” *Industrial and Labor Relations Review*, forthcoming
  - ▲ D. Pohler and A. Luchak, “The Missing Employee in Employee Voice Research,” in *The Handbook of Research on Employee Voice* ed. A. Wilkinson, J. Donaghey, T. Dundon, and R. Freeman (Cheltenham, UK: Edward Elgar), forthcoming
  - ▲ D. Pohler and C. Willness, “Balancing Interests in the Search for Occupational Legitimacy: The HR Professionalization Project in Canada,” *Human Resource Management*, forthcoming



▲ Teaching and Graduate Supervision

**Murray Fulton**

- ▲ JSGS 807.3: Statistics for Public Managers
- ▲ JSGS 862: Political Economy
- ▲ JSGS 801: Governance and Administration (shared with four other professors)
- ▲ on supervisory committees for seven graduate students

**Michael Gertler**

- ▲ Sociology 204.3: Rural Sociology
- ▲ Sociology 402.3 / 802.3: Sociology of Agriculture and Food
- ▲ on supervisory committees for seven graduate students

**Lou Hammond Ketilson**

- ▲ on supervisory committees for seven graduate students
- ▲ external examiner with oversight of co-operatives and other democratic organizations in the Department of Food Business and Development, University College Cork, Ireland; reviewed and assessed five programs and provided input in grade assignments, May 2014

**Dionne Pohler**

- ▲ COMM 489: Strategic Human Resource Management
- ▲ MBA 813: Strategic Human Resource Management
- ▲ JSGS 815: Strategic Human Resource Management: Legal and Policy Issues
- ▲ Lecturer, Special Topic Seminar, Executive Business Administration Certificate Program, Union-Management Relations, November 4, 2013
- ▲ Guest Lecturer, COMM 119, November 15, 19, and 20, 2013
- ▲ on supervisory committees for four graduate students

▲ Presentations

**Murray Fulton**

- ▲ with D. Pohler, “Co-operative Governance in the Agricultural Supply Chain,” 7es Journées de Reserches en Science Sociales, Angers, France, December 2013
- ▲ “Critical Decision Making: Lessons Learned from the Saskatchewan Wheat Pool,” Northeast Cooperative Council’s Annual Meeting and Leaders Forum, Albany NY, 27 March 2014
- ▲ Fellows Address — “Agricultural Policy in the 21st Century: The Role of Politics and Economics,” Canadian Agricultural Economics Society Annual Meeting, Vancouver, BC, 29 May – 1 June 2014
- ▲ Motivation, Compensation and Product Quality. Selected paper for the Canadian Agricultural Economics Society Annual Meeting, Vancouver, B.C., 29 May–1 June 2014

### Michael Gertler

- ▲ “Making Sense of ‘Community’ to Make (More) Sense in Communities,” in session titled CUISR Café: Building “Community” through Scholarship, Engaged Scholar Day, University of Saskatchewan, Saskatoon, May 2014

### Lou Hammond Ketilson

- ▲ chair, Co-operative Education session, and member, Steering Committee for the ICA *World Co-operative Monitor*, ICA General Assembly and meetings, Cape Town, South Africa, November 2013
- ▲ preliminary results of in-depth interviews with senior leadership of Arctic Co-operatives Limited, Sustainable Rural Development in Africa project, Moshi, Tanzania, April 2014
- ▲ “Preliminary Results: In-Depth and Focus Group Interviews with Affinity Credit Union Employees,” International Co-op Tools Conference, Halifax, May 2014
- ▲ session facilitator, IMPACT! Youth Conference for Sustainability Leadership, Guelph, ON, May 2014
- ▲ “Arctic Co-operatives Development Fund: Partnering for Sustainable Co-operative Development,” ICA Committee on Co-operative Research Conference, Pula, Croatia, June 2014
- ▲ organizer and moderator, panel providing a tribute to the life and work of Ian MacPherson, ICA Committee on Co-operative Research Conference, Pula, Croatia, June 2014

### Dionne Pohler

- ▲ with K. Johnson and M. Fulton, “Senior Leader Perceptions of and Responses to Competing Institutional Logics in Co-operatives,” International Co-operative Governance Symposium, Halifax, NS, September 2013
- ▲ with M. Fulton, “Co-operative Governance in the Agricultural Supply Chain,” 7es Journées de Reserches en Science Sociales, Angers, France, December 2013
- ▲ with C. Riddell, “MNC Compliance with Host Country Institutional Pressures: A Theory Tournament,” Canadian Industrial Relations Association meetings, St. Catharines, Ontario, May 2014
- ▲ “The Competitive Co-operative: Leveraging the Co-operative Business Model as a Source of Competitive Advantage,” Canadian Association for Studies in Co-operation annual meetings, St. Catharines, Ontario, May 2014
- ▲ with C. Dawkins, “An Unlikely Harbinger? The Impact of Favorable Labor Relations on Corporate Social Responsibility,” International Association for Business and Society Conference, Sydney, Australia, June 2014
- ▲ with C. Riddell, “The Role of Unions and Job Evaluation Design in Pay Equity Compliance in Private Sector Firms: A Field Study,” panel presentation, Labour and Employment Relations Association conference, Portland, Oregon, June 2014
- ▲ with J. Schmidt, C. Willness, and D. Jones, “That’s Not Fair: Job-based

Differentiation in HR Practices in the Same Establishment,” panel presentation, Labour and Employment Relations Association conference, Portland, Oregon, June 2014

### Audra Krueger

- ▲ “The Role of Co-ops in the Fair Trade Movement,” Sustainability Week, Saskatoon, November 2013
- ▲ “Education and Research Activities at the Centre for the Study of Co-operatives,” CHS, Inc. annual meetings, Minneapolis, MN, December 2013
- ▲ chair, Social Economy and Quality of Life session at Quality of Life: Towards Sustainable Community Futures conference, Saskatoon, May 2014
- ▲ “Co-operative Education and the Centre for the Study of Co-operatives, University of Saskatchewan,” Cooperative Education Networking Forum, Washington, DC, June 2014

### ▲ Faculty/Scholar/Staff/Student News

- ▲ Lou stepped down as director in January 2014 but will remain with us in a research capacity
- ▲ Murray took over the directorship of the Centre in January 2014
- ▲ our new Centre Fellow, Dionne Pohler, received the Emerging Scholar Award in Employee Participation and Ownership from the Academy of Management, Human Resource Division for 2014
- ▲ Dionne also received the Provost’s Outstanding New Teacher Award from the University of Saskatchewan for 2014
- ▲ Centre Scholar Gayle Broad of Algoma University was awarded the Sault Ste. Marie Medal of Merit in recognition of her academic excellence; she also recently received Algoma University’s Distinguished Faculty Award and the Council of Ontario Universities “Research Matters” award
- ▲ we hired four new people in connection with the Co-operative Innovation Project funded by FCL: Nicole McLaren is project director; Wu Haotao is data analyst; Fred Khonje is community engagement co-ordinator; and Dazawray Parker is Aboriginal engagement co-ordinator
- ▲ we have a new PhD student; Cam McCormick’s research will revolve around how nonprofit organizations and co-operatives engage stakeholders through corporate social responsibility programs and building community
- ▲ Michael will be on sabbatical for a year beginning 1 July 2014

### ▲ Administration and Other Professional Activities

In addition to their day-to-day commitments, Centre faculty and staff together serve on nearly forty committees, boards, and/or professional and community organizations.