

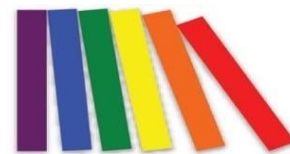


CASC

Canadian Association for
Studies in Co-operation

ACÉC

L'Association Canadienne
pour les Études sur la
Coopération



Fall Newsletter 2020

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President's Report

Judith Harris



In the past few months since the global pandemic shifted our worlds, we have been challenged to come together in new ways and have gained insights into persistent inequities. The pandemic has more clearly revealed the vulnerabilities of marginalized populations and given further impetus to collective actions. In response to the killing of Mr. George Floyd, the Board of the Canadian Association for Studies in Co-operation made a commitment to stand in solidarity with all those who face discrimination, especially Black and Indigenous Peoples.

World-wide at this time we are acknowledging the on-going, systemic discrimination in our racialized societies and justice systems. Historically, humanity has advanced based on the fundamental human value of co-operation, recognizing the importance of difference and the strength that comes from listening to many voices. On behalf of our association and in our work, we commit to listen, to speak up and to act in support of a more just world. (CASC Digest).

CASC sent out a call for papers that demonstrates the ability of co-operatives to “Bridge the Divide”. This is the focus of an upcoming special issue of the International Co-operative Alliance (ICA) *Review of International Cooperation*: “Bridging Divides: Promoting Economic, Social, and Cultural

Democracy”. CASC invites you to submit an abstract by Dec. 1, 2020. See full call later in the Newsletter.

Also as evidence of our commitment to social justice is our recently published special issue of the *ICA Review*—“Co-operative Strength in Diversity: Voices, Governance, and Engagement” available at: <https://ccr.ica.coop/sites/default/files/publication-files/review-international-co-operation-2019-digital-336124954.pdf>

On October 16, CASC held its AGM on zoom with twenty members from across Canada attending. We welcomed Laurie Cook to the Board and thanked Vesta Sahatçiu and Luc Theriault for their many contributions to the CASC Board.



Screenshot of Virtual AGM attendees; missing are Karen Miner and Laurie Cook who called in from a stop on their travels in Nova Scotia.

The CASC website and the digest continue to provide important ways of communicating to members. Vice President Vesta reported that the newsletter has a good open rate ranging from 5% to 20%. Derya, Fiona, Marcelo, Darryl, and Vesta have been responsible for the hashtag “coopsVSCOVID”. There has been good uptake by CMC and others including the ILO Co-ops unit. Each for All Radio Show highlighted three episodes featuring CASC members and an interview with Marcelo Vieta about his new book. Many thanks to Vesta for all her work in promoting CASC across the media. We’ll miss her but hope that we can work together again soon.



A number of our partners provided updates on their work. Sonja Novkovic, ICA-RC President, reported that the World Co-operative Congress on Deepening Our Co-operative Identity has been confirmed for December 1-3, 2021, Seoul, South Korea. The ICA-RC research conference, November 28-29, will precede the Welcome day on November 30. Select papers will form a special issue of the *ICA Review*. Sonja informed us that regional conferences have either disappeared or gone virtual. The European conference is scheduled for Paris next year. She also noted that a proposal is on the table to open up the co-op principles.

Dan Brunette, CMC Director, Advocacy and Partnerships, reported on behalf of Karen Miner, Vice-President of the CMC Board. He briefly highlighted member engagement initiatives: 360 reviews, 2 member surveys, member consultations, Co-operation Virtual Institutes, an upcoming strategic plan and the October 19 National Town Hall on Mountain Equipment Co-op. On the research front, Dan noted the launch of the economic impact study, Co-ops and Mutuals in an Age of Uncertainty, Measuring SDGs, Coop Convert, and the upcoming COVID-19 and Co-ops. He identified important government partnerships including Futurpreneur, the Investment Readiness Program, Public Service Training Course (with Co-operatives First), Statistics Canada ISED data, *Comité de soutien francophone*, the Senator Moncion event on the Hill, and social economy stakeholders. The links between CASC and CMC have strengthened due in no small measure to the great work of Dan and the CMC staff, Karen added.

Next year CASC will join the 90th Congress at University of Alberta in Edmonton on Northern Relations, May 29—June 4, 2021. The Federation has established a Task Force on Contingency Planning and a new Advisory Board on Equity, Diversity, Inclusion, and Decolonization to support member associations. The CASC Board will be meeting soon to work on plans and a call for papers.

A Special Announcement!



We have just learned that Isobel Findlay, who has served as CASC treasurer and secretary since 2010, has been recognized by the Association of Cooperative Educators for *Outstanding Contributions to Co-operative Education and Training* (2020). This award recognizes an individual or organization for their continuing contribution to educating about the benefits, impact, and principles of cooperatives through academic curriculum, publications, marketing campaigns, member communications, and leadership training programs.

Dr. Isobel M. Findlay (M.A. Aberdeen, M.A. Sask, Ph.D. McGill) is Professor Emerita, Department of Management and Marketing, Edwards School of Business, and Fellow in Co-operatives, Diversity, and Sustainable Development, Canadian Centre for the Study of Co-operatives, University of Saskatchewan.

In 1998 she joined the Department of Management and Marketing and was promoted to Full Professor in 2013. She has been an active member of the Community-University Institute for Social Research since 2003, led the SSHRC-funded Social Economy research there from 2006 to 2012, and has been its University Co-Director since 2011. She is an associate member of the Council for the Advancement of Native Development Officers (CANDO) and has published widely on Indigenous co-operatives, social economy, and economic development in the Arctic, on the Prairies, and in Quebec and the Atlantic provinces.

Isobel is a member of the Canadian Communications Association and the International Association of Business Communicators and as such she contributes in significant ways to wider understanding of the co-operative sector. The four editions of her *Business Communication Now* are among the few business books in Canada to feature co-operatives and credit unions! These are just a few of Isobel's academic and community-based accomplishments and contributions. We congratulate her for her scholarship, teaching, and leadership.



Congress 2021

Breaking News on October 31!

Today, with input from the Congress Advisory Committee on Equity, Diversity, Inclusion, and Decolonization (EDID) and the Task Force on Congress Contingency Planning, and in partnership with the University of Alberta, we are announcing our decision to hold Congress 2021 entirely online.

[Read more about our decision to hold Congress 2021 online](#)

Congress 2021 at the University of Alberta, May 29-June 4, 2021



Unrivaled in scope and impact, the annual Congress of the Humanities and Social Sciences is the convergence of over 70 scholarly associations, each holding their annual conference under one umbrella. Now in its 90th year, this flagship event is much more than Canada’s largest gathering of scholars. Congress brings together academics, researchers, policy-makers, and practitioners to share findings, refine ideas, and build partnerships that will help shape the Canada of tomorrow.

Typically spanning seven days in late May and early June, and attracting over 8,000 attendees, Congress is organized by the [Federation for the Humanities and Social Sciences](#) in partnership with

different Canadian university each year. Congress 2021 is organized in partnership with [the University of Alberta](#) in Edmonton.

Land acknowledgement

The University of Alberta respectfully acknowledges that we are located on Treaty 6 territory and Homeland of the Métis, a traditional gathering place for diverse Indigenous peoples including the Cree, Blackfoot, Métis, Nakota Sioux, Iroquois, Dene, Ojibway/ Saulteaux/Anishinaabe, Inuit, and many others whose histories, languages, and cultures continue to influence our vibrant community.

Theme: Northern Relations

As one of Canada’s major northward-facing research institutions, the University of Alberta will invite Congress delegates to turn their attention to the North, and invite northern peoples—Indigenous and non-Indigenous—to lead the conversation. As a theme, “Northern Relations” encourages delegates to explore the connections between peoples, communities, cultures, and ways of knowing, while also listening to those voices that speak directly to some of the most pressing matters of relation (to the land, to each other) in the North: climate change, governance, social justice, reconciliation, reciprocity, education, and much more. A relation is not only an association and an affiliation, it is also an act of telling or reporting; relations are at the heart of how peoples communicate, organize



knowledge, and understand their place in the world. Edmonton, for thousands of years a traditional gathering place for diverse Indigenous peoples, is an ideal location to consider not only relations across the North, but also relations between the North and the South. Join us to listen, learn, and relate.

Congress fee

All attendees, including organizers, speakers, presenters, panelists and those chairing or attending a session, must pay the Congress fee. The revenue collected from the Congress fee supports the long-term development of Congress, and keeps the annual meeting format viable by ensuring that infrastructure and services are in place from year to year. The following are some of the activities covered:

- Managing the online registration software and the registration process including pre, onsite and post Congress registration labour, as well as the staffing of the onsite Information Centre Planning and coordinating logistical services for attendees
- Supporting the associations through the planning process including staffing 100+ onsite student contractors to support Congress activities.
- Managing and administering three funds including evaluating, awarding and distributing monetary funds to member associations
- Soliciting, managing and coordinating the Congress Expo and related programming
- Promoting Congress and association activities via social media, website and documentation development and distribution
- Financially supporting all complimentary Congress registrations from approximately 70 member associations

Association conference fees (also your CASC/ACÉC association membership fee)

You are welcome to attend any association conference at Congress regardless of membership status if you pay the corresponding association member or non-member fees. The Federation for the Humanities and Social Sciences collects these fees on behalf of associations. Generally, the associations use these funds to cover the cost of planning and holding their conferences at Congress. Download the Association conference fee schedule (coming soon).

Registration

When you [register](#), you will receive an official access badge that indicates your registration category. This badge is mandatory for all conferences and events, including open events. If you do not register, you will not receive an official access badge and you will not be able to attend your conference(s) and/or [open events](#). More questions? See the [FAQs page](#).



CASC/ACÉC 2021 Academic Keynote: Jessica Gordon-Nembhard



The 2017 CASC Award of Merit winner, Dr. Jessica Gordon-Nembhard, co-operative researcher, author, ambassador, activist, educator, and developer, is our 2021 Academic Keynote. Jessica Gordon-Nembhard is a Professor of Community Justice and Social Economic Development in the Department of Africana Studies at John Jay College, City University of New York (CUNY). She is also Director of the McNair Post-Baccalaureate Achievement Program and fellow at the Canadian Centre for the Study of Co-operatives at the University of Saskatchewan, and was a member of the Canadian “Measuring the Difference of Cooperatives Research Network” (from 2010-2015). She was an affiliate scholar with the Economics Department’s Center on Race and Wealth at Howard University from 2008-2015.

In the early 2000s she was an Assistant Professor in the African American Studies Department at the University of Maryland, College Park (UMCP) and a co-founder of the Democracy Collaborative there. She was also a founding board member of the Political Economy Research Institute at the

University of Massachusetts, Amherst. Since 2007, Jessica has served on the Board of Directors of the Association of Cooperative Educators (ACE). In May 2016, Jessica was recognized as a co-op movement leader when she was inducted to the Cooperative Hall of Fame—the highest award given by the cross-sector U.S. cooperative community (www.heroes.coop).

Dr. Gordon-Nembhard is a political economist specializing in community economics, Black Political Economy and popular economic literacy. Her research and publications explore problematics and alternative solutions in cooperative economic development and worker ownership, community economic development, wealth inequality and community-based asset building, and community-based approaches to justice.

Jessica is author of the pathbreaking book *Collective Courage: A History of African American Cooperative Economic Thought and Practice* (Pennsylvania State University Press, 2014).

Building on her work over a number of years, the book tells the story of the co-operative economic struggles of African Americans, underlining how co-ops have been key social justice tools. In the process the book adds powerfully to the fields of co-operative studies and African American studies.

A co-founder of the [U.S. Federation of Worker Co-ops](#) and active member of the [Grassroots Economic Organizing](#) Newsletter collective, Jessica’s groundbreaking research on the worker co-op sector has positioned worker co-ops as tools for economic and social justice.

She is a member of the board of directors of [Green Worker Cooperatives](#). In 2011, she received the Cooperative Advocacy and Research Award from the [Eastern Conference for Workplace Democracy](#); in 2014 she received the “ONI Award” from the International Black Women’s Congress.

In addition to these diverse academic, administrative, and activist roles, Jessica is president of the board of directors/shared leadership team of [Organizing Neighborhood Equity \(ONE\) D.C.](#) and was named to the Council of Cooperative Economists committed to providing information to the cooperative community, policymakers, thought leaders and other stakeholders, acting as a forum for best-in-class cooperative economists and other experts to explore ideas internally.



CASC/ACÉC 2021 Community Keynote: Ted Howard



Ted Howard is president and co-founder of the Democracy Collaborative, a research and development lab for the democratic economy with a mission to help catalyze a moral and political transformation of the US political economy into a next system that is inclusive, just, and ecologically sustainable—in contrast to today’s amoral economy of financial extraction.

Transforming ownership and redesigning institutions lies at the heart of this work. Previously, Ted served as the Executive Director of the National Center for Economic Alternatives.

The Democracy Collaborative was founded in 2000 at the University of Maryland as a research centre dedicated to the pursuit of democratic renewal, increased civic participation, and community revitalization. Ted Howard, one of the original co-founders with Gar Alperovitz, continues to play a leadership role with the Collaborative. He and his colleagues believe that building real democracy for the 21st century means developing new strategies that address the root causes of corrosive and pervasive economic inequality, and taking those strategies to scale so we can rebuild our

communities and local economies along more just, equitable, and sustainable lines.

In July 2010, Ted was appointed the Steven Minter Senior Fellow for Social Justice at The Cleveland Foundation, a position he held for four years. Working with the Foundation, he was a member of a team that developed the comprehensive job creation and wealth building strategy which resulted in the Evergreen Cooperative Initiative.

Ted lectures frequently about community wealth building, most recently at the Clinton Global Initiative-America, the Initiative for a Competitive Inner City, the National Community Reinvestment Coalition, the Co-operatives United World Conference (Manchester, England), various regional Federal Reserve Banks, as well as at universities including the University of Pennsylvania, Yale, MIT, Georgetown, Oberlin, Michigan State and the Ohio State University.

He is the author of numerous articles appearing in popular and community development publications. His chapter “Owning Your Own Job Is a Beautiful Thing” is included in a book of readings (*Investing in What Works for America’s Communities*) published in 2012 by the Federal Reserve Bank of San Francisco. He is also co-author of a chapter on “Economic Democracy” in *Achieving Sustainability: Visions, Principles and Practices* (Macmillan) and a chapter on “The Essential Connection: Environmental Sustainability, Community Stability and Equitable Development” in *Ensuring a Sustainable Future: Making Progress on Environment and Equity* (Oxford University Press). His most recent publications include *The Anchor Mission: Leveraging the Power of Anchor Institutions to Build Community Wealth*



(co-authored with colleagues at the MIT Department of Urban Studies and Planning) and *The Anchor Dashboard: Aligning Institutional Practice to Meet Low-Income Community Needs* (with Steve Dubb and Sarah McKinley).

Ted serves on the board of directors of LIFT, a national organization dedicated to engaging young Americans in combating poverty in the nation's core urban areas; its chapters are based in Philadelphia, Boston, Chicago, New York City, Los Angeles and Washington, DC. He is also a member of the board of directors for BALLE, a national alliance championing sustainability, social finance and community-based economic development, and is also a founding member of the board of the Evergreen Cooperative Corporation.

Ted was designated a CFED Innovation Award recipient in 2010. The magazine Utne Reader named him one of "25 visionaries who are changing your world."



Introducing a New CASC/ACÉC Board Member



*Laurie Cook
PhD candidate, Inter-University Educational
Studies
Acadia, Mount Saint Vincent, and St. Francis
Xavier Universities*

Laurie Cook is a new PhD student in the Inter-University Educational Studies program hosted by Acadia, Mount Saint Vincent, and St. Francis Xavier Universities in Nova Scotia. Her research interests include: how to create change in communities more effectively, how to create more inclusive economies in the time of Covid-19, how to include marginalized and racialized communities more in community-based economic development, co-operatives and social enterprise, youth engagement in co-op development, and online learning for business succession including co-ops. She is currently working with the Co-operative Enterprise Council of New Brunswick (CECNB) and she is part of a research initiative with the Atlantic Canada Opportunities Agency (ACOA).

Laurie also has her own consulting company, Chutzpah Consulting, where she specializes in supporting community organizations in innovation, learning, and leadership development.

She is also part of new community consultants' co-operative, Leading Edge. She has a strong background in governance and communications. Her Masters is in Adult Education and Community Development from St. FX, and her undergrad is in journalism from the University of King's College. Until this past June, Laurie was also President of the Canadian Community Economic Development Network (CCEDNet). She is also a spokesperson for the international Wellbeing Economy Alliance (WEAll). Laurie lives in Musquodoboit Harbour, Nova Scotia, with her husband and two grown children. She loves walking local trails and nearby Martinique Beach.

Research Profile



Marc-André Pigeon
Assistant Professor, Johnson Shoyama Graduate
School of Public Policy
Director and Strategic Research Fellow, Canadian
Centre for the Study of Co-operatives
University of Saskatchewan

Dr. Marc-André Pigeon has research interests in the study of co-operatives, banking, fiscal and monetary policy and behavioural psychology. Before joining Johnson Shoyama, Marc-André worked as assistant vice-president of financial sector policy at the Canadian Credit Union Association. He also served as advisor at the Department of Finance, a lead analyst for the Senate Banking and House of Commons Finance Committees, an economist at the Levy Economics Institute, and a business reporter at Bloomberg Business News. Marc-André holds a PhD from Carleton University, a Master's Degree in economics from the University of Ottawa, and a journalism degree from Carleton University.

Co-operative Governance in a Time of Crisis: Some Strategic Questions for Credit Union Boards

COVID-19 has, by all accounts, helped the credit union system gain a renewed appreciation of the benefits of working collectively through their second-tier organizations (i.e., centrals), and informally, with each other. Whether it be lobbying through the Canadian Credit Union Association (CCUA) to get broad-based credit union access to the Canada Emergency Business Account (CEBA), working through centrals to develop processes and protocols around CEBA, or assembling for Zoom calls to share best practices, the system has by all accounts pulled together *as a co-operative system* in a way that it hasn't in a long while.

Prior to the crisis, the situation looked very different. The pressures were centrifugal instead of centripetal, threatening to pull the system apart. They included:

- Growing interest in the federal credit union options (two are already federal; two others are on the way). These shifts challenge the viability of centrals, whose remaining large credit unions may resent carrying the costs of services largely for the benefit of a shrinking number of small credit unions;
- A payments modernization process that poses a challenge to the centrals and their historically privileged relationship between credit unions and federal entities like Payments Canada and the Bank of Canada;

- A growing split between prairie credit unions and the rest of the credit union system around banking platforms;
- The looming implementation of open banking—a policy that gives users ownership of their data—that promises to erode the provincial operating boundaries that have long constrained competition among credit unions; and
- Intensified competition from big banks[1] that have spent billions modernizing their offerings, compelling credit unions to think about how they can obtain the scale needed to make necessary technological investments.

Notwithstanding the rapprochement brought about by COVID-19, the pre-pandemic pressures have not abated and arguably intensified, calling into question the durability of the moment's collective impulse. While credit unions may accept the important role played by their centrals in paving the way to CEBA, for example, some will undoubtedly note that the largest credit unions got in on the program earliest and draw a conclusion that in a crisis, policymakers have demonstrated how it is better to be big than to be collective. In a banking system shaped by public policy as much as by competition, this is no small consideration.

As a result, many credit unions will likely refocus on a strategy of merging or working more closely in some form of arrangement with other credit unions the better to achieve the economies of scale and scope that would help them meet new and existing competition head on, insulate themselves from potentially unhealthy system dynamics, and get early access to government support if and when needed. But these efforts to achieve scale can come at the cost of real or perceived distance from the concerns of credit union members.

In a COVID-19 world, where the “local” has taken on new importance, the loss of local credibility could slow or undermine mergers or other types of formal working arrangements (e.g., shared services) that are otherwise economically sensible.

In a recently released [occasional paper](#) for the Canadian Centre for the Study of Co-operatives, I argue that credit union boards should set aside time for a strategic discussion about these dynamics using the CCCS's governance framework as developed by CCSC scholars, Murray Fulton, Brett Fairbairn, and Dionne Pohler. The CCSC governance framework suggests that co-operative boards should direct their strategic deliberations along three dimensions: interdependencies, cognitive frames, and legitimacy. Each has implications for the ability of credit unions to navigate tumultuous times:

- **Interdependencies:** The concept of strategic interdependencies involves what are termed social dilemmas—situations where the pursuit of self-interest by each individual (credit union in this case) does not necessarily result in the most efficient or effective outcome for the system. For credit unions confronting a changing world, this is probably the most important element of the CCSC governance framework to foreground if only because the credit union system is, like it or not, a *system* of shared payments, brand, government relations and history. And yet, the system *as a system* is challenged by the current environment. The strategic question that arises here for credit union boards is to foreground the *system* perspective and ask what a given credit union can do to contribute to the well-being of the whole or, conversely, how it might protect itself from problems that may arise from being part of the system.

- **Cognitive Frames:** The crucial insight here is that all of us selectively interpret the past—often based on our own unique trajectories and experiences—to imagine the future. We are also under the influence of well-known cognitive biases such as loss aversion (the tendency to weigh losses more than we do symmetric gains), recency bias (the tendency to weigh recent events more heavily than distant ones), and *status quo* bias (we like things the way they are). We are hardly the fully rational beings that we might think we are. From a strategic perspective, the cognitive frame perspective suggests a conversation that challenges assumptions that things will stay the same, i.e., that digital banking won't change things all that much; that take-up of the federal option doesn't alter system dynamics, or that the system will somehow muddle through.

- **Legitimacy:** People are familiar with the concept of legitimacy in the political arena, where “legitimate” governments can more easily make big policy changes than “illegitimate” governments. Like governments, credit unions as co-operatives are ultimately democratic institutions. Even where member participation is low, the democratic potential is latent, waiting to be awoken around controversial issues. The legitimacy perspective foregrounds some important strategic questions but the single most important is probably to ask whether a credit union can in the eyes of its members and regulators maintain legitimacy as a provincial entity if, because of digital (and open) banking, a growing share of its members reside out-of-province?

Whiles these kinds of conversations are important for credit unions to have at each of their board tables, there is also scope for more system-level conversations that build on some of the recent collaborative moment to help resolve the kinds of social dilemmas that increasingly confront the credit union system—and society more generally.

[1] Depending on one's preferred measure, their market share of Canadian banking assets ranges from 75% to 90%.

Update from the Canadian Centre for the Study of Co-operatives



Stan Yu
Research and Communications Coordinator

1. New report on co-operative board governance released

The Canadian Centre for the Study of Co-operatives (CCSC) is excited to announce the release of a new report titled “2020 Co-ops & Credit Unions: Report from the Board Room,” which features a snapshot of board governance practices amongst larger Canadian co-operatives and credit unions, including director compensation, board makeup, director term limits, and more. The research was undertaken by the CCSC and sponsored by the United Farmers of Alberta. The full report can be accessed here: <https://usaskstudies.coop/documents/pdfs/co-ops-and-credit-unions-report-from-the-board-room.pdf>



2. Co-operatives in Times of Crisis Conversation Series – full playlist available



During the initial months of the COVID-19 pandemic, the CCSC launched the “Co-operatives in a Time of Crisis Conversation Series” to present the stories and experiences of co-operative and credit union leaders, practitioners, and scholars to describe how co-ops were addressing the challenges posed by COVID-19 and continuing to serve their members. In total, 25 conversations with leaders of co-operatives and credit unions, big and small, were featured and all are now available to watch on our Youtube channel:

<https://www.youtube.com/user/coopstudies>



3. The Good Governance Matters Online Course



In partnership with Co-operatives First, the CCSC is now accepting enrolments for the **Good Governance Matters** open online course. This online course is designed for community leaders to learn what governance is, why it matters for co-operatives, and how to do it right. Ideas that will be explored in the course include how to get people to work well together in governance processes, creating a successful view of the future, and building and maintaining legitimacy. The course is free and participants can work through the course at their own pace. There is currently no deadline to

register. Enroll today at:

<https://cooperativesfirst.com/governance/>

4. Analysis on the Mountain Equipment Co-operative Sale

This fall, the sale of Mountain Equipment Co-operative to a private U.S. investment firm sent shockwaves throughout the co-operative sector in Canada and beyond. To help make sense of what transpired at MEC that led to this outcome, CCSC Director, Marc-André Pigeon, co-authored an analysis with Anthony Piscitelli published in [the Conversation](#), titled, “[The MEC debacle is a predictable and avoidable governance failure](#)”. Marc-André discussed this piece on an episode of [Each For All](#) on Vancouver Co-op Radio CFRO, Global Radio CKNW also in Vancouver, and Saskatchewan CBC Radio One’s [Blue Sky](#).

5. New publications from the Centre

A new paper by Marc-André Pigeon, director of CCSC, has been published as part of the Centre’s Occasional Papers Series, and is now available online. [Regulatory Disruption: A Guide for Credit Union Boards](#) explores the slow uptake of the federal credit union option in Canada, the incentives for credit unions to go federal, and the advantages/disadvantages of going federal vis-à-vis staying provincial.

Update from St Mary's International Centre for Co-operative Management



*Erin Hancock
Program Manager, Co-operative Management
Education
International Centre for Co-operative Management
Sobey School of Business
Saint Mary's University*

Executive Education online short course coming up and registration is open:

Excellence in Member-centric Governance and Management (December 9-10, 2020; February 17-18, 2021). \$300 CAD per person or discounted with a group registration. Discuss and debate the many facets of the membership aspect of co-operatives, including: people-centred management, ownership and control, and network governance. Grapple with the unique challenges inherent in leading and managing co-operatives while including voice, representation, participation, and engagement of people at the core.

Upcoming free webinars (see our website for [past recordings](#) too):

- ❖ October 15, 1pm ADT (12pm EDT): Co-operatives and New Economic Paradigms with Sonja Novkovic ([Register here](#))
- ❖ November 3, 1pm ADT (12pm EDT): The Co-operative Advantage with Dr. Daniel Côté ([Register here](#))
- ❖ November 18 1:30-3pm EST (2:30pm AST): Passing the Torch - Propelling Co-ops Forward with Erin Hancock (hosted by Canada's Emerging Co-operators, Co-operatives and Mutuals Canada) ([Register here](#))
- ❖ November 23, 2:00-3:15pm AST (1pm EST): Indigenous Rights and Inclusion in Co-operatives with Dr. Priscilla Settee & Dr. Isobel Findlay ([Register here](#))
- ❖ November 30, 1-2:00pm AST (1pm EST): Indigenous Rights and Inclusion in Co-operatives with Mary Nirlungayuk (Arctic Co-operatives Ltd.), Joanne Stone-Campbell (Vancity Credit Union) and Lisa Clatney (Saskatoon Community Clinic). ([Register here](#))

Learn more about our programs and the Centre's activities by attending an **info webinar**:

- ❖ October 28 at 1pm ADT (12pm EDT), [Register here](#)



Part-time, online co-op business programs accepting applications for 2021 cohort:

- ❖ It's application season for our **Master's, Graduate Diploma and Certificate in Co-operative Management** programs designed for working professionals in co-operatives, credit unions and mutuals. Our **online, part-time programs** range from 3 years, 20 and 10 months in duration. Join a global network of leading co-operative practitioners, educators, and academics and experience education in a co-operative learning environment. Deepen your understanding of the co-operative business model and develop tools to maximize its impact and your leadership performance. Begin your application by May 31. Bursaries available. [Learn more.](#)

A refresh on some of our other activities and initiatives:

- ❖ The Centre is partnering with **the Social Enterprise World Forum** (June 2-4, 2021 in Halifax, NS) to deliver a **pre-conference research and practitioner symposium** at Saint Mary's University (May 31-June 1, 2021). The symposium aims to facilitate collaboration between academia and the social enterprise sector in order to increase impact of research knowledge dissemination on overall sectoral growth, innovation and impact. [Learn more.](#)
- ❖ The Centre is leading in a **multi-year research project on co-operative governance**. It investigates numerous examples of successful co-operatives that experiment with and/or fully embrace participatory governance beyond casting a

vote, pushing back against a one-size fits all corporate governance model. We are seeking co-operative organizations, researchers, and other governance experts to explore participatory governance in co-operatives as part of this study. Contact: Sonja Novkovic <mailto:snovkovic@smu.ca>

- ❖ The Centre is hosting its second **International Co-operative Governance Symposium** (June 17-19, 2021) at Saint Mary's University. This participatory gathering of governance professionals, experts, and researchers will interrogate governance models that maximize the benefit of the democratic, people-centred and jointly-owned nature of the co-operative model. [Learn more.](#)
- ❖ The Centre has recently launched a **Working Paper Series**. We publish open source research papers and reports in the field of co-operative management, economics and governance. We invite submissions including think pieces and work-in-progress pieces from our faculty and sector partners and the broader community of co-operative academics and practitioners. [Learn more and read up.](#) Contact: Sonja Novkovic <mailto:snovkovic@smu.ca>
- ❖ **Canada Development Education** (CanadaDE) has been postponed from June 7-12, 2020 until May 16-20, 2021 due to the Covid-19 pandemic. CanadaDE is an international credit union leadership program for which the World Council of Credit Unions provides certification. [Learn more.](#)

- ❖ Visit us at our website, managementstudies.coop, follow us on social media at @CoopMgmt or reach out directly at <mailto:cme@smu.ca>



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Des Nouvelles de l'IRECUS/ Update from IRECUS



Josée Charbonneau
Doctoral Researcher, IRECUS

Au cours de l'été 2020, l'IRECUS a eu le plaisir d'accueillir un stagiaire parmi ses membres. Un grand merci à Félix Vallières, étudiant au baccalauréat en administration des affaires, qui nous a permis de bénéficier de ses talents en refaisant l'entièreté de notre site Web.



[Visitez notre site](#) pour découvrir notre équipe, nos partenaires, nos projets de recherche en cours et notre rapport annuel d'activités 2019-2020. Vous y trouverez également nos plus récentes publications, incluant un article sur la relation coopérative-membres chez Agropur, un autre sur l'histoire de l'IRECUS et de sa collaboration avec le mouvement coopératif québécois, de même que

notre plus récent rapport de recherche sur les relations entre les pratiques des coopératives forestières du Québec et du Honduras et les Objectifs de développement durable. Un article portant sur les résultats de cette recherche paraîtra sous peu dans le *International Journal of Co-operative Accounting and Management*(IJCAM).

News from IRECUS

During the summer of 2020, IRECUS had the pleasure of welcoming an intern among its members. A big thank you to Félix Vallières, a student in Bachelor of Business Administration, who allowed us to benefit from his talents by redesigning our entire website.



[Visit our website](#) to discover our team, our partners, our current research projects and our 2019-2020 annual activity report. You will also find our most recent publications, including an article on the co-operative-member relationship at Agropur, another on the history of IRECUS and its collaboration with the Quebec cooperative movement, as well as our most recent research

report on the relationship between the practices of Quebec and Honduras forestry co-operatives and the Sustainable Development Goals. An article on the results of this research will appear shortly in the *International Journal of Co-operative Accounting and Management* (IJCAM).



Update from Co-operatives and Mutuals Canada/Coopératives et mutuelles Canada



*Daniel P. Brunette
Director, Advocacy and Partnerships,
Co-operatives and Mutuals Canada (CMC)*

One Co-op / Every Co-op



To wrap up Co-op Week, CMC held a National Town Hall titled One Co-op, Every Co-op. This event brought together Canadian co-operators and mutualists to reflect on solutions to better protect the interests of co-operative members and preserve the democratic principles that co-operatives and mutuals are founded on and operate by. Indeed, "MEC's situation revealed gaps in our provincial/federal legal framework surrounding co-operatives which we will need to address."

observed André Beaudry, CMC's Executive Director.

[Read our press release.](#)

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

We are now accepting applications!

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) sponsored by the [Co-operative Housing Federation of Canada](#);
- Amy and Tim Dauphinee Scholarship (graduate students only) sponsored by the [Ontario Credit Union Foundation](#);
- Lemaire Co-operative Studies Award (undergraduate or graduate students).

[To learn more about the scholarships and CASC 2020 Recipients.](#)

For more on the scholarships:

English:

<https://canada.coop/en/programs/education/casc-scholarships>

French :

<https://canada.coop/fr/programmes/education/bourses-etudes-acec>

More Scholarship Announcements

Hartley and Margaret Fredeen Scholarship in Co-operative Studies

On behalf of the Canadian Centre for the Study of Co-operatives (CCSC), I am excited to announce that the CCSC is currently accepting applications for the Hartley and Margaret Fredeen Scholarship in Co-operative Studies for the 2020/2021 academic year.

The goal of the scholarship is to support graduate students in creating and sharing knowledge about co-operatives at the University of Saskatchewan. The successful applicant for the Hartley and Margaret Fredeen Scholarship in Co-operative Studies will be chosen based upon the applicant's proposed research exploring the ways that co-operatives can make our lives better, whether that be locally or globally.

The deadline to apply for the scholarship is November 15, 2020. The value of the scholarship is \$5,000.

Full details of the scholarship can be found here: <https://usaskstudies.coop/documents/2020-fredeen-scholarship-poster---final.pdf>

Canada's Emerging Cooperators Education Fund (ECEF) is accepting applications!

Canada's Emerging Co-operators (CEC), a committee created by Co-operatives and Mutuals

Canada, is coordinating this project, [click here](#) to learn more about CEC.

What are the ECEF objectives?

1. Supporting young co-operators' and mutualists' access to learning opportunities such as:
 - A conference or convention related to the co-operative or mutual sector;
 - A professional development program or learning opportunity that can help to better contribute to the co-operative and mutual sector;
 - A post-secondary program or course related to co-operative and mutual studies (undergraduate or graduate studies);
2. Encouraging young researchers (Masters and doctoral candidates as well as other academics) to develop projects that can support the development of the co-operative and mutual sector in Canada.

Who can apply to the ECEF?

Canadian citizens or permanent residents between the ages of 18 and 35 who meet at least one of the following criteria:

- Work for a co-operative or a mutual;
- Are member of a co-operative or mutual Board of Directors;
- Are volunteer in a co-operative or mutual;
- Interest in doing research on co-operatives and/or on mutuals or
- Are a member of a co-operative or a mutual.

How much money can the ECEF allocate?

1. **General applications** (conference, congress, professional development program, learning opportunity or undergraduate post-secondary program related to co-operative studies) can be for any amount up to \$1,500.

- Amounts up to an additional \$1,500 may be applied for if a co-operative or mutual matches the top-up funds.

2. **Applications from Graduate students and those of other members of the academic community** (development of a research project or admission to a post-secondary graduate program on co-operative or mutual studies - master's, doctoral or post-doctoral) may be for any amount up to \$2,500.

An additional amount of up to an additional \$2 500 may be applied for, if a co-operative or mutual provide matching funding.

How can I submit my application to the ECEF?

- To submit your funding request to the ECEF—Learning Opportunities (conference, congress, professional development program, learning opportunity or undergraduate post-secondary program related to co-operative and mutuals studies), please fill out the application by [clicking here](#).
- To submit your funding request to the ECEF—Development of a Research

Project, please fill out the application by [clicking here](#).

DEADLINES:

General Applications September 1st, 2020 and January 1st, 2021

Applications from Graduate students and those of other members of the academic community: July 15th, 2020

Other deadlines will be announced for 2021 and 2022 submissions.

Announcements of recipients will be made on August 31st, September 30th, and January 31st.

What are the obligations of ECEF recipients?

1. At the end of the project, recipients will have to submit a report (maximum 2 pages, double-spaced Calibri 12 font) detailing how the grant has benefited his/her personal development and that of your co-op or mutual.
2. To the extent possible:
 - Participate in the Co-operatives and Mutuals Canada (CMC) Congress. The Congress is usually held in June. In 2021 it will be in Halifax, in 2022 in Calgary and in 2023 in Ottawa.
 - Provide a report at a virtual or in-person meeting of Canada's Emerging Co-operators as requested



- Promote the fact that you have received a grant from the Emerging

Co-operators Education Fund (ECEP) on your social media and through the communication tools of your co-op or mutual.

- Support CMC in developing promotional content such as a blog post, participating in an interview to produce a video or podcast about your project, participate in a webinar or a workshop, etc.
- Share your research results with CMC.

If you have any questions, please [contact us by email](#).

The Ian MacPherson Legacy Fund

The [Co-operative Development Foundation of Canada \(CDF\)](#), in partnership with [Co-operatives and Mutuals Canada \(CMC\)](#) and the [Canadian Association for Studies in Co-operation \(CASC\)](#), established a scholarship fund in memory of Ian MacPherson to commemorate his lifelong contributions to the study and promotion of co-operatives.

As a scholar, educator and co-operative activist, Dr. MacPherson personified the relationship between Canadian co-operative academics and co-op practitioners. He served as president of both the Canadian Co-operative Association (now Co-operatives and Mutuals Canada) and Credit

Union Central of British Columbia (now part of Central 1 Credit Union), as well as on the boards of various consumer, financial and health care co-operatives.

He wrote dozens of articles and books about co-operatives, including *A Century of Co-operation*, the commemorative book marking the 100th anniversary of Canada's organized co-operative movement in 2009.

The namesake legacy fund supports a broad range of activities that are important to co-op education and development, such as:

- Attendance at research conferences;
- Direct research on co-operatives;
- Student engagement with co-operatives through activities.

Students at post-secondary institutions who are 35 years or younger will be given priority, with a preference for those doing co-operative research and/or education. Priority will be given to applicants who have an active role in an event (those presenting). Applications will be accepted throughout the year and are reviewed periodically. Approval times vary and it is suggested that you submit your application at least 60 days in advance of an event for which you are seeking financial support to attend.

[Background and application](#)



Upcoming Conferences / Calls for Papers

International Co-operative Alliance (ICA) Review of International Co-operation

Special Issue Call for Papers:
Extended deadline December 1, 2020



Bridging Divides: Promoting Economic, Social, and Cultural Democracy

Coming together through open membership has been a hallmark of the co-operative movement since its inception. Co-operative enterprises have brought together diverse groups of individuals to meet their economic, social and cultural needs and aspirations. Diversity in the co-operative movement continues to be one of its key strengths—never more so than in the current COVID-19 context that has amplified inequities in our social, economic, legal, ecological, and other systems. The ability of co-operatives to “Bridge the Divide” between diverse social and cultural groups is what this special issue seeks to explore.

Specifically, this special issue will discuss racialized and marginalized communities and their relationship with the co-operative movement. As a response to anti-Black and anti-Indigenous racism, communities have turned to the co-operative movement to overcome challenges and “reclaim community” in a collaborative manner.

Co-operatives can be spaces where racialized people from various socio-economic backgrounds come together for a common purpose, bridging their divides and advancing racial cohesion and reconciliation.

The special issue seeks to bring members of the global co-operative movement together to stimulate and facilitate the discussion on the strength of our diversity. As a movement we must be self-reflective and critical ensuring that marginalized and racialized populations (specifically Black and Indigenous communities) are meaningfully engaged in all aspects of co-operative development.

Guest editors of the Special Issue are Fiona Duguid (fduguid@gmail.com), Isobel Findlay (findlay@edwards.usask.ca), Judith Harris (j.harris@uwinnipeg.ca), Derya Tarhan (mdtarhan@gmail.com), Mitch Diamantopoulos (mitch.diamantopoulos@uregina.ca), Lisa Mychajluk (lisa.mychajluk@mail.utoronto.ca), and ICACCR representatives Costas Iliopoulos (iliopoulosC@agreri.gr) and Roger Spear (roger.spear@open.ac.uk)



Paper Topics

We invite proposals on any of the following broad themes.

- Bridging the Divide” between the global North and South
- Co-operatives and Social Inclusion/Justice
- Co-operatives in times of crises
- Co-operatives and media
- Co-operatives addressing growing and new patterns of inequality (Gig economy, Piketty/wealth, COVID-19).
- Reconciliation: Addressing colonialism and White supremacy
- Co-operatives and Marginalized Communities
- Co-operatives and Indigenous Communities
- Sustainable Development Goals
- Quadruple bottom-line reporting
- Opportunity in the post-growth era
- Co-operative governance and member engagement
- Co-operatives as sites of democratic education
- Collective entrepreneurship as democratic practice
- Co-operative development for community and economic development

Proposals on other topics involving co-operatives and co-operation are also welcome.

Submission Guidelines

We welcome papers from scholars, students, researchers, and practitioners submitted before December 1st, 2020.

Papers (original, unpublished work) should not exceed 8,000 words and should include a 200-word abstract and short bio (up to 1000 words). Paper template and referencing should follow the [APA style guide](#). All papers are subject to double blind peer review. Please submit your paper online using [this link](#).

Canadian Association for Studies in Co-operation (CASC) is a multidisciplinary network of researchers and practitioners whose work involves co-operatives and co-operation, broadly understood to include, but not limited to, Fair Trade, Social Economy organizations, Solidarity Economies, and formal and informal alternative economic organizations governed by some significant degree of mutuality. Our mission is to promote research on co-operatives and co-operation in Canada, while facilitating linkages between academics, practitioners, and research organizations on an international scale.

Journal of Co-operative Organization and Management

<https://www.journals.elsevier.com/journal-of-co-operative-organization-and-management/call-for-papers/call-for-papers-special-issue-on-the-co-operative-identity>

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Call for papers: Special issue on The Co-operative Identity

Guest editors: Sonja Novkovic and Karen Miner

Co-operatives are democratic, member-owned and controlled enterprises. As both an enterprise form, and a global social movement, co-operative organizations share some peculiarities that set them apart from other enterprise forms. Co-operative distinctness is captured by the [Statement on the Co-operative Identity](#) of the *International Co-operative Alliance*, and includes values and principles of co-operation, besides an agreed upon definition of the co-operative enterprise. The [Guidance Notes on the Co-operative Principles](#) offer further elaboration about the implications of the principles for co-operative operations.

Co-operatives are diverse; their purpose, governance and management are context-dependent. From legal frameworks to cultural path-dependency, co-operatives adhere to the values and principles to varied degrees. Reasons to stray from the Identity statement span from market competition and need for expert managers, to access to capital, large size, and slow decision-making process. On the other hand, The Statement is generating trust and is perceived to be a market advantage as consumer preferences are shifting, and alliances form around transformative [Sustainable Development Goals](#).

This special issue is looking for contributions that explore the Statement on the Co-operative Identity, its impact on the co-operative enterprise form and practice, and the resulting impact of co-operatives on the economy and society.

Topics include, but are not restricted to the following questions:

- What are the missing elements in the Statement on the co-operative identity?
- To what extent is adherence to co-operative principles sufficient to bring about the needed transformative change, called for by the [2030 agenda of the United Nations](#)?
- What are the unique opportunities that the Co-operative Identity presents for membership growth, expanded market share and significant social impact?
- How does Co-operative Identity inform governance theory and practice?
- What is the connection between Co-operative Identity and Corporate Social Responsibility (CSR) across various dimensions?
- What is unique about co-operative management theory and practice in light of the Statement?
- Is the Statement an obstacle, or an advantage for expansion of co-operative enterprises as a distinct business form?
- How is the Statement interpreted in different types of co-operatives, and what challenges does this diversity pose for co-operative practice?
- What is the relationship between co-operatives and other types of enterprises, particularly those in the social solidarity economy?
- What is the relationship between ‘for purpose’ companies (such as B-Corporations, social enterprises, community benefit companies) and

co-operatives, in light of the Statement on the Co-operative Identity?

The call is open for all scholars. Manuscripts can be submitted to this Special Issue starting immediately and papers will appear online as soon as they are accepted for publication and processed by the publisher. Final deadline for submitting papers is February 1st 2021.

Papers should follow the editorial guidelines of the *Journal of Co-operative Organization and Management* and be submitted through the journal's official submission system. When submitting, please choose the option that targets the submission into the Special Issue on the Co-operative Identity.

References

International Co-operative Alliance (ICA) 1995.
Statement on the Cooperative Identity
<https://www.ica.coop/en/cooperatives/cooperative-identity>

International Co-operative Alliance (ICA) 2015.
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<https://www.ica.coop/en/media/library/research-and-reviews/guidance-notes-cooperative-principles>

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Blueprint for the cooperative decade.
<https://www.ica.coop/en/media/library/blueprint-co-operative-decade>

Novkovic, S., & Miner, K., eds. 2015. Co-operative governance fit to build resilience in the face of complexity. *International Co-operative Alliance.*
<https://www.ica.coop/en/co-operative-governance-fit-build-resilience-face-complexity>

Journal Metrics

- CiteScore: **2.2** **i**
- Source Normalized Impact per Paper (SNIP): **1.137** **i**
- SCImago Journal Rank (SJR): **0.534** **i**
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SIG 01 - B4S - Business for Society

We invite you to submit your research to explore the theme of **Reshaping capitalism for a sustainable world** for the EURAM 21th Conference.

We look forward to receiving your submissions

T01_08 - Rethinking the capacities of social and collective enterprises for a more sustainable world

Proponents:

Laëtitia LETHIELLEUX, University Reims Champagne Ardenne; Martine VEZINA, HEC Montréal; Amelie ARTIS, Sciences Po Grenoble; Jean-Pierre GIRARD, UQAM.

Short description:

Social and collective enterprises (SCEs) (co-operatives, mutuals and associations/NPOs), play an important role in many countries' economies around the world. Despite their economic significance, social impact and the role they play in the emergence of environmental sound fields and activities, SCEs management specificities are understudied. However, times of crisis throughout history, like today, are proof of their capacity to the aspiration of a social transformation in connection with current transitions. The objective of this track is to examine the way in which SCEs adapt, innovate or mutate in the face of the crises and transitions that we are experiencing.

Long description:

Social and collective enterprises (co-operatives, mutuals and associations/NPOs), generally referred to as social economy enterprises (SEE) in many national and european legislations, play an important role in many countries' economies around the world. For example, co-operatives are among the international leaders in their respective sectors (World Cooperative Monitor 2019).

Despite their often diverse origins and sometimes divergent designation social and collective enterprises (SCEs) share common grounds that

show some unity and specificity in their observation and analysis.

Four distinctive characteristics are generally acknowledged to SCEs: an economic activity ; some specific rules according to non or limited redistribution of operation surplus to members according to the proportion of use of the SCE services; a formal and voluntary group of individuals and/or collective entities, and; a democratic governance process by users-members or trustees. However, despite their economic significance, social impact and the role they play in the emergence of environmental sound fields and activities SCEs management specificities are understudied.

SCEs evolve in a constantly changing institutional environment. Operating in competitive markets (in particular cooperatives and mutuals) or in administered sectors (associations in the social sectors), they are also subject to institutional mimicry. Thus, a whole literature abounds on the question of the trivialization of SCEs, these would have lost their specificities, their otherness compared to the canonical form of capitalist enterprise. However, times of crisis throughout history, like today, are proof of their capacity to absorb, adapt or innovate in the face of the deterioration of the social question, the emergence of new needs, to the aspiration of a social transformation in connection with current transitions. So, are these enterprises the traces of our history in the process of evaporating or are they on the fringes of a post-modern economic system ?

The objective of this track is to examine the way in which SCEs evolve, adapt, innovate or mutate (towards demutualization) in the face of the crises and transitions that we are experiencing. Several lines of research can be explored :

- The resilience capacity of SCEs in crisis context;
- The potential for social, economic, ecological and political transformation of SCEs;
- The potential of SCEs for institutional, organizational and technological creativity to rethink a more sustainable market;
- The proposed communications can initiate theoretical reflection or presenting case studies (longitudinal, sectoral, international, etc.) making it possible to discuss the social transformation capacity of SCEs.

Keywords:

Social and collective enterprises

Resilience

Sustainability

Social innovation

Market

UN Sustainable Development Goals (SDG):

Goal 8: Decent work and economic growth, Goal 12: Responsible consumption and production, Goal 17: Partnerships for the goals.

Publication Outlet:

Editor- Peter Lang

Annals of Public and Cooperative Economics
Business and Society

For more information contact:

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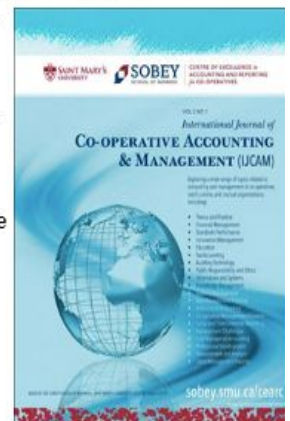
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Journal: Call for Papers

Case studies and reports related to accounting, reporting, and management in the sphere of co-ops and the broader social economy are welcomed

The International Journal of Co-operative Accounting and Management (IJCAM) publishes case studies and research monographs with a focus related to co-operative accounting and reporting, co-operative management, the social economy and sustainable development, or with outside perspectives that could be of strategic value to both co-operatives and the social economy. If you would like to pursue publishing in IJCAM, please send your piece to the below editor that best fits your topic theme.



- *Accounting and reporting*: Editor-in-Chief, Daphne Rixon, PhD, FCPA, FCMA: daphne.rixon@smu.ca
- *Co-operative management*: Senior Associate Editor, Peter Davis, PhD pd8@leicester.ac.uk



EMNet Conference

ODESSA, September 23-25, 2021

Dear colleagues,

I hope that we will meet at the next year's EMNet conference in September (23 - 25) in ODESSA, which is organized in cooperation with the Odessa National Economic University -

<http://oneu.edu.ua/en/>.

However, if necessary due to COVID 19, we will organize the conference in a hybrid form - a combination of digital and on-site presentations.

This decision will be made in MAY 2021.

The CALL for Papers can be found at:

<https://emnet.univie.ac.at/emnet2021/call2021/>.

I wish you all the best.

Best wishes, Josef

Dr. JOSEF WINDSPERGER

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APPEL AUX CONTRIBUTIONS NUMÉRO SPÉCIAL

Crises, pandémies et autres menaces : les OSBL et la capacité d'adaptation des collectivités

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La pandémie de la COVID-19, le SRAS (syndrome respiratoire aigu sévère) et les désastres naturels ne représentent pas seulement une menace pour la santé et le bien-être des populations du monde entier; par leur énormité, ces crises produisent l'effet d'un tremblement de terre sur les institutions de notre société. Au cours des dernières décennies, les retentissements économiques, sociaux, politiques et écologiques complexes de ces crises planétaires ont mis en lumière la nécessité d'un nouveau savoir (Therrien, Normandin et Denis, 2017). Par exemple, pour illustrer les répercussions de la COVID-19, l'Organisation internationale du travail (OIT) a indiqué qu'à l'échelle de la planète, près de 1,6 milliard de travailleurs et travailleuses de l'économie non officielle risquaient de perdre leur gagne-pain, ce qui représente environ la moitié de la main-d'œuvre mondiale (Actualités de l'OIT, 29 avril 2020). Pour les organismes sans but lucratif (OSBL) également, les répercussions de telles crises soulèvent des questions complexes et

multidisciplinaires, susceptibles de produire des perturbations systémiques. Durant la pandémie de la COVID-19, les OSBL ont été sollicités de tous côtés et, plus que durant toute autre crise similaire, on s'en est remis à eux pour concevoir et offrir des solutions, c'est-à-dire pour prendre soin des populations vulnérables dans nos collectivités, notamment les aînées et aînés. Au milieu d'une pandémie sans précédent, les OSBL ont dû étendre de toute urgence leurs services en continuant à remplir leur mission et transmettre leurs valeurs, et ce, sans avoir la possibilité de planifier dans le long terme (Honan, Brody et Calfas, 2020; Weeks et coll., 2020). Bref, ils ont généralement dû s'adapter afin d'opérer dans un contexte de crise, par définition synonyme de changement (Imagine Canada, 2020).

La nécessité de comprendre la nature et la portée des effets de la crise sur ces organismes, ainsi que de fournir des données empiriques sur ce sujet, représente sans doute un défi tout aussi grand. Les praticiennes et praticiens du milieu des organismes sans but lucratif se posent, tout comme les chercheuses et chercheurs qui s'intéressent à ces enjeux, des questions qui couvrent plusieurs dimensions. Il s'agit entre autres des questions suivantes : Que font les OSBL et leurs partenaires? Comment ces acteurs s'adaptent-ils à la situation? Quelles mesures prendront-ils vraisemblablement devant les répercussions (de court et de long terme) que les crises et plus spécifiquement la pandémie de COVID-19 auront sur les services, la gestion, la gouvernance, les collectes de fonds, etc.?

Dans ce contexte, à travers ce numéro spécial nous visons à explorer les effets multidimensionnels

des crises, telles que la COVID-19, le SRAS et les catastrophes naturelles sur les OSBL, leur clientèle et leur personnel. Nous espérons rassembler une variété de perspectives sur le contexte qui est en train de se définir avec la crise récente et son incidence sur la structure et les caractéristiques fondamentales des OSBL, leurs relations, leurs systèmes, ainsi que leurs pratiques et procédures de gestion, y compris leurs ressources et leurs capacités.

Parmi les questions que les praticiennes et praticiens, les chercheuses et chercheurs pourront aborder dans ce numéro, mentionnons les suivantes:

- Quelle corrélation existe entre les besoins du milieu et les partenariats établis en conséquence de la crise?
- En ce qui concerne le capital humain des OSBL, quel genre de ressources leur aurait-il fallu et quelles initiatives ont-ils déployées pour faire face à la crise de COVID-19 ou aux autres crises récentes?
- À l'échelle de secteur, qu'est-ce qu'ont fait les OSBL pour assurer une gestion efficace des réponses aux défis créés par la COVID-19 ou par d'autres crises récentes?
- Le contexte dans lequel opèrent les OSBL se caractérise par certaines interactions. Lesquelles parmi ces interactions ont été particulièrement mises en évidence par la situation de pandémie de COVID-19 ou par une autre crise récente? Lesquelles parmi ces interactions continueront à agir et avoir une influence sur les organisations dans les années à venir?
- Dans un contexte de crise, où le « prendre-soin » pourrait dépendre de plus en plus de travailleuses et travailleurs « essentiels » du secteur bénévole, plutôt que d'une main-d'œuvre peu qualifiée à bas

salaires, quelles difficultés les décisionnaires et les organismes devront-ils surmonter pour récompenser adéquatement ces travailleurs et travailleuses?

- Dans quelle mesure les syndicats contribuent-ils aux efforts déployés par le secteur en réponse à la COVID-19 ou à une autre crise récente?
- Quelle était la nature de la relation entre l'État et les OSBL durant la crise de la COVID-19 ou une autre crise récente?
- Quels enjeux de financement ont découlé de la COVID-19 ou d'une autre crise récente pour les OSBL?
- Comment la gouvernance des OSBL a-t-elle été affectée par la COVID-19 ou une autre crise récente?

Échéanciers

Les textes devront être reçus au plus tard le 31 janvier 2021. Veuillez utiliser le portail numérique de la Revue canadienne de recherche sur les OSBL et l'économie sociale | Journal of Nonprofit and Social Economy Research.

Soumission des textes

Les manuscrits doivent être soumis au moyen du portail de la revue, à l'adresse <https://anserj.ca/index.php/cjnser>. Veuillez vous assurer de sélectionner le numéro de l'édition spéciale.

Pour plus d'informations, contactez Jorge Sousa (rédacteur en chef, ANSERJ) sousa@ualberta.ca ou Kunle Akingbola kakingbola@lakeheadu.ca

À propos d'ANSERJ

La Revue canadienne de recherche sur l'OSBL et l'économie sociale (ANSERJ) est une publication en ligne à accès libre en anglais et en français. ANSERJ se consacre à fournir un forum stimulant et dynamique pour la diffusion ouverte de travaux de recherche contemporains de haute qualité sur les organisations à but non lucratif et l'économie sociale. Ce journal est destiné à contribuer à faire épanouir la recherche sur l'économie sociale et l'étude des organisations à but non lucratif au Canada et dans le monde. ANSERJ est interdisciplinaire et pluridisciplinaire. La recherche de haute qualité, fondée sur des bases théoriques et empiriques, et la recherche appliquée sous différents angles sont les bienvenues pour faire avancer les liens entre la théorie et la pratique.

ANSERJ est le journal officiel de l'Association de recherche sur les organismes sans but lucratif et l'économie sociale (ARES). Les membres de ANSER / ARES ont accès à la revue avant publication. Les détails pour se joindre à ANSER / ARES sont disponibles sur: www.anser-ares.ca.

[Canadian journal of nonprofit and social economy research /
Revue canadienne de recherche sur les OSBL et l'économie sociale](#)

CALL FOR PAPERS SPECIAL ISSUE

Crisis, Pandemic, and Beyond: Nonprofits and Adaptive Capability of Communities

Guest Editors

Kunle Akingbola (kakingbola@lakeheadu.ca)
Alina Baluch (amb33@st-andrews.ac.uk) Carol
Brunt (bruntc@uww.edu) Ian Cunningham
(ian.cunningham@strath.ac.uk)

The enormity of crisis such as the COVID-19 pandemic, Severe Acute Respiratory Syndrome (SARS), and natural disasters are doing more than testing and upending the health and wellbeing of

people across communities, it is a seismic threat to the institutions of society. Over the past decades, the global scale of these crisis has highlighted complexity in terms of the economic, social, political and environmental impacts which requires new knowledge and understanding (Therrien, Normandin, and Denis, 2017), For example, to highlight the global reach of COVID-19, the International Labour Organization noted that as a result of the pandemic, nearly 1.6 billion workers in the informal economy, nearly half of the global workforce, could lose their livelihoods (ILO News, April 29, 2020). For nonprofit organizations, the questions about the impact of these crisis are complex, multidisciplinary and potentially system-wide disruptive. Similar to previous crisis but at a significantly higher level, nonprofit organizations have been called upon to lead the response to COVID-19 on many fronts, to heighten their community-problem solving role by caring for the vulnerable population such as seniors, in the midst of an unprecedented pandemic and to urgently extend their services while exemplifying their mission, and values without the opportunity to plan (Honan, Brody, & Calfas, 2020; Weeks et al., 2020). In all, nonprofits are doing, adapting and navigating a short and long-term crisis environment characterized by certain change with unimaginable unpredictability (Imagine Canada, 2020).

Perhaps equally challenging is the need to understand and provide empirical evidence of the nature, scope and dimensions of the impacts of the crisis on nonprofit organizations. Nonprofit practitioners and researchers alike are asking questions about what the organizations and stakeholders are doing, how they are coping and what they are likely to do in light of the emergent impacts of crisis such as the COVID-19 pandemic in the short and long-term in terms of services,

management, governance, fundraising etc. Thus, this special issue aims to explore the multidimensional impacts of crisis such as the COVID-19, Severe Acute Respiratory Syndrome (SARS), and natural disasters on nonprofit organizations, their clients and employees. The special issue brings together perspectives on how the new environment that is emerging from COVID-19 and recent crisis will drive the core characteristics, relationships, systems, management practices and processes including resources and capabilities of nonprofit organizations. Examples of questions that might be relevant to nonprofit practitioners and researchers in the special issue include:

- What is the link between community needs and the partnerships developed as a result of crisis?
- What types of human capital did nonprofits require and what types were deployed to cope with COVID-19 or another recent crisis?
- How did nonprofits effectively manage the challenges of COVID-19 or another recent crisis across the sector?
- What interactions were heightened in the external environment of nonprofit during COVID-19 or another recent crisis and which of the interactions will continue to impact nonprofits for years to come
- In a crisis environment, where care may increasingly become seen to be undertaken by ‘essential’ voluntary sector workers, rather than the low paid and low skilled, what will be the issues facing policy-makers



and organisations in ensuring these employees are adequately rewarded?

- To what extent are unions involved in nonprofit responses to COVID-19 or another recent crisis?
- What was the nature of the relationship between government and nonprofits during COVID-19 or another recent crisis?
- What funding issues are related to COVID-19 or another recent crisis for nonprofits?
- How has COVID-19 or another recent crisis impacted the role of governance in nonprofits?

Submission deadline

Papers should be submitted by January 31, 2021. Papers must be submitted through the online submission portal of Journal of Nonprofit and Social Economy Research / Revue canadienne de recherche sur les OSBL et l'économie sociale January.1-31 1, 2021.

Submission

Manuscripts should be submitted online to the ANSERJ portal <https://anserj.ca/index.php/cjnser>. Please ensure you select the correct special issue when submitting your paper.

For more information contact Jorge Sousa (Editor-in-Chief, ANSERJ) sousa@ualberta.ca or Kunle Akingbola kakingbola@lakeheadu.ca

About ANSERJ

The *Canadian Journal of Nonprofit and Social Economy Research / Revue canadienne de recherche sur les OSBL et l'économie sociale (ANSERJ)* is an online open access English and French peer-reviewed publication. *ANSERJ* is dedicated to providing a stimulating and vibrant forum for the open dissemination of contemporary high-quality, peer-reviewed research on nonprofits and the social economy. This journal is intended to contribute to extending and linking the value of nonprofit and social economy research relationships across Canada and throughout the world. *ANSERJ* is multi-disciplinary, as well as interdisciplinary. High quality theoretically based, empirically grounded research and applied research from different perspectives is welcome to further the frontiers between theory and practice.

ANSERJ is the official journal of the Association of Nonprofit and Social Economy Research (ANSER) / Association de recherche sur les organismes sans but lucratif et l'économie sociale (ARES). ANSER/ARES members receive pre-publication access to the journal. Membership details for ANSER/ARES are available from: www.anser-ares.ca.



CALL FOR PAPERS AND PRESENTERS

Engage in the 2021 International Cooperative Governance Symposium

Theme: Governance in Cooperatives - Participatory, People-Centred, Democratic

Engage in an interactive symposium as part of a multi-year initiative, grounded in research and focused



on elevating the understanding and practice of governance in cooperatives.

June 17-19, 2021

Hosted by the International Centre for Co-operative Management, Saint Mary's University (Halifax, Nova Scotia, CANADA)

**** A decision regarding in-person, hybrid, or online will be made in late 2020 ****

Note: The Canadian cooperative sector congress/conference occurs that same week (June 15-17, 2021) in Halifax – hosted and organized by Cooperatives and Mutuels Canada (CMC). The Governance Symposium and the CMC Congress will be coordinated to encourage participation in both events.

About the Symposium:

This International Cooperative Governance Symposium is an interactive and participatory gathering of **governance professionals, experts, and researchers from various countries**. This is not a large, “talking head” style conference as most attendees will be direct contributors to at least one of the sessions during the Symposium. You will engage deeply throughout and during plenary, breakout sessions, collaborative workshop-style sessions, and socializing opportunities.

Consider these few days as an opportunity to think deeply about governance systems (structures, process, and dynamics) that are fit for cooperatives.

Learn from each other about new and different frameworks and practices that focus on the participatory, people-centred, democratic, and jointly-owned nature of cooperatives with the objective of maintaining and enhancing cooperative health.

The International Centre for Cooperative Management (ICCM) hosted a symposium on governance in 2013 and since then we have been engaged in various initiatives, including an ICA report on [Cooperative Governance Fit to Build Resilience in the Face of Complexity](#).

Presently, ICCM is collaborating on a research project through 2022 on cooperative governance with colleagues at the Katholieke Universiteit Leuven (KU Leuven) and with funding support from FWO Belgium (SBO project S006019N).

Symposium Context:

Governance in any type of organization is not a “one size fits all”. The best cooperative governance evolves and is dependent on situation - cooperative type, culture, country, sector, economic, and other factors. However, the best governance in cooperatives is understood in the context of the cooperative purpose and enterprise model.

Whether and how this is being done is central to this Symposium as well as our multi-year cooperative governance initiative.

The International Cooperative Alliance's cooperative principles and values suggest that cooperatives institute participatory forms of democracy in their organizational governance and management, which respect and promote

human dignity, democratic decision-making, and engagement of members, employees, and other key stakeholders. Further, those members engaged in governance activities focus on total value creation and equitable distribution of benefit.

Steering the organization according to the vision of its members, a **governance system will include structures, processes, and their dynamic interplay.**¹

1. Governance **structures** will be impacted by the organization's purpose, and the nature of members' relationship with the cooperative.
2. **Processes** are democratic, but situation dependent and not uniform.
3. **Dynamics** of organizational change, its adaptation and evolution, are influenced by external and internal factors influencing members' evolving needs and goals

The cooperative enterprise is **people-centred; jointly owned and controlled; and democratic.** Following from that, all cooperatives subscribe to democratic governance, although practices and forms of democracy will be context-dependent.

What does cooperative governance need to accomplish?

With the definition of the cooperative enterprise by the International Cooperative Alliance's (ICA) Statement on the Cooperative Identity as the starting point, the following assumptions help clarify the role of cooperative governance systems. Building on the findings of our 2013 International

Cooperative Governance Symposium,³ cooperative governance needs to:

- a. Secure democratic (member) control;
- b. Identify and pursue the cooperative purpose;
- c. Create and maintain cooperative culture (values), built on reciprocity, solidarity and trust;
- d. Continue to meet member needs (the 'service' role of the cooperative)⁴; and,
- e. Secure long-term viability as a cooperative (vision focused on future generations of members).

Symposium Topics:

Keeping in mind the context described above, make a submission for a Symposium session:

- Contemporary frameworks for cooperative governance with due consideration of situational dimensions (sector, type, external environment, etc.).
- The integration of cooperative governance systems with the enterprise model (as people-centred; jointly owned and controlled; and democratic).
- Governance system (structures, processes, dynamics) in cooperatives focused on its fit with the enterprise model vs. leaning into conventional corporate governance approaches designed for investor-owned corporate models.
- Theory combined with practice. Examples of successful cooperatives that experiment with and/or fully embrace core aspects of cooperative governance, in particular those that demonstrate the participatory, people-centred, and democratic nature of the enterprise model.
- Governance in the context of humanistic economics and management theories as more appropriate for cooperative enterprises

than the alternative assumptions underlying the agency theory.⁵

- Contingent (situational) variables and the impacts on governance systems. Variables may include: membership type, purpose of membership, inclusion of non-member stakeholders, size (by membership), stage in the lifecycle, primary purpose of the enterprise, culture, competition, regulations.
- Issues specific to the cooperative type, and governance structures that address those issues (e.g. voting rights by volume of patronage in producer cooperatives; conflict resolution mechanisms in worker cooperatives; network governance and subsidiarity in 2nd and 3rd tier cooperatives; etc.).
- Challenges of implementing cooperative governance practices, and how these are addressed.
- Governance practices connected to the long-term sustainability of cooperatives and their ability to create value for (current and future) members and society.
- Implementing change in cooperative governance – what are the triggers; how does change happen; how are new needs assessed.

Submit the following to Sonja Novkovic

(snovkovic@smu.ca). Deadline: November 1, 2020

- Your name, role, institution, contact information
- Brief bio describing the scope of your engagement with governance and the cooperative movement (types, sectors, countries)

- 250-500 word description of your proposed topic, indicating alignment with symposium themes
- Preferred format (panel, collaborative workshop, presentation, etc.), and your suggestions for creating an engaging and interactive session.

Symposium Outputs:

- Symposium Report
- Edited book on humanistic governance in democratic organizations (invited submissions; Palgrave MacMillan publisher)
- **ICCM Working Papers**
- Academic Articles⁶
- Case Studies

Reasons to Get Involved:

- Share your knowledge and expertise while deepening your global network
- Explore current practices or new ways of approaching cooperative governance
- Partner with other like-minded practitioners and researchers
- Advance theory and governance practice in cooperatives
- Contribute to the development of case studies, working papers, research reports, papers, and books.

“The word governance has its root in the Latin verb “Gubernare” which derives from the Greek “Kybernan”, meaning “to lead, to steer, to be the head of, to set rules, to be in charge of the power”. Governance is related to vision, decision-making processes, power dynamics and accountability practices. The ultimate goal of governance is to effectively fulfill an



organization's goals in a way consistent with the organization's purpose. Cooperatives are member owned and democratically controlled organizations. Their governance has to meet cooperative's objectives, protect member interests and maintain member control. Cooperatives are also values based businesses

whose governance and management principles and practices need to reflect and safeguard their values." (Novkovic and Miner 2015:10)

References:

- 1 Eckart, M. (2009). *Cooperative governance: A third way towards competitive advantage*. Saarbrücken: Südwestdeutscher Verlag für Hochschulschriften.
- 2 Novkovic, S., & Miner, K. (2015). *Co-operative governance fit to build resilience in the face of complexity*. International Co-operative Alliance.
- 3 Novkovic, S., Miner, K., & Bettin, C. (2013). *Governance symposium summary report (ICA blueprint for a co-operative decade)*. Sobey School of Business at Saint Mary's University.
- 4 Eckart 2009; Borgen, S. O. 2004. Rethinking incentive problems in cooperative organizations. *The Journal of Socio- Economics*, 33(4): 383–393.
- 5 Pirson, M., & Turnbull, S. (2011). Toward a more humanistic governance model: Network governance structures. *Journal of Business Ethics*, 99(1), 101-114; Novkovic, S., & Miner, K. (2015).
- 6 A special issue of *JCOM* on the Cooperative identity is also planned for 2021. Some contributions by academics and practitioners may fit

both purposes.

<https://www.journals.elsevier.com/journal-of-co-operative-organization-and-management/call-for-papers/call-for-papers-special-issue-on-the-co-operative-identity>



Contributions to the CRRF Newsletter

The Canadian Rural Revitalization Foundation (CRRF) welcomes contributions from individuals and organizations! The CRRF newsletter is circulated to over 2,600 rural residents, community leaders, businesses, provincial/territorial and federal governments, and researchers from across Canada and internationally. The newsletter is designed to share stories, events, information, and resources advancing the future of rural communities.

Below are a few suggestions/guidelines for sharing information in an upcoming CRRF newsletter.

- **Length:** Articles in the CRRF newsletter are brief; with a maximum of 300 words.
- **Title:** Please provide a title to your submission, ideally less than 15 words.
- **Hyperlinks:** The inclusion of hyperlinks is encouraged. This allows readers to locate additional information related to the story. There is no limit to the number of hyperlinks that can be included.

- **Photograph:** One photograph can accompany the contribution. The photograph needs to be in either .jpg or .gif format.
- **Deadline:** The deadline for submissions is typically the 10th of each month. The newsletter is circulated approximately the 15th of each month.
- **Past Issues:** Past issues of the Canadian Rural Revitalization Foundation's newsletter can be found at www.crrf.ca/enewsletter.
- **Submission:** Articles can be submitted to crrf-fcrr@live.com.

The CRRF Communications Committee reviews all articles before inclusion in the newsletter. Should there be any questions or concerns the CRRF Communications Committee will be in touch.

The Handbook of Critical Perspectives on Nonprofit Organizing and Voluntary Action: Concepts, Applications and Future Directions—Call for Proposals.

We have signed on with Edward Elgar Publishing to serve as co-editors of *The Handbook of Critical Perspectives on Nonprofit Organizing and Voluntary Action: Concepts, Applications and Future Directions*. Edward Elgar has published a wide variety of Handbooks in other areas and has a proven track record of publishing works essential to researchers in a variety of fields

(<https://www.e-elgar.com/products/handbooks/>.)

We believe this book will become an important reference for researchers and students in the field of nonprofit organizing and voluntary action.

As currently envisioned, the volume will be organized as follows:

- Part I of the handbook provides 'overviews' of critical perspectives on nonprofit organizing and voluntary action from the Global North and South, reviews where they have got to and their position within the field over the last 40 years, and examines the philosophical and methodological implications of critical nonprofit research.
- Part II provides conceptual analyses that subject some of the trends or conditions civil societies are facing (e.g. emerging technologies, postcolonialism, managerialization of the world, white supremacy) to schools of critical thought such as postmodernism, feminism, critical race theory or critical management studies, or various 'turns' (e.g. ethical, political) in critical nonprofit studies.
- Part III showcases applications of particular critical theories perspectives to specific aspects of nonprofit 'organizing' (e.g. leadership, governance, accounting, fundraising etc.).

Each chapter will be about 8,000 words in length, including figures, illustrations, tables, notes and references (allowing 500 words for each figure or illustration and 300 words for each table included). Each chapter included in the volume will be peer reviewed. We invite proposals for chapters to be included in Part III of the Handbook on the following topics:

- Climate Justice/NGOs/Civil organizing
- Social innovation/enterprise
- Social movements



In anticipation of a July 2021 submission to the publisher, **please submit an abstract, or expression of interest, describing the subject of your chapter contribution by December 1, 2020 to Roseanne Mirabella at mirabero@shu.edu.**

Thanks so much for your consideration of this request and we hope you will join us in this exciting and important venture.

Regards,

Roseanne Mirabella Angela Eikenberry
Seton Hall University University of Nebraska

Tracey Coule
Sheffield Hallam University



Worth Reading This Fall

The Journal of Co-operative Studies

is a peer-reviewed international journal published by the UK Society for Co-operative Studies in collaboration with the [Canadian Association of Studies in Co-operation](#) (CASC) and the [Irish Society for Co-operative Studies](#).

Editor: Dr Jan Myers, Northumbria University, UK. Email: editor@uksck.coop

Deputy Editors:

Dr Darryl Reed, Canadian Association for Studies in Co-operation (CASC) and York University, Canada. Email dreed@yorku.ca

Dr Olive McCarthy, Centre for Co-operative Studies, University College Cork, Cork, Ireland.

Dr Paul A Jones, Liverpool John Moores University, UK

Production Editor: Gillian Lonergan

Book Review Editor: Nick Matthews, Co-operatives UK and Coventry University, UK. Email nick.matthews@phonecoop.coop

[Click here to see full Journal Advisory Board](#)

The editors welcome contributions on co-operative education, management, governance and leadership, and related subject areas of relevance to the co-operative sector. This includes worker, consumer, retail, housing, credit, insurance, information technology, environmental and other forms of co-operative endeavour; international

co-operation; and other sectors within the social economy, including mutual businesses, co-operative banks and building societies, community businesses and member-based non-profits.

Submissions guidelines here: [Submit an article](#)

The latest issues are available below:

Journal of Co-operative Studies Vol 51 No 2 (no 153) Autumn

Guest Editorial

Skills for co-operators in the 21st century: learning to do, learning to be - Amanda Benson, Cilla Ross and Sarah Alldred, Co-operative College, UK

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- Summer 2018 Vol 51 (no 2)

Critical thinking for an engaged university

David Davies and James Nyland, pp 5-18

Globalisation, marketisation, monetisation and the growth of hyper-capitalism have all impacted on modern universities. As mass higher education has developed, universities have become severely marginalised from their communities and original purposes. The idea that mass participation can solve the problems on its own has proved illusory. The output of graduates does not compensate for the poor quality of jobs available for many and for the elitist assumptions which drive selection for the 'top' institutions and induction into the leading professions. The learning and teaching we now have



is not sufficiently engaged with the critical issues facing our society.

Some of these issues are to do with belonging, community, identity, nationhood and culture whilst others include poverty, exclusion, migration, war, terrorism, global climate change, and environmental degradation. These issues raise questions which test our humanity and the appropriateness of our universities and their curricula. The other key concern is the impact of technology on 'life and labour' which is abolishing meaningful work for many and making some traditional communities obsolete. The internet and digital life must be democratically controlled, and we must understand its complexity. The proposed Co-operative University could become an 'engaged university' with a distinctive learning programme which addresses the issues raised above. A critical pedagogy is needed as well as a critical curriculum.

Full Text Request Permissions

Living co-operative values in educational contexts

Marie Huxtable and Jack Whitehead, pp. 19-28

In this paper we offer an argument that a Co-operative University could make a distinctive contribution by focusing on the development of educational contexts and epistemology with co-operative values forming the explanatory principles and standards by which practice, and knowledge is recognised, understood and judged. We believe that individual practitioner-researchers can make a contribution to the realisation of co-operative values in practice by generating and

sharing their explanations of educational influences in learning as they work and research, to live as fully as possible values that contribute to the flourishing of humanity. The values focused on are those of the International Co-operative Alliance. We show how Living Theory research is particularly appropriate for researchers developing educational contexts and knowledge. Through this paper we offer an evidence-based argument to demonstrate how a Co-operative University could support the creation and legitimisation of educational knowledge and so strengthen the realisation in practice of personal and cultural co-operative values. We illustrate how this can be done by supporting practitioner-researchers exploring the implications of asking, researching, and answering questions of the kind, "How do I improve what I am doing and live my co-operative values as fully as possible?" and legitimising the educational knowledge created

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The involvement of youth in top management of co-operatives

Rosidah Rashid and Nasibah Ahmad, pp. 29-36

Study on youth involvement has received enormous attention by researchers and practitioners over the decades. Evidently, past research revealed that youth plays a significant role in determining the success of the programmes and policy executed by the government. Youth involvement in co-operatives in Malaysia has been a feature which is hardly given the recognition it deserves. They tend to see co-operatives as uninteresting organisations,



and only a few take advantages of co-operative opportunities.

Hence, it affects the role of youth in the co-operative movement. On the other hand, their involvement in co-operatives is still unsatisfactory. As reported, there were only 205 youth co-operatives with 25,202 memberships. Therefore, the significance of this study lies in examining the factors that lead to the participation of youth in co-operatives and to describe the types of involvement. Using a quantitative approach, data were collected via a questionnaire distributed among the sample of respondents who are the Board of Directors (BOD) or currently working as a manager in a co-operative. Purposive sampling technique was employed, and 300 respondents were pre-determined. The result shows that interest contributed to the highest factor that leads to youth participation in co-operatives. Apart from that, the leadership contributed to the highest factor that leads to the youth involvement in top management in co-operative.

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Short Papers

Harnessing research for a 21st-century co-operative movement: Introducing the Co-operative Early Researchers Network

Tony Webster and Olga Kuznetsova, pp 37-42

This paper provides an overview of a new network for doctoral students and researchers set up in 2018: Co-operative Early Researchers Network (CERN)

[Full Text](#)

Working together - the push back from co-operatives and trade unions starts here

Alex Bird, pp 43-54

Research and case examples of how co-operatives are supporting freelancers and those in precarious employment.

[Full Text](#)

Learning through architecture and successful capital projects in the post-capitalist economy of Northern England

Stephen McCusker, pp 55-62

Through the lens of architecture and empirical research, this paper demonstrates how successful, award-winning capital projects are not the preserve of the economically privileged in a post-capitalist UK. Considering a background of professional and academic theory it links the 2011 Localism Act with a growing Social & Solidarity Economy and draws on the author's historic research on the architectural heritage of the co-operative movement and how co-operative societies have approached this in the past.

The discussion reflects on the author's direct experience of working on three architectural co-operative projects (Unicorn Grocery, Bamford Community Society's Public House, and Stretford

Public Hall) with themes of community asset transfer, funding, co-operative business models, implementation of the 6th co-operative principle; sustainable capital projects, evolution of a business plan, and the potential role of the architect as an educator within that to inform decisions on such projects including responsible specification and recycling of waste materials from site.

Full Text

How the co-operative movement can change further and higher education for the better

Colin Waugh, pp 63-6

Prior to the 'de-industrialisation' of the UK economy that began in the 1980s, teachers of Liberal and General Studies (L/GS) working with industrial-release students in technical colleges and polytechnics developed experimental approaches that encouraged students to discuss democratically, 'think outside the box' and work together to solve practical problems. An effect of de-industrialisation has been to replace such non-advanced technical education with other types of vocational courses in the successor institutions, and to replace L/GS with narrower forms of general education that have less in common with co-operative ideals. This has undermined the capacity of colleges to prepare students adequately for the contemporary labour market and work processes.

A Co-operative University focused on conscientised capacity-building along the lines of that currently provided by the Co-operative College, and combining with this some aspects of the Utopia University model put forward by Mike Neary and Joss Winn, could build links with staff in FE colleges and universities who are committed to

developing valid approaches and thereby help to improve significantly the quality of provision across these sectors.

Full Text

Practices and skills for self-governed communal life and work: lessons for co-operators for one US and one German egalitarian community

Katarzyna Gajewska, pp 67-72

If you can make it there, you can make it anywhere. Egalitarian communes create an alternative to capitalist individualist lifestyle and values. They add communal organisation of life and sharing living space to the self-managed enterprises that they operate to generate income. Living in such a setting means agreeing to be challenged and confronted with the conditioning of modern upbringing. In this article, I summarise qualitative research findings with the focus on the practices and developing skills in their everyday operating to deal with conflicts, differences, and maintaining so called "good vibes". We can learn from these advanced forms of co-operation for other co-operative projects.



Full Text



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Editorial

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Summer 2018 Vol 51 (no 1)

A framework for developing co-operative benchmarks

Daphne Rixon and Fiona Duguid, pp 5-16

The objective of this research is to identify a framework to develop multi-sectoral co-operative benchmarks. This is accomplished by first reviewing the literature on benchmarking, followed by the scant literature on co-operative performance reporting and benchmarking specifically. From this review the small number of resources and tools that directly relate to co-operative benchmarking are analysed. While these resources and tools have been developed with specific motivations in mind, they do not meet the requirements for a co-operative benchmarking or performance measurement tool. This study is important as it begins to address the lack of co-operative specific social, environmental, and co-operative benchmarks through the development of a co-operative benchmarking framework.

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Socially responsible behaviour of credit co-operatives - A replication study of an Austrian example

Dietmar Roessler and Gregor Rabong, pp. 17-26

The term “Corporate Social Responsibility” (CSR) refers to stakeholders’ demands on firms to act socially responsibly. In an exploratory research project from 2008, a stratified sample of 3,000 customers of an Austrian credit co-operative was questioned. This study was replicated in 2016 to uncover possible changes in the perception of CSR measures and how they are linked to the generation of membership value over time. The data from 2016 continues to suggest that members of Austrian credit co-operatives are not only interested in the co-operative’s products and services, but also in other, partial benefits. Members are interested in the co-operative itself because they can identify with the values conveyed by the social and regional engagement of their co-operative, but it becomes increasingly difficult to convey these values by CSR measures and to really reach out to clients.

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Does organisation matter? A comparison of co-operative and ex-co-operative cellars in the new era of South African wine

Joachim Ewert and John Hanf, pp. 27-38

Since the mid-1990s the number of South African wine co-operatives has been reduced by two-thirds. Some of it is due to mergers, but others have converted to companies, partly because they are convinced that this is an organisational model superior to that of co-operatives. By converting,



these cellars hoped to free themselves from the classical constraints suffered by co-operatives. But have these hopes actually been realised? This is the central question of the paper. In trying to answer it the paper draws on case studies of 14 co-operatives and ex-co-operatives conducted between 2014-2016. The analysis relies mainly on data and information supplied by cellar staff during in-depth interviews. In our assessment we translate 'performance' into financial stability and for this purpose we use mainly two indicators, viz. capital ratio and cash flow. The cases are analysed against the backdrop of co-operative theory, changes in the South African wine industry over the last 20 years, and the particular nature of South African co-operatives.

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Short Papers

Policy supports for co-operative development: learning from co-op hot spots

James K. Rowe, Anna Maria Peredo, Megan Sullivan and John Restakis, pp 39-42

The international co-operative movement has prioritised supportive legal frameworks as a key constituent of co-operative growth (ICA, 2013). Unfortunately, there is not a robust literature on co-operative policy to help meet this need. Supportive legal frameworks for co-operatives are a "deeply under-researched area" (Adeler, 2014: 50). We recently conducted a review of the existing research and found that despite its dearth, the

literature points to six primary forms of policy support that have been successfully deployed internationally to support co-operative growth: co-operative recognition, financing, sectoral financing, preferential taxation, supportive infrastructure, and preferential procurement. The most developed examples of these policies are found in areas of dense co-operative concentration, or "co-op hot spots": the Basque region of Spain, Emilia Romagna in Northern Italy, and Quebec, Canada. This article accounts for how these six policy forms appear in the co-operative dense regions. The aim of this analysis is to facilitate further research in the understudied area of co-operative policy, and to clarify policy successes for organisers in the co-operative movement interested in emulating them.

[Full Text](#)

Twelve cases of early co-operation and mutuality

Ed Mayo, pp 43-51

While the origins of the modern co-operative model are well known, it is possible to situate that story within a longer set of tradition and practice around mutuality. Drawing on a looser definition than that of the modern co-operative business, of people working together equitably as members of a formal and open body that exists to meet their economic and wider needs, a range of initiatives across cultures and centuries emerge from relevant sources as possible cases of early co-operation and mutuality. This paper sets out twelve examples as illustrations of this. The limits to an exercise such as this are considerable. While there may be evidence of the function or the rules governing the activities concerned in these cases, it is harder to find evidence of a culture of mutuality. The names used for different initiatives are varied and to look for

consistency by applying modern labels retrospectively can be misleading. However, as a tentative conclusion, forms of co-operation appear both adaptable and capable of reinvention. If true, then today's co-operatives are perhaps expressive of a pattern of mutuality that is deep and recurrent in the ways that people choose to organise over time

Full Text

New Developments: Doing it ourselves the co-operative way

Andrew Bibby, pp 52-53

An introduction to Gritstone Publishing Co-operative Ltd believed to be the first writers' co-operative in Britain.

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Co-operation in action: The Edinburgh student housing co-operative as a pedagogical space

Teresa Macias and Pablo Perez Ruiz, pp 54-57

Paper focused on the Edinburgh Student Housing Co-operative Ltd (ESHC) - the only student-run housing co-operative in Edinburgh and the largest in the UK, providing affordable housing to 106 members.

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Empowering electricity - Co-operatives, sustainability and power sector reform, By Julia L. MacArthur

Review by: Richard Scott, p. 58-59

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Ten lectures on co-operative law, By Hans-H. Münkner

Review by: Ian Adderley

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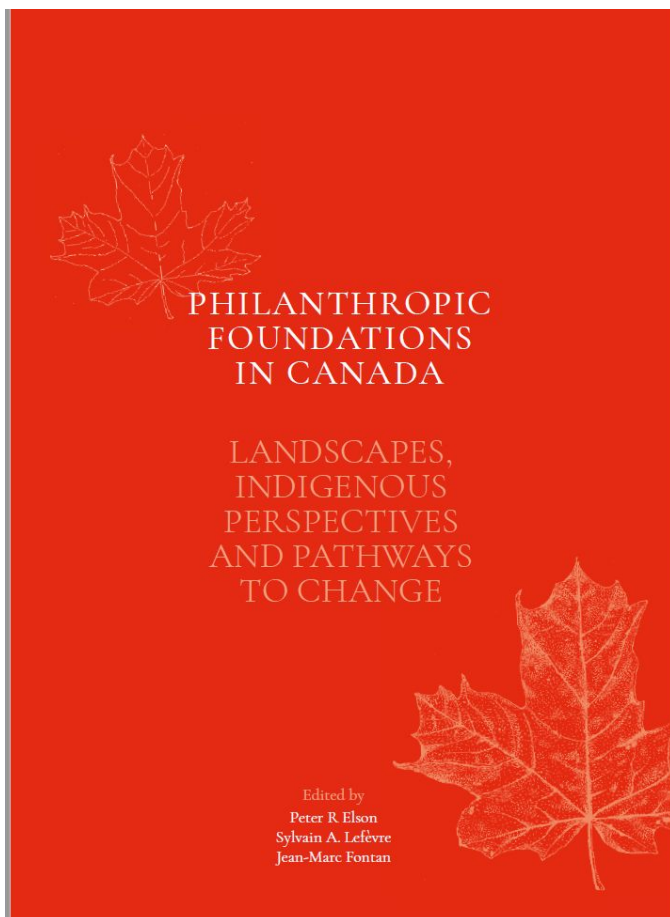


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APCE Upcoming virtual issue

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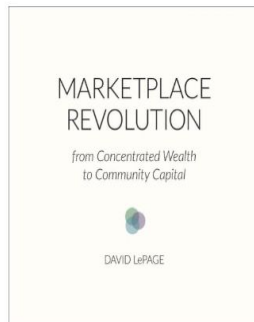
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(Provisional title)



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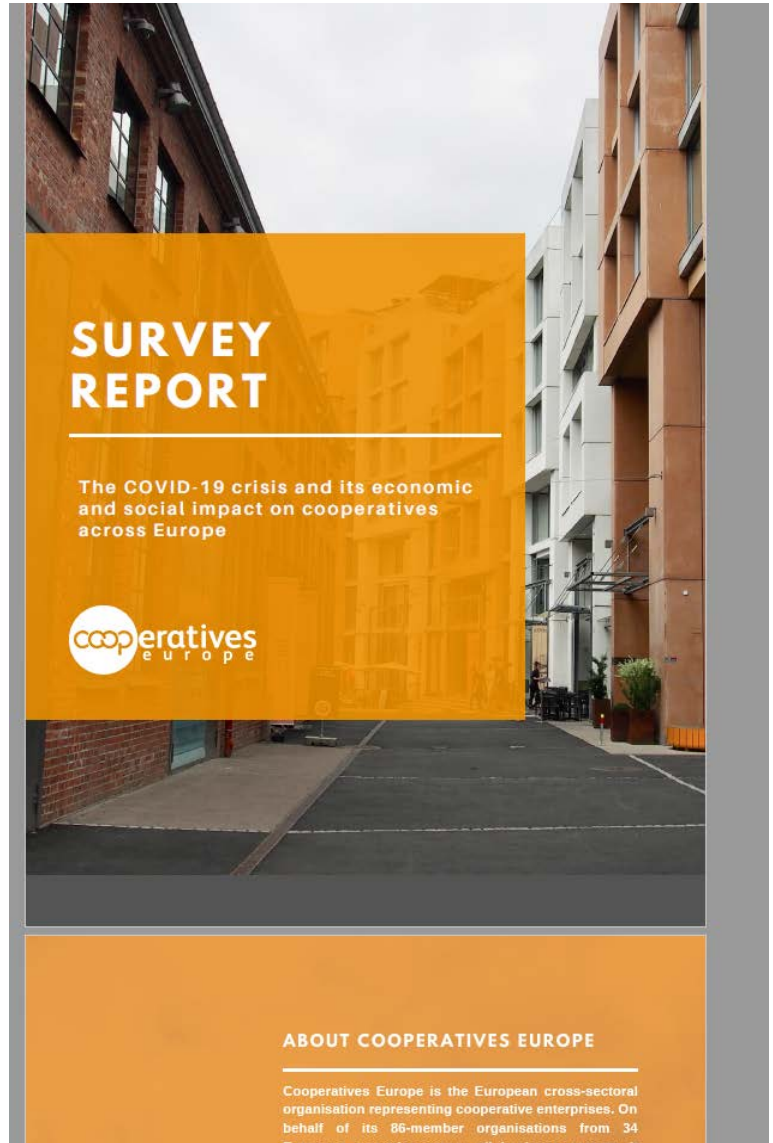
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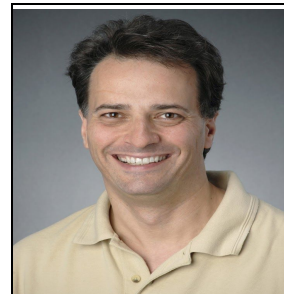
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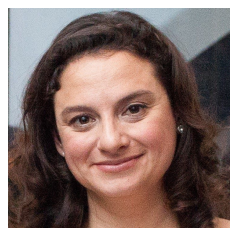
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