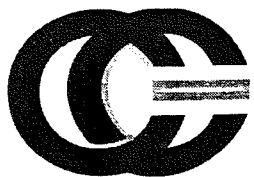


**Director's Report to the Management Advisory Board  
Centre for the Study of Co-operatives**

November, 1995

**Murray Fulton  
Director**



**Centre for the Study of Co-operatives  
University of Saskatchewan**



## **AGENDA**

### **Management Advisory Board Meeting**

Centre for the Study of Co-operatives

Wednesday, November 1, 1995

10:00 am

Michaelangelo C Room

Radisson Hotel Saskatoon (Formerly the Ramada Renaissance)

1. Adoption of Agenda
2. Minutes of Last Meeting – June 14, 1995
3. Director's Report
4. Financial Statements
  - (a) Current Year Monthly Statement
5. Report on the Retreat
6. Library Position Update
7. Search Procedure for New Academic at the Centre
8. Travel Costs
9. Other Business
10. Date of Next Meeting
11. Meet with Centre faculty and staff (Approximately 11:00 am)
12. Adjournment

# Centre for the Study of Co-operatives 1994-95

	Jul-94	Aug-94	Sep-94	Oct-94	Nov-94	Dec-94	Jan-95	Feb-95	Mar-95	Apr-95	May-95	Jun-95	Total	Budget Difference	% Expended	
<b>Expenditures</b>																
Academic Salaries	23,827	22,810	22,810	22,810	25,192	26,507	23,549	23,549	23,549	59,549	24,416	23,216	321,784	320,892	-892	100
Support Staff Salaries	7,930	7,685	8,122	7,871	7,966	10,092	7,441	10,027	9,538	9,329	10,892	9,766	106,659	105,000	-1,659	102
Fringe Benefits	4,338	4,001	5,171	4,561	3,939	3,576	4,871	4,981	6,626	5,371	4,712	4,444	56,591	56,534	-57	100
Visiting Scholars Fund										900	1,693	2,208	4,801	18,000	13,199	27
Material and Supplies	154	542	1,324	-224	617	465	1,595	517	896	1,689	197	-592	7,180	5,600	-1,580	128
Printing	1,477	-591	-1,402	1,022	256	-511	809	888	-171	1,665	428	117	3,987	8,000	4,013	50
Postage & Courier	321	68	162	205	258	463	191	167	177	466	267	192	2,937	5,000	2,063	59
Telephone	298	288	270	223	216	177	229	209	448	706		327	3,391	3,800	409	89
Travel	3,661	3,078	29	-759	5,096	158	1,603	672	-212	376	1,493	1,028	16,223	20,000	3,777	81
Equipment & Maintenance	761	8,146	6	144	4	-7,207	135	135	60	15,590	6,609	6,609	24,215	3,000	-21,248	808
Library Acquisitions	576	18	72	1,475	399	293	587	360	602	1,172	427	255	6,566	6,500	264	96
Miscellaneous	-1,080	309	350	-387	2	222	35	3,022	2,899	14,993	1,479	1,941	23,733	4,074	-19,711	584
Public Relations	65	137	50	433	1,500	305	760	90	360	555	-65	873	5,163	4,000	-1,063	127
Research		1,840	6,770	2,242	1,802	5,315	2,321	-1,051	3,084	1,589	1,800	1,800	21,000	21,000	-6,512	131
Dues & Memberships			35	150		40	1,846	-1,247	963	592	1457	90	7,755	1,600	-2,326	245
<b>Total Expenditures</b>	<b>42,328</b>	<b>40,185</b>	<b>51,909</b>	<b>39,628</b>	<b>47,387</b>	<b>47,106</b>	<b>38,630</b>	<b>42,319</b>	<b>48,759</b>	<b>99,012</b>	<b>64,786</b>	<b>52,274</b>	<b>614,972</b>	<b>583,000</b>	<b>-31,323</b>	<b>105</b>
<b>Revenue</b>																
Publication Sales	170	111	582	138	165	514	6	175	256			1,343	3,460	3,000	460	
Miscellaneous								1,970	1,970	6,970	1,970	1,970	14,850		14,850	
<b>Total Revenue</b>	<b>170</b>	<b>111</b>	<b>582</b>	<b>138</b>	<b>165</b>	<b>514</b>	<b>6</b>	<b>2,145</b>	<b>1,970</b>	<b>7,226</b>	<b>1,970</b>	<b>3,313</b>	<b>18,310</b>	<b>3,000</b>	<b>15,310</b>	<b>610</b>
<b>Expenditures</b>																
<b>Less Revenue</b>	<b>42,158</b>	<b>40,074</b>	<b>51,327</b>	<b>39,490</b>	<b>47,222</b>	<b>46,592</b>	<b>38,624</b>	<b>40,174</b>	<b>46,789</b>	<b>91,786</b>	<b>62,816</b>	<b>48,961</b>	<b>596,013</b>	<b>580,000</b>	<b>-16,013</b>	<b>103</b>

# Centre for the Study of Co-operatives 1995-96

	Jul-95	Aug-95	Sep-95	Oct-95	Nov-95	Dec-95	Jan-96	Feb-96	Mar-96	Apr-96	May-96	Jun-96	Total	Budget	Difference	Percentage
<b>Expenditures</b>																
Academic Salaries	26,524	25,159	25,009										76,692	337,109	260,417	23
Support Staff Salaries	7,461	11,285	6,142										24,888	114,000	89,112	22
Fringe Benefits	5,447	5,178	3,887										14,512	60,190	45,678	24
Visiting Scholars Fund	1,054												1,054	5,000	3,946	21
Material and Supplies	1,779	221	1,478										3,478	8,000	4,522	43
Printing	5,735	32	938										6,705	6,000	-705	112
Postage & Courier	1,119	637	981										2,737	4,000	1,263	68
Telephone	324	337	312										973	3,800	2,827	26
Travel	6,207	2,694	687										9,588	20,000	10,412	48
Equipment & Maintenance	3,797	433	-5,254										-1,024	3,000	4,024	-34
Library Acquisitions	1,232	235	52										1,519	6,500	4,981	23
Miscellaneous	1,433	4	-214										1,223	4,761	3,538	26
Public Relations	990	469	502										1,961	3,000	1,039	65
Research	1,800	1,800	1,800										5,400	23,000	17,600	23
Dues & Memberships	572	223											795	1,600	805	50
<b>Total Expenditures</b>	65,474	48,707	36,321	0	0	0	0	0	0	0	0	0	150,502	599,960	449,458	25
<b>Revenue</b>																
Publication Sales	54	24	244										322	3,000	-2,679	11
Miscellaneous			1,100										1,100		1,072	-
<b>Total Revenue</b>	54	24	1,344	0	0	0	0	0	0	0	0	0	1,422	3,000	-1,607	47
<b>Expenditures</b>																
<b>Less Revenues</b>	65,421	48,683	34,977	0	0	0	0	0	0	0	0	0	149,080	596,960	447,880	25

# Centre Overview

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## Centre Activities

On August 2 and 3, the faculty and staff of the Centre held a retreat at the Kenderdine campus, Emma Lake. The purpose of the retreat was to develop directions and objectives for the Centre for the next three or four years (see Appendix). At the retreat the faculty and staff also agreed to undertake a new collective research project in the form of another book. The working title of the project is *Values, Agents and Collective Action*. The goal is to have a draft of the book ready by next summer.

The decision to undertake a new research project is an indication of the Centre's desire to remain at the forefront of the conceptual and theoretical foundations of co-operative thought and practice. At the same time, the Centre is continuing its work in the applied area. One example of this is the Centre's examination of New Generation Co-ops. A second example is the Centre's agreement to assist the egg marketing boards of the four western provinces in research into how a co-operative could help these organizations to respond to the challenges they are facing in their industry.

Murray Fulton has begun a series of meetings with the Boards of Directors of the Centre's sponsors. He met with the FCL Board on September 27, 1995 and with the SWP Board on October 16, 1995. In addition to outlining the Centre's directions and objectives with the boards, Murray is presenting an outline of the Centre's current activities and a series of questions regarding the role the sponsors feel the Centre should play (see Appendix).

## New People at the Centre

Mary Lou left the Centre in August after five years of active involvement in all of the Centre's activities. She has joined Praire Plant Systems, who are involved in plant genetics. Karen Burrows has very ably taken over and kept the Centre well organized since August. Marianne Taillon joined the Centre on October 1 as Mary Lou's full-time replacement. She has spent more than 15 years on Campus, with most of her experience occurring in the College of Education.

Leslie Polsom also left the Centre at the beginning of September to pursue her Library studies at Western. She is on a one-year leave and is being replaced by Rick Fowler, who is also librarian for the Native Law Library.

Brenda Stephanson and Andrea Harris joined the Centre's research group earlier this year to work on two projects initiated by Murray

## Individual Research, Publication and Teaching

### Murray Fulton

#### *New Projects*

#### **Youth Worker Co-op Development**

Murray Fulton is working with CCA to administer a program designed to assist young people form worker co-ops. The program involves 12 young people forming 4 co-ops in areas such as wild-flower production and sales to video production. This program is funded by Human Resource Development Canada. The formal training portion of the program wound up Oct. 31.

#### **Financial Performance Comparison of Co-ops and Investor-Owned Firms**

Murray Fulton and Andrea Harris are working on a research program that is examining the financial performance of co-operatives compared to IOFs. The research is examining co-ops and IOFs in areas such as grain handling, retail, feed, fishing, fruits and vegetables, and dairy. Variables examined include profitability, liquidity, accounts payable and receivable, general efficiency, and debt management. The report is complete. Andrea's expertise is agricultural economics. Funded by Co-operatives Secretariat.

#### **Role of External Institutions in Industry Development**

Murray Fulton and Brenda Stefanson are working on an ADF project to examine the role that external institutions play in fostering the collective action necessary for industry development. Brenda's expertise is in extension and agricultural economics.

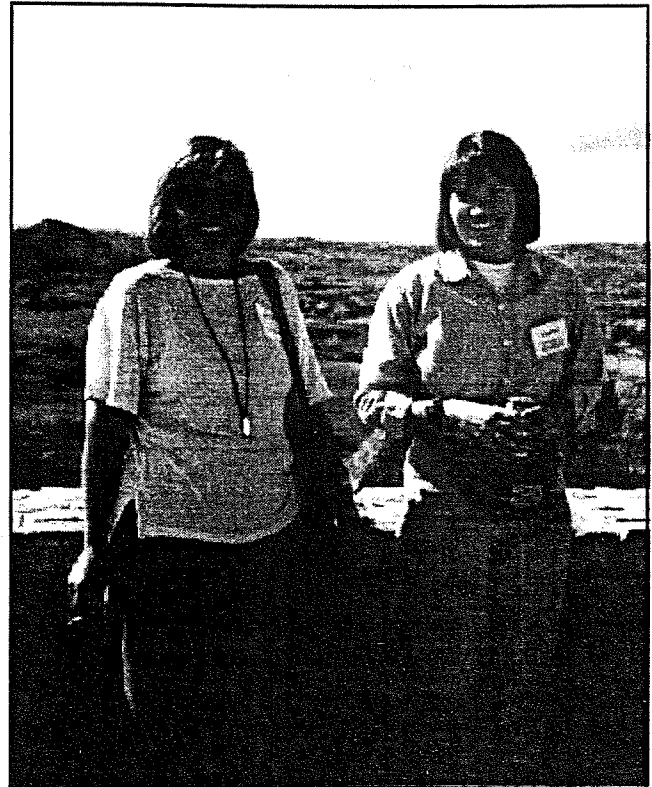
#### **New Generation Co-ops**

A large number (70+) of so-called "New Generation Co-ops" have appeared in Minnesota and North Dakota in the last 5 years.

The Centre is doing research on what constitutes a "New-Generation Co-op" and whether the idea can be applied to Saskatchewan. Brenda, Andrea, and Murray are doing most of the research at this time. The Centre jointly sponsored a workshop on this topic in Estevan on Oct. 11. Murray, along with Brenda Stephanson and Andrea Harris, wrote a brief overview of New Generation Co-op formation in North Dakota and Minnesota. Murray made a presentation at the Estevan Conference.

### *Presentations*

Murray was asked to present a paper at the American Agricultural Economics Association meetings this summer in Indianapolis. The title of the paper was "The Future of Cooperatives in Canada: A Property Rights Approach." Michael Cook presented a companion piece on the future of agricultural co-operatives in the U.S.



Brenda and Andrea somewhere in the Dakotas

### *Papers and Articles*

Murray and James Vercammen have a journal article published entitled:

*The Distributional Impacts of Non-Uniform Pricing Schemes for Co-operatives. Journal of Cooperation.*

He also has a chapter in a book: M.E. Fulton, M. Katz, and J. Vercammen, 1995. "A Vertical and Horizontal Model of Supply Management in Canada: An Application to the Chicken Industry." In A. Schmitz, G. Coffin, and K. Rosaasen (eds.), *Regulation and Protectionism Under GATT and NAFTA: Case Studies in North American Agriculture*. Boulder, CO: Westview Press.

Murray also has a chapter in Conference proceedings: M.E. Fulton, M. Katz, and J. Vercammen, 1995. "An Overview of Vertical and Horizontal Relationships in Canadian Supply Management." In G. Coffin, A. Schmitz, and K. Rosaasen (eds.), *Supply Management in Transition Towards the 21st Century*. Proceedings of a Conference Held at McDonald Campus, McGill University, Quebec, June 28-30, 1994.

Murray and Andrea presented a paper at the Co-op Conference in June: *The Changing Role of Co-operatives in Canadian Agriculture*. Building Our Future: Economic Development and Co-operatives Into the 21st Century Conference, June, Saskatoon, Saskatchewan.

Murray also received an award for the **Outstanding Journal Article, Canadian Agricultural Economics and Farm Management Society**. M. E. Fulton and K. Karantininis, 1994. "A Graphical Examination of an Importer/Exporter Oligopoly Trade Model." *Canadian Journal of Agricultural Economics*, 42, 29-50.

Murray is currently teaching two classes: Econ 231.3 *Economics of Co-operation*, and AgEc 262.3 *Statistical Methods*. The latter class is a new offering and involves considerable development of new materials.

## Lou Hammond Ketilson

### Research

Throughout this period Lou was the principal editor for the International Joint Project book. In its last stages the Canadian group (Lou, Byron, Jack Craig, and

Leslie Brown) wrote and re-wrote major portions of the book, adding over 100 pages to its length to improve its coverage of co-operative materials and theory. In addition, Lou wrote the Congress presentations for all of the participant countries and

presented the Canadian research case studies. Lou contributed two case studies to the book, the only researcher to do so. Her work reviewed the Calgary Co-op and the Wheat Pool.



Jack Craig, Lou, Byron, Leslie Brown, Akio Takatori, Loris Ferini, Iain McDonald and Per-Olaf Jonsson after their presentation at the ICA Congress



## **Presentations**

### *June*

- CASC meetings in Montreal: "Co-operative Democracy in the Year 2000: Making Membership Meaningful".
- International Conference on Co-operatives in Saskatoon: "Co-operative Democracy in the Year 2000: Making Membership Meaningful".
- Annual meeting of Regina Community Clinic: "Co-operative Democracy in the Year 2000: Making Membership Meaningful".

### *September*

- Symposium on Making Membership Meaningful, sponsored by the International Joint Project on Co-operative Democracy: resource person in two workshops.
- ICA Researcher's Forum in Manchester : Women's Participation in Co-operatives: a Canadian Perspective.
- Presentation to the ICA Congress in Manchester of the Canadian case studies, published in Making Membership Meaningful.

## **Teaching**

- Supervising graduate students:

Laura Turner-Rain, MBA thesis, topic : The Birth and Death of CUFIS

Colleen McMahon, M.Sc. in Marketing, Thesis topic: Segmenting the Market for At-Home/Near-Home Financial Services.

## **Brett Fairbairn**

### **Teaching**

Brett continues to teach in excess of the one-full-class guideline for the Centre's academic staff.

In 1995-96 he is teaching the following:

*History 286 (Social and Political History of Co-operative Movements) – full class.*

After a shaky start when it appeared the class might not attract enough students, History 286 ended up with nine registrations, which is respectable. The students are mostly not second-year students, but upper-level students from various disciplines who have an interest in co-operatives. As a result, the discussion

in the class is good. The class will need continued promotion in future each time it is offered. Also, Brett is considering becoming involved in the department's first-year teaching in order to begin streaming students toward History 286 in second year.

*History 882 (Graduate Seminar in Rural History) – full class, co-taught with Professors Michael Hayden and Jim Handy.*

This is a new graduate seminar offered for the first time, and represents a break from the History Department's usual region/period coverage (e.g. Modern Europe, Canada). The students are challenged to survey the rural and agricultural history of many countries and periods, in order to compare and contrast across geographic boundaries and to develop common themes. Like all graduate seminars, it emphasizes a great deal of reading and discussion.

Brett's MA student, Dion McGrath, is continuing his research into the history of co-operative farms in Saskatchewan. Dion is now conducting extensive interviews with former co-op farm participants, and mailing out questionnaires. Any suggestions for people to interview might be passed on by Brett to Dion.

## **Research, Conference Papers, Publications, Reviews**

### *Author / Speaker:*

- "Values and Obligations: Towards a Moral Ecology of Co-operation," Canadian Association for Studies in Co-operation, Université du Québec à Montréal (June 1995).

The paper argued that co-operation becomes a meaningful act for members only on a public stage where participating in co-operation is associated with some moral-ethical values. Co-operatives have a self-interest in strengthening public values.

- "Filling the Cracks, Exploring the Margins: Co-operatives in Saskatchewan's History," to conference on Community, Modernity, and Religion: Eurocentric/Aboriginal Conversation, St. Thomas More College, Saskatoon, 26 June 1995.

The paper introduced those attending the conference to the place of co-operatives in Saskatchewan society, and interpreted the ways in which co-operatives attracted members through messages that communicated certain values — in particular, messages that worked with the individualist attitudes of potential members to develop and appeal to a sense of community of interest.

- "The Present and Future of Historical Journals," panel contribution to the International Congress of Historical Sciences, Montréal, 30 August 1995.

The International Congress is a major international gathering held every five years or so, attended by over 1,000 historians from around the world. Brett's presentation was well-received, and he has submitted it for possible publication in a specialized journal on scholarly publishing.

*Author:*

- Review of John J. Kulczycki, *The Foreign Worker and the German Labor Movement: Xenophobia and Solidarity in the Coal Fields of the Ruhr, 1871-1914* (Providence, R.I.: Berg, 1994), commissioned by and distributed by the editor of H-GERMAN, September 1995. (H-GERMAN is an electronic listserve on the Internet for communication among professional historians.)
- "Constructing an Alternative Language for Co-operative Growth: An Ecological Metaphor," *Coopératives et Développement* (accepted for publication in November 1995).

The article describes a theoretical model of co-operative growth and stabilization in terms of filling niches and expanding to environmental limits. The responsiveness of co-operatives to community needs (feedback relationship) is what gives them a competitive edge in filling certain niches.

**Extension**

*Author:*

- "Co-operative Idea is Constantly Renewed," Co-operatives Week supplement to the *Star Phoenix*, 13 October 1995.

*Speaker:*

- "Co-operative History and Principles," founding meeting of Regina Co-operative Alliance, 14 September 1995.

**Administration**

Brett continues to chair the Review of the Mandate and Role of the Extension Division, a committee which has been very active and met throughout the summer. The committee hopes to circulate a draft report for discussion purposes before Christmas, and to finalize its report early in the new year.

Brett also continues to serve on the Curriculum Committee of the Dept. of History. This committee, too, met throughout the summer, and prepared a major revision of the depart-

ment's curriculum — the first such revision in decades — which is now under discussion by the department.

### **Other**

Brett is currently under consideration by the Department of History for promotion to Full Professor. Under departmental procedures, he submitted a complete dossier concerning his research and teaching; his teaching was evaluated by the department through soliciting letters from students and by in-class visitation; and his publications were sent to specialists in Canada, the United States, and Germany for evaluation.

### **Future Projects**

Brett is still working on two book manuscripts, one (on German democracy at the turn of the century) nearing completion, and the other (the history of German co-operatives) still in early stages of writing but with the research complete. His SSHRC grant for the research on the latter book expired this year.

Brett has been invited to join an international research team that aims to produce a book in 1996 on the comparative history of consumer co-operative movements in the nineteenth and twentieth centuries. The project is led by Professor Ellen Furlough of Kenyon College, U.S.A., who has published a book on consumer co-operation in France. Ian MacPherson has also agreed to participate.

In 1995-96, Brett aims to organize the production of a second edition of the Centre's successful 1991 publication, *Co-operatives and Community Development: Economics in Social Perspective*.

### **Byron Henderson**

The Centre's publication and communications work has undergone a significant transformation in the past ten months. The impetus of the International Joint Project on Participatory Democracy and of the Centre's active work in promoting electronic networking have caused a re-orientation of the Centre's planning for future publication development.

In April the International Joint Project contracted with the Centre to design, edit and produce its report in book format, printed in England. And from June to August Byron spent much of his time carrying out the editing, layout and final design of the publication, in addition to working with the U.K. printers to resolve the inevitable last-minute problems. Notwithstanding the extreme time pressures, the book was delivered on time for the Manchester Congress and its presentation was one of the major events of the week, receiving explicit recognition on the Plenary podium from Ian

MacPherson and the in-coming President, Graham Melmouth. Lou and Byron attended the Congress to present the book and Byron's full report on the Congress is attached.

The Centre will receive approximately 250 copies of the book on Participatory Democracy for resale at \$15 each. This will add about \$3,000 to the Centre's publication budget for the coming year. In addition, Sven Ake Book of Sweden has asked Byron to design and produce two new publications for the Swedish co-operatives, one dealing with their development work in Eastern Europe. These books have not yet been funded and the Centre will incur no cost in their development.

In June Byron presented a paper with Dan at the Saskatoon conference on co-operation, on the topic of co-op finance. They presented an extended version of the same paper at the ICA Congress in Manchester.

In September Byron completed the book *Realizing Community* which is a joint publication with the Humanities Research Unit of the University. This book will be used in courses on campus and sold through standard trade distribution. Byron designed and edited this book and in return arranged with the co-publishers for the Centre to share in the profits of sale. The print run was 1,000 and we project that the Centre will make about \$3,000, again contributing to the Centre's publication budget with no cost outlay to the Centre.

In June, Byron met with a CCA selected group representing various national co-operatives to chart a program for developing a national electronic network to support co-operative communication. The Centre has offered to support this effort by modifying the tools which Byron is developing for the Centre's own World Wide Web site and private network. The group will meet again in November to review Byron's initial work and to develop a plan for gathering material to be regularly added to the Internet. The CCA is covering the Centre's costs in this project.

The Credit Union Institute presents several courses for its members. These courses are presented in traditional forms, largely reliant on the "course in a binder" format. The new director, Elizabeth Thorne, has asked Byron to review the current course materials and provide a plan for the evolution of these materials into a multi-media form deliverable over the Internet. There is a great demand for investigation of this form of teaching. The English Co-operative Wholesale Society is also investigating these issues and Byron has been asked to write an article for one of their magazines on the topic of electronic education.

These various projects have pointed out very forcefully that the Centre's visibility and success in delivering its publications are greatly increased where the projects are in a "larger" and more unified form of a book as compared to a discrete paper. The continuing demand for the Centre's book, *Co-operatives and Community Development* also supports this view.

Over the next year Byron will work in three main areas: collections of past work of the Centre to be published in book form; collaborations with other co-operative organizations in book publications; and creation of electronic resources for publication distribution, teaching and research using the World Wide Web and the Centre's private network.

### **Dan Ish**

Dan is currently on sabbatical in Davis, California. While his research project involves aboriginal taxation, he has been very active in co-op matters. In June he gave a joint presentation with Byron on co-op finance at the international co-op conference held in Saskatoon. He and Byron gave a paper on the same topic at the Manchester ICA Congress. Dan has been asked to represent the CCA in a joint working group to assist in the drafting of Vietnam's new co-operative legislation. In October he gave a paper in Jakarta, at the request of the CCA, at a credit union conference.

### **Brenda Stefanson**

Brenda joined the Centre on May 1, 1995 to work with Murray on the ADF project, "The Role of External Institutions in Fostering Industry Development."

In this project, Brenda will gather information through case studies of several emerging agricultural industries. The hypothesis of the research is that industries such as vegetable production will develop if people in the industry undertake to co-operate or otherwise work together. The case studies will shed some light on what services and information are required by developing industries and what role external institutions can play in delivering those services.

In July, Brenda and Andrea toured a number of closed membership co-operatives in North Dakota. These co-operatives are extending producers' value-added operations, enabling them to benefit from the processing of their own commodities.

Brenda was the principal writer of the pamphlet, *New Generation Co-operatives: Rebuilding Rural Economies* and organized the seminar, "A Strategy for Rural Development: New Generation Co-operatives." Both the pamphlet and the seminar have been well received.

On September 28, 1995 Brenda spoke to the Extension Agrologists of the Northern Region of Saskatchewan Agriculture and Food, Extension Services Branch. The topic was "New Generation Co-operatives and the role of Extension Agrologists in fostering this development."

## **Andrea Harris**

Andrea began her work at the Centre working with Murray in collecting data the financial performance of co-operatives. Throughout the summer they have been analysing the data collected and preparing a written summary of the results. Their data covers co-operatives in the retail, fruit, vegetable, grains, oilseeds, dairy, feed and fish sectors and compares these industries with their counterparts in the investor-owned firms. In June, Andrea presented a paper on co-operative vertical integration and diversification at the meeting of the Canadian Association for Studies in Co-operation.

Andrea has recently been working with Brenda and Murray investigating New Generation Co-operatives.

## **Martin Chicilo**

With the support of a grant from Federated Co-operatives, the oral history project continued this year. The interviews are of people who have been involved with Federated, as well as other co-operative organizations. These video interviews will be made available through the Centre's library. The people interviewed this summer were:

Gordon Barker—High River

Morris Jevne—Wetaskawin

Isabelle Butters—Weyburn

Winnifred Lee—Saskatoon

Vern Leyland—Weldon

Ed Klassen—Carmine

Lorayne Janeson—Foam Lake

Jack Trevena—Saskatoon

Dorothy Fowler—Abbotsford

Leo Hayes—Saskatoon

Gerry Doucette—Swift Current

Barney Arnason—Vancouver

Don Tullis—Saskatoon

Martin is doing the final editing on the tapes and expects that he will be finished November 1.

**Appendix**  
**ICA Manchester Congress Report**  
**Byron Henderson**

The Manchester Congress was a great success for all involved. It brought in about 800 delegates and 400 observers and members of special bodies such as the researchers forum.

Lou and I arrived on Friday the 15th and immediately went to a meeting of the Membership Group to review the various presentations which were being made by the group and to conduct a rehearsal of the main presentation to the Congress. I had prepared the slide presentation and Lou had written the text for all of the country presentations.

This first group meeting was hosted by the Co-op Wholesale Society and we were welcomed by Graham Melmouth of CWS who is the new president of ICA. The CWS was a major sponsor of the Membership study and was very pleased with the resulting report. As, it must be said, were all of the participants.

Saturday we gave a day-long presentation of the Report to an international group at the Co-op College in Loughborough.

Sunday and Monday were the meetings of the Research Forum chaired by Sven Åke Bööck. There were about 120 participants and many papers. Sven has proposed that if the proceedings are published, he would like us to take care of the publication. He also renewed his hope that we would publish a book of presentations made by the Swedes in the Baltic. Both depend on finding funds.

At our Forum workshop on Finance, Dan and I presented a paper on co-op finance and the principle of mutuality. Dan later connected with a guy who runs a management centre at Leicester. He would like to involve us in his long-distance training. Dan offered Lou's assistance.

We distributed approximately 200 Centre Brochures and about 150 Annual Reports at the Researchers' Forum.

The Congress began on Wednesday, again we distributed several hundred Brochures and Annual Reports. In the afternoon our Membership group met again and Per Olaf Jonnson, Director of Koopi, said that he planned to have a series of regional presentations in Sweden of the Membership study, at which all project members would give presentations.

Thursday our group presented the book at the main Congress meeting. The Youth presentation followed ours and was done with



great skill and impact by three presenters, two of whom were Canadians. The Membership book was given to all delegates and observers. In my obviously biased opinion it was without a doubt the most visible and polished piece they were given. Ian McPherson made a point of waving it during his presentation on values and the ICA executive all pointed it out as a major initiative of member organizations. ICA and Plunkett asked for several hundred to sell and were allocated 50 each. Michael Ward of the Irish Co-op Centre at Cork ordered 100. Each participant country will get just over 200 of the remainder. They will then be sold in each region by that co-op. Our Centre will get the Canadian allotment, apart from a small distribution to Jack and Leslie. The basic price will be about \$15, higher in some countries. When we sell our 200 we will add \$3,000 to the Centre's publication budget.

That afternoon I met with Edgar Parnell and the head of membership at the CWS to talk about future projects. Parnell and I agreed to meet for a longer discussion in Oxford on the following Monday. CWS is in the middle of developing net resources. The membership group uses a Mac network and the head of the department, Tony Luscombe, has an interest in multi-media. He is also on the ICA communications committee and would like us to work with CWS and ICA to build a world net of Co-op Resources. (On a related note, during the Congress Lynden Hillier suggested to the President of the American Co-op Business Association that they get in touch with us in their effort to start building a net. Lynden told their president about our joint project and their president was very interested in joining our project. Lynden tried to connect us at the meetings, but we never seemed to be in the same rooms at the same time.)

Monday I met with Edgar Parnell and his group just out of Oxford. They would like us to become involved in the 1997 World Book of Co-operatives. This would be completed in the fall of 1996 with papers submitted through the summer of 1996. They are just now finalizing their themes. Their usual structure is to pick three major themes and then to have a continental review in addition. We would be in charge of the NA continental review. We would write or solicit the material and could also contribute to the main theme articles.

Parnell himself is very interested in finance and has been giving workshops on the subject and it forms a major part of his new book. He would like to do a joint book on finance. They have the money to do it and a large pool of collected research from the last six years. We would have to write it.

Training is a major part of the Plunkett work. They would like to develop a joint management training workshop on the subject of finance.

During one of the receptions Jack Craig was talking to two Vancouver Credit Union delegates about social audits and social programming and suggested a conference/workshop on that topic in Vancou-

ver in 1997. Jack thought we (Centre) might publish an advance book of conference proceedings. I suggested we produce a CD-ROM with a collection of world materials. We could develop it for use by presenters and then it could also be background to the papers themselves. The two Vancouver Credit Unions will pay the costs of the conference.

## **Conclusion**

My aims in going to the Congress were three: to deliver the book in a way that put the Centre forward at every opportunity; use the book as a platform to illustrate the Centre's ability to take on book length publishing ventures and our interest in electronic publishing of all types; and to assess the directions and interests of the international group in order to help us plan our activities and prioritize our efforts at the Centre.

As to the first point, I think the trip was a great success. Our Centre was highly visible in every sense—research, promotion, national and international activity, individual contacts, support to other groups and competence in organizing a major presentation at the highest international level. Requests for followup contacts and actions (e.g. Lou's Reseachers' Forum Committee role, contacts with Parnell, book design requests etc.) support this conclusion. Second, we are now visible to major international organizations as an institutional publishing alternative to Plunkett and the ICA. As to the third point—future directions—I predict a great deal of interest in specialized, personal and long-distance, multimedia workshops drawing on research we have done or could compile. We plumbed some of that interest with the idea of regional followup on the Membership Report. Jack Craig also tapped into that with the idea of the conference on the social sector etc. However, "one-off" versions of this sort of thing are costly in time and money and can support only a limited audience. Plunkett is doing a great deal of such presentations in Eastern Europe as there is a wad of EU money for this purpose (the Swedes are big in this as well), however, Plunkett are not research originators, just research packagers. In this light, I have no doubt that original, multimedia, net-based programming as an adjunct to, or in place of, "in-person" workshops for co-ops will be a major winner in the near future. The international infrastructure is there for distribution; the inclination toward meeting and training is in place, and there are very few groups such as ours who can deliver that kind of material. I don't think that we need to do much differently from what we are now doing, just to keep in mind ways in which our projects may emerge in the next 1-2 years as electronic workshops, on-line or on disk.

## **Centre for the Study of Co-operatives: Directions and Objectives**

August 1995

*When people in Saskatchewan or Canada or other parts of the world have a question about co-ops, the Centre should be one of the first places they think of to find the answer.*

### **1. Teaching and Communications**

The Centre will be a leader in co-operative education, both through classes for credit at the University of Saskatchewan and through education beyond the campus boundaries. The Centre will communicate with its sponsors and other co-operatives, other academics and academic institutions, co-operative members, and the general public in a manner that allows the Centre's expertise and research results to be fully utilized and understood. Another important part of the Centre's role at the University of Saskatchewan will be the training of graduate students.

### **2. Theoretical and Conceptual Research**

Theoretical and conceptual research will continue to be the focus of the Centre's research. This research will be relevant to the problems and issues the co-op sector is facing, but yet still ask the questions no one wants asked. Theoretical and conceptual research is important because urgent problems arise when traditional ways of thinking no longer work.

### **3. Applied Research**

The Centre will be ready to undertake specific research for the co-operative sector and to be aggressive in pursuing these types of projects. The applied research will be related and complementary to the Centre's conceptual research. Since the Centre cannot serve all the needs of the sector, the Centre must be selective in the projects it chooses.

### **4. Working Co-operatively with Other Institutions**

The Centre will develop close links with institutions (e.g., CCA, CASC, ICA, SCCD), provincial and federal governments, and academic groups (e.g., HEC, York, Center for Cooperatives at Davis, Wisconsin) involved in co-operative research and education.

### **5. Publishing**

The Centre will become the leader in the delivery and independent publication of co-operative materials using the full range of delivery methods (print, electronic, etc.).

### **6. Resource Centre**

The Centre will become the best academic resource centre on co-ops in North America.

The results of the Centre's activities will be that:

- University of Saskatchewan graduates in Agriculture, Arts, Commerce, Law, Education, and other programmes will have been exposed to and will be knowledgeable about co-operatives;
- Co-ops, their members, students, and the general public will have more information, ideas, and understanding about co-operatives;
- There will be highly trained postgraduate students with special expertise concerning co-ops;
- The co-operative sector will have the benefit of advanced thinking on co-operatives, new models, challenging questions, and ways to formulate goals in a changing world;
- Academic and practical knowledge enrich each other in useful and applied consulting projects, workshops, and the like desired by co-operatives;
- Saskatchewan will be tied into a functioning national and international network of people interested in co-ops, exchanging ideas and information, and fostering a global perspective;
- Publications on co-operatives and co-operative questions will be more widely available.

## Centre for the Study of Co-operatives Activities – Fall 1995

### *New Director*

Murray Fulton took over as Director of the Centre on July 1, 1995 from Dan Ish. Dan is currently on sabbatical from the university.

### *Youth Worker Co-op Development*

Murray Fulton is working with CCA to administer a program designed to assist young people form worker co-ops. The program involves 12 young people forming 4 co-ops in areas such as wild-flower production and sales to video production. This program is funded by Human Resource Development Canada.

### *Making Membership Meaningful: Participatory Democracy in Co-operatives.*

Lou Hammond Ketilson has been working on this research project along with researchers in Japan, Sweden, Italy, Scotland, and other parts of Canada. The results of this research will be presented to the ICA Congress in Manchester (September 1995). Lou's contribution to the project included two case studies: one on Calgary Co-op and one on SWP. The Centre is publishing the research results in a book. Byron Henderson has done the editing, design, layout and press supervision for the book.

### *Financial Performance Comparison of Co-ops and Investor-Owned Firms*

Murray Fulton and Andrea Harris are working on a research program that is examining the financial performance of co-operatives compared to IOFs. The research is examining co-ops and IOFs in areas such as grain handling, retail, feed, fishing, fruits and vegetables, dairy, and financial institutions. Variables examined include profitability, liquidity, accounts payable and receivable, general efficiency, and debt management. Andrea's area of expertise is agricultural economics. Funded by Co-operatives Secretariat.

### *Role of External Institutions in Industry Development*

Murray Fulton and Brenda Stefanson are working on an ADF project to examine the role that external institutions play in fostering the collective action necessary for industry development. Brenda's expertise is in extension and agricultural economics.

### *New Generation Co-ops*

A large number (70+) of so-called "New Generation Co-ops" have appeared in Minnesota and North Dakota in the last 5 years. The Centre is doing research on what constitutes a "New-Generation Co-op" and whether the idea can be applied to Saskatchewan. Brenda, Andrea, and Murray are doing most of the research at this time.

### *Credit Unions and Community Economic Development*

Brett Fairbairn, Lou Hammond Ketilson, and Peter Krebs completed a report for Credit Union Central on this topic.

### *Electronic Communication*

Byron is working on the development of a prototype World Wide Web site for dissemination of the Centre's projects, publication and general promotion over the Internet. He is also working on the CCA prototype National Electronic Network, called Co-op Net.

### *Books and Other Publications*

Brett has completed an Occasional Paper on "The Meaning of Rochdale: The Rochdale Pioneers and the Co-operative Principles." Byron has done the editing, design, layout and press supervision for two books: *Realizing Community* and *Directors' Duties*. Murray has written journal articles in the areas of non-uniform pricing and property rights as applied to co-ops. The Centre is working on a second edition of the highly successful book *Co-operatives and Community Development* which has sold out. Brett is planning a book on the origins of credit and agricultural co-ops in Germany.

**Questions Regarding the Role and Activities of the  
Centre for the Study of Co-operatives**  
Fall 1995  
Murray Fulton  
Director

This fall I will be visiting the Boards of Directors of the sponsors of the Centre for the Study of Co-operatives. The purpose of my visits is to provide each of the Boards with a view of what the Centre is planning to do over the next year or so, as well as to give the Boards an opportunity to present their views on the role and activities of the Centre. In preparation for my meetings, I have prepared a set of questions designed to get you thinking about the Centre. Please refer to the attached statement of the Centre's purpose and mission, as well as the outline of the activities the Centre is currently undertaking.

1. What are your views on the past performance of the Centre in meeting these objectives?
2. Are we making our research widely enough available? Do you have any suggestions in this regard?
3. Are there ways that your co-operative could make better use of the Centre and its expertise? How could we help?
4. What role do you think the Centre should be playing in the future?
5. How does your co-operative's support for the Centre fit into your wider co-operative education plans? Is the Centre's role clearly distinct from other initiatives you undertake? Is it complementary?
6. How could the Centre be more responsive to the co-operative sector? At present, we deal mainly with the large, central co-ops, and provincial and national umbrella groups. Should the Centre deal more with local community groups and co-ops?
7. The Saskatchewan government has cut back its information functions regarding co-operatives. Should the Centre take on the role of helping groups that want to incorporate as co-ops?

I look forward to discussing the Centre for the Study of Co-operatives with you.