



CASC

Canadian Association for
Studies in Co-operation

ACÉC

L'Association Canadienne
pour les Études sur la
Coopération



Spring/Summer Newsletter 2018

Table of Contents

President’s Report.....	1
CASC Merit Award Nominations.....	3
Preliminary Program.....	4
Academic Keynote.....	6
CMC, FCNQ, Arctic Co-ops, and the Business Chair of Co-operative Enterprises: SSHRC Partnership Engage Grant – 2018.....	8
Research Profile.....	10
Profiling CASC Scholarship Winners.....	13
Profiling CASC Scholarship Winners.....	16
Update from the Centre for the Study of Co-operatives.....	19
Update from St Mary’s Co-operative Management Education.....	23
Update from IRECUS.....	25
Upcoming Conferences.....	26
Worth Reading This Summer.....	30
Scholarship Opportunities.....	35
Membership Form.....	40
Formulaire de Membre.....	41
Board Member Contact Information.....	42



President’s Report

~ Fiona Duguid

I hope you have been enjoying a productive winter term and that as we move into spring your research and teaching about co-operatives continues to flourish. Here are some highlights from CASC activities in the past six months.

We have been working on ways of disseminating CASC members’ research projects and education ideas. In past years, CASC members have been guest speakers on the Vancouver-based radio show



CASC

Canadian Association for
Studies in Co-operation

ACÉC

L'Association Canadienne
pour les Études sur la
Coopération



all about co-ops called [Each for All](#). We have now created a new partnership with the folks at E4A called the CASC Show. Every three months we will have a show dedicated to discussing co-op research and education. This will give CASC members the opportunity to talk about their research to a different group of people and for listeners to dive into co-op research projects and education ideas. Think Quirks and Quarks (long-running CBC radio show on science) only on co-ops! If you miss the Tues 8:00pm PT live stream, not to worry, in this world of podcasts, you are able to download the show at your listening convenience. We are hoping these podcasts could become part of your teaching curriculum and educational resources. Please contact me if you would like to be interviewed for the CASC E4A Show or if you have theme ideas for the show.

The other big ticket item on the CASC board's list of things to do is the conference this year in Regina. Derya, programme chair, has been busy putting together a great conference, along with other CASC board members and our local co-ordinator, JoAnn Jaffe. You will see from the programme that there is lots of room in this conference for conversation and discussion to dig deep into issues of co-op education, data, communications, media and publishing. I am looking forward to hearing Priscilla Settee's keynote speech, as well as the human libraries session. As always the CASC reception and banquet are not to be missed. Both are in amazing locations just off campus and promise to be full of local fare and (hopefully) co-op brews.

CASC is not all administration, organization, and governance. For fun, here is some colour provided to you by some CASC board members when asked what they had been up to for the last six months. Sara had a baby boy (Kian William) and completed a Mitacs Canadian Science Policy Fellowship with the BC Ministry of Agriculture. Claude-André has been working on a project about members' association practices in the IT era. Derya got married and is moving forward on data collection for his PhD. Judy claims academics are boring, but proves otherwise by being deeply involved in a community project to open the Little Stars Playhouse. Further evidence proving academics are not boring, Darryl's dream of merging his two favourite things—student energy to make changes through co-ops and beer drinking—has finally come to fruition in the co-operative pub [et al](#). And according to a colleague, given her work hours, Isobel continues to be a failure as a retiree. Just a wee taste of CASC board member (not so boring) activities.

We want to hear about your activities and so do CASC members and those interested in co-op research and education. Want to expand your reach? Contact Derya for opportunities to profile your research or education activities on the CASC website, through our Twitter account, or via the CASC digest (email listserv) or newsletter. See you in Regina in May.

Fiona



CASC Merit Award Nominations

Do you know a deserving CASC/ACÉC member?

The CASC board would like to invite you to submit nominations for the 2018 CASC Award of Merit. The award is to recognize an individual's outstanding leadership and contributions to the field of co-operative studies, their mentorship of students and others in understanding the intricate workings of co-operatives, and to acknowledge their ongoing support of CASC.

CASC recognizes that we have many leaders in our midst who have contributed in a variety of ways to raising the profile of co-operatives and co-operative studies through their research on the co-op model.

The award is one way to recognize the contribution researchers make to addressing the real life challenges cooperators face, documenting insights, and chronicling the vibrant growth of the movement. Past winners of the award include Alain Roy, Jack Quarter, Ian MacPherson, Yair Levi, Lou Hammond Ketilson, Leslie Brown, Sonja Novkovic, Greg MacLeod, Marie Bouchard, Donna Balkan, Daniel Côté, Brett Fairbairn, William Nelson, and Jessica Gordon-Nembhard.

The deadline for nominations is May 1, 2018. Please email Fiona Duguid at fduguid@gmail.com, providing the individual's name and a short statement explaining your reasons for the nomination. The award will be presented at the banquet on May 31 in Regina.





Preliminary Program



*L'Assemblée Annuelle 2018 Annual Meeting
Canadian Association for Studies in Co-operation
L'Association canadienne pour les études sur la coopération*

*Co-operative Strength in Diversity: Voices, Governance, and
Engagement*

MAY 30 - JUNE 1, 2018
UNIVERSITY OF REGINA
REGINA, SASKATCHEWAN

CASC/ACÉC 2018: PROGRAM AT A GLANCE/ VUE D'ENSEMBLE DU PROGRAMME

TUESDAY MAY 29th

9:00 – 17:00	CASC Student Case Study Competition Preparation (CL 125)
--------------	---

WEDNESDAY, MAY 30th

8:30 – 10:00	A1: Opening Plenary & CASC Student Case Study Competition Showcase (ED 106.1)	
10:00 – 10:30	BREAK (COFFEE at TBD)	
10:30 – 12:00	B1: Co-operative Federations in Canada: Managing Institutionalized Diversity (ED 106.1) Sousa; Hale; Fairbairn	B2: Co-operatives within and beyond existing social relations (ED 113) <i>CASC/ANSER Joint Session</i> Laing, Wong & Kenny; Bianchi & Vieta; Hawley



12:00 – 1:30 LUNCH – on your own	
1:30 – 3:00	C1: Keynote: Priscilla Settee (ED 106.1)
3:00 – 3:30 BREAK (COFFEE at TBD)	
3:30-5:00	D1: CASC AGM (ED 106.1)
5:30 – 7:30	CASC RECEPTION (Sky Café and Bistro - 2903 Powerhouse Dr, Regina, SK)

THURSDAY, MAY 31st

8:30 – 10:00	E1: Co-operatives and Member Relations: Managing Diversity (ED 314) Wan, Fulton & Micheels; Pearl & Lyon; Hancock	E2: Measuring Co-operative Performance & Impact (ED 388) Duguid & Rixon; Guillotte
10:00 – 10:30 BREAK (COFFEE at ED 388)		
10:30 – 12:00	F1: Cultivating Diversity Within and Beyond Co-operatives: A Social Justice Perspective (ED 388) <i>CASC/ANSER Joint Session</i> Nembhard; Ketilson; Harris & Prymak	F2: Assessing Co-operative Impact in Quebec (ED 314) Merrien; Charbonneau
12:00 – 1:30	G1: ROUNDTABLE LUNCH: Roundtable with Canadian Political Science Association: Co-operative and Worker-Owned Alternatives to Corporate Academic Publishing (CL 305) Discussant: Darryl Reed Participants : Sharpe; Guillotte; McMurtry	
1:30 – 3:00	H1: Co-operatives and Universities: Unique Challenges & Opportunities (ED 315) <i>CASC/ANSER Joint Session</i> Reed & Hopper; Laing; Massie	H2: Co-operative Media (ED 623) <i>Chair: Isobel Findlay</i> Diamantopoulos; Findlay & Findlay; Peterman
3:00 – 3:30 BREAK (COFFEE at ED 623)		
3:30 - 5:00	I1: Banking and Insurance: The Co-operative Way (ED 623) Noble; Gidluck	I2: Unique Co-operative Experiences: Small Co-ops, Key Decisions (ED 315) Unruh; Szaflarska, Campbell & Cunnally
5:30 – 9:00	CASC/ANSER BANQUET (Wascana Centre, 2900 Wascana Dr, Regina, SK S4P 3S7)	

FRIDAY, JUNE 1st

8:30 – 10:00	J1: Co-operative Development (ED 623) Krueger; Matthews; other participants TBC	J2: Partnerships and Stakeholder Engagement in the Social Economy (RC 286) <i>CASC/ANSER Joint Session</i> Berthiome, Ngo, Stevens, Johnston & Hansen; Bianchi
10:00 – 10:30	BREAK	
10:30 – 12:00	K1: Co-op Research Networks Workshop (ED 388) (Cabaj & Solmes)	K2: Human Libraries Session: Communities as Co-operatives (ED 388) <i>Chair: Judith Harris</i> Participants TBC



Academic Keynote: Dr. Priscilla Settee



A professor of Indigenous Studies and Women's and Gender Studies at the University of Saskatchewan, Dr. Priscilla Settee is a member of the Cumberland House Cree First Nation and an award-winning and internationally renowned author, artist, activist, teacher, and leader committed to Indigenous rights, women's rights, and environmental rights.

Oxfam Canada has described Dr. Settee as a "Female Food Hero" for her work on Indigenous food sovereignty and Indigenous women's rights. As part of her work in Indigenous Food Sovereignty, Settee directed and co-produced a video on Indigenous Food Sovereignty with film maker Marcel Petit in 2013.

Priscilla Settee is also a fabric artist who uses embroidery cotton and silk, shells, buttons, and sequins to create vibrant images of wolves, bugs, fish, birds, dragonflies and butterflies on melton wool. Priscilla's work pays homage to the beauty but also the

critical daily disappearances of species and the need to preserve the natural world. Her work is inspired by Indigenous designs from South America, the Pueblo region of the southern states, and her own Swampy Cree First Nations and Plains Cree relatives.

Dr. Settee has initiated a number of projects locally and internationally, including a CIDA (Canadian International Development Agency) project with the University of San Marcos in Peru. This project supported Indigenous Amazonian and Andean students make the transition from their home communities to the university.

Dr. Settee is a board member for the Canadian Centre for Policy Alternatives, a Faculty Fellow at the Centre for Global Citizenship Education and Research at the University of Alberta, and a Research Fellow at the Adivasi Academy in Tejgadh, Gujarat, India, and the Department of Science and Technology in Development Education at the University of South Africa, Pretoria.

In addition to many articles and book chapters on topics from biodiversity to justice to social economy, Dr. Settee is co-editor of *Expressions in Canadian Native Studies* (University of Saskatchewan Extension Press, 2000). In 2011, she published *The Strength of Women: Âhkamêyimowak* (meaning persistence" or the "strength for women to carry on in the face of extreme adversity"), a collection of stories about women's struggles for peace, harmony, and justice.

Her third book, *Pimatisiwin: Global Indigenous Knowledge Systems* (John Charlton Publishing, 2013) furthers Indigenous-based struggles for decolonization and social and intellectual justice. Melissa Nelson, President of the



Cultural Conservancy, described the book as “a fascinating and unique offering to educators inside and outside of the academy and to activists globally. . . . *Pimatisiwin* skillfully interrogates the hegemony of power and politics in higher education and offers clear case studies and tools to speak truth to power, build learning alliances, and protect indigenous knowledge for the well-being of all humanity and the Earth.”

Dr. Settee is as active locally as she is regionally, nationally, and internationally. She was a founding member of the Children of the Earth High School (Winnipeg) in the 199's and served between 1996 and 2013 as the Chair and Co-Chair for Oskayak High School (Saskatoon's only Indigenous high school). She is a long-time member of the Iskwewak group which focuses on missing

and murdered Indigenous women. Priscilla has also been a member of Saskatoon's City Park Community Garden since its inception.

Among her many awards and recognitions are these:

- University of Saskatchewan Provost Teaching Award for Excellence in Indigenous Education, awarded by University of Saskatchewan, June 2012
- Queen Elizabeth Jubilee award for contribution to Canada, awarded by Governor General of Canada, April 2012
- Global Citizen's award by Saskatchewan Council for International Co-operation, 2008



CMC, FCNQ, Arctic Co-ops, and the Business Chair of Co-operative Enterprises: SSHRC Partnership Engage Grant – 2018

~ Simon Berge



It started with a conversation between two people with a common interest in developing a greater understanding of what federated co-operatives can be. Paul Cabaj, Manager of Co-operative Development for Co-operatives and Mutuels Canada (CMC) and Dr. Simon Berge, Business Chair of Co-operative Enterprises (Business Chair), University of Winnipeg, began a conversation that initiated a research project. This project was eventually funded by the Social Sciences and Humanities Research Council's (SSHRC) Partnership Engage Granting (PEG) program. The successful SSHRC PEG will study co-operatives as vehicles for economic reconciliation.

With a few phone calls, the project team expanded from CMC and the Business Chair to include Arctic Co-operatives Limited and Fédération des coopératives du Nouveau-Québec (FCNQ) as partners in this project. The scope began to evolve through discussions and the objectives of the project emerged:

- 1) Identify opportunities and barriers to co-operative entrepreneurial activity through interdisciplinary analysis of key informant interviews and literature review.
- 2) Produce a strategy to encourage Indigenous, co-operative entrepreneurial activity and employment and career advancement for Indigenous people through the development of Tool Kits (documentation and videos).
- 3) Identify the relationship between employment policy and expected employment outcomes.
- 4) Produce educational tools (case studies and videos) for knowledge dissemination for Indigenous and non-Indigenous communities on the Indigenous federated co-operative structure.

Objectives 1 and 2 represent the desire of Arctic Co-operatives Ltd and FCNQ to promote the Indigenous-led co-operative model within Indigenous communities. The tools developed to support Objective 1 and 2 will aid Indigenous entrepreneurs in their goal to promote Indigenous businesses within Indigenous communities.

Objective 3 seeks to provide opportunities and tools for Indigenous peoples within the co-operative labour market. The videos will provide examples of staff, managers, directors, and others within the federated co-operative structure that potential employees can see as role models. The educational tools, including the videos, will be used by Arctic Co-operatives Ltd and FCNQ to show a career pathway to potential employees to encourage them to join the co-operative business.



Objective 4 seeks to improve the understanding between Indigenous peoples and non-Indigenous peoples through education providing tools to improve understanding and advance the dialogue on reconciliation and the role co-operatives might play as a concrete example of reconciliation. The reconciliation process must begin with improved understanding. The videos and documents produced to meet this objective will primarily be used by the University of Winnipeg within the Co-operative Enterprises business program and by Arctic Co-operatives Ltd and FCNQ to build an understanding of Indigenous communities and business practices. Co-operatives and economic development agents will also use them across the country

to inspire Indigenous communities to incorporate the co-operative model into their own pathways towards economic reconciliation.

The successful SSHRC PEG shows the power of co-operation between industry and academia. This successful SSHRC application will inform government on the role the co-operatives have in building a more respectful and resilient economy. The implementation of this SSHRC grant will also produce much-needed information on the co-operative model and on economic reconciliation. By building a greater understanding of our economic interests and activities, we can bring everyone a little closer together through a little co-operation.



Research Profile

The Business Chair of Co-operative Enterprises (Business Chair)

~ Simon Berge



The Business Chair of Co-operative Enterprises (Business Chair) is a partnership-oriented programme that was supported by the Manitoba co-operative sector, the Manitoba Provincial Government and the University of Winnipeg. Each of these founding stakeholders brought resources and expectations to the Business Chair, which began in 2013 with a five-year agreement among the partners. At the time of publication the Business Chair partnership has not been renewed.

The co-operative sector provided funding and experiential learning opportunities, experts for in-class lectures and real world examples to educate undergraduate business students on the co-operative model. The co-operative sector's expectations of the programme were that the graduates from the Business Chair educational programme would build the workforce capacity for the co-operative sector.

The Manitoba Provincial Government also provided funding and sought to increase the economic activity of the co-operative sector

through human capacity development. The education of new highly qualified personnel that are knowledgeable about the co-operative sector, it was thought, could help improve the efficiency and profitability of the entire sector.

Expectations from the University of Winnipeg, which hosts the Business Chair, were to increase enrolment and provide students with an alternative view of business practices. As the co-operative economy is extensive in Manitoba, the inclusion of business courses in the management of co-operative organizations also provided University of Winnipeg students with viable employment opportunities following graduation from the programme.

As of today, the Business Chair of Co-operative Enterprises has developed a total of five undergraduate courses, four of which form a concentration in the Management of Co-operative Enterprises within the Bachelor of Business Administration Degree. Students can now register and graduate with a BBA in the Management of Co-operative Enterprises. The four undergraduate courses include Co-operative Entrepreneurship, Management of Co-operatives, Co-operative and Credit Union Accounting and Performance Measures and Financing a Co-operative Business. The fifth course, Fundamentals of Co-operatives, provides students from departments across the university with access to business education on the co-operative model.

As part of the research program of the Business Chair, we have engaged 14 undergraduate business students and 7 graduate students from the Master's in Development Practice in Indigenous Development (MDP) in the study of co-operatives. To ensure proper funding is available for the students, the Business



Chair has been active in applying for research funding.

All told, the research program of the Business Chair has been successful in obtaining funding totalling nearly \$165,000 over two and a half years:

- SSRHC/INAC Knowledge Synthesis Grant
- SSHRC Partnership Engage Grant
- MITACS Accelerate funding
- 10 other research grants

This funding has allowed the Business Chair research program to successfully implement over 15 research projects for the students at the University of Winnipeg studying issues of human resourcing, finance, marketing, and many other areas within the co-operative environment. The research funding also allowed the graduate students of the MDP program to complete a research trip to three Arctic communities: Nauyat, Nunavut; Ulukhaktok, Northwest Territories; and Old Crow, Yukon. Two graduate students were able to complete the trip to the three communities and were so inspired by what they learned during the trips that they went on to further study at the doctoral level focusing on co-operatives.

To ensure that students involved with the Business Chair have the opportunity to present their findings, we provide the students with the experience of attending conferences. Both graduate and undergraduate students attended and presented at the 2016 International Summit of Co-operatives in Quebec City:

1. Oluwabusola Oluwatodum Olaniyan, Adesuwa Ero, Amy Hay, Simon Berge (2016). The Co-operative Model Advances

Indigenous Development: A Case Study of the Neechi Co-operatives Limited. International Summit of Co-operatives. Quebec City, Canada.

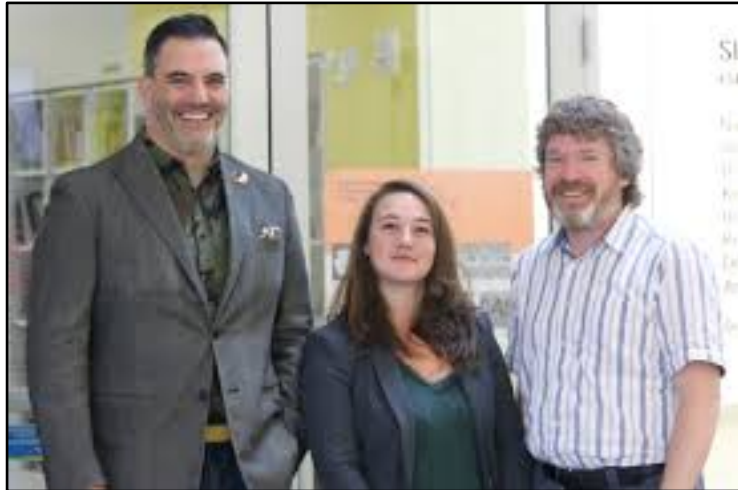
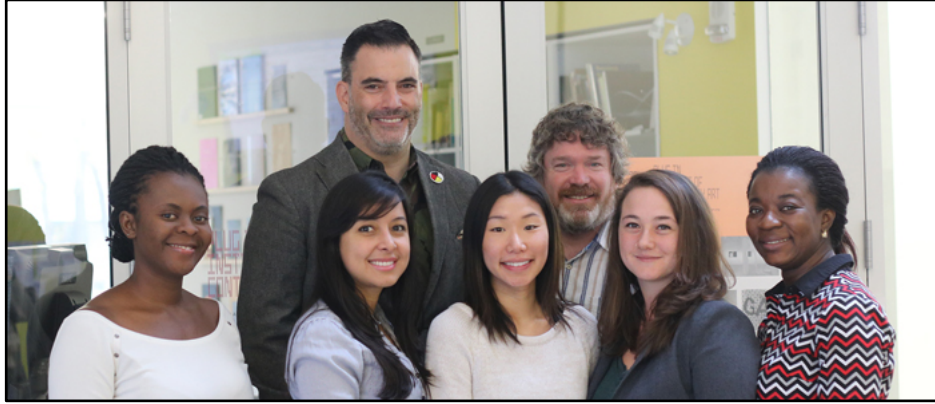
2. Penner, S. and Berge, S. (2016). Gathering Circles for Indigenous Ecopreneurship among First Nations communities of Southern Quebec. International Summit of Co-operatives. Quebec City. Canada.

Students of the Business Chair also attended the Congress of the Humanities and Social Sciences, 2015 and 2016.

The exposure of our research to the public through the students of the program has developed a curiosity in students at the University of Winnipeg who then attend the courses on co-operatives. Enrollment in the five courses (Fundamentals of Co-operatives, Management of Co-operatives, Co-operative Entrepreneurship, Co-operative Measurement, and Financing a Co-operative Business) continues to grow. The Fall of 2017 marked the first time the Fundamentals of Co-operatives course was offered and 64 students applied for the 50 seats available. The total enrollment for all the courses in the Management of Co-operative Enterprises concentration is well over 150 students within the first year.

The Business Chair programme is an excellent example of co-operation among industry, government, and academia. Each partner brings resources and expectations to the programme that enhance the programme's outcomes. By working together, the partners have accomplished something that could not be done individually.





<https://www.uwinnipeg.ca/chair-in-cooperative-enterprises/team/index.html>



CASC
Canadian Association for
Studies in Co-operation

ACÉC
L'Association Canadienne
pour les Études sur la
Coopération



Profiling CASC Scholarship Winners



Justin Ellerby. MBA in Community Economic Development, 2015, Cape Breton University
B.S., International Agricultural Development, 2007, University of California at Davis

Winner of the 2013 Lemaire Co-operative Studies Award

"Greening" Together: Pro-ecological activity in highly-participative workplaces

When I first became fascinated with worker co-ops, it was in no small part because they seemed to offer a possible mode of reconciling not only capital and labour, but also ecology. Businesses not overwhelmingly constrained to profit-maximization could instead pursue other less (directly-) remunerative purposes, and being democratically governed, these purposes could reflect the ethical priorities of their worker-owners. In fact, this sentiment seemed to be somewhat resurgent

in the sometimes enthusiastic post-Great Recession journalism about co-ops, and also with the formation of incubators such as New York City's Green Worker Co-ops. By the time I began my MBA in Community Economic Development at Cape Breton University in 2012, I was keen to understand pro-ecological activity in worker co-ops (and other highly-participative workplaces such as "democratic ESOPs") as the topic of my thesis project.

Academic literature on this precise topic was very modest. Most directly, Neil Carter's "Worker Co-operatives and Green Political Theory" was useful in directing my attention away from formal and structural aspects of ownership and control, and towards more specific contextual contingencies, such as the attitudes of a co-op's founders. So framed, workplace democracy is neither sufficient nor necessary for businesses to behave pro-ecologically, but can be uniquely facilitative to these ends as the co-op can accommodate "almost any meaning." But perhaps the most broadly-enlightening work I found was also the only academic paper that has ever had me laughing out loud throughout, "Participatory Processes/Paradoxical Practices: Communication and the Dilemmas of Organizational Democracy," by Cynthia Stohl and George Cheney. Its taxonomy of delicious and all-too-familiar ironies primed me to see the unintended consequences of gaining and giving voice within businesses of all sorts.

In the end, I was lucky enough to get a usable volume of semi-structured interviews from three anonymous worker co-ops from across the US and Canada and the "democratic ESOP" New Belgium Brewery of Boulder, Colorado. My fifth major source was a book-length "organizational biography" of the building-trade worker co-op South Mountain Company written by its main founder, John Abrams, who was kind



enough to engage some of my follow-up questions by email. As an exploratory study, what follows does not argue any coherent thesis, but rather tries to make salient a handful of dimensions, constraints, and incongruities arising when workers' control is directed to pro-ecological ends.

As Carter had highlighted, the role of founders appeared to be very important in the cases of both New Belgium Brewery and South Mountain Co-op, each of which was started by one or two very green entrepreneurs who only later converted their (already successful) businesses to worker-ownership. In both cases, the founders seemed to have had a strong influence on the businesses through (a) continued modeling and norming of pro-ecological attitudes and (b) the initial selection of broadly value-aligned workers.

Compare that to the case of one worker co-op that was (more stereotypically) founded by a cohort of staunchly egalitarian and environmentalist worker-members. (The data in this case were quite scarce, but the tentative picture that emerged seems instructive even as a hypothetical). It seems that many of those idealistic initial worker-owners turned out to lack the sustained industriousness needed to produce their particular labour-intensive green product, and as they quit, they were replaced with hardier workers, who were also more working-class and drawn from an ethnic minority. This latter group was seemingly less pro-ecological, but nonetheless supported (or at least tolerated) various pro-ecological decisions (e.g., solar installation) by the co-op. Notably, though, these workers were compensated much better by the co-op than they would have been by similar firms. In one sense then, these workers' voices (and unusually fair compensation) may have been somewhat bound to ecological imperatives they

themselves did not hold. In another sense, though, the co-op's commitment to "fairness" in both wages and in addressing environmental impacts were part of the same package of co-operative values.

Heterogeneity among workers also emerged as an important theme in another case, wherein an internal "sustainability champion" reported that their co-op's "green team" included a member who did not believe in anthropogenic climate change, and in fact served on the green team only to impede it! And yet this seeming misfit also spoke to the authentically political, contested nature of co-op governance. Indeed, pro-ecological activity was reported in this co-op and others to be a form of "marketing" directed to workers (successful or not!).

This was even more true for businesses where the product or service had few "green" attributes readily apparent to consumers, but rather where the process of the production or service provision was made more environmentally sustainable. This asymmetry of information cut both ways, however, as when a worker-member complained to me that their ecologically-branded product was in fact produced in a significantly less sustainable way than by their conventional competitors... but with no way for customers to know and to demand better, the co-op had repeatedly declined his initiatives to improve its processes.

This leads to one last tantalizing tension. Credibly communicating sustainability to customers (easily jaded by reports of corporate "greenwashing") can urge towards generating concrete metrics of tons of CO2 emitted (or not), gallons of water saved, etc. These metrics are probably key when worker-members are voting to forego some of the annual surplus



(otherwise taken home in a dividend) to investment in a biodigester or solar array (as they did at New Belgium Brewery). And yet the relatively constrained managerial resources of all of these businesses, the complex interconnections of business processes generally, and the lack of realistic counterfactual processes by which these processes can be compared, all make (honest) quantification very difficult. Furthermore, under the logic of “what’s measured gets managed,” metricization of sustainability may tend to bind organizations to a utilitarian ethical mode that “sees” activity on the margin, rather than decisions that are more complex, innumerable, or orthogonal to existing practices.

As an example of the latter, I was struck by an account from South Mountain Co-op of a contract they declined, one which would have erected a home on what some of its worker-owners felt was a site of sublimely pristine nature. Presumably the other party was free to simply contract with any other

construction firm, and so the co-op’s refusal may well have had no impact in the bigger picture. I therefore interpreted this as a kind of Kantian deontology, to construe as right what would be good if everyone (e.g., other construction firms) did the same (regardless of whether others in fact did). And yet how could the co-op communicate to prospective customers the pricelessness of the sacred grove they chose not to despoil? Where could that foregone revenue have appeared on a sustainability report? And is there a behavioural conflict between engaging with what can be measured versus that which is beyond measure?

I’d rate the success of this exploratory study by the questions it raises more than those it answers. As such, I am very grateful to have had the support, my mentor Dr. Catherine Leviten-Reid, Peter Hough (formerly of the Canadian Federation of Worker Co-ops), many other advisers, and of course, my 2013 Lemaire Co-operative Studies Award, for which I remain very grateful.



Profiling CASC Scholarship Winners



Shannon Sutton, Senior Program Officer
International Development Research Centre
Winner of the 2013 Amy and Tim
Dauphinée Award

Co-ops and Fairtrade: Voice, choice, and governance

There's a clear alignment between co-operatives and Fairtrade: co-ops are a regulatory feature of Fairtrade and both pursue economic development and social justice goals. After five years spent working in Fairtrade in the global North (at La Siembra Co-operative and Fairtrade Canada), during which time I frequently referenced the natural symbiotic relationship between the two in my various communications roles, I began to question

what this relationship between Fairtrade and co-ops really looks like in practice. With financial support from the Amy and Tim Dauphinée Scholarship, I set out to explore the role of co-ops in Fairtrade, and learn more about whether or not Fairtrade's ambitious agenda is being achieved in practice.

In today's global economy, small farmers and landless peasants increasingly compete in world markets. The Fairtrade certification system aims to facilitate ethical trading opportunities for these producers by addressing the imbalance of power in trading relationships and the injustices of conventional trade and giving producers and workers a 'stronger voice' in the governance and management of Fairtrade. But whose voice are they referring to? Given that 1.6 million producers and workers are involved in Fairtrade, half of whom are small-scale coffee farmers, this is not without its challenges.

As a follow up to my Master's research on Fairtrade cocoa farmers at Cooperativa Naranjillo in Peru, I spent my doctoral field research looking at three of Tanzania's coffee co-ops. While my Master's research allowed me to learn about some aspects of the Fairtrade system, particularly its governance systems, support for capacity development (surprisingly often more focused on business development rather than social projects), and lack of female representation in voting and leadership positions, with my doctoral research I set out to further unpack the impact of Fairtrade and the role of co-ops in facilitating democratic



participation and gender equality.

Fairtrade in Africa

With an eye to giving producers and workers a stronger voice, Fairtrade has shifted its governance focus towards Southern producers in recent years, creating new producer networks and ensuring producer ownership within the certification system. In Africa alone, at the time of research in 2014 there were 500,000 producers, 260 organizations (many of them co-ops), 47 products, and 26 countries constituting Fairtrade Africa.

While many of Africa's co-operatives did not survive independence and the structural adjustment policies of the early 1990s, there is currently something of a co-operative revival in Africa. Tanzania, as the #1 country for Fairtrade producers in terms of sheer quantity, represents an interesting case study. Co-ops in Tanzania date back to the 1920s, and following colonialism and Julius Nyerere's socialist approach of *Ujamaa* and forced villagization programs in the 1960s and 1970s, the African capitalism of the 1990s heralded in a new era. Today the country attests to the prominence of strong co-ops, good governance, and empowered members resulting from its key strategic approach outlined in *The Cooperative Reform and Modernisation Program 2005-2015*.

To better understand the current context, over a period of two years I interviewed 137 key informants, government officials, academics, farmers, managers, and leaders; held focus groups; and engaged in

observation and a document review. I received strong support and valuable insight from many individuals at the Moshi University College of Co-operative and Business Studies (*MUCCoBS*). I discovered that, while the formal structures required for strong, collaborative governance are in place, in reality the sector exhibits high government intervention, power struggles, minimal capacity building, and little farmer participation. Overall I found that decision-making is fairly democratic (although women tend to get left out), there are issues with power relations between producers and managers, and some co-ops have chosen to leave the Fairtrade system for what they deem a more 'democratic' route.

Gender Equality

The role of the country's female producers is a particularly important and interesting area of study for me. As such, at last year's CASC conference in Toronto, I organized a panel on gender at co-operatives in order to further unpack this absence of female representation and gender equality at the co-ops I had visited. The International Co-operative Alliance (2015) acknowledges that, compared to men, women continue to earn less, are more likely to partake in unpaid labour, and are more likely to be excluded from decent work and opportunities for advancement. Rural women and girls, who make up a quarter of the world's population and 43% of its agricultural labour force in particular, are often used as unpaid/hidden labourers and have less access to productive resources such as land, information, credit, and capacity building support.

In Tanzania less than a fifth of co-op members are female, there are few women in management & leadership positions, and



women rarely own land (restricting them from participating in co-op decision-making as members). This is despite the fact that, as Tanzania's government points out (CRMP 2005): “Where women have participated actively, the cooperatives are more successful.” A few of the challenges at play include co-op membership rules (members must own coffee trees, which often leaves women out of decision-making), cultural gender-based norms and practices, and household responsibilities including child rearing, food preparation, and water collection. These considerations kept bringing me back to this idea of 'voice' and who really benefits, and I hope that this research helped to outline the importance of better integrating gender considerations into both co-operative governance structures and the Fairtrade system.

Common Themes

Today I work at the International Development Research Centre with the Think Tank Initiative, and while I don't work directly with co-ops many of the same questions remain relevant: What does women's economic empowerment and gender equality look like in practice? What are the power relations like at these organizations? How do we build organizational and individual capacity, and how can we best share the stories of both success and failure? I think our approach needs to start with asking these questions, undertaking participatory and collaborative approaches that are South-centric, and questioning our assumptions. Development is a messy business, but it's essential to maintain an emphasis on learning from our partners in the global South and course-correct as we go.



Update from the Centre for the Study of Co-operatives

~Nora Russell



Top Co-op Issues 2018

Top Co-op Issues 2018

We asked co-op leaders across Canada to identify the most pressing concerns facing co-operative organizations today. Here's what they told us.

This is our third annual survey of co-op leaders across Canada. According to CEOs, board members, and managers in virtually every region and sector, the number one issue for co-op leaders, as it was last year, is public awareness of the co-operative model. As one respondent put it succinctly: “I believe the lack of understanding of the co-operative model among the general public is still the sector’s biggest challenge.”

Here are the top six issues:

- Public awareness of the co-operative model
- Relevance to contemporary needs
- Governance
- Responding to broad economic trends, globalization, and the issues posed by the sharing economy
- Member commitment/engagement
- Changing technology

The poster found [here](#) itemizes all the top themes and highlights the top six.

Read more [here](#) about this year’s top co-op issues as well as graphic comparisons with previous years.

Governance in Co-operatives— n Open Online Course



Our online course on governance in co-operatives, first launched in October 2017, was a phenomenal success, attracting more than five hundred participants by the time it concluded. A collaboration between the Centre and [Co-operatives First](#), course content is based on a model of co-op governance developed at the Centre by Murray Fulton, Brett Fairbairn, and Dionne Pohler. The six modules, shown below, are based on case studies hand-picked and prepared especially for the course.

- What Is Governance?
- Governance in Business
- Governance in Co-ops and Nonprofits
- Working Together
- A View of the Future
- Legitimacy

Based on the success of the fall session, we are now offering a self-directed version of the course. You can find it [here](#). The modules will also soon be available on our website. They are perfect vehicles for workshops or individual study.



Graduate Certificate in the Social Economy and Co-operatives



Admission to the Graduate Certificate has shifted from fall to spring, and we will be offering the condensed core course—Co-operatives in the New Economy: Institutions, Policy, and Sustainability—during May 2018 at the U of S. The online course — Co-operative Governance and Leadership in Action—will be available from September 2018 to May 2019. See more details and other course options [here](#).

Thirteen short videos created by the Centre supplement material for the online course; 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.

See the promotional video for the certificate [here](#).

Seminars

We've had two seminars since the last *CASC Newsletter*. In December 2017, PhD candidate Travis Reynolds (below, left) presented the annual Hartley and Margaret Fredeen Scholarship in Co-operative Studies Seminar titled “Co-operative Governance by the Numbers: An Examination of What Co-ops Get Right (and Wrong).” And in January 2018, Simon Berge (below, right), Business Chair of Co-operative Enterprises in the Faculty of Business and Economics at the University of Winnipeg discussed “Human

Resourcing and Skills Development in Indigenous Arctic Co-operatives.”



Faculty/Staff/Visitors News

The Centre has seen an extraordinary amount of activity over the past few months among faculty, staff, and visiting researchers, scholars, and post-docs.

Centre Director **Murray Fulton** has taken on the U of S campus directorship of the Johnson Shoyama Graduate School of Public Policy and will also continue his role as Centre director. Having both units in the same building made the transition relatively seamless, and he has retained his office in the Centre's hallway so he is readily available to other faculty, staff, and students when he is not attending one of the many meetings that seem to be filling his calendar since he took on his new role.





Brett Fairbairn has just been announced as the new president and vice-chancellor of Thompson Rivers University in Kamloops, BC. His appointment will begin 1 December 2018.

We know the important administrative roles that Brett has played during his time at the U of S—graduate chair in the School of Public Policy, director of the Centre, head of the history department, and provost and vice-president academic. Equally important has been his presence at the Centre for more than thirty years, where he devoted himself to teaching, research, and community outreach with the co-op sector. While we will miss him (and his clever puns) terribly, we are also delighted that he has found this wonderful opportunity. We wish him the very best in his new role.



We have a new Centre Fellow. **Kostas Karantininis** is a professor of business administration at the Swedish University of Agricultural Sciences in Uppsala and

currently serving as the Van Vliet Chair Professor in the Department of Agricultural Economics at the University of Saskatchewan. Kostas has also been a professor at the University of Copenhagen as well as guest faculty at Wageningen University in The Netherlands, the Mediterranean Agronomic Institute of Chania in Greece, and the University of Perugia in Italy.

A former student of Murray's, Kostas has many research interests in common with the Centre and is currently involved in projects addressing the organisation and governance of value chains and co-operatives in Canada, Sweden, Africa, Greece, and the European Union.



Visiting scholar Sevi Chatzopoulou, on sabbatical leave from the Department of Social Sciences and Business at Roskilde University in Denmark, was with us for six

months, September 2017 to February 2018. Sevi is also a former student of Murray's and has held positions at the Royal Agricultural University in Copenhagen, Denmark, and the University of California, Berkeley. As a political scientist, she has research interests in EU institutions and the Europeanisation of public administration and the Europeanisation and transnationalisation of social movements as a response to austerity policies and the Eurozone crisis.



We had two young scholars join us for the fall term of 2017. **Esther Schmitt** (below, left), from Mannheim, Germany, is a PhD student in social economics at the University of València in Spain. She worked with Centre faculty on the governance aspects of her dissertation. **Danilo Ianckievicz Vasconcellos** (below, right) is working on a master's degree in co-operative management at Pontifícia Universidade Católica do Paraná in Curitiba, Brazil. He spent his time at the Centre extending his knowledge of credit risk in financial co-operatives. They both returned home in December 2017.



Julia Höhler (below) joined us as a post-doctoral fellow at the end of December and was with us for three months expanding her research experience in co-operative studies.



Paul Thompson, left, who was with us for a year developing the online course in co-operative governance, left the Centre in March 2018 for several months of paternity leave, and will return to the university in the fall to take up his position in the College of Arts and Science as a learning communities co-ordinator and academic advisor.

Finally, longtime Centre employees **Nora Russell** (below, left) and **Patty Scheidl** (below, right) opted to participate in the incentivized exit program offered by their respective unions and will be leaving the Centre over the next few months, Nora at the end of April and Patty at the end of August. Nora has been the Centre's publications and communications officer for more than twenty years, while Patty has been the office manager for almost as long, and has been working on campus for thirty-eight years. We wish them well in their future endeavours.



Update from St Mary's Co-operative Management Education



Erin Hancock, Manager of Promotion and Partnership
Co-operative Management Education
Sobey School of Business
Saint Mary's University

News and Opportunities in Co-operative Business Education

The Co-operative Management Education Programs in the Sobey School of Business at Saint Mary's University continue to expand and shift to meet the needs of the co-op and credit union sector. More details on all of the programs can be found at managementstudies.coop

News:

- Online programs now accepting applications and bursaries available (see below)
- See the latest newsletter (April) [here](#)
- Co-op economist Dr. Sonja Novkovic has become a member of the technical working group on co-op statistics for the International Labour Organization's Committee for the Promotion and Advancement of Cooperatives (COPAC). [More here](#)
- Check out a special feature article of what food co-op managers are doing with their co-op business education in the [Cooperative Grocer Magazine](#)
- See The Co-operator's (and long-time CASC supporter) Wendy Carruthers featured in the [International Co-operative and Mutual Insurance Federation's Voice Magazine \(Pg 18\)](#)





Co-operative managers and board directors participating in the "**Enhancing Business Performance through Co-operative Management Practices**" course in Winnipeg in January (hosted with Arctic Co-operatives Limited)

Upcoming programs:

Online, part-time-

- [Master of Management, Co-operatives and Credit Unions](#) (3 years)
- [Graduate Diploma in Co-operative Management](#) (20 months)
- [Certificate in Co-operative Management](#) (10 months)

In-person-

- [Enhancing Business Performance](#) (3 days)
 - May 15-17, 2018 (Nelson, British Columbia, Canada) - last chance to register
 - November 1-3, 2018 (Greenfield, Massachusetts, USA)
 - December 3-5, 2018 (Manchester, UK)
 - May 7-9, 2019 (Winnipeg, Manitoba, Canada)
 - Get in touch with us if you would like to host in your area!
- [CanadaDE](#) (Credit Union Development Education) Program (June 3-8, 2018) - \$1000 bursaries still available
- [New! Co-operative Finance and Capital](#) (1 day)
 - October 2, 2018 (Washington, DC, USA)
- [Co-op Tours](#) in Italy (October 18-27, 2018 - FULL) or Spain (October 2019 - Spots available)



Update from IRECUS



During winter and spring 2018, the IRECUS team has been very busy... and we like it! We have completed two missions in Vietnam, training trainers on co-op management and governance. Supported by SOCODEVI, Vietnam's coop movement is implementing a new co-op law. Challenges are great, as opportunities are, in this country where political and social history is very different from ours. We are certainly learning as much as the trainers.



Three PhD students are also busy on the team. Josée Charbonneau is collecting data with Québec and Honduras forestry co-ops. The aim is to better understand how and why forestry co-ops are contributing to the UN Sustainable Goals. Étienne Fouquet is also beginning his data collection, with Québec mutuels. Anne-Marie Merrien is writing her thesis, as well as teaching this summer a class called "Gestion différenciée des coopératives". This class is open to all administration undergrad students.

Finally, we are proud to announce that IRECUS will host the 2019 ICA Research Committee Congress. It will take place at the University of Sherbrooke's Longueuil Campus from May 27 to May 31, 2019. Please stay tuned for more info.



Upcoming Conferences

Young Scholars Workshop on Cooperatives

* Call for Participation *

The ICA CCR Young Scholars Program, the Young Scholars Initiative Working Group on Cooperatives and Cooperation, and Wageningen University & Research are convening a **Young Scholar Workshop on Cooperatives on July 4th, 2018**, in Wageningen, the Netherlands.

To register for the workshop, apply until latest May 15.

The objective of the workshop is to give young scholars from different disciplines the opportunity to develop further knowledge and skills on current issues on Cooperatives as well as to give space for networking and exchange.

In the morning, two well-known scientists from the field of Cooperative science will give a keynote speech, followed by discussion. One keynote speech is given by Prof. Murray Fulton (“Some thoughts on cooperative governance”). In the afternoon, participants will split up in parallel groups to discuss and work on a scientific case study. Results of the parallel groups will be brought back in plenary at the end of the workshop. A synthesis of the workshop results will be presented at the ICA conference.

The workshop will be preceded by a dinner and networking opportunity on Tuesday evening, 3rd of July. In the aftermath of the workshop on July 4th, Young Scholars are encouraged to participate in the ICA Research Conference, which starts on the evening of 4 July - 6 July in Wageningen (www.wur.eu/ica2018).

We are looking for young scholars, in particular PhD students, whose own research deals with or touches upon cooperative topics, such as resilience and sustainability of current and new cooperative models, governance of cooperatives, producer organizations in agriculture and natural resources, financial performance of cooperatives, and statistics and big data on cooperatives. The workshop will require reading preparation in advance and active engagement with the work of others during the workshop as to use the workshop to advance our research.

Registration, Costs

Workshop fees are 30 Euros per participant from Europe, North America & Australia to cover the meals (one dinner, one lunch & coffee break). Students from developing countries are free of charge.

Contact If you have any questions, don't hesitate to contact us: youngscholars.coop@gmail.com



Social Enterprise World Forum Academic Symposium

You can take part in the very first Social Enterprise World Forum Academic Symposium: Advancing Social Enterprise Research, Teaching and Engagement, which is being held at Glasgow Caledonian University, Glasgow, UK on Monday 10th and Tuesday 11th September 2018, prior to the main Social Enterprise World Forum 2018 in Edinburgh.

The Social Enterprise World Forum 2018 is an international event for social enterprises from all over the world to come together, share wisdom, build networks and discuss how to create a more sustainable future. This is the first time that a symposium has been dedicated to the role of academia under the auspices of the SEWF, and papers can be presented on the following topics:

Stream 1: Advancing social enterprise research.

Empirical, theoretical and methodological papers focused on developing scientific knowledge of social enterprise

Stream 2: Advancing social enterprise teaching.

Developments, approaches or pedagogical challenges in teaching social enterprise

Stream 3: Advancing social enterprise engagement.

Reflections on lessons learned from universities and social enterprises working together in partnership, whether locally or internationally.



International conference on ECONOMICS AND MANAGEMENT OF NETWORKS (EMNet)



The eighth international conference on ECONOMICS AND MANAGEMENT OF NETWORKS will be held in cooperation with the [Universidad de La Habana](#) from **November 15th – November 17th, 2018**, in Havana, Cuba. The purpose of the conference is to provide an international discussion forum for research in economics and management of networks.

Theoretical, conceptual and empirical papers from all fields in economics and management of networks (**franchising, retail and service chains, cooperatives, financial networks, joint ventures, strategic alliances, licencing, clusters, public-private partnerships and new network forms in digital economy**) are welcome.

Additional workshops will be organized: (1) A panel focusing on research on public network management and governance and (2) SPECIAL WORKSHOPS with an interdisciplinary focus in Spanish.

Important Deadlines

May 31, 2018: Abstract submission

September 1, 2018: Payment of the conference fees

October 31, 2018: One COPY of the paper via email to Josef Windsperger (josef.windsperger@univie.ac.at)

November 10, 2018: Final program available- emnet.univie.ac.at/emnet2018/



Call for Papers: Market, Justice and the Cooperative as a Political Institution

The Chaire de Coopération Guy Bernier will host an international conference entitled “Market, Justice and the Cooperative as a Political Institution.” We invite contributions from researchers dealing with questions of ownership of the firm, governance and organizational values, and their implications for social justice, both from a normative and an empirical perspective. The conference will take place at the Université du Québec à Montréal, September 27-28, 2018.

People can apply by this online survey: <https://www.sondageonline.com/s/Conf-Coop>. All the information about the call for papers is on [our website](#). Papers are accepted in English and French.

Appel À Propositions : Colloque International - Marchés, Justice et la Coopérative Comme Institution Politique

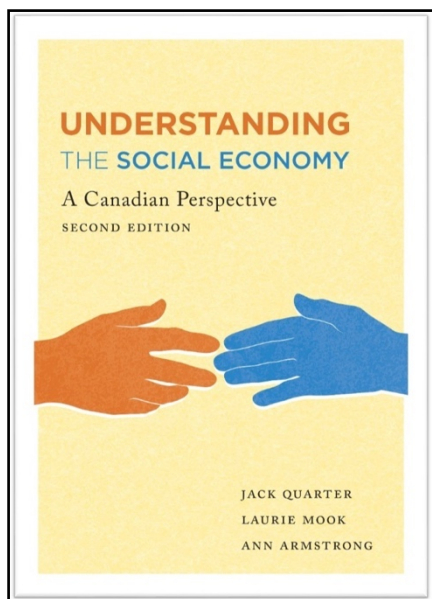
La Chaire de Coopération Guy Bernier organisera un colloque international intitulé Marchés, justice et la coopérative comme institution politique. Nous invitons à contribuer les chercheurs qui s'intéressent aux questions de propriété de l'entreprise, de valeurs de gouvernance et organisationnelles ainsi qu'aux conséquences en matière de justice sociale, tant d'une perspective normative que théorique. Le colloque se tiendra à l'Université du Québec à Montréal, les 27-28 Septembre 2018.

Les chercheurs intéressés peuvent déposer leur proposition via ce court sondage: <https://www.sondageonline.com/s/Conf-Coop> et trouver toute l'information sur [notre site web](#). Les propositions sont acceptées en anglais et en français.

Svp partagez cet appel à propositions et n'hésitez pas à me demander en cas de questions.



Worth Reading This Summer

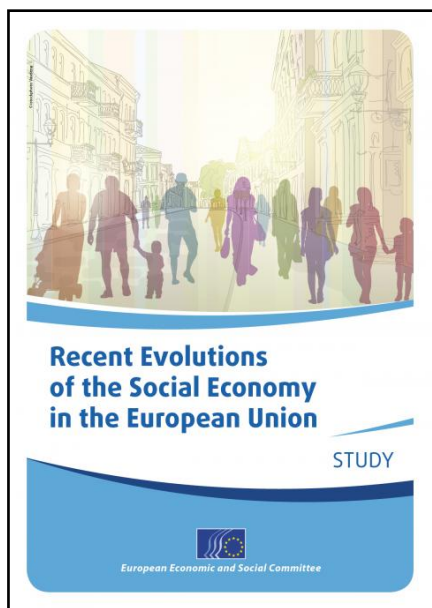


Understanding the Social Economy

Suitable for courses addressing community economic development, non-profit organizations, co-operatives and the social economy more broadly, the second edition of *Understanding the Social Economy* expands on the authors' ground-breaking examination of organizations founded on a social mission – social enterprises, non-profits, co-operatives, credit unions, and community development organizations. The second edition contains six new case studies as well three new chapters addressing leadership and strategic management, and human resources management. A much-needed work on an important but neglected facet of organizational studies, *Understanding the Social Economy* continues to be an invaluable resource for the classroom and for participants working in the social sector.

424 Pages | Paperback | ISBN 9781487520335 | \$44.95

<https://utorontopress.com/ca/understanding-the-social-economy-6#>



Recent Evolution of the Social Economy in the European Union

The general objective of the Report is to study the recent evolution of the social economy in the European Union. It focuses on three areas: firstly, the social economy and the emergent concepts/movements related to it, secondly, the public policies adopted in both the EU and the member states in recent years to enhance the social economy sector and thirdly, measuring the weight of the social economy in each EU member country.

This Report shows that the European social economy provides over 13.6 million paid jobs in Europe, accounting for 6.3% of the total EU working population of the EU-28. Despite its size, the social economy remains invisible in the national accounts and statistics around Europe, a hurdle that constitutes another major challenge, although efforts have been made during the last two decades.

The new concepts and approaches related to the social economy that have emerged in Europe, such as social enterprises, social innovation, collaborative economy, economy of the common good, circular economy and corporate social responsibility, have been analysed and the main public policies for the social economy that have been implemented in recent years have been studied. Special mention has been made of the Social Business Initiative (SBI) introduced by the European Commission.



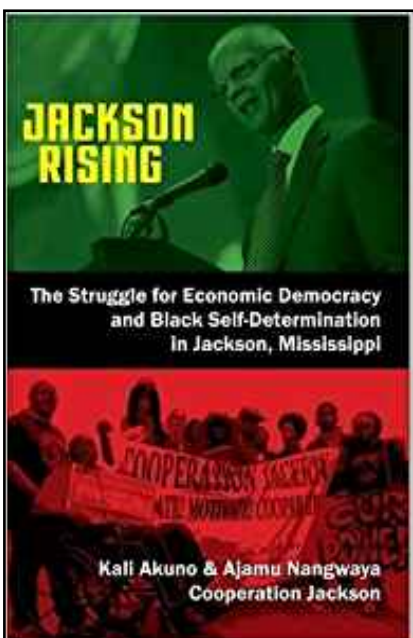


Providing Public Goods and Commons, Towards Coproduction and New Forms of Governance for a Revival of Public Action

The book combines analyses of academics and researchers from seven countries on three continents, specialists of social and solidarity economy organizations and public policies. Their scientific expertise and their territorial knowledge bring a varied and detailed light to showcase profound transformations on a planetary scale which are part of a new paradigm of public action resulting from a process of creative evolution.

To facilitate accessibility to the research works, this electronic series is proposed in open access on CIRIEC's website. Each study is available and downloadable as a whole document but also chapter by chapter.

<http://www.ciriec.uliege.be/wp-content/uploads/2018/03/CSS1BOOK.pdf>



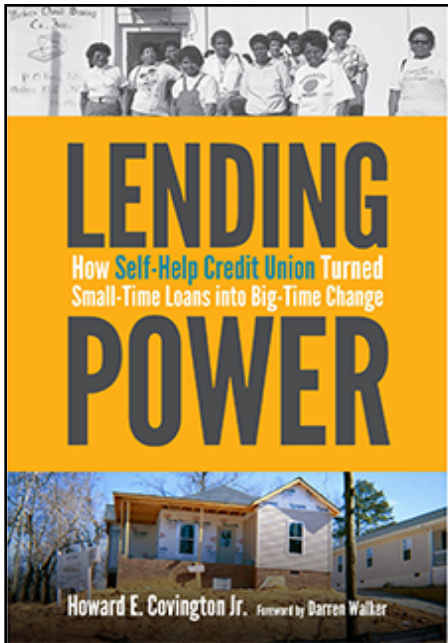
Jackson Rising

Mississippi, the poorest state in the U.S. with the highest percentage of Black people, a history of vicious racial terror and concurrent Black resistance is the backdrop and context for the drama captured in the collection of essays that is *Jackson Rising: The Struggle for Economic Democracy and Self-Determination in Jackson Mississippi*.

Undeterred by the uncertainty, anxiety and fear brought about by the steady deterioration of the neoliberal order over the last few years, the response from Black activists of Jackson, Mississippi has been to organize. Inspired by the rich history of struggle and resistance in Mississippi and committed to the vision of the Jackson-Kush Plan, these activists are building institutions rooted in community power that combine politics and economic development into an alternative model for change, while addressing real, immediate needs of the people. The experiences and analyses in this compelling collection

reflect the creative power that is unleashed when political struggle is grounded by a worldview freed from the inherent contradictions and limitations of reform liberalism. As such, *Jackson Rising* is ultimately a story about a process that is organized and controlled by Black people who are openly declaring that their political project is committed to decolonization and socialism. And within those broad strategic and ethical objectives, *Jackson Rising* is also a project unapologetically committed to self-determination for people of African descent in Mississippi and the South.





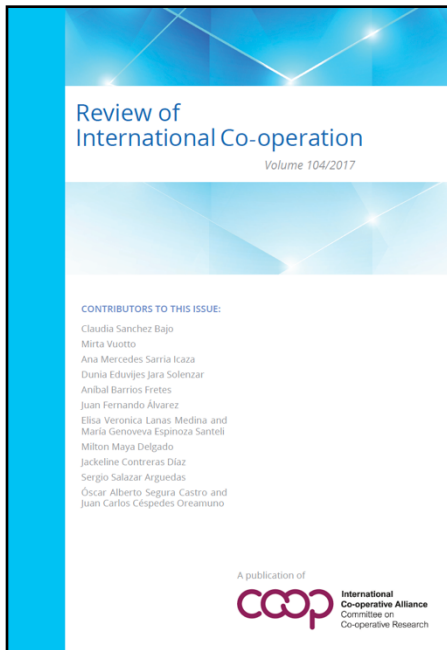
Lending Power

A credit union established with the \$77 proceeds of a bake sale is now the largest home lender to low- and moderate-income borrowers. That's the story historian Howard E. Covington tells in *Lending Power: How Self-Help Credit Union Turned Small-Time Loans into Big-Time Change*.

Lending Power "is the story not just of the rise of a radical credit union, but also of its role in the community that shaped it, which saw it work with churches, civil rights activists, maverick philanthropists and city planners to deliver change."

Read the rest of Co-operative News' review here:

<https://www.thenews.coop/126346/sector/credit-unions/credit-union-took-civil-rights-path-become-national-lender/>



Review of International Co-operation

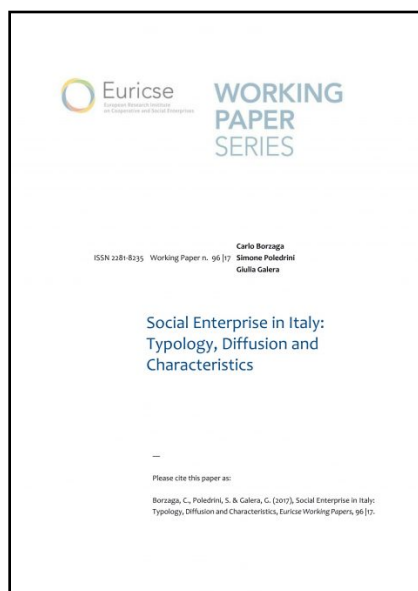
The Committee on Co-operative Research of the International Co-operative Alliance is pleased to announce the publication of the **Review of International Co-operation 2017 on cooperative research in Latin America**.

This special Issue presents views from Latin America that, we hope, sheds light on what Cooperativism represents as a socio-economic movement in the region. It includes eight academic papers that have been peer-evaluated, from Costa Rica, Cuba, Ecuador, Paraguay and Colombia, dealing with responses to catastrophes, cooperative contributions to sustainable development, member participation and education, growth strategies, and policy evaluation. Three more articles deal with research in Latin America in general, and one with Brazil in particular, discussing theoretical and methodological approaches, as well as university and post-graduate studies on the subject.

Guest editors Claudia Sanchez Bajo, Mirta Vuotto and Ana Maria Sarria Icaza introduce readers to the diverse co-operative ecosystem in the region. Given that most regional research in published either in Spanish and Portuguese, this effort is intended to enhance the dialogue among cooperative researchers and practitioners, policy-makers and the cooperative movement worldwide.



European Research Institute on Cooperative and Social Enterprises



Social Enterprise in Italy: Typology, Diffusion and Characteristics

Italian social enterprises are not a new topic in literature. Several aspects e.g. theoretical frameworks, quality of work and job satisfaction, networking strategies, and the impact of the recent financial crisis, have been studied from many different perspectives in the last twenty years. Most of these contributions focus in particular on social cooperatives, as the most representative legal form of social enterprise in Italy. Therefore, the idea that has been spreading in literature and among scholars is that social cooperatives are the only example of social enterprise existing in Italy. Conversely, in recent years, new forms of non-profit organizations, that were traditionally based on volunteer and donor support, have started to operate as social enterprises, employing people and running commercial activities.

This article*, which is one of a very few works that explore this topic, is intended to answer the following research questions: “How many different types of SEs are there in Italy?”; “How many SEs of each type are there?”; “In what ways and to what extent do they differ from each other?”.

* This paper is part of a series of Working Papers produced under the International Comparative Social Enterprise Models (ICSEM) Project. The original publication is available at:

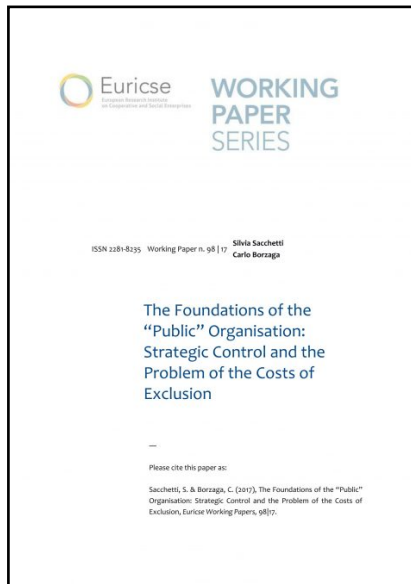
<https://www.iap-socent.be/icsem-working-papers>



Democratic Governance Mechanisms in Cooperative Banks: A Reassessment

The governance of cooperative banks is arguably so distinctive that it cannot be properly captured by standard economic models. One of the problems that arises in the assessment of the assumed democratic governance in such banks refers to the members’ commitment to the banks. This paper considers the fact that it is not always clear whether cooperative banks’ members have the proper incentives to actively participate in making decisions that relate to bank strategies and policies. To shed light on this problem, this paper provides an improved framework of governance based on some seminal concepts by Albert O. Hirschman (1970), such as voice, exit and loyalty. Given the challenges that cooperative banks are currently facing, the arguments discussed in this paper should help illuminate the kind of reforms that such banks are expected to pursue in the coming years. Their governance model needs to

be updated in practice to retain its specific features; otherwise, it may end up mirroring that of standard for-profit banks.



The Foundations of the “Public” Organisation: Strategic Control and the Problem of the Costs of Exclusion

Henry Hansmann has argued that ownership is best allocated to only one group of homogeneous patrons, the group for which the total of cost of governance and contracting is minimized. This paper suggests a different model of governance, which is inclusive of multiple affected patrons, and which is growing especially in welfare service provision. The model considers an additional set of costs, the costs of excluding certain groups of patrons from the firm’s strategic control. The objective, which is Coasean in both spirit and formulation, is: (1) to reiterate the need to separate ownership and control by considering strategic control beyond ownership, (2) to show that the emergence of firms where control is shared among different groups of patrons can be explained as a way to economize on exclusion costs, and (3) to argue that the efficient governance structure must minimize

the sum of internal costs for sharing control and the costs for contracting, and add also the costs of exclusion for all the firm’s patrons combined. The paper argues that this setup helps explain the public organisation, defined as a private organisation with public interest objectives, and further claims that this model helps justifying the recent emergence of multi-stakeholder social enterprises within the third sector.



The Cooperative Business Journal



Scholarship Opportunities

Research Bursary

Credit Union Central of Saskatchewan is pleased to announce

The 24th Annual Norm Bromberger Research Bursary

To be awarded in support of research relating to co-operatives and/or credit unions

This bursary has been established in recognition of the outstanding contributions made by Norm Bromberger to the development of credit unions and co-operatives in Saskatchewan and across Canada. Bromberger was research director and then chief executive officer of Credit Union Central, for a total of twenty-seven years of service with the credit union system of Saskatchewan. He also played a prominent role in developing Credit Union Central of Canada and establishing other co-operatively owned financial service organizations.

The Norm Bromberger Research Bursary will provide \$2,000 each year to encourage research in the area of co-operatives and credit unions.

The criteria for application are:

- involvement in co-operatives and/or credit unions as a volunteer or employee
- a supporting statement explaining how the proposed study will contribute to credit unions and/or co-operatives
- an understanding that a copy of the completed work will be submitted to Canadian credit union and co-op resource centres

Candidates who have been unable to secure sponsorship for their study from the co-operative or credit union with which they are associated are urged to apply. All applications will be considered, especially those where the financial support of the bursary is essential to undertaking the research project. Preference will be given, but not limited, to Saskatchewan candidates.

Applications (attached) should be sent to:

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

Deadline for applications is 30 June 2018



Norm Bromberger Research Bursary Application Form

Name: _____
Address: _____
Postal Code: _____
Phone: _____ Fax: _____ E-mail: _____

If applicable

University/College: _____
Program: _____ Degree Sought: _____
Date of Entry into Program: _____ Expected Completion Date: _____

Background information

Please attach the following information on a separate sheet:

- previous degree(s)
- awards; distinctions; scholarships
- name and address of a reference (please ask this person to supply a reference by 30 June 2017 to the address below)
- statement of interest in co-operatives
- experience with co-operatives (as either volunteer or employee)

Description of project

Please attach an outline of your project (two to three pages in length).

Following is a guideline of what to include:

- scope and objectives of the project
- conceptual significance and practical importance
- relationship to existing research and literature
- research methods
- schedule of work in progress and work to be done
- name of supervisor and/or instructor

Return completed applications by 30 June 2018 to:

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



CALL FOR APPLICATIONS

Canadian Association for Studies in Co-operation ([CASC](#)) Scholarships

Co-operatives and Mutuals Canada (CMC) is calling for applications for the three CASC scholarships administered by CMC:

- Alexander Fraser Laidlaw Fellowship (graduate students only);
- Amy and Tim Dauphinee Scholarship (graduate students only);
- Lemaire Co-operative Studies Award (undergraduate or graduate students).

In addition to the monetary awards, winners of all three scholarships will be awarded a free one-year membership in the Canadian Association for Studies in Co-operation (CASC) as well as free registration at the 2017 CASC conference.

The deadline for applications is **April 30, 2018. Submit to:**

Paul Cabaj

Attn: CASC Scholarships

Co-operatives and Mutuals Canada

275 Bank St., 4th floor

Ottawa, ON K2P 2L6

E-mail: pcabaj@canada.coop

Alexander Fraser Laidlaw Fellowship

The Co-operative Housing Federation of Canada established the Laidlaw Fellowship to honour Dr. Alexander Fraser Laidlaw, the father of the non-profit co-operative housing movement in Canada. An outstanding Canadian adult educator and co-op leader, Dr. Laidlaw served the cause of the co-operative movement for over 40 years. Author of *Cooperatives in the Year 2000*, Laidlaw fostered the social purpose of the co-op movement while always advocating sound business methods for co-operative organizations.

The Laidlaw Award, valued at \$1,000, is available to graduate students only. The award is based on the applicant's academic record, as well as on the importance of the proposed research activities to the development of the co-op movement in Canada or abroad.

Applicants must either undertake studies at Canadian universities or university-equivalent colleges (regardless of citizenship) or are Canadian citizens or landed immigrants studying at such institutions outside Canada.

To be eligible to receive the award, recipients must undertake their proposed study within one calendar year of the fellowship being awarded.

Amy and Tim Dauphinee Scholarship

The Ontario Credit Union Charitable Foundation established the Amy and Tim Dauphinee Scholarship in recognition of the outstanding contribution these two leaders made to the development of the credit union movement and the Ontario Credit Union Charitable Foundation.

Tim, a retired scientist from the National Research Council, and Amy, who passed away in 2010, had a strong commitment to co-operatives, education and research. Both served as local directors on a number of organizations. Amy was the first woman elected to the board of directors of Credit Union Central of Ontario and served for 22 years.

The award, currently valued at \$3,000, is available to graduate students only. The award will be based on the applicants' academic records and on the importance of the proposed research activities to the development of the co-op movement in Canada or abroad.



Applicants must either undertake studies at Canadian universities or university-equivalent colleges (regardless of citizenship) or are Canadian citizens or landed immigrants studying at such institutions outside Canada.

To be eligible to receive the award, recipients must undertake their proposed study within one calendar year of the fellowship being awarded.

Lemaire Co-operative Studies Award

Louis Lemaire, a co-operative pioneer, dedicated much of his life to organizing co-operatives in Saskatchewan and willed part of his estate to the Co-operative College of Canada (now the Canadian Co-operative Association) to support co-operative studies.

Available to both undergraduate and graduate students, the Lemaire awards are intended to encourage students to undertake studies and research which will help them contribute to the development of co-operative in Canada or elsewhere. These awards are also intended to support students who have been involved in co-operatives, preferably in leadership positions as volunteers or employees.

Eligible candidates will have been involved with co-operatives, must demonstrate reasonable knowledge and understanding of co-op principles and their application, and be able to indicate how the proposed studies and research will contribute to the co-op movement.

Full-time or part-time students, taking full- or partial-credit courses at any university or university-equivalent college are eligible to apply. Eligible candidates must take a minimum of one course about co-operatives. The bursaries will be awarded in multiples of \$1,000 to a maximum of \$3,000. The amount of the awards will be proportional to the significance and contribution of the studies to the advancement of co-operatives.

Applicants must either undertake studies at Canadian universities or university-equivalent colleges (regardless of citizenship) or are Canadian citizens or landed immigrants studying at such institutions outside Canada.

To be eligible to receive the award, recipients must undertake their proposed study within one calendar year of the fellowship being awarded.

Please note that the awards and scholarships listed above are intended to support studies about co-operative businesses and organizations - they are not intended to support co-op work/study programs in other fields of study.

Please submit the application form, together with supporting material, by **April 30, 2018**.



Canadian Association for Studies in Co-operation (CASC) Application Form

Please check the awards for which you are applying:

Alexander Fraser Laidlaw Fellowship (graduate students only)	
Amy and Tim Dauphinee Scholarship (graduate students only)	
Lemaire Co-operative Studies Award (undergrad. or grad. students)	

(Please note that you may apply for one award or all three awards if you qualify for them)

Please complete the below form in full:

Name	
Address	
Phone	
Email	
University/College	
Email	
Program	
Degree Sought	
Date of Entry into Program	
Expected Completion Date	
Applicant's signature	
Date signed	

Please attach the following information on a separate sheet:

- Background Information;
- Previous degree(s); official transcripts;
- Academic awards; distinctions; scholarships;
- Letters of reference from two referees — one **must** be academic;
- Statement of interest in co-operatives;
- Experience with co-operatives (as either volunteer or employee).

Description of Project

- Please attach an outline of your research project. (Maximum of 4 pages for graduate students; 1 page for undergraduates;
- Format: Times 12 pt., 1.5 spacing, 2.54 cm (one-inch) margins).

Please include the following:

- Scope and objective of the project;
- Theoretical significance and practical importance;
- Relationship to existing research and literature;
- Methodology;
- Schedule of work in progress and work to be done;
- Name of supervisor and/or instructor.



Membership Form

Membership rates for the 2018/19 CASC year are regular members \$175 and students, retired individuals, and the under-waged \$55. Benefits include the following:

- CASC Newsletter twice yearly
- *Journal of Co-operative Studies* (3 issues per year)
- Announcements of interest (about conferences, new co-operative resources or initiatives, scholarships etc.) through the CASC listserv

Contact Information (Please let us know if your contact information changes during the year!)

Name: _____

Institutional Affiliation (if applicable): _____

Address: _____ Postal Code: _____

Country: _____

Email: _____

Telephone: _____ Fax: _____

Membership Type

Select one of the following:

_____ Regular (\$175)

_____ Student/Retired/Underwaged (\$55)

Optional donation

_____ In support of Ian MacPherson Fund

_____ In support of student/practitioner travel to CASC annual conference

Total: _____

Payment Information

Pay online with PayPal at <http://www.coopresearch.coop/how-to-join/>

Or mail the completed membership form, along with a cheque or money order made out to CASC in CDN or US dollars (at par) to:

Canadian Association for Studies in Co-operation
c/o Centre for the Study of Co-operatives
University of Saskatchewan
101 Diefenbaker Place
Saskatoon, SK S7N 5B8

Contact us at casc.acec@usask.ca if you have any questions.



Formulaire de Membre

Les frais d'adhésion à l'ACÉC en 2018-2019 sont de 55 \$ pour les étudiantes, les personnes retraitées, et les personnes sous-payées; 175 \$ pour les autres personnes. Au nombre des avantages, les membres reçoivent :

- Une copie de notre journal interne (deux numéros par an)
- Des nouvelles récentes (congrès, nouveaux outils et initiatives de coopération, bourses, etc.) par courriel
- *Journal of Co-operative Studies* (trois numéros par an)

Coordonnées (Veuillez nous informer de tout changement au cours de l'année!)

Nom _____

Affiliation à un établissement (s'il y a lieu) _____

Adresse _____

_____ Code postal _____ Pays _____

Courriel _____ Téléphone _____ Télécopieur _____

Catégorie de membre

Cochez le choix approprié:

Régulier (175 \$)

Étudiant/retraité/sous-payé (55 \$)

Don en option

Bourse Ian MacPherson

Subventions pour les voyages étudiants ou praticiens aux conférences annuelles ACÉC

Le Total: _____

Paiement (Si vous avez des questions, n'hésitez pas à communiquer avec nous à casc.acec@usask.ca)

Utilisez PayPal à <http://www.coopresearch.coop/how-to-join/>

Ou veuillez poster le formulaire dûment rempli, accompagné d'un chèque ou d'un mandat-poste à l'ordre de l'ACÉC en dollars canadiens ou américains (au pair) à l'adresse suivante:

Association canadienne pour les études sur la coopération

a/s Centre for the Study of Co-operatives

University of Saskatchewan

101 Diefenbaker Place

Saskatoon, SK S7N 5B8

casc.acec@usask.ca



CASC
Canadian Association for
Studies in Co-operation

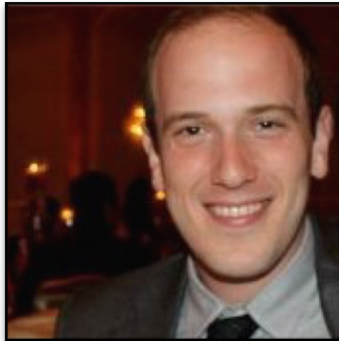
ACÉC
L'Association Canadienne
pour les Études sur la
Coopération



Board Member Contact Information



Fiona Duguid
President
fduguid@gmail.com



M. Derya Tarhan
Vice-President
mdtarhan@gmail.com



Isobel Findlay
Secretary/Treasurer
Findlay@edwards.usask.



Darryl Reed
dreed@yorku.ca



Claude-André Guillotte
claudeandre.guillotte
@usherbrooke.ca



Marc-André Pigeon
MPigeon@ccua.com



Judith Harris
j.harris@uwinnipeg.ca



Jayne Bergeron
jayne.bergeron@gmail.com



Sara Elder
elder.sara@gmail.com



Brooke Yaschyshyn
Undergraduate Research Assistant
b.yaschyshyn@usask.ca

