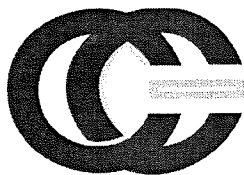


Director's Report to the Management Advisory Board  
Centre for the Study of Co-operatives  
June, 1996

Murray Fulton  
Director



Centre for the Study of Co-operatives  
University of Saskatchewan



## Centre Overview

Dan's sabbatical in Davis and Stanford, California, ends in June.

The Centre Search Committee is pleased to announce that Michael Gertler, from the Department of Sociology, will be joining the Centre in one of its four academic positions. Michael brings a strong interest and research record in co-operatives to the Centre. Michael's areas of interest include the sociology of agriculture and the sociology of rural communities. Welcome Michael.

## New People at the Centre

In May, Andrea Harris moved from Saskatoon to Vancouver, B.C.. Andrea has been with the Centre from February, 1995, working with Murray Fulton as a researcher on the egg industry and New Generation Co-operatives (NGCs) projects. Andrea will continue to work on projects for the Centre. Effective remote communications links with the Centre are in place to make this transition successful.

Laura Turner-Rain returned to the Centre in mid-May to continue working on her M.B.A. thesis, begun in 1995. Her thesis topic is on organizational theory in co-operatives, with a case study of the Credit Union Financial Information Services (CUFIS). Laura will complete her thesis by this fall. Her advisor is Lou Hammond Ketilson.

## Research, Teaching and Publication

In late April and early May, a group of students from Quebec and abroad received an introduction to Saskatchewan co-operatives as part of a study tour organized for them by the Centre. The students are in the Master's programme in co-operative management at the Université de Sherbrooke — the only co-op management M.A. in Canada. There were eight students in the group, from Quebec, France, Gabon, and Zaire. They were accompanied by their instructor, Jean-Pierre Girard.

The tour included community health clinics in Prince Albert, Saskatoon, and Regina; the Saskatchewan Wheat Pool; and the Saskatchewan government Co-operatives Directorate. The Centre faculty and researchers conducted a half-day programme of seminars for the students, introducing them to the Centre's work and to the history, current issues, and future of the co-operative movement in Saskatchewan. In return, the students made presentations to the Centre staff on co-operatives in Quebec. This was a very enthusiastic group of young people interested in co-operatives and in exchanging ideas. With this tour, the Centre has established a strong, ongoing link with both Sherbrooke and the Université du Québec à Montréal (where Mr. Girard is a member of the Guy-Bernier chair in co-operation). "Saskatchewan and Quebec are the two provinces where co-operatives are strongest," noted Brett Fairbairn of the Centre. "It makes sense that we learn from each other."

Professor Zhu Shufang, Professor in Agricultural Economics at the Southwestern Agricultural University, the People's Republic of China, joined the Sherbrooke students on the tour. Prof. Zhu is visiting Canada for a one year period and is currently working with

Professor Peter Apedaile, at the University of Alberta. Prof. Zhu is writing a report and comparing corporations in Canada and China. She is also examining the possibility of translating selected Centre publications into Chinese.

## **Murray Fulton**

### *Ongoing Research Projects*

**The Role of Saint Paul Bank for Cooperatives in Fostering New Generation Co-op (NGC) Development in North Dakota and Minnesota.** Murray and Brenda continue their work on this Credit Union Central funded project, to examine the role of Saint Paul Bank for Cooperatives in fostering NGC development in North Dakota and Minnesota.

**An Analysis of the Egg Industry in Canada and the United States.** Murray and Andrea continue their research on the western Canadian egg producers' project, to carry out an analysis of the egg industry in Canada and the United States.

**The Role of External Institutions in Fostering Industry Development.** Murray and Brenda continue their work on this Agriculture Development Fund (ADF) sponsored project, to examine the role that external institutions play in fostering the collective action necessary for industry development.

**Youth Worker Co-op Development.** Murray and Byron served as advisors to one of the youth worker co-operatives established under this pilot project, co-supervised with the CCA (Sask. Region) and funded by the federal Human Resource Development Department. The project ended in April with the success of some of the new co-operatives or with opportunities for continuing employment in related areas for participants.

### *Presentations*

In May, Murray gave a presentation to Agriculture and Agri-Food Canada (AAFC), CCA, and CCC, in Ottawa, covering: IOFs/Co-operatives Comparative Study and NGCs. The former project was funded by the Co-operatives Secretariat, AAFC.

Also in May, Murray attended the Eco-Research Workshop in Quebec City. The purpose of the workshop was to discuss how to improve the link between research and policy, particularly in the area of eco-system health and sustainability. The Eco-Research group consists of representatives of all the projects funded by the Tri-Council under the federal Green Plan. Murray participates in one of these projects: The Prairie Ecosystem Study (PECOS).

In June, Murray presented a paper, titled: "Community Action, Entrepreneurship, and Individualism: New Generation Co-operatives," at the CASC meetings held at Brock University, St. Catherines, Ontario.

Also in June, Murray presented a paper on bargaining associations at the "Farming in 2000?" conference organized by Andy Schmitz, in Moose Jaw, Saskatchewan.

### *Other Activities*

PARD has agreed to provide funds for research on NGCs. More details regarding the funding and research will be provided at a later date.

## **Lou Hammond Ketilson**

### *Presentations*

In March, Lou and Brett participated in the CCA "Theory and Practice of Co-operatives" workshop series, in Regina. Lou presented the results of the International Joint Project on Co-operative Democracy.

In May, prior to her trip to Sweden, Lou participated as a panel member and keynote speaker in the session, "Collaboration — Our Nation, Our Community, and Ourselves," at the conference, "Harnessing the Dragon: Diversity, Conflict and Consensus Building in Collaborative Endeavors," in Saskatoon. Lou's address was on collaboration at the community level, including historical examples of collaboration successes in Saskatchewan. The conference was sponsored by various adult education, training and literacy agencies involved with "lifelong learning".

In May, Lou made a presentation, titled: "Transformation of Agricultural Co-operatives Into PLCs — The Case of the Saskatchewan Wheat Pool," to students and faculty in the Department of Economics, University of Agricultural Sciences, in Uppsala, Sweden.

Continuing on to Stockholm and the Co-operative Institute, Lou gave several presentations under the general topic of "Democratic Development within Consumer Co-operatives", including a comparative analysis of Co-op Atlantic and Federated Co-operatives Limited and their strategies for survival in a globalized economy.

### *Teaching*

Lou is supervising two Grad Students:

Colleen McMahon, M.Sc. in Marketing, "Segmenting the Market for Electronic Financial Services."

Laura Turner-Rain, M.B.A., "An Examination of the Organizational Lifecycle of Credit Union Financial Information Services."

Faye Ford, Doctor of Ministry, University of Alberta, completed the research practicum supervised by Lou. It involved a major project using focus group methodology.

In May, Lou was the external examiner for a Ph.D. student at the University of Agricultural Sciences, in Uppsala, Sweden.

### *Administration*

Lou was asked to sit as a member of the Saskatchewan Wheat Pool Task Force on Youth, which will assess existing youth programs and make recommendations on how to increase involvement with youth in the future.

### *Other Activities*

In May, while in Uppsala, Sweden, Lou had a tour of the Mälarskog forestry co-operative. Later, while in Stockholm, Lou toured a Scan Group (a very large farmer co-operative) slaughterhouse.

## **Brett Fairbairn**

### *Existing Research Project*

Brett Fairbairn continues to make progress towards preparing his history of the German co-operative movement.

### *Presentations*

In March, Brett and Lou gave workshops for the CCA "Theory and Practice of Co-operatives workshop series. Brett's workshop was on collaboration among co-operatives, and looked at historical examples to show why co-ops sometimes have difficulty working together.

In April, Brett presented a paper about the Canadian Prairie co-operative movement at an international conference, "The Politics and Culture of the Great Plains," in Lincoln, Nebraska. Brett reports that a major theme of this year's Great Plains studies conference was the history of populism on both sides of the Canada-U.S. border.

Brett's M.A. student, Dion McGrath, has completed interviewing Saskatchewan people who were members of, or grew up on, co-op farms. Dion is now in the process of writing up his thesis.

### *Administration*

In May, the *Final Report of the Committee to Review the Role and Mandate of the Extension Division* was published. Brett was the chair of this 14-member university task force.

### *Other Activities*

The College of Arts and Science, and the University Review Committee have approved Brett Fairbairn's promotion to Full Professor, effective July 1, 1996.

## **Dan Ish**

### *Publications*

In May, Dan's monograph was published by the Centre:

*Legal Responsibilities of Directors and Officers in Canadian Co-operatives*

## **Byron Henderson**

### *Research*

Byron will be collaborating with James Mullens of the College of Arts & Science on research into the role of co-operatives in the survival of Tibetan resettlement communities in India. James Mullens will do the field collection of data while on sabbatical from July '96. Byron and James will write articles and continue in-depth research over the next year, focusing particularly on the interface of co-operative values and traditional Tibetan community values in preserving Tibetan culture.

### *Publishing*

In May, the Centre published Dan Ish's book, *Legal Responsibilities of Directors and Officers in Canadian Co-operatives*. Byron was responsible for the editing and design of this important book, and for bringing it to production. To date, the sale of the book has been strong.

In early June, the Centre's *Annual Report* for 1995 will be distributed. It was edited by Diana Kichuk and Byron. The design and layout for the report was done by Byron. Great care was taken by Byron to ensure that changes to the paper stock and the new look of the design and images did not incur additional production cost. In fact, the production cost of the Centre's *Annual Report* has remained within 5% of the production cost of the 90-91 report in each year since then.

### *Presentations*

In June, Byron will launch the CCA website he is creating at the Co-op Innovations Conference in Halifax. With Carol Hunter, Byron will also "host" an Internet Café at the conference.

## **Brenda Stefanson**

### *Research*

*The Role of External Institutions in Fostering Industry Development*. Brenda continues her research on the ADF project with Murray, to determine the role that external institutions play in fostering the collective action necessary for industry development.

**The Role of Saint Paul Bank for Cooperatives in Fostering NGC Development in North Dakota and Minnesota.** Brenda continues her work with Murray on the Credit Union Central project, to examine the role of Saint Paul Bank for Cooperatives in fostering NGC development in North Dakota and Minnesota.

In February, Brenda travelled to Minnesota and North Dakota to interview officials and employees of the St. Paul Bank for Cooperatives, the Farm Credit Services of Mandan, the Minnesota Association of Cooperatives, the Cooperative Foundation, the North Dakota State University (the Burdick Centre for Cooperatives and Extension Services), and the North Dakota Association of Rural Electric Cooperatives, as well as members and employees of several NGC ventures.

### *Presentations*

Brenda has been active in extension work, responding to a demand for information on the NGC model. Brenda made presentations to several producer groups and to organizations interested in rural development, such as: Extension Services at Saskatchewan Agriculture and Food, and Saskatchewan Consulting Agrologists.

Brenda's keynote address at the Economic Development Opportunities Conference in Nipawin, back in January, was titled: "Community Development Through New Generation Co-operatives."

In March, Brenda made a presentation on NGCs and small fruit production at the seminar, "Small Fruit Production: a Market Opportunity," in Tisdale, Saskatchewan.

In April, Brenda spoke to the Rural Municipality of Wilton, "1996 Ratepayers Annual Meeting," on "The Structure and Potential of NGCs."

### *Other Activities*

In July, Brenda will attend the "Co-op Fever" Study Tour of NGCs in North Dakota and Minnesota, organized by the Cooperative Development Institute, Greenfield, Massachusetts. The tour will include renowned "Co-op Country": Renville, Minnesota.

## **Andrea Harris**

### *Research*

**An Analysis of the Egg Industry in Canada and the United States.** Andrea continues her research for the egg industry project. Andrea will continue her research while in Vancouver until the project is completed.

### *Presentations*

In May, Andrea presented a paper, titled: "Co-operatives: Solutions to Shared Problems," as the keynote speaker at the Many Nations Benefit Co-operative (MNBC) national conference. MNBC is an aboriginal organization which currently provides insurance,

benefit, and pension services to its members. The directors and management of the co-operative are anticipating rapid expansion of MNBC to include a broad range of services.