

Director's Report to the Advisory Board

Murray Fulton, Director
Centre for the Study of Co-operatives
22 June 2017



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

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

The university not only houses our offices but provides in-kind contributions from a number of departments and units as well as financial assistance with operations and nonsalary expenditures.

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



Highlights of Centre Activities

November 2016 to June 2017

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▲ Top Co-op Issues 2017

Once again, we asked co-op leaders and academics across Canada to identify the most pressing concerns currently facing co-operative organizations. According to CEOs, board members, and managers in virtually every region and sector, the number one issue for co-op leaders is public awareness of the co-operative model the lack of it, that is. As one person commented, “Raising the profile of co-ops in a noisy marketplace is difficult.”

The forty-three key informants in our most recent survey identified many issues, which we have analysed and organized under themes that include organizational change, maintaining the co-op identity, government relations, relevance, innovation, technology, and governance. The poster found here itemizes the top twenty themes and highlights the top six issues.

Read more about 2017’s top co-op issues and see graphic comparisons with last year’s list [here](#).

▲ Contemplating Co-ops — The Blog Update

We launched our new blog, *Contemplating Co-ops*, in mid-December 2016, with the assistance of Danielle Potter, whom we hired on a contract basis to help get things up and running. The intention was to keep Centre partners, affiliates, and other stakeholders fully informed about not only our activities, but also about the most up-to-date research and thinking of co-op scholars and practitioners around the world. With weekly posts by a variety of authors and Danielle’s regular attention to Facebook and Twitter, the blog quickly became the Centre’s most prominent online presence, significantly outstripping visits to the website (see the section on Google Analytics, below).

Recent topics include:

- ▲ member representation
- ▲ the two-hat problem in co-op governance
- ▲ extrinsic and extrinsic motivation among co-op stakeholders
- ▲ co-ops, privatization, and public policy
- ▲ the hope for a federal co-op development policy
- ▲ upselling in banks and credit unions
- ▲ organizational listening

Although most posts originate with Centre fellows, scholars, students, and staff, we have recently added a section titled *Recommended*, which contains curated content in three subcategories — Reading, Viewing, and Listening — gleaned from leading individuals and institutions worldwide, creating a “one-stop-shop” for innovative co-operative research and thinking.

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

▲ Graduate Certificate in the Social Economy and Co-operatives

The first year of the blended-delivery model for the certificate has come to an end and we are very pleased with the results. We had six students enrolled in the actual program and others who registered for the courses offered. Brett developed and taught the initial one-week, in-person course — Co-operatives in the New Economy — in September. Lou and Isobel were responsible for the September to April online course — Co-operative Governance and Leadership in Action. And PhD candidate Victoria Taras taught the final compressed class — Social Economy and Public Policy — at the end of April. Thirteen short videos created by the Centre supplement material for the online courses; they are available on our website here. With classes taught by Centre Fellows, the certificate is offered through our affiliate, the Johnson Shoyama Graduate School of Public Policy.

One student has completed the certificate; another has moved on to a master of public policy degree, where he will be working on a co-op governance topic. Others are in various stages of completion. Due to class scheduling issues, we are shifting from fall to spring admission and will be offering the core course during May 2018. See the promotional video here.

▲ Co-operative Governance School for Emerging Researchers

Everyone is talking about governance today, and no wonder. Governance is key to meeting the challenges and realizing the opportunities that co-operatives face on a daily basis. In early October, the Centre is sponsoring an innovative four-day workshop on co-operative governance, taught by Canadian practitioners and academics from Canada, the US, and Europe.

The first day of the School will feature a meeting with governance practitioners from leading co-operative and social economy organizations in Canada, who will explain the issues and challenges currently facing co-ops and how they are being addressed. The final three days will provide participants with a mix of theoretical frameworks for understanding co-op governance, a dataset to help them find relationships between governance characteristics and outcomes, and a series of case studies designed to illustrate how the key conceptual issues play out in practice.

The School is designed for co-op employees, postdoctoral fellows, research assistants, and graduate students interested in the governance of co-ops and social economy organizations. We have applied for a \$25,000 Connections Grant from the Social Sciences and Humanities Research Council to offset costs, but plan to go ahead whether we receive the grant or not.

▲ Saskatoon Co-operative Association Consulting Contract

Phase one of this project identified trends and issues to consider in governance and included a comparison of six different governance models used by large urban consumer co-operatives as well as an analysis of member participation and AGM attendance. Phase two, currently underway, includes a literature review and analysis of motivations for member engagement in large co-operatives and a framework for thinking about the process of decision making on boards and the characteristics that help lead to success. The goal is to create a dynamic frame-

work for member engagement and effective decision making that enshrines the uniqueness of the co-op identity. Centre researchers are undertaking interviews with the board and preparing a slate of interviews with comparative co-ops. The final report is scheduled to be delivered in October.

▲ Seminar Series

The Centre has had a series of extremely thought-provoking seminars over the past six months, beginning in November with Shona McGlashan, chief governance officer at Mountain Equipment Co-op, whose presentation outlined how MEC reconciles the tensions between the co-op governance structure and the needs of a dynamic, growing business in a competitive world.

Shona's talk was followed in December by the annual Hartley and Margaret Fredeen Scholarship in Co-operative Studies seminar. Eric Neudorf, last year's winner, gave a fascinating presentation on the struggle between co-ops and investor-owned firms over the regulatory environment in supplying power to rural Alberta in the 1940s. PhD candidate Travis Reynolds is the 2016 winner of the Fredeen Scholarship and will give next year's seminar.

In January, Lou Hammond Ketilson, JoAnn Jaffe, and Cindy Hanson presented some of the results of their three-year research project into sustainable rural development through the use of the integrated co-operative model in Uganda, Tanzania, and Rwanda.

And in April, Maurie Cohen, professor of sustainability studies and director of the Program in Science, Technology, and Society at the New Jersey Institute of Technology, joined us to talk about the future of consumer society and the potential of new co-operative arrangements in the face of dwindling government-sponsored initiatives.

▲ Co-op Case Study Competition

Nine students participated in the third annual case competition held during this year's Canadian Association for Studies in Co-operation Conference at Ryerson University in May. We had participants from the universities of York, Winnipeg, Saskatchewan, Waterloo, Humboldt, Germany, and Oklahoma in the US. The three teams provided excellent analyses of the case — *Fedore Cooperative: Effective Conflict Resolution and Decision Making*. Judges Sonya Novkovic (St. Mary's), Paul Cabaj (Co-operatives and Mutuals Canada), and Claude-André Guillote (Sherbrooke) chose Michael Kenny (York), Deepak Santhanakrishnan (U of S), and Carla Dohmwirth (Humboldt, Germany) as the winning team.

▲ Film Screening

Our March seminar spot was taken by a screening of the inspiring film *A New Economy*, which featured several organizations striving towards building a more co-operative future by experimenting with open and nontraditional business models. Putting humanity before the

bottom line, these types of businesses are finding their place in an economy no longer dominated by profits and big business. The free screening was sponsored by the Centre, Co-operatives First, and the Saskatchewan Co-operative Association.

▲ Google Analytics

Our new blog was launched in mid-December 2016 and since then, there have been dramatic changes in online traffic to the Centre. For comparative purposes, we have provided the data below in three, three-month periods. The first one is prior to the launch of the blog.

1 September to 30 November 2017

Users: 2,386 / Page views: 5,696 / Sessions: 3,183 / New sessions: 72%
Top countries: Canada, US, India, Nigeria, UK

The home page attracted 25% of total visitors, with the next most popular page being Murray Fulton's faculty page at 5%.

1 December 2016 to 28 February 2017

Users: 2,914 / Page views: 7,936 / Sessions: 4,124 / New sessions: 68%
Top countries: Canada, US, Nigeria, India, UK

The home page of the website dropped to 18% of total visits and the blog, at 8.42%, attracted more than twice as many views as the next most popular page — Faculty and Staff at 3.87%.

1 March to 31 May 2017

Users: 4,221 / Page views: 10,022 / Sessions: 5,680 / New sessions: 71%
Top countries: Canada, US, Nigeria, India, Germany

During this period, visits to the home page of the website fell another two points to 16%; the blog grew to 14%, with the next most popular page being Conferences and Workshops at 4.84%.

Users, page views, and sessions have gone up consistently from September to May, but once the blog was well established in the second quarter of 2017, things really took off. Users went up 77% from September to May, page views went up 76%, and sessions went up 78%. Users, for example, increased 22% from Sept-Nov to Dec-Feb, but then rose 45% over the next period. And over the past thirty days, the top five pages showed 765 visits to the blog as compared to 477 to the website.

▲ Harold Chapman Honoured with Order of Canada

We were thrilled to acknowledge long-time Centre supporter Harold Chapman's investiture into the Order of Canada. Harold has been a stalwart of the Centre for years, a devoted attendee of our conferences, workshops, and seminars, and always among the first to comment, share experiences, and make suggestions about initiatives the Centre might usefully undertake in the future. [Read more here.](#)

▲ Thematic Breakdown of Selected Centre Activity

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

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

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

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

The Massive Open Online Course on Co-op Governance

The Centre is engaged in significant new work on governance that deserves some special attention. In February 2017, Paul Thompson, a School of Public Policy student, joined us to work on the creation of a massive open online course (MOOC) on governance in co-operatives. MOOCs are online courses aimed at unlimited participation and open access via the web. The project is a collaboration between the Centre and Co-operatives First. Course content is based on a model of successful co-op governance developed at the Centre by Murray Fulton, Brett Fairbairn, and Dionne Pohler. The model has been the subject of several papers and publications focusing on the three key elements of successful governance: cognition, strategic interdependencies, and legitimacy. Paul is taking these concepts and turning them into accessible ideas that anyone can understand and apply. The MOOC will run for six weeks beginning in October and will be hosted by the Canvas Learning Management System. It is free to anyone around the world who is interested in deepening their understanding of co-operative governance. The course is developed and offered in the spirit of the co-operative principles, including co-op education and co-operation among co-operatives.

The SSHRC Connections Grant Application

Nora Russell, with the assistance of Centre Director Murray Fulton and Research Manager Darcy Overland, spent much of April preparing a SSHRC Connections Grant application for funding to support a proposed four-day Co-operative Governance School for Emerging Researchers in Saskatoon in early October (more details above). The School will feature presenters from Canada, the US, and Europe, and is expected to attract participants from the same areas. As mentioned above, the School will proceed whether or not the application is successful; the difference will be how much financial support we are able to offer participants.

- ▲ **consulting contract** with Saskatoon Co-operative Association Ltd., 2016–17, to review governance and member participation; see above for details
- ▲ “Banks and their Alternatives in the Canadian Financial Services Industry: A Comparison of Governance Structures and Outcomes,” **presentation** by Dionne Pohler at Alternatives to the Corporation: Labour and Employment Relations Association Conference, Minneapolis, MN, May 2016 (not previously reported)
- ▲ “The Competitive Co-operative: The Role of Governance and Leaders in Balancing Conflicting Values in Canadian Credit Unions,” **presentation** by Dionne Pohler at the International Co-operative Association Research Conference, Almeria, Spain, May 2016 (not previously reported)
- ▲ “Re-imagining Credit Union Governance,” **presentation** by Dionne Pohler at the Canadian Credit Union Association and Filene Research Institute Credit Union Executive and Regulator Conference, Toronto, 21 September 2016 (not previously reported)
- ▲ “Two Tales of Federated Co-operative Governance: Lessons for Credit Unions,” **presentation** by Dionne Pohler at the Saskatchewan Credit Union Conference, Saskatoon, 25 October 2016, (not previously reported)
- ▲ “Governance and Regulatory Challenges in Canadian Credit Unions,” **report** by Dionne Pohler for the Canadian Credit Union Association and Filene Research Institute
- ▲ “Governing Major Science Initiatives in Western Canada,” **presentation** by Murray Fulton, Michael Atkinson, and Peter Phillips to the Science in Society: Recent Initiatives and New Directions Workshop, Centre for the Study of Science and Innovation Policy, Saskatoon, 8 March 2017
- ▲ “Co-operative Business Strategy: The Advantage,” **presentation** by Brett Fairbairn to the board of directors and senior management of Access Communications Co-operative, Regina, 7 April 2017
- ▲ “Perception of Issues Facing Co-operatives in Canada: A Cognitive Analysis,” **presentation** based on Top Co-op Issues research by Darcy Overland at Canadian Association for Studies in Co-operation (CASC) conference, Toronto, 30 May to 2 June 2017
- ▲ “Governance-Driven Innovation: Changing Organisational Culture at the Board-Management Interface in a Large Co-operative,” **presentation** by Brett Fairbairn at the International Co-operative Alliance Committee on Co-operative Research Global Research Conference, Stirling, Scotland, 22 June 2017
- ▲ “The Political Economy of Good Governance,” **presentation** by Murray Fulton and Michael Atkinson at the International Public Policy Association Conference. Singapore, 28–30 June 2017

- ▲ “Co-operative Leadership: Social and Spatial Regeneration in Rural Western Canada,” **chapter** by Darcy Overland in *Social Regeneration and Local Development*, ed. Silvia Sacchetti, Routledge, forthcoming
- ▲ “The Relationship between Size and Efficiency in Credit Unions,” **new research** project by Abdullah Mamun
- ▲ “Evidence of Earnings Management in Credit Unions and the Rationale for Such Behaviour,” **new research** project by Abdullah Mamun
- ▲ Brett Fairbairn is producing three **training documents** for Federated Co-operatives Limited’s Director Development Program

Ongoing work in this area

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

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

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

- ▲ “Developing and Sustaining Communities: The Role of Co-operatives,” **chapter** by Lou Hammond Ketilson in *The Oxford Handbook of Mutual, Co-operative, and Co-Owned Business*, ed. Jonathan Michie, Joseph Blasi, and Carlo Borzaga, Oxford University Press; published
- ▲ “Raiffeisen as Social Innovator,” **article** by Brett Fairbairn; published online January 2017 in *Annals of Public and Cooperative Economics*, DOI: 10.1111/apce.12157
- ▲ “Pre-cursors to the Sharing Economy: Co-operatives,” **chapter** by Isobel Findlay in *The Sharing Economy: Possibilities, Challenges, and the Way Forward*, ed. Pia A. Albinsson and B. Yasanthi Perera, Praeger Publishing, forthcoming
- ▲ “Report on Co-operative Business Knowledge Survey: Results and Analysis,” Centre researcher Yawen Luo prepared this **report** for Co-operatives First that highlights the positive relationship between co-op knowledge and co-operative engagement (based on data from the CIP project)
- ▲ Co-op Data Portal — Yawen Luo is working on this **interactive portal** that will allow users to search for information on co-ops in western Canada (based on data from the CIP project)
- ▲ Analysis of Co-op Survival Rate — Yawen Luo is engaged in this **new research** looking for patterns of the entry, exit, and merging of co-ops in Saskatchewan
- ▲ “Achieving Sustainable Livelihoods: The Integrated Co-operative Model in East Africa,” **presentation** by Lou Hammond Ketilson, JoAnn Jaffe, and Cindy Hanson in the Centre Seminar Series, January 2017
- ▲ “Roundtable on Co-operatives and Higher Education,” **presentation** by Isobel Findlay at the CASC conference, Toronto, 31 May 2017
- ▲ “Arctic Co-operatives Limited: Exploring an Integrated Model of Co-operative Development,” **presentation** by Lou Hammond Ketilson at the CASC conference, Toronto, 31 May 2017
- ▲ “Co-operatives and the Sharing Economy,” **presentation** by Isobel Findlay at the CASC conference, Toronto, 1 June 2017
- ▲ “Co-operatives and Canada at 150 — Lessons from the Past for Directions for the Future,” **round table discussion** with Lou Hammond Ketilson and others at the CASC conference, Toronto, 2 June 2017
- ▲ “University-Co-operative Strategic Engagement Workshop,” **curriculum session** facilitated by Lou Hammond Ketilson at the CASC conference, Toronto, 2 June 2017
- ▲ “Exploring an Integrated Model of Co-operative Development in Canada: The Case of Arctic Co-operatives Limited,” **presentation** by Lou Hammond Ketilson at the International Co-operative Alliance Committee on Co-operative Research Conference, Stirling, Scotland, 20–23 June 2017
- ▲ “Social Innovation, Conflict, and the Institutionalization of German Energy Co-operatives,” **presentation** by Brett Fairbairn and Markus Hanisch (Humboldt University Berlin), at the 6th EMES International Research Conference on Social Enterprise, Louvain-la-Neuve, Belgium, 6 July 2017
- ▲ “Arctic Co-operatives Limited: Exploring an Integrated Model of Co-operative Development”; Lou Hammond Ketilson is the principal investigator in this new, two-year **research project** in partnership with Arctic Co-operatives Ltd.

Ongoing work in this area

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

Rural and Agricultural → including food security, rural development

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

- ▲ “Organic Farming in Saskatchewan: Making Sense of Complex Realities,” **presentation** by Michael Gertler, JoAnn Jaffe, and Mary Beckie to Workshop on Organic Research, Swift Current Research and Development Centre, Agriculture and Agri-Food Canada, 7 April 2017
- ▲ “Public Pastures — Public Interest,” **brief** by Michael Gertler to the Government of Saskatchewan on the Saskatchewan Pastures Program, 27 April 2017
- ▲ “One Health Approach to Improving Food Security and Nutritional Status in the Context of Gender/Ethnic Inequities in Guatemala”; Lou Hammond Ketilson is a collaborator on this **research project**

Ongoing work in this area

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

Indigenous

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

- ▲ “Weaving the Interdisciplinary Basket: Building Resilient and Knowledgeable Communities and Economies,” **chapter** by Isobel Findlay in *Animating Mi’kmaq Humanities in Atlantic Canada*, ed. Marie Battiste, Cape Breton University Press, forthcoming 2016
 - ▲ “Urban Aboriginal Postsecondary Student Experience: Facilitators and Inhibitors of Learning Environments for Maximum Potential,” **research grant**, Isobel Findlay, Marie Battiste, and Joe Garcea are co-principal investigators, funded by SSHRC Partnership Grant titled Urban Aboriginal Knowledge Network
- ▲ Teaching, Administration, and Other Professional Activities
- And in addition to their day-to-day commitments, Centre faculty and staff together serve on approximately **fifty** committees, boards, and/or professional and community organizations.

Appendix
to the
Director's Report
22 June 2017

Faculty/Staff News

- ▲ Murray Fulton and co-author Konstantinos Giannakas were the 2017 winners of the Canadian Agricultural Economics Society's Enduring Quality Award for their article, "Inserting GM Products into the Food Chain: The Market and Welfare Effects of Different Labeling and Regulatory Regimes" published in the *American Journal of Agricultural Economics* in 2004
- ▲ Dionne Pohler won the John T. Dunlop Outstanding Scholar Award at the Labor and Employment Relations Association conference, Anaheim, California, 1–4 June 2017
- ▲ Eric Micheels won the Provost's College Award for Outstanding Teaching in the College of Agriculture and Bioresources
- ▲ We have a new research assistant. Alejandro Lomeli Viramontes is a MITAKS student from Mexico who will be spending three months with us working on various projects with Murray. He is in his final year of a BA in international relations at the Monterey Institute of Technology and Higher Education in Mexico.
- ▲ Danielle Potter, who joined us on contract in November to help establish the Centre's new blog, will be leaving us at the end of June for new pastures. Danielle has been an invaluable help providing material for the blog, regular Twitter and Facebook posts to promote the Centre, and in setting us up on LinkedIn, which will eventually provide the Centre with a large professional network of like-minded researchers. We are sad to see her go but wish her the best in her new endeavours.
- ▲ Paul Thompson, a master of public administration student, came to the Centre in February to work on the development of a MOOC (massive open online course) on co-operative governance (see more details in Highlights section of this report). The MOOC will run for six weeks this fall and is free to anyone, anywhere in the world.
- ▲ PhD candidate Victoria Taras continues in her role as research assistant to Lou Hammond Ketilson. Together, they are working on publications and presentations based on recent projects: 1) the impact of credit unions on community economic development, and 2) the testing of a co-op integration model (producer, market, and financial) in collaboration with researchers from Uganda, Tanzania, and Rwanda. Victoria also taught the condensed spring course — Social Economy and Public Policy — for the co-op certificate program. Her dissertation is on the social economy of disability policy implementation.
- ▲ Centre Research Co-ordinator Yawen Luo attended the Berlin Young Researchers Workshop on the Study of Co-operatives and the Young Researchers Conference in Berlin, 25 March–1 April 2017. Yawen has also contributed an article to the Centre's blog.
- ▲ Aasa Marshall, an MPP student at the School of Public Policy and a Centre research assistant for several months, has left us for a position with Co-operatives First. While with us, Aasa did a lot of data entry and clarifying/categorizing data collected during the Co-operative Innovation Project. She also helped analyze survey data and write the final report for a Co-operatives-First-funded project measuring the level of co-op knowledge among economic and community developers. She wrote two pieces for the Centre's blog and assisted with the Saskatoon Co-op Association governance review project.
- ▲ Amanda Sampson is a graduate student researcher involved with the Saskatoon Co-op Association governance review project. She contributed a post to the Centre's blog and has others in progress on the complexities of organizational communication and member representation. Amanda is an MPP student at the School of Public Policy and is finishing

up the analysis portion of her thesis. In September, she will begin an eight-month internship with the Department of Agriculture in Regina.

Research (not reported above)

- ▲ “Accounting for Agent Heterogeneity in Policy Analysis: A Framework and an Application,” article by Konstantinos Giannakas and Murray Fulton, submitted to the *American Journal of Agricultural Economics*
- ▲ “One-Health Approach to Improving Food Security and Nutritional Status in the Context of Gender/Ethnic Inequities in Guatemala”; Lou is a collaborator in this One-Health-Funded research project
- ▲ “President’s Advisory Council on the Status of Women Consultation Report,” Isobel Findlay, Marie Loverod, and Liz Quinlan; ongoing
- ▲ “Impacting Community Strength and Sustainability: Community-Campus Engagement at Station 20 West,” research project, SSHRC Community First: Impacts of Community Engagement Hub Project, Phase Two, Isobel Findlay, Peter Andrée and Karen Schwartz; ongoing
- ▲ “Ameliorating Workplace Harassment among Caregivers: Fostering Communicative Action and Ethical Practice through Participatory Theatre,” research project, Elizabeth Quinlan, Beth Bilson, Isobel Findlay, and A. Urban; ongoing
- ▲ “Why Is Human Sustainability Less Prominent than Environmental Sustainability? An Interdisciplinary Perspective,” article by Daniel Béland, Dionne Pohler, and Murray Fulton; ongoing

Publications — Centre and Faculty (not reported above)

- ▲ “Horizon and Free-Rider Problems in Cooperative Organizations,” article by K. Giannakas, M.E Fulton, and J. Sesmero published in the *Journal of Agricultural and Resource Economics* 41, no. 3 (2016): 372–92.
- ▲ “Underinvestment in Producer-Funded Agricultural R&D: The Role of the Horizon Problem,” article by Zhihua Xiao and Murray Fulton published online 12 May 2017 in the *Canadian Journal of Agricultural Economics*, DOI: 10.1111/cjag.12136
- ▲ “No-Brainer or Brain-Twister? Linking Planning and Budgeting,” article by Brett Fairbairn for the *Planning for Higher Education Journal*, forthcoming
- ▲ “Station 20 West: Sustainability of a Social Enterprise,” case study by Suresh Kalagnanam, Lisa Erickson, Isobel Findlay, Len Usiskin, and Yvonne Hanson submitted to Administrative Sciences Association of Canada Case Division
- ▲ “Building Resilient Communities: The Economic Impact of Credit Unions and Caisses Populaires in Canada,” Lou Hammond Ketilson, Centre booklet, with author for revisions
- ▲ “A Case Study of Gender, Health, and Fair Trade in Nicaraguan Coffee Co-operatives,” Centre occasional paper, based on MSc thesis by Vince Terstappen; edited, awaiting author approval
- ▲ “Co-operative Membership Models That Empower Women: Findings from Western Canada,” Sasha Hanson Pastran, Centre research report, edited, with author for approval
- ▲ “The Paradoxes and Potentials for Women’s Empowerment in Latin American Agricul-

tural Co-operatives: The Case of Honduras,” Sasha Hanson Pastran, Centre occasional paper, in editing

- ▲ “Rural Sociology,” article by JoAnne Jaffe and Michael Gertler in *The Cambridge Handbook of Sociology*, ed. Kathleen Odell Korgen, New York: Cambridge University Press, forthcoming July 2017

Presentations (not reported above)

- ▲ “Co-operative Research: What Don’t We Know?” presentation by Murray Fulton to the XII AGI Young Researchers’ Conference 2017, Berlin, 31 March –1 April 2017
- ▲ “Two Models of the World: What QCA Captures,” presentation by Murray Fulton to the Young Researchers’ Workshop, The Study of Co-operatives, Berlin, 27–30 March 2017
- ▲ “On a Path of True Reconciliation: Investing in a Poverty-free Saskatoon,” presentation by Isobel Findlay and Colleen Christopherson Côté to C2UEXPO2017 For the Common Good, Simon Fraser University, 3–5 May 2017
- ▲ “Impacting Community Strength and Sustainability: Community-Campus Engagement at Station 20 West,” presentation by Isobel Findlay at ANSER 2017 conference, Toronto, 2 June 2017
- ▲ “Linking Planning and Budgeting in Today’s Fiscal Environment,” five-hour pre-conference workshop facilitated by Brett Fairbairn and Sarah Cantrell (York University), at the Society of College and University Planners Conference, Washington, DC, 9 July 2017
- ▲ “Engaging Faculty for Top-Notch Planning,” presentation by Brett Fairbairn and Jay Kalra, at the Society for College and University Planners Conference, Washington, DC, 10 July 2017
- ▲ “Demographic Change and Political Polarization,” Brett Fairbairn, session convenor, Society for College and University Planners Conference, Washington, DC, 11 July 2017

Conferences, Workshops, and Meetings

- ▲ Science in Society: Recent Initiatives and New Directions Workshop, Centre for the Study of Science and Innovation Policy, Saskatoon, 8 March 2017
- ▲ Young Researchers’ Workshop, The Study of Cooperatives, Berlin, 27–30 March 2017
- ▲ XII AGI Young Researchers’ Conference 2017, Berlin, 31 March –1 April 2017
- ▲ Workshop on Organic Research, Swift Current Research and Development Centre, Agriculture and Agri-Food Canada, 7 April 2017
- ▲ SaskCentral AGM, Regina, 12 April 2017
- ▲ Arctic Co-operatives Limited Annual General Meetings, Winnipeg, 3–4 May 2017
- ▲ C2UEXPO2017 For the Common Good, Simon Fraser University, Vancouver, 3–5 May 2017
- ▲ Canadian Association for Studies in Co-operation Conference, Toronto, 30 May to 2 June 2017
- ▲ Association for Nonprofit and Social Economy Research (ANSER) Conference, Toronto, 30 May to 2 June 2017
- ▲ Canadian Agricultural Economics Society meetings, Montreal, 18–20 June 2017,
- ▲ International Co-operative Alliance Committee on Co-operative Research Conference, Stirling, Scotland, 20–23 June 2017

- ▲ International Public Policy Association Conference. Singapore, 28–30 June 2017
- ▲ 6th EMES International Research Conference on Social Enterprise, Louvain-la-Neuve, Belgium, 3–6 July 2017 (EMES stands for Emergence des Entreprises Sociales en Europe)
- ▲ Society for College and University Planning Conference, Washington, DC, 8–12 July 2017, Washington, DC

