

CO-OPERATIVE RESEARCH INVENTORY ANNOTATED BIBLIOGRAPHY

This bibliography includes annotated references with keyword descriptors, and entries to describe content and the application implications of the research. Those items lacking annotations and content and type descriptors, were not reviewed in full.

1993. "Nice Conference Highlights: Adding Value Essential for Cooperative Survival." *Farmer Cooperatives* 60:10-13.

agriculture; cooperatives; mergers; organizational change; United States

1993. "Growing Population Faced with Housing Crisis (NWT)." *Windspeaker* 11.

First Nations; housing; Northwest Territories

1993. "Future Shock." *The Economist* 326:94.

This article reviews how the managers and board of directors of a small American agricultural co-operative were sued by the co-op's members when management failed to hedge its risks and as a result suffered a loss during a particular year of operations. This case brings into question the roles and responsibilities and liabilities of management and boards of co-operatives of any type. -AB

governance; agriculture; cooperatives; boards of directors; legal aspects
news article

research implications *; practice implications **; readability **

1993. "NSW Co-operatives Capital/ Fund Raising Conference." 1-153.

A total of 19 papers by various authors examine the challenge of co-operatives raising capital. Several case studies and examples drawn from New South Wales, Australia.

Australia; capitalization; cooperatives; finance
case study; proceeding

1994. *Starting an Agricultural Marketing Cooperative*: University of California - Center for Cooperatives.

agriculture; cooperatives; United States

1994. "150 Years of Cooperation: A Brief Look at the Origins of the Cooperative Movement." Washington, DC: National Tele-Productions.

cooperatives; local economic development; health care administration; social

development

1994. "Boss of the North: Senator Charlie Watt Faces Critics over His Handling of the James Bay Deal (Great Whale Project)." *Maclean's (Toronto Edition)* 107:12-13.

The article looks at the issue of telephone and cable TV convergence and the role of co-ops providing these services in northern communities.

First Nations; hydroelectric; cooperatives

1995. "Sugarbeet Coop Pursues Value-Added Strategy." *Farmer cooperatives* 62:16.

agriculture; cooperative marketing; cooperatives; United States

1995. "Cooperative Financing and Taxation." USDA, Rural Business and Cooperative Development Service, Washington, D.C.

This publication provides an overview of cooperative finance and the characteristics of cooperatives that make their financial requirements unique. It explores internal and external methods a cooperative uses to finance its business, as well as highlights tax laws and regulations under which cooperatives operate. FT

finance; equity; taxation; loans; cooperatives; United States;
technical report; application focus

Research Implications: *; Practice Implications: **; Readability: ***

1995. "Cooperative Management." USDA, Rural Business-Cooperative Service, Washington, DC.

agriculture; cooperatives; governance ; management; United States

1995. "Building Our Future: Economic Development and Co-operatives into the 21st Century." Government of Saskatchewan.

A compilation of conference papers and presentations, including question and answer sessions.

cooperatives; community economic development

1995. "Base Capital Financing of Cooperatives." United States Department of Agriculture, RBCDS.

Examines the use of a "base capital plan" as an effective way to manage the equity capital in a co-operative organization. This approach is effective because it allows the organization to periodically refinance itself, ensures that ownership and control rests with the current users of the organization's services, and provides a mechanism to offer equitable levels of investment based on proportion of use of the services provides. While this model is most common with marketing co-operatives, its application in other sectors is possible.

capitalization; cooperatives; agriculture; marketing cooperatives

1996. *New Generation Cooperatives for Agricultural Processing and Value-Added Projects : A Development Guide*. Regina: Saskatchewan Economic Development.

cooperatives; agriculture; new generation cooperatives

1996. "Agricultural Co-operatives Leaders' Forum on the Theme: Increasing the Competitiveness of Agricultural Co-operatives." Pp. 126 in *Agricultural Co-operatives Leaders' Forum*. Sydney, Australia.

cooperatives; agriculture; capitalization; finance

1996. "Agricultural Coops : An Analysis of Needs in Ontario." Canadian Cooperative Association, Toronto, ON.

agriculture; cooperatives; Ontario

1996. "Cooperatives Prove Strong in 1995." *America's Community Banker* 5:9.
A report on the status and operations of the National Cooperative Bank as of 1995.

cooperatives; banks and banking; United States; capitalization

1997. "Show Me the Dough: Colorado Wheat Growers Baking Value into Their Crop." *Rural Cooperatives* 64:24-26.

cooperatives; agriculture

1997. "North American Bison Coop." Saskatoon, SK: University of Saskatchewan, Department of Audio Visual Services.

agriculture; bison; cooperatives; Saskatchewan

1997. "Cows in Trust: Preserving Farmland." *The Economist (US)* 343:30-32.
Describes the conservation movement that started in 1977 to save farmland across the US from commercial development. AB

agriculture; cooperation; land trusts ; historical aspects; sustainable development; case study

Research Implications: **; Practice Implications: **; Readability:

1998. "Exploring Organic Alternatives: Meeting the Challenges of Agriculture, Health and Community." Saskatoon, SK: University of Saskatchewan. University Extension Press.

organic agriculture; agriculture; Saskatchewan

1998. "New Generation Farmer Cooperatives: The Development Process." in *Cooperative Development Training Conference*. Claire and Madison, Wisconsin: University of Wisconsin, Center for Cooperatives.

new generation cooperatives; agriculture; capitalization; globalization; United States

1999. "Danish Farmers and Their Cooperatives." Copenhagen, Denmark: Federation of Danish Cooperatives.

agriculture; cooperatives; Denmark; member participation; membership; member relations

1999. "Farmer Cooperatives in the 21st Century." in *Farmer Cooperatives in the 21st Century*. West Des Moines, Iowa.

agriculture; cooperatives; United States;
research implications: ***; practice implications: **; readability: **

1999. "Sustaining Growth, Human Development and Social Cohesion in a Global World." Policy Research Initiative Canada.

social cohesion; social capital; globalization

2000. *Agricultural Cooperative Development : A Manual for Trainers*: Food and Agriculture Organization.

agriculture; cooperatives
manual

2002. "Mental Health Cooperative Selects Pivotal to Innovate Consumer Care: Pivotal and Blue Wing Implement Strategy for Mid-Sized Health Agency." *Canadian Corporate News*, June 11, 2002.

This brief article describes the formation of health care cooperatives through smaller firms and businesses, to serve employees.
health care cooperatives; health care administration

2002. "A Proposal for a Us Worker Co-Op Federation." *Grassroots Economic Organizing Newsletter*:3.

This short article outlines a proposal for developing a National Worker Co-operative Federation in the United States, that would help with worker co-operative development and capitalization.

worker cooperatives; United States; capitalization
research implications: ; practice implications: **; readability: **

2003. "Professional House Cleaning That's Earth -Friendly." *In Business* 25:5.
This is a brief article describing the formation of an immigrant women's worker cooperative.

worker cooperatives; immigrants

2003. "Uloba - Independent Living Norway Cooperative for Consumer Controlled Personal Assistance."
This paper gives a brief overview of Uloba, a Norwegian personal support co-operative based on the model of STIL, and its work to empower people with disabilities. Uloba's members are currently lobbying for anti-discrimination legislation in Norway.

consumer cooperatives; home care cooperatives; law and legislation; people with disabilities; Norway; social services delivery; social innovation
application focus
research implications: *; practice implications: **; readability: ***

- n.d. "Mental Health Cooperative Selects Pivotal to Innovate Consumer Care: Pivotal and Blue Wing Implement Strategy for Mid-Sized Health Agency." *Canadian Corporate News*.
This article shows how small businesses can become members of health plan co-operatives to provide quality health care for their employees. Such co-operatives make the best health care possible available to each business, providing what health insurance experts see as the best health care arrangement that does not compromise service delivery.

economic aspects; health care cooperatives; health care administration; small and medium sized businesses (SME)
application focus
research implications: ; practice implications: **; readability: **

- Abascal-Hildebrand, Mary. 2001. "Special Feature: Mondragon Cooperatives Workplace Democracy." *Social Policy* 32:4-21.
This issue examines various examples of employee ownership including worker co-operatives as found in Mondragon, Spain and in the United States. The economic threats of globalization provide the context for exploring the responses of changes in these organizations.

worker cooperatives; Mondragon; United States; globalization

- Adams, Celestine C. 1998. *1998 Directory and Statistics of Agricultural Cooperatives and Other Farmer-Controlled Businesses in the UK*. Oxford: Plunkett Foundation.

agriculture; cooperatives; statistics

Adams, F., G. Gordon, and R Shirley. 1993. "Innovative Practices: Worker Ownership in a Low-Paying and Decentralized Industry." *At Work*.

The article looks at the worker cooperative model in healthcare industry.

healthcare cooperatives

Al-Hasan, S., B. Thomas, and M. Haines. 2002. "Strategic Implications of Benchmarking for Agricultural Cooperatives and Farmer-Controlled Enterprises in Wales." *Outlook on Agriculture* 31:267-275.

This paper explores benchmarking in cooperative enterprises in Wales in order to detail whether or not benchmarking is technically feasible, cost-effective, and beneficial. Based on fieldwork with the two largest farmer-controlled enterprises in Wales -- Clynderwen and Cardiganshire Farmers Ltd, and Wynnstay and Clwyd Farmers, the paper concludes that benchmarking is feasible and has a favorable impact on the perceptions and attitudes of staff and members of cooperatives. It is recommended as a viable survival strategy and alternative to the recent preference for the abandonment of cooperative status. AB

agriculture; cooperatives; innovation ; management

case study; application focus

Research Implications: **; Practice Implications: **; Readability: **

Alikin, A. G. 1997. "A System of Internal Accounting and Labour Incentives from Self-Financing Income." *Ekonomika Sel'skokhozyaistvennykh i Pererabatyvayushchikh Predpriyatii*:20-25.

The article examines the restructuring of a state owned farm enterprise in Russia, to a number of joint agricultural cooperatives.

agriculture; cooperatives; worker cooperatives; transitional economies

case study

Almås, R., G.T Kvam, and E.P. Stræte. 1997. "From Productivism to Flexible Specialization? Experiences from a Restructuring Process in the Norwegian Dairy Industry." *Journal of Rural Cooperation* 25:65-82.

This article illustrates some of the socio-economic effects of global trends down to the local level, and some of the opportunities and coping strategies available to milk producers. This paper looks at how "local action" coordinated with "central action" from within the cooperative organization of TINE Norwegian Diaries may ameliorate structural changes that are taking place in the Norwegian dairy Sector. AB

agriculture; globalization; cooperatives; innovation; mergers and acquisitions
evaluators

Research Implications: **; Practice Implications: **; Readability

Anthony, Denise L. 1997. "Micro-Lending Institutions: Using Social Networks to Create

Productive Capabilities." *The International Journal of Sociology and Social Policy* 17:156.

Describes a micro-financing and business development program in New England.

cooperatives; micro credit; micro financing; small and medium sized businesses (SME); United States

Ariyaratne, Chatura B., Allen M. Featherstone, Michael R. Langemeier, and David G. Barton. 2000. "Measuring X-Efficiency and Scale Efficiency for a Sample of Agricultural Cooperatives." *Agricultural and Resource Economics Review* 29:198-207.

This paper examines the efficiency of a sample of Great Plains grain marketing and farm supply cooperatives during the period 1988 to 1992. The results of the study indicate that, in general, larger cooperatives were more X-efficient and scale efficient. Overall efficiency was correlated with the rate of return to assets. AB

agriculture; cooperative marketing; cooperatives; economic aspects; finance peer reviewed; evaluators

Research Implications: **; Practice Implications: **; Readability:

Armstrong, Bob. 2001. "Unlocking Nunavut: The Arctic's Potential Is Enormous." *Manitoba Business* 23:24-25.

economic development; Nunavut; business development

Armstrong, Pat, Hugh Armstrong, Jacqueline Choiniere, Eric Mykhalovskiy, and Jerry P. White. 1997. *Medical Alert: New Work Organizations in Health Care*. Toronto ON: Garamond Press.

health care cooperatives; Canada; health care administration

Arteau, Marcel. 1998. "Cooperative Movements in Quebec: Lessons from Worker Co-Ops Experience." *Grassroots Economic Organizing Newsletter*:9-10.

This article provides an overview of the success of Québec worker co-operatives.

worker cooperatives; Québec; economic development

Research implications: *; Practice implications: **; Readability: **

Arthur, Len, Tom Keenoy, Russell Smith, and Peter Anthony. 2001. "Capital Anchoring and Cooperative Ownership: The Reality of the Operation of a Cooperative Enterprise in a Globalising Economy." *Management Research News* 24:11.

The article suggests the use of "capital anchoring" at a regional level through community enterprises such as co-operatives.

worker cooperatives; capitalization ; sustainable development; globalization; United Kingdom

Avery, Dennis and Alex Avery. 1996. *Farming to Sustain the Environment*. Indianapolis, IN: Hudson Institute.

agriculture; sustainable development

Bager, Torben. 1997. "Institutional and Organizational Change in the European Food Sector: A Meso-Level Perspective." Pp. 3-19 in *Strategies and Structures in the Agro-Food Industries*, edited by J. Nilsson and G. v. Dijk. Assen, The Netherlands: Van Gorcum. This article responds to macro-level theory which tends to understand agro-food restructuring deterministically from the globalization downwards to the regional and local levels. Instead, the author examines agri-food restructuring as complex, open-ended processes that flows top-down, and down-top. The arguments are supported by empirical analysis of developments in the European retail and food production sectors since 1980, and by application of new-institutional organizational theory why agricultural co-operatives increasingly converted into hybrid organizations with limited companies. AB

agriculture; cooperatives ; innovation; globalization; economic aspects; economic conditions; organizational change; Europe
case study; theoretical focus
Research Implications: ***; Practice Implications: **; Readability:

Baker, Harold R. 1993. *Restructuring Rural Communities*. Saskatoon: University of Saskatchewan.

rural economic development; sustainable development; community economic development ; cooperatives

Baker, Harold R. and Lou Hammond Ketilson. 1994. "Community Economic Development in Saskatchewan." in *Community Economic Development in Canada*, vol. 2, edited by D. J. A. Douglas. Toronto: McGraw Hill Ryerson.

community economic development; rural economic development; cooperatives

Baldacchino, Godfrey, Saviour Rizzo, and Edward L. Zammit. 1994. "Cooperative Ways of Working: Towards a Mediterranean Research Project." Malta: Workers' Participation Development Centre; Friedrich Ebert Stiftung. This book provides an overview of worker co-operatives in various European countries as well as some general discussion of why the worker co-operative model has struggled and the growth in public service and social service delivery. Two case studies are also included. This may be useful as a broad overview of issues from a European perspective. The content is a bit dated now. FT

; worker cooperatives; Europe; public services; social services

Balfour, Kim. 1995. *The Role of Co-operatives in Aboriginal Economic Development*. Victoria, BC.

cooperatives; First Nations; business development ; Canada; economic development;
community economic development

Barnheim, Martina. *Financing Agricultural Co-operatives: The Case of the Dutch Dairy Sector.*

agricultural ; cooperatives ; cooperative development; capitalization; governance ;
management; dairying; Netherlands

Barrett, Gene and Tadashi Okudaira. 1995. "The Limits of Fishery Cooperatives? Community Development and Rural Depopulation in Hokkaido, Japan." *Economic and Industrial Democracy* 16:201.

This article examines the structure of Japanese fishing cooperatives and the potential for this model in the North American context of cooperative resource management.

fisheries; cooperatives; worker cooperatives; Japan; resource management
research implications: **; practice implications: *; readability: **

Barron, F. Laurie. 1997. *Walking in Indian Moccasins: The Native Policies of Tommy Douglas and the Ccf.* Vancouver: UBC Press.

This book discusses the Northern policies of the CCF party in Saskatchewan. It has historic relevance for understanding First Nations and Métis economic development and the role of cooperatives.

cooperatives; First Nations; Métis; Saskatchewan; economic development
Research implications: *; Practice implications: *; Readability: **

Barton, David G., Ted C. Schroeder, and Allen M. Featherstone. 1993. "Evaluating the Feasibility of Local Cooperative Consolidations: A Case Study." *Agribusiness* 9:281-295.

This article develops a methodology for assessing the feasibility of proposed mergers of local agricultural cooperatives. The method utilizes financial performance measures relative to firm size to assess cooperatives with the greatest potential for advancement from consolidation. Two Kansas cooperatives are tested and identified as merger candidates. AB

agriculture ; mergers and acquisitions; management; cooperatives
theoretical with application in practice
Research Implications: **; Practice Implications: ***; Readability:

Bates, Ken and Mark Whittington. 1997. "Intense Competition, Revised Strategies and Financial Performance in the U.K. Retailing Sector." Pp. 207-224 in *Strategies and Structures in the Agro-Food Industries*, edited by J. Nilsson and G. v. Dijk. Assen, The Netherlands: Van Gorcum.

UK based retailers have been forced to revise their competitive strategies in the face of international competition, this change will likely have an important effect on future financial performance. This paper illustrates how CORE, an integrated financial appraisal framework, can be utilized, not just to explain the effects of historic strategies,

but also to predict the effect of revised strategies on future financial performance. AB

agriculture; finance; globalization; cooperatives; United Kingdom
theoretical with application in practice

Research Implications: **; Practice Implications: ***; Readability:

Bauen, Rebecca. 1995. "Co-Ops, Esops, and Worker Participation." *Dollars & Sense*:20(4).

This article discusses the differences between worker co-ops, worker participation and ESOPs. Worker co-operatives are highlighted as the most beneficial in terms of improving employee commitment. The article includes examples of investor-owned firms as well as family-owned firms looking at ESOP options. The article also offers some interesting examples of innovative worker co-operatives operating throughout the United States. The article also makes references to some of the new US financing options available to worker co-ops. FT

worker cooperatives; capitalization; employee ownership

Baum, Gregory. 1997. "The Social Economy: Welfare Ghetto or Seed of the Future?" *Catholic New Times* 21:10-11.

economic development; Québec

Bekku, Onno-Frank van and Gert van Dijk. 1997. *Agricultural Cooperatives in the European Union: Trends and Issues on the Eve of the 21st Century*. Assen, The Netherlands: Van Gorcum.

The aim of this study is to outline the present state of progress and new trends in co-operative enterprises in the European Union. The survey has focused in particular on the economic importance of their specific type of enterprise, its basic legal conditions, financial structures, the link between co-operatives and their members, and efforts to innovate organizational structures. The book dedicates a chapter to each of the 15 member states which forms the basis for a number of conclusions and recommendations for action. FT

agriculture ; cooperatives; innovation; economic conditions; globalization; government relations; taxation; statistics; Europe

technical report; comparative; evaluators

Research Implications: **; Practice Implications: **; Readability: **

Béland, Claude. 2000. "The Growing Relevance of Cooperative Values and Education." Pp. 279-284 in *Canadian Co-operatives in the Year 2000: Memory, Mutual Aid and the Millennium*, edited by B. Fairbairn, I. MacPherson, and N. Russell. Saskatoon: Centre for the Study of Cooperatives, University of Saskatchewan.

This article looks at recent changes in banking including trends towards deregulating and removing barriers the impact that it has had on cooperatives, and social trends that are likely to create and foster needs in the coming years that will bring relevance to co-operative values. The article suggests that today's cooperators must make co-operative values and the rules for action better known through co-operative education. FT

cooperation; cooperatives ; innovation; cooperative marketing; globalization; credit unions; member relations; member education; social aspects; social responsibility in business

evaluators; theoretical with application in practice

Research Implications: **; Practice Implications: ***; Readability:

Belhadji, Bachir. 2001. "Socio-Economic Profile of Aboriginal Co-operatives in Canada." Co-operatives Secretariat, Ottawa.

This stand alone report is also part of the larger study on Aboriginal co-operatives in Canada published by the Centre for the Study of Co-operatives. The report provides considerable background data on the socio-economic status of Aboriginal co-operatives.

First Nations; cooperatives; economic conditions; statistics

Research implications: ***; practice implications: ***; readability: ***

Belhadji, Bachir, Stépahan Gagné, and Alain Roy. 2000. "Profile of Canadian Agri-Food Co-operatives." Co-operatives Secretariat, Ottawa, ON.

This paper studies the activities of Canadian agri-food cooperatives by drawing mainly on the financial statements and balance sheets of cooperatives. The paper includes: 1/ Are cooperatives necessary for Canadian farmers? 2/The study profiles Canadian agri-food co-operatives using trend analysis between 1986-1996, 3/Market shares were calculated for each type of agri-food co-op, 4/ Value-added for agri-food cooperatives is estimated and compared to the Canadian Food and Beverage sector. AB

agriculture; cooperatives; economic aspects; statistics

survey; comparative; evaluators

Research Implications: ***; Practice Implications: **; Readability:

Bell, James and Tammy Kazmierczak. 1995. "Niche Guide for Lamb Cooperatives." USDA.

This guide describes two types of niche markets targeted by lamb marketing cooperatives. Information was gathered from interviews includes data on products sold, market outlets, and marketing programs used to target these outlets. AB

agriculture; cooperatives; cooperative marketing; United States

case study; application focus; comparative

Research Implications: *; Practice Implications: **; Readability:

Bell, Richard, Randall E. Western, Jeffrey S. Royer, Sanjib Bhuyan, Richard Rogers, Lawrence Haller, Julie A. Caswell, Tanya Roberts, Bruce J. Reynolds, Robert A. Cropp, Earl Giacolini, Terri A. Sexton, and Richard J. Sexton. 1994. *Competitive Strategy Analysis for Agricultural Marketing Cooperatives*. San Francisco: Westview Press.

agriculture; cooperatives; cooperative marketing

Bell, Richard E. 1994. "Strategic Planning in Agricultural Cooperatives." Pp. 3-14 in *Competitive*

Strategy Analysis for Agricultural Marketing Cooperatives, edited by R. W. Cotterill.
Boulder: Westview Press.

A transcript of a presentation given by the CEO of Riceland on strategic planning. FT

agriculture; cooperatives; strategic planning

proceeding; theoretical with application in practice

Research Implications: **; Practice Implications: **; Readability: ***

Ben-Ner, Avner and Derek C Jones. 1995. "Employee Participation, Ownership, and Productivity: A Theoretical Framework." *Industrial Relations* 34:532.

worker cooperatives

theoretical

research implications: **; practice implications: *; readability: *

Ben-Ner, Avner and Byoung Jun. 1996. "Employee Buyout in a Bargaining Game with Asymmetric Information." *The American Economic Review* 86:502.

This article examines the circumstances around investor owned firm conversion to employee stock ownership firms.

employee ownership; conversion

Ben-Rafael, Eliezer. 2001. "Basic Dilemmas of Utopia in Comparative Perspective." *Journal of Rural Cooperation* 29:193-201.

In light of transformations in the Israeli kibbutz, this article examines the variety of social experiments which illustrate the Proudhonian-Comtian-Durkheimian emphasis on cooperation and collective solidarity within societies dominated by the market economy, the philosophy of progress, and the processes of globalization. The author focuses on the kibbutz, the Mondragon, and the American communes to examine how far collectivism may concur with individualism, and solidarity and egalitarianism with social differentiation and conflict. AB

cooperation; globalization; social aspects; economic aspects

comparative; evaluators

Research Implications: ***; Practice Implications: **; Readability:

Beresford, Douglas L. 2001. "IPO's for Rural Co-Ops: Why and How to Set up the Deal." *Public Utilities Fortnightly* 139:22.

Argues for the conversion of member equity into stocks in a converted company (former electric co-operatives). Suggests that this strategy will make the new organizations more flexible and able to fend off the competition from mega-utilities and ultimately be in the best interest of the members/stockholders. -AB.

cooperatives; electrical utilities; rural and remote areas

Berg, C. 2002. "The Sugar Plc -- an Outdated Business Model?" in *Global Sugar Spotlight on Key Drivers. Proceedings of the 11th ISO Seminar, London, UK, 26 27 November, 2002.*

2002, *unpaginated; electronic publication on CD ROM*: International Sugar Organization; London; UK.

Considers combining the advantages of the co-operative form with the publicly traded company as a means to keep costs low and therefore remain viable in the sugar industry.

–AB

cooperatives; organization change; international trade

Bernier, L., M. Bouchard, and B. Lévesque. 2003. "Earnings and Schooling of Cooperative Managers." *Annals of Public and Cooperative Economics* 74:349-363.

cooperatives; education; management

Betts, M., D. Coon, and P. Wolyekamp. 1999. "Working with the Woods: Restoring Forests and Community in New Brunswick." Pp. 188-205 in *Forests for the Future: Local Strategies for Forest Protection, Economic Welfare and Social Justice*.

This case study by the Conservation Council of New Brunswick examines the need for a transition from the centralized management of New Brunswick forests towards more decentralized community forestry organisations. The authors examine the current symptoms of ecological, economic, and social crisis in the forests of New Brunswick while reviewing the historical development of the province's forestry sector. Several communities that have already initiated community forestry projects in the province speak of the need for flexible legislation and a supportive public body. Specifically three existing community forestry initiatives are examined: the Eel Ground community forest, Moncton community forest (Irishtown Nature Park) and the Kedgwick Loggers' Co-op. The case studies highlight the potential for socio-economic benefits in communities with local control and management responsibilities over their surrounding forest base.

diversification; community economic development; forestry and forests; forestry management; forestry practices; rural economic development
case study; theoretical with application in practice
research implications: **; practice implications: **; readability: ***

Betts, M., J. Know, and G. Forbes. 2002. "A Landscape Ecological Approach to Private Woodlot Planning in New Brunswick, Canada." *Natural Areas Journal* 22:311-317.

This study highlights the opportunities for establishing community-forestry projects on small private woodlots in New Brunswick, Canada. The authors argue, the initiation of community-forestry projects could enable private landholders to incorporate landscape ecological objectives into the management of their forest land. The study examines the work of the Greater Fundy Ecosystem Research Group and the SNB Wood Co-op, Ltd., in creating landscape ecological management plans for two watersheds in New Brunswick. The organizations in this study demonstrate how private forest land owners, can utilize co-operative ecosystem-based management guidelines on their own property.

diversification; community economic development; forestry and forests ; forestry management; forestry practices; rural economic development
research implications: **; practice implications: **; readability: ***

Bhuyan, Sanjib, F. Larry Leistritz, and David Cobia. 1998. "Non-Agricultural Cooperatives in the United States: Roles, Difficulties, and Prospects." Department of Agricultural Economics, North Dakota State University, Fargo, ND.

cooperatives; rural and remote areas; United States; rural economic development; community economic development

Bhuyan, Sanjib and Frayne E. Olson. 1998. "Potential Role of Non-Agricultural Cooperatives in Rural Development: A Report of Focus Group Studies Conducted in Rural North Dakota." Quentin Burdick Center for Cooperatives, Department of Agricultural Economics, North Dakota State University, Fargo, ND.

rural economic development; community economic development; cooperatives focus groups

Bindon, B. M. 2001. "Genesis of the Cooperative Research Centre for the Cattle and Beef Industry: Integration of Resources for Beef Quality Research (1993-2000)." *Australian Journal of Experimental Agriculture* 41:843.

; agriculture; cooperatives; Australia; cooperative marketing

Birchall, Johnston. 2001. "The New Mutualism in Public Policy." in *Routledge Studies in Business Organizations and Networks*. London; New York: Routledge.

Chapters include discussion of consumer co-operatives, social housing co-operatives, mutuality and public services, farmer co-operatives, community economic development and member participation.

cooperatives; mutualism; public services; social reform; social services delivery; United Kingdom

research implications: ***; practice implications: **; readability: ***

Bird, Frederick. 2001. "Good Governance: A Philosophical Discussion of the Responsibilities and Practices of Organizational Governors." *Revue Canadienne des Sciences de l'Administration* 18:298.

An examination of the governance of organizations (including co-operatives) and the role of the governors versus the managers. Uses a "revised" stakeholder approach. –AB

governance; cooperatives; management; boards of directors

Black, J. Roy, Barry J. Barnett, and Yingyao Hu. 1999. "Capital Market Innovations and Cooperatives: A New Risk-Sharing Strategy for Agriculture - Cooperatives and Capital Markets: The Case of Minnesota-Dakota Sugar Cooperatives." *American journal of agricultural economics* 81:1240 (7 pages).

This case study examines risk sharing instruments of three closed sugar-beet processing cooperatives in Minnesota and North Dakota. The article illustrates that the levels of systemic yield risk racing the Minnesota-Dakota sugar belt industry is significant, and that it is difficult to transfer this risk using traditional private markets. The potential exists for cooperatives to act as an insurance company providing tailored insurance while reducing transaction costs and information asymmetries. FT

agriculture; cooperatives; innovation; economic aspects; new generation cooperatives
case study; theoretical with application in practice
Research Implications: ***; Practice Implications: ***; Readability: *

Blakely, Edward J. 2001. "Competitive Advantage for the 21st-Century City: Can a Place-Based Approach to Economic Development Survive in a Cyberspace Age?" *American Planning Association. Journal of the American Planning Association* 67:133.
This article examines local and community economic development in the era of globalization and questions the ability for local economic development initiatives to meet the needs of a globalizing economy.
globalization; community economic development; internet

Blank, Steven C. and Robert Thompson. 1994. *California Agricultural Cooperatives : Managers' Strategies and Attitudes Towards Finances and Risk*. Davis: Center for Cooperatives, University of California, Davis.
Due to recent changes in agricultural lenders focus on risk, agricultural cooperatives are currently making management adjustments to assess their strategies regarding financial and risk management to assure that they satisfy lenders requirements. This study provides a base of comparison for individual firms on existing financial and risk attitudes. The study summarizes results from a survey of 26 California agricultural cooperatives completed during the summer of 1993. AB

agriculture; cooperatives; finance; capitalization; business development ; United States
survey; evaluators
Research Implications: **; Practice Implications: **; Readability:;

Bogetoft, Peter and Henrick B. Olesen. 2003. "Influence Costs in Heterogeneous Cooperatives: A Formal Model of Sales Distortion." in *American Agricultural Economics Association Annual Meeting*. Montreal.
In order to meet the requirements for high-quality market segments, agricultural marketing cooperatives must implement farm-level differentiation. This process of differentiation creates internally heterogeneity in cooperatives and increases influence costs. As a result, different producer groups have different interests. Marketing of specialty, high quality products is, therefore, a controversial issue for cooperatives. The standard producers, who normally hold the majority vote in cooperatives, are reluctant to promote the sale of specialty products reducing the bargaining power of specialty producers. These authors explore these arguments in a formal model. AB

agriculture; cooperative marketing; cooperatives ; innovation; globalization;
diversification
proceeding ; theoretical focus
Research Implications: ***; Practice Implications: *; Readability:

Boland, Michael and David Barton. 2003. "Striking Oil: South Dakota Soybean Processors Finds New Ways to Add Value to Crop." *Rural Cooperatives* 70:20-23.

agriculture; cooperatives; United States;

Boland, Michael, Jayson Lusk, and David Barton. 1999. "Producer Investment Factors in Food-Processing Cooperatives." in *NCR-194 Research on Cooperatives Meeting*. Kansas City. The objective of this study is to determine the factors underlying producers decisions to invest a percentage of their production in a closed-membership, food processing cooperative. The authors conclude that the ability of a cooperative to store commodities and processed products for any length of time and size of the investment will affect the proportion of production that producers invest in the co-operative. FT

agriculture; economic aspects; globalization; cooperatives; government relations; management; manufacturing; membership; patronage ; new generation cooperatives; share structure

proceeding; theoretical with application in practice

Research Implications: **; Practice Implications: **; Readability: ***

Bonin, John P, Derek C Jones, and Louis Putterman. 1993. "Theoretical and Empirical Studies of Producer Cooperatives: Will Ever the Twain Meet?" *Journal of Economic Literature* 31:1290.

Provides a comparison of worker co-operatives and conventional firms based on characteristics of productivity, worker motivation, investment and capital formation. Worker co-operatives are generally seen to produce increased worker productivity and performance. AB

worker cooperatives; capitalization; organizational structure
comparative ; evaluators

Bonin, John P and Louis Putterman. 1993. "Incentives and Monitoring in Cooperatives with Labor-Promportianate Sharing Schemes." *Journal of Comparative Economics* 17:663(24).

The article presents a standard model for establishing incentives in worker co-operatives. Two types of monitoring systems are suggested. AB

worker cooperatives; management

Booth, D. E. 1995. "Economic Democracy as an Environmental Measure." *Ecological Economics* 12:225-236.

The article examines the input efficiency of producer co-operatives in comparison with conventional firms. Co-ops are found to be less growth oriented but use natural resource inputs more efficiently. AB

producer cooperatives; efficiency; organizational structure; sustainable development

Borich, Timothy O. 1994. "Collaboration: A Different Strategy for Rural Economic Development." *Economic Development Review* 12:18-21.

rural economic development

Bourgeon, Jean-Marc and Robert G. Chambers. 1999. "Producer Organizations, Bargaining, and Asymmetric Information." *American Journal of Agricultural Economics* 81:602-610.
The authors extend the analysis of incentive problems faced in producers' organization by assuming that different farmers created different groups with different bargaining powers. The authors argue that a quantity-dependent, two-part pricing scheme or a non-linear cost recovery and two-part pricing could both implement the optimal pricing rule. AB

agriculture; cooperation; cooperatives; membership participation; organizational structure; economic aspects
theoretical with application in practice
Research Implications: **; Practice Implications: **; Readability:

Bourlakis, Constantine A. 1997. "Diversification, Vertical Integration and Profitability in the Greek Food Manufacturing Industries." Pp. 194-204 in *Strategies and Structures in the Agro-Food Industries*, edited by J. Nilsson and G. v. Dijk. Assen, The Netherlands: Van Gorcum.

This article analyses the effects of diversification and vertical integration strategies on firm profitability in the Greek food manufacturing industries. The findings reveal that concentric and conglomerate diversification strategies can be a source of competitive advantage in the local market. Firms that combine vertical integration and diversification have high rates of return on capital than firms that are only vertically integrated. AB

agriculture; economic aspects; economic conditions; globalization;
case study
Research Implications: **; Practice Implications: **; Readability

Bowman, Victoria. 2001. *Home Care, Home Support, Personal Assistance : The Cooperative Model in Context*. Victoria, BC: British Columbia Institute for Cooperative Societies.

health care administration; health care cooperatives; home care cooperatives; Canada;
public services; social services delivery;

Brown, Judith and Jack Quarter. 1994. "Resistance to Change: The Influence of Social Networks on the Conversion of a Privately-Owned Unionized Business to a Worker Cooperative." *Economic and Industrial Democracy* 15:259.

Provides a case study of the worker cooperative conversion of a privately owned construction company.

worker cooperatives; conversion; small and medium sized businesses (SME); Canada;
organizational innovation;

Brewer, Cam. 2002 "The Canadian Eco-Lumber Co-op". *Ecoforestry*. 17(1): 9-12.

forests and forestry
cooperatives

British Columbia Institute for Co-operative Studies. 2000. *Pacific Coast Shrimpers' Co-operative Association*: British Columbia Institute for Co-operative Studies.

This case study examines the development of the Pacific Coast Shrimpers' Co-operative Association ("Pacific Coast") in response to their need to develop a legal entity to collect fees required through the Department of Fisheries and Oceans (DFO) for the management of the shrimp industry. Pacific Coast selected the co-operative model to avoid unlimited liability, since many fishers were concerned about the many divisions and disputes within the fishing industry. While there is some skepticism about the long-term potential of the co-op, Pacific Coast has had two main successes stories thus far: The co-op organized a successful conference on shrimp fishing in Parksville, British Columbia, that had attendees from around the world. Secondly, through research the co-op was able to locate a company willing to provide all co-op members with electronic logbooks to record their catch, these replaced the costly logbooks that had to be individually purchased by the fishermen.

fisheries; community economic development; rural economic development
case study ; theoretical with application in practice
research implications: *; practice implications: *; readability: **

Brown, Leslie. 1997. "Organizations for the 21st Century? Co-operatives and "New" Forms of Organization." *Canadian Journal of Sociology* 22:65-93.

Studies of sustainable development and community economic development identify the need for new models of organizations designed to address specific needs. The characteristics of these new organizations are similar to those of co-operative organizations. Co-operatives also provide the mechanism for democratization so important in these types of initiatives. –AB

community economic development; organizational change; organizational innovation;
rural economic development ; cooperatives; democratic participation

—. 2000. "The Other Co-Operators: Women in Canadian Co-operatives." Pp. 207-223 in *Canadian Co-operatives in the Year 2000: Memory, Mutual Aid and the Millennium*, edited by B. Fairbairn, I. MacPherson, and N. Russell. Saskatoon: Centre for the Study of Cooperatives, University of Saskatchewan.

This paper focuses on the role of women in cooperatives both historically and currently. The author provides an overview of the problems women face within established coops and the leadership and vision(s) women across the country are offering for renewal and change. This paper draws on research in Nova Scotia, experience at various conferences, and the literature on women and cooperatives to emphasize the continuity with previous generations of women co-operators and the roles of women as volunteers and elected representatives. FT

cooperation; historical aspects; social aspects; women; democratic participation;
volunteerism; cooperatives ; Canada

evaluators; comparative

Research Implications: ***; Practice Implications: ***; Readability: ***

- . 2001. "Final Report: Social Auditing and Community Cohesion: The Co-Operative Way." Co-operatives Secretariat, Ottawa.

social cohesion; social responsibility in business; cooperatives

- Brown, W. J., R. S. Gray, and P. J. Molder. 1993. "Community Based Land Trusts for Saskatchewan Agriculture: Feasibility Study and Final Report (Unpublished Update 2002)." Department of Agriculture; Centre for the Study of Co-operatives, Saskatoon, SK.

agriculture; Saskatchewan; land tenure

- Brueckner, E. C., K. D. Duft, and J. J. McCluskey. 2000. "Patron Demand Deposit Account and Regional Patronage Financing Activities of Agribusiness Cooperatives." *Journal of Agribusiness* 18:289-302.

Examines the challenge facing American agricultural co-operatives which use patron demand accounts as a way of accessing capital. The risk to the organizations (an in turn its owners/members) is that a run on these accounts could conceivably leave the organizations insolvent. –AB

agriculture; cooperatives; management; capitalization

Research Implications: ***; Practice Implications: **; Readability:

- Brunsdale, John. 1988. "Growing a Sweeter Future : Value-Added Farm Production in the Red River Valley of the North, 1998." in *Value-Added Opportunities for Agricultural Producers*. Stillwater Oklahoma.

Proceedings from a conference on value added agriculture. US co-operatives are used as case studies.

agriculture; cooperatives

- Bruynis, C, P. Goldsmith, D. Hahn, and W. Taylor. 2001. "Key Success Factors for Emerging Agricultural Marketing Cooperatives." *Journal of Cooperatives* 16:14-24.

Examines factors contributing to the success or failure of agricultural marketing cooperatives. AB

Globalization; agriculture; cooperative innovation; cooperative marketing; organizational innovation; economic aspects

evaluators; comparative

Research Implications: ***; Practice Implications: **; Readability:;

- Buckles, Léonard. 2000. "The Chéticamp Experience: Myth or Reality?" Pp. 225-234 in *Canadian Cooperatives in the Year 2000: Memory, Mutual Aid and the Millennium*,

edited by B. Fairbairn, I. MacPherson, and N. Russell. Saskatoon: Centre for the Study of Cooperatives, University of Saskatchewan.

This paper analyzes the experience of Chéticamp as a model of integrated cooperative development, and suggests that it has not always served the needs of the disenfranchised. FT

cooperation; economically disadvantaged; community economic development ; historical aspects; social aspects; Canada
evaluators

Research implications: ***; Practice Implications: **; Readability: ***

Buendia Martinez, I. and M. L. Lins e Silva Pires. 2002. "Cooperatives and Rural Revitalization: A Business and Associative Perspective." *CC and T, Cadernos de Ciencia and Tecnologia* 19:99-118.

Examines the use of co-operatives in rural revitalization. Argues that the presence of co-operatives makes rural areas less subject to stagnation and helps to value agrarian activities. –AB

agriculture; rural development; democratic participation; membership participation; partnerships; membership participation; new generation cooperatives; Europe ; Canada ; Brazil

comparative; evaluators

Research Implications: ***; Practice Implications: **; Readability:

Bullock, David S. 1996. "Cooperative Game Theory and the Measurement of Political Power." *American Journal of Agricultural Economics* 78:745-753.

Cooperative game theory is developed to provide a theoretical justification for the methodology of the political preference function which is utilized to measure the political power of agricultural groups. These method can be utilized for empirical analysis of observed data to measure the political powers of agricultural groups. FT

agriculture; cooperation; economic aspects; political aspects
theoretical focus

Research Implications: **; Practice Implications: **; Readability:

Burton, Carla. 1999. "Starting a Non-Timber Forest Products Enterprise: The Wilp Sa Maa'y Harvesting Co-Operative." *Ecoforestry* 14:20-23.

The article briefly describes the genesis, structure, and current operations of this community economic development co-operative, centred in the home of the Gitxsan First Nations in British Columbia.

First Nations; British Columbia; cooperatives; forestry management; community economic development

Research *; Practice **; Readability ***

Buschette, F. L. 1999. "Value Added: Cooperatives and Communities Working Together." Pp. 214-217 in *Agriculture Outlook Conference*. Arlington, Virginia: U.S. Dept. of

Agriculture, World Agricultural Outlook Board.

cooperatives; agriculture; Minnesota; business networks; community participation

Buschette, Patricia. 2000. "Golden Oval." in *New Generation Cooperatives: Case Studies*.

Macomb, IL: Illinois Institute for Rural Affairs, Western Illinois University.

Golden Oval Cooperative is a value-added cooperative located in Reniville Minnesota which has been selling eggs and liquid eggs since 1995. When Co-op Country Farmers Elevator (Co-op Country) realized that a large number of its members would reach retirement in a number of years and that large payments of equity would need to be made it recognized the need for a new source of income. Co-op Country decided to receive this income by serving as an umbrella co-operative for new value-added cooperatives. After studying several options, egg production was most decided on, and Golden Oval was later developed through an equity drive. Co-op Country is one member in Golden Oval which has secured its source of income, and 411 co-op members deliver corn that is ground for feed and used in Golden Ovals laying operations. In order to process the feed, Golden Oval, ValAdCo and Co-op Country collaborated to construct a feed milling operation, United Mills. Each of the three collaborators receive the product at cost. ValAdCo and Golden Oval feed animals in their production systems, Co-op Country provides milled product to customers for profit. Golden Oval constitutes a "Totally Integrated Food Production System" in which grain is produced by shareholders with the technical support of the agronomy department at Co-op Country, United Mills mills and blends the feed, and Golden Oval supplies quality egg products. The case study also discusses the economic impact of the operations on the community of Reniville. FT

agriculture; community economic development; capitalization; equity; finance; innovation; new generation cooperatives; organizational innovation; United States case study; evaluators; application focus

Research Implications: **; Practice Implications: ***; Readability: ***

Caceres, J. 1998. "Globalization & Restructuring of Canadian Wheat Industry." *Review of International Co operation* 91:32-47.

Reviews the changes taking place in agriculture as a result of globalization. Examines the responses of western Canadian grain handling co-operatives and argues that rather than focussing on competition and on efficiency and on trying to be like the competing multi-national agribusinesses, that co-ops need to be restructured on the basis of co-operation, with strong leadership and promotion of concepts like education and innovation at the member level. –AB

agriculture; cooperatives; organizational change

Caceres, Javier. 2000. "Cooperation and Globalization: Mutation or Confrontation." *Journal of Rural Cooperation* 28:101-119.

This paper analyzes the 1995 ICA revised cooperative principles to guide the movement through the global era of deregulation and competitiveness. Drawing on cooperative experience in Canada, this paper deals with the appropriateness of the new ICA principles in re-affirming cooperative values at the member, cooperative and movement levels. This paper suggests criteria and a framework for re-capturing real cooperative values and

principles such as emphasis on education and training and development of political cooperative leadership along with member-controlled systems. AB

cooperation; globalization ; membership ; member education; leadership
theoretical with application in practice
Research Implications:**; Practice Implications: **; Readability:

Cameron, Silver Donald. 2002. "Saskatchewan Commercial Fishermen's Co-Operative Federation Ltd." CEDTAP.

This article provides a short summary of the history and current re-development of the co-operative fishery sector in Northern Saskatchewan. With the support of CEDTAP, the Government of Saskatchewan and other financial contributors, the northern fisheries sector is again on the rise in Saskatchewan. While Saskatchewan's commercial fishery is only a small part of the province's overall economic base, the re-development of fishery co-ops in Northern Saskatchewan represents a move in the direction of greater economic diversification.

fisheries; community economic development; rural economic development; Canada
application focus
research implications: *; practice implications: *; readability: **

Canada. Co-operatives Secretariat. "Co-operation in Canada." Co-operatives Secretariat, Ottawa.

statistics; Canada ; cooperatives

Canada. Co-operatives Secretariat. "Canadian Co-operatives : Resource File." Canada. Co-operative Secretariat, Ottawa.

statistics ; cooperatives; Canada

Canada. Co-operatives Secretariat. 1999. *Health Care Cooperatives Startup Guide*, Edited by C. C.-o. Secretariat, C. C.-o. Association, and C. c. d. l. cooperation. Ottawa: Co-operatives Secretariat.

health care cooperatives; health care administration; Canada
handbooks, manuals, etc.

Canada. Co-operatives Secretariat, Canadian Cooperative Association. Conseil Canadien de la Coopération. 2000. "Cooperatives in Canada: An Overview." Pp. 130-142 in *Canadian Cooperatives in the Year 2000: Memory, Mutual Aid and the Millennium*, edited by B. Fairbairn, I. MacPherson, and N. Russell. Saskatoon: Centre for the Study of Cooperatives, University of Saskatchewan.

This paper overviews the cooperative sector in Canada, and points to future challenges and opportunities. These include changes in the environment such as internationalization of competition and a focus on individualism, management issues, and understanding of the cooperative model. FT

cooperation; historical aspects; social aspects; social cohesion
evaluators
Research Implications: ***, Practice Implications: ***, Readability: ***

Canada. Co-operatives Secretariat. and Industrie et Commerce. Québec. 2000. *Survival Rates of Co-operatives in Québec*. Ottawa: Co-operatives Secretariat.

cooperatives; Québec; statistics

Canada. Commission on the Future of Health Care in. 2002. "Access to Healthcare in Canada." The Commission, Ottawa.
This report does mention co-operative health care alternatives and includes examples of co-operative health care models in the case study portion of the report.

health care administration; Canada; health care reform; health care cooperatives; home care cooperatives

Canada. Indian and Northern Affairs. 1997. *First Nations Effective Practices: Getting Things Done in Aboriginal Communities, Businesses and Organizations*. Ottawa: Indian Affairs and Northern Development.

This report provides useful case studies of a range of successful business models and community development projects in various First Nations communities across Canada. Co-operatives are not specifically mentioned but there is lots of useful information regarding successful development projects in various communities.

First Nations; Métis; cooperatives; business networks; business development handbooks and manuals
Research implications: **; Practice implications: **; Readability ***

Canadian Cooperative Association.. 2003. "Agricultural Co-Ops Capitalization Issues and Strategies: The Response of the Canadian Co-Operative Association." Canadian Co-operative Association, Ottawa.

member participation; capitalization; cooperative development; agriculture; cooperatives; Canada
research implications: ***, practice implications: ***, readability: **

—. 2003. "Building Assets in Low Income Communities: Policy Research on the Co-Operative Model." Canadian Co-operative Association, Ottawa.

cooperatives; cooperative development; community economic development; economically disadvantaged; Canada; policies; social capital;
research implications: *; practice implications: **; readability: **

- . 1995. *Co-ops and Health Care: Opportunities for Growth*. Toronto, ON: Canadian Co-operative Association.
- health care administration; health care cooperatives; Canada; home care cooperatives
- _----. *Concern for Community*.
- . 2003. "A Draft Policy Framework." Canadian Co-operative Association, Ottawa, ON.
- economically disadvantaged; cooperative development; policies; government relations
- . 1996. *Facing the Future: A Symposium on Co-Operative Alternatives for Public Sector Restructuring. Presenter's Notes and Case Studies*. Ottawa: Canadian Co-operative Association.
- A collection of conference presentations and case studies that examine the role of co-operatives in public sector restructuring and alternative public service delivery.
- social reform; public services; cooperatives
research implications: **; practice implications: **; readability: ***
- . *Governance Matters*.
- . 1998. *Health Cooperatives: Melding Tradition with Innovation*. Wardsville, ON: The Duffy Group, Partners in Planning.
- health care administration; health care cooperatives; social services delivery; public service delivery; home care cooperatives; Canada; Ontario
- . n.d. "Maintaining and Strengthening Our Canadian Health Care System: A Brief Presented to the Commission on the Future of Health Care in Canada."
- health care cooperatives ; Canada; health care administration; Canada
- Carman, J.M. 1993. "Health Care Cooperatives in the United States." *Yearbook of Co-operative Enterprise* 1993:99-104.
- health care administration ; United States; health care cooperatives;
- Carman, James M. 1997. "Federated Structures for Cooperative Growth." *Journal of Cooperatives* 12:1-22.
- This paper uses comparative institutional economics to investigate whether the governance structure of cooperatives is flawed in ways that would make it an inefficient organizational form in the new political-social-economic environment. Cooperatives in 4 settings from around the world were studied. AB

agriculture ; cooperatives ; innovation; organizational innovation ; organizational structure; globalization
comparative; evaluators
Research Implications: ***; Practice Implications; ***; Readability:

Carter, David. 2000. "Going against the Grain: The Story of the Mountain View Harvest Co-Operative." in *New Generation Cooperatives: Case Studies*. Macomb, IL: Illinois Institute for Rural Affairs, Western Illinois University.

This case study details the genesis of Mountain View Harvest Co-operative (MVHC), a New Generation Cooperative (NGC) processing wheat into baked goods. MVHC was born out of the erosion of marketing alternatives after the bankruptcy of the Farmers Marketing Association (FMA) a grain handling and feed milling co-operative. Made up of 225 Colorado wheat farmers, the NGC started operations in May of 1997 after a three years of careful planning, determination and good luck, MVHC raised \$5 million in equity to purchase a state of the art bakery. Factors relating to the success of MVHC include: the producers purchased an ongoing successfully operating business; the co-op retained existing management, the co-op brought in new expertise in the industry; the board was able to navigate a difficult transition from an organizing effort to an operational business; the co-op's rapid success with the bakery stimulated need for new equipment and other capital investments; and the grain elevator purchased by the co-op was in worse shape than originally believe, spurring MVHC to lease the building and send its own grain to Rocky Mountain Flour Milling. FT

agriculture; business development; capitalization; equity; finance ; management; new generation cooperatives; United States
case study; evaluators; application focus
Research Implications: **; Practice Implications: ***; Readability: ***

—. 2000. "Hard Choices: The Birth and Death of Ranchers' Choice Cooperative." in *New Generation Cooperatives: Case Studies*. Macomb, IL: Illinois Institute for Rural Affairs, Western Illinois University.

In 1994, when Rocky Mountain Farmers Union (RMFU) conducted an agricultural forum among producers in San Luis Valley, one of the economically poor regions in the United States. Persistent low commodity prices and the steady erosion of competitive cattle markets sparked ideas to create a kosher meat processing plant. However, the farmer's enthusiasm outweighed co-op development experience, and the project was plagued by a clash of individual agendas among members of the steering committee. Marketing projections were also over optimistic, and many opportunities did not materialize once the cooperative began production. Under capitalization and an inexperienced management and even as the equity drive failed to meet requirements, the board felt propelled to continue. The lack of experienced management also hampered the ability of the business to analyze production data and make recommendations. The lack of reliable financial records made analysis difficult for the co-op board, and the lack of operating capital inhibited the ability of the co-op to tackle unforeseen obstacles. The Rancher's Choice Cooperative experience provides valuable insight into the challenges of developing New Generation Cooperatives in low income communities. FT\

agriculture; cooperatives; capitalization; cooperation; economic aspects; management; new generation cooperatives; United States

case study; evaluators; application focus

Research Implications: **; Practice Implications: ***; Readability: ***

Caswell, Julie A. and Tanya Roberts. 1994. "Vertical Quality Control Systems: A Potential Marketing Advantage for Cooperatives." Pp. 145-169 in *Competitive Strategy Analysis for Agricultural Marketing Cooperatives*, edited by R. W. Cotterill. Boulder: Westview Press.

The focus of this paper is whether cooperatives may have an advantage over investor-owned firms in designing and operating vertical quality control systems that aim to produce products with improved safety and nutritional attributes. A case study is provided of quality control in the dairy industry around animal drug residues in milk. FT

agriculture; cooperatives; cooperative marketing; dairying

theoretical with application focus

Research Implications: ***; Practice Implications: ***; Readability: **;

Casy, Michele M. 1997. "Integrated Networks and Health Care Provider Co-operatives: New Models for Rural Health Care Delivery and Financing." *Health Care Management Review* 22:41-48.

This paper looks at Minnesota's health care reform legislation of 1994, which allowed for the development of health care provider co-operatives and community integrated service networks (CISNs), two models that were seen as particularly useful for rural areas. It considers the four licensed CISNs and three health care provider co-operatives and the policy issues they have dealt with, which are similar to the issues involved in current proposals for Medicare reform.

health care administration; health care cooperatives ; law and legislation; rural and remote areas; Minnesota; United States

theoretical with application in practice

research implications: *; practice implications: *; readability: **

Cattell, Charlie. 1999. "The UK Worker Co-Operative Sector: Planning for Growth." *The World of Co-operative Enterprise* 1999:191(8).

Cattell provides a review of worker co-operatives in the UK in terms of those registered through ICOM. Of particular relevance is his reference to the growth in social care co-operatives (home care, health care, child care. He makes reference to the 1998 ICOM study of care co-operatives, and their growing multi-stakeholder structure which is growing to include workers, as well as those requiring care. He also discusses other areas of public services that are now being addressed through a growing number of worker co-operatives. In particular he talks about ICOM's role in supporting these organizations through business planning and advice. Cattell also discusses an ICOM, EC and Co-operative Bank campaign to bring awareness to small business owners of the option for employee ownership as an option in succession planning or in place of closing a business. Various policy initiatives are also discussed. Some useful options are discussed and referenced.

worker cooperatives ; United Kingdom

research implications: ; practice implications: ** ; readability ***

Chambers, Kimberlee. 2001. *Assessing the Feasibility of Applying the Co-Operative Model to First Nations Community Based Development Initiatives: A Case Study of the Xaxl'ep and a Native Plant Nursery*. Victoria, BC: British Columbia Institute for Co-operative Studies.

This research examines the viability of the co-operative model in wild berry marketing as an alternative to declining forestry opportunities along the North West Coast of Canada. The research considers traditional botanical knowledge of First Nations communities and the application of the co-operative model as an effective means of community economic development.

First Nations; cooperatives; British Columbia; forestry management; community economic development ; sustainable development

Research implications: **; Practice implications: **; Readability: **

Champlin, Dell. 1997. "Culture, Natural Law, and the Restoration of Community." *Journal of Economic Issues* 31:575.

This article looks at the loss of community life in the United States and explores the many meanings of community and community development.

cooperatives; community economic development; community participation; social cohesion; volunteerism

research implications: **; practice implications: **; readability:

Chan, Marjorie. 1997. "Some Theoretical Propositions Pertaining to the Context of Trust." *International Journal of Organizational Analysis* 5:227.

The article explores the nature of trust in terms of personal relationships organization participation and form, and organizational ownership structure.

social cohesion ; organizational structure; trust

Cheney, George. 1995. "Democracy in the Workplace: Theory and Practice from the Perspectives of Communication." *Journal of Applied Communication Research* 23:167(34).

The article examines Mondragon co-operatives. Some of the themes in the article include identity challenges, revilaitlization, support systems, expansion, competitiveness, and implementing participation and maintaining communication. AB

worker cooperatives; social cohesion; business development; management ; governance

—. 2001. "Mondragon Cooperatives." *Social Policy* 32:4(6).

This article offers an overview of the Mondragon Cooperative Congress model including detailed discussion of its governance structure, its co-operative operating principles and discussion of how the organization has innovated to remain successful under changing globalizing economic influences. A brief overview of the pros and cons of these changes is also included.

worker cooperatives; Mondragon; governance; management; globalization;

Chesnick, David. 1996. "Local (Coop) Petroleum Operations." USDA.

This article looks at the value of local cooperatives in terms of providing essential services to rural and remote communities. In this case the petroleum industry is explored.

cooperatives; retail cooperatives; rural economic development

Chesnick, David S. 1994. "Analysis of Income Statements of Local Farm Supply and Marketing Cooperatives." USDA, Washington, D.C.

rural economic development; agriculture; cooperatives

Chiste, Katherine Beaty. 1996. *Aboriginal Small Business and Entrepreneurship in Canada*. York: Captus Press.

This publication is a manual for small business development for Aboriginal entrepreneurs. There is mention of the co-operative structure as one organizational structure but the primary focus is on single proprietorship. There are some valuable step-by-step guidelines for new entrepreneurs, with special attention paid the unique circumstances (taxation, legal, social, etc.) of First Nations individuals.

First Nations; Métis; cooperatives; business development

Clapham, D., K. Kintrea, and H. Kay. 1998. "Sustainability and Maturity of Community Based Housing Organizations." *Journal of Co-operative Studies* 31:30-38.

community economic development; housing cooperatives;

Clark, Thomas R. 1999. "The Limits of State Autonomy: The Medical Cooperatives of the Farm Security Administration, 1935-1946." *Journal of Policy History* 11:257.

rural and remote communities; health care administration; health care cooperatives; public services

Cleberg, H. D., L. P. Schertz, and L. M. Daft. 1994. "A Cooperative Perspective." Pp. 200-203; NPA Report No in *Food and Agricultural Markets: The Quiet Revolution*. Washington, D.C.; USA: National Planning Association (NPA).

Examines "Farmland" co-operative's approach and success in attempting to be the low cost supplier of pork and grain in the midst of the industrialization of agriculture and globalization. –AB

agriculture; globalization; cooperatives ; innovation ; hog industry; cooperative marketing

comparative ; evaluators

Research Implications: **; Practice Implications: ***; Readability:

Cline, John. 1998. "A Survey of Canadian Worker Co-Ops." *Grassroots Economic Organizing Newsletter*:11-13.

This article summarizes the findings from a survey of approximately 100 worker co-

operatives in Canada and the United States. A case study of a retail worker co-operative in Nova Scotia is provided as well as highlights to give a sense of worker co-operative activities discovered through this survey.

worker cooperatives; Canada; United states
survey

Research implications: *; Practice implications: *; Readability: **

Cliver, Thomas. 1996. "Capital Markets, Financial Markets and Social Capital." *Social and Economic Studies* 45:1-23.

social capital; social cohesion; trust

Co-operative Federation of Victoria, Ltd. 1997. "Opportunities for Co-operatives in Health Care." Pp. 1-14 in *Discussion Paper*. Melbourne, Australia.

This paper canvasses five models for existing and new co-operatives in the field of health services: primary care co-operative, community hospital co-operative, health services and products purchasing co-operative, health insurance co-operative, integrated provision and insurance co-operative.

health care cooperatives; health care administration; Australia

—. 1997. "Opportunities for Co-operatives in Health Care." Pp. 1-14 in *Discussion Paper*. Melbourne: Co-operative Federation of Victoria, Ltd.

This paper explores five different models that can be used by potential and existing co-operatives involved in health services: primary care co-operatives, community hospital co-operatives, health services and products purchasing co-operatives, health insurance co-operatives, and integrated provision and insurance co-operatives. It looks at the different groups that might consider forming health services co-operatives in Australia and identifies potential partners for co-operative development.

health care administration; cooperative development; health care cooperatives;
partnerships; business development; strategic alliances; Australia
theoretical with application in practice
research implications:; practice implications: **; readability: **

Co-operatives, Centre for the Study of. 1997. *A Conversation About Community Development: Community Development Workshop*. Saskatoon: Centre for the Study of Co-operatives, University of Saskatchewan.

cooperatives; community economic development; rural economic development;
Saskatchewan

Cocksedge, Wendy. 2001. *The Role of Co-operatives in the Non-Timber Forest Product Industry: Exploring Issues and Options Using the Case Study of Salal (Gaultheria Shallon; Ericaceae)*. Victoria, BC: British Columbia Institute for Co-operative Studies.

Wendy Cocksedge's occasional paper explores issues surrounding the marketing of non-timber forest products (ex: wild mushrooms, firewood, medicinal forest products). The main emphasis is on how the co-operative model can provide a useful framework for organizing non-timber forest products ventures – in this case the marketing of salal. With progressively fewer jobs available in the conventional forestry sector, the growth and harvesting of non-timber forest products offers both Aboriginal and non-Aboriginal members with an opportunity to diversify and stabilize their resource bases.

forestry management; sustainable development; diversification; First Nations; British Columbia; cooperatives; community economic development
case study ; application focus
research implications: *; practice implications: *; readability: **

Coffey, Joseph D. 1993. "Implications for Farm Supply Cooperatives of the Industrialization of Agriculture." *American Journal of Agricultural Economics* 75:1132-1136.
The implications of the industrialization of agriculture on farm supply co-operatives are discussed including: the industrialization and integration of agriculture, globalization and consolidation in the marketplace, escalating costs of environmental compliance, soaring stakes of research and development, segmentation of customers, proliferation of products, and the invasion of mass merchants into their rural areas. Discusses farm cooperatives responses to these changes by capitalizing on their strategic position in the marketplace. The author suggests that cooperatives are "evolving from being an off-farm arm to being an on-farm hand." The author concludes in a postscript with calls to agriculture economists to develop alternative market mechanisms and approaches to maintaining open factor and product markets for the independent producer. FT

agriculture; cooperatives ; innovation; globalization; economic conditions; economic aspects
theoretical with application in practice
Research Implications: ***; Practice Implications: ***; Readability: **

Collier, Steven E. 1997. "This Is Not Your Father's Oldsmobile: Electric Cooperatives Venture into the Future." *The Electricity Journal* 10:58.
An examination of American rural electric co-operatives and the challenges they must deal with in an evolving industry. –AB

utilities; rural and remote areas; cooperatives; Unites States

Rural electric cooperatives have occupied an isolated, mostly protected niche in the electric utility industry. The implications of competition are especially profound for them. There are almost 900 electric distribution cooperatives in the US, serving 46 states and 30 million people. They own and operate just over half of the country's distribution lines. Cooperative developments, issues and restructuring are discussed. Cooperatives will require continuing innovation, persistent courage and steady improvement to survive and prosper in competitive and uncertain times. The ultimate outcome for electric cooperatives is uncertain.

Comeau, Yvan and Benoit Levesque. 1993. "Workers' Financial Participation in the Property of Enterprises in Quebec." *Economic and Industrial Democracy* 14:233.

This article looks at worker-shareholder co-operative model in Québec and its implications for worker control and capitalization of worker co-operatives.

worker cooperatives; employee ownership; capitalization; share structure; Québec

Community Development Co-operative of Nova Scotia, Ltd. 1995. "Feasibility Study Proposal on the Possible Use and Application of the Co-Op Model in Home Care." Halifax, Nova Scotia.

home care cooperatives; health care administration; social services delivery

Conn, Melanie. 2001. "Women, Co-Ops and CED." *Making Waves* 12:34-36.

This article describes the fit between co-operative models of enterprise development and existing types of women's organizations, and the goals of many CED groups focusing on projects for women.

women ; cooperatives; community economic development
research implications:; practice implications: *; readability: **

Consulting, Solstice. 2002. "Strengthening the Dialogue: Member Consultation and Communication in Co-operatives and Credit Unions." Mountain Equipment Co-op; Canadian Co-operative Association, Ottawa.

membership; cooperatives; credit unions; member participation; democratic control;
social cohesion; social capital
survey
research implications: **; practice implications: **; readability: **

Conte, Michael A. 1994. "Economic Research and Public Policy toward Employee Ownership in the United States." *Journal of Economic Issues* 28:427.

This article examines the current tax incentives in place for ESOPs in the United States. There may be some instructive information for worker co-operative development.

finances; capitalization; employee ownership

Cook, Michael. 1993. "Cooperatives and Group Action." in *Food and Agriculture Marketing Issues for the 21st Century, Food and Agricultural Marketing Consortium, Famac 93-1*, edited by D. I. Padberg. College Station: Texas A&M University.

The objective of this article is to synthesize and summarize organizational issues and challenges facing U.S. agricultural cooperatives if they are going to continue to meet their members needs in the 21st century. Four key background areas are discussed: 1/ a description of public policy towards cooperatives, 2/ a review of cooperative business organization principles and constraints, 3/ a taxonomy of current cooperative organizational structures, 3/ a brief explanation of motives for the development of agriculture cooperatives in the U.S. The author concludes the study by suggesting important areas for future research if farmer cooperatives are going to adjust to changes

in agriculture. These include the role of capital acquisition, public policy and improvement of defining vague property rights emanating from current policy. FT

agriculture; capitalization; cooperatives; innovation; economic aspects; economic conditions; government relations; new generation cooperatives; organizational structure; policies; United States
theoretical with application in practice
Research Implications: **; Practice Implications: **; Readability: **

Cook, Michael, Randall Torgerson, Tom Sporleder, and Dan Padberg. 1997. *Cooperatives: Their Importance in the Future of Food and Agricultural System*, Edited by N. C. o. F. Cooperatives: Food and Agricultural Marketing Consortium.

agriculture; cooperatives; globalization; economic aspects; economic development; social development

Cook, Michael L. 1995. "The Future of U.S. Agricultural Cooperatives: A Neo-Institutional Approach." *American Journal of Agricultural Economics* 77:1153-1160.
Cook begins from a Helmsberger's (1966) speculation that farmer cooperatives would disintegrate during agricultural industrialization and a response by Abrahamsen (1966). Through recent developments in neo-institutional economic theory he discusses these scholar's predictions in light of strategic and structural shifts in American agricultural cooperatives. In particular Cook highlights property rights constraints, transaction costs, and incomplete contracting as well as cooperative responses of exit, restructure, and transition. The birth of Sapiro III, New Generation Cooperatives, is also highlighted for its numerical importance and strategic avoidance of vaguely defined property rights. The article concludes by listing the conditions in which cooperative collective action will occur in the United States if federal public policy does not change. FT

agriculture; capitalization; new generation cooperatives; organizational change; organizational innovation; organizational structure; share structure; United States
theoretical with application in practice
Research Implications: ***; Practice Implications: **; Readability: *

—. 1997. "Organizational Structure and Globalization: The Case of User Orientated Firms." Pp. 77-93 in *Strategies and Structures in the Agro-Food Industries*, edited by J. Nilsson and g. v. Dijk. Assen, The Netherlands: Van Gorcum.

This paper addresses the question of whether cooperative organizations can compete in an increasingly global market place. The implications for US agricultural cooperatives, particularly in relation to organization structure, are discussed. A brief review of strategic and structural evolution of rural collective action is also presented. AB

agriculture; cooperatives ; innovation; economic conditions; economic aspects; globalization; organizational change; organizational innovation ; historical aspects; United States
theoretical with application in practice
Research Implications: ***; Practice Implications: ***; Readability:

Cook, Michael L. and Constantine Iliopoulos. 1999. "Beginning to Inform the Theory of the Cooperative Firm: Emergence of the New Generation Cooperative." *The Finnish Journal of Business Economics* 4:525-535.

This article objective is to introduce the recent emergence of nontraditional forms of collective action in the U.S., to explore the institutional environment from which these New Generation Cooperatives surfaced, and to examine the unique organization attributes of this cooperative form through a description of Dakota Growers Pasta located in Carrington, North Dakota. The authors conclude that the internal organization of a cooperative is an important determinant of collective action performance. Improving organization efficiency through ameliorating property rights constraints might be the first step in designing more efficient, rent seeking collective organizations. This new organization form may also aid in the further development of the theory of the cooperative firm. The authors observe that the unique ownership patterns of NGCs also inform debates on agency problems, transfer of knowledge difficulties, and market monitoring benefits. FT

agriculture; cooperatives; capitalization; innovation; economic aspects; economic conditions; equity; globalization; governance; new generation cooperatives; organizational structure; organizational innovation; patronage; United States case study; theoretical with application in practice
Research Implications: ***; Practice Implications: **; Readability: **

Coontz, E. Kim and Elizabeth Esper. 2003. "Using Cooperative Child Care to Address the Needs of Rural Residents at or near Affordable Housing Developments." in *Mapping Cooperative Studies in the New Millennium*. University of Victoria May 28-31, 2003. This study explores the opportunities and impediments to the development of rural child care co-operatives in lower income communities.

child care cooperatives; rural and remote areas ; United States
research implications: *; practice implications: *; readability: *

Corcoran, Hazel. 2001. "Worker Co-Ops: One Tool among Many." *Making Waves* 12:32-33. This brief article describes some of the differences between worker co-operatives and social co-operatives which are established to re-employ or employ marginalized individuals.

community economic development; worker cooperatives
research implications: ; practice implications: ; readability ***

Cordova, Ramon Vela. 1998. "Why Economists Are Wrong About Coops." *Dollars & Sense*:44(4).

The article presents arguments against the common tenants held by economist as to why worker co-operatives are not as successful, long-lived, productive or as common as conventional firms.

worker cooperatives

- . 1998. "How to Get Capital? Canada Shows the Way." *Dollars & Sense*:44(4).
Companion article to "Why Economists are Wrong about Coops" this article discusses Canada's successful worker co-operative funding models. Strategies in Québec are highlighted including the Federation des travailleurs et travailleuses du Québec (FTQ) and the Confederation des syndicats nation-aux (CSN). The CSN's support through capitalization for the transfer of publicly owned firms to worker co-operatives is discussed including the province's emergency medical services. The Crocus Fund in MB is also discussed.

worker cooperatives; Canada; Québec

- Cornforth, Chris. 1995. "Patterns of Cooperative Management: Beyond the Degeneration Thesis." *Economic and Industrial Democracy* 16:487.
Four case studies present information on successful worker co-operatives in the UK. There is emphasis placed on management change in these organizations.

worker cooperatives; United Kingdom; management; innovation; organizational change

- Cornforth, Chris and Alan Thomas. 1994. "The Changing Structure of the Worker Co-Operative Sector in the UK: Interpreting Recent Trends." *Annals of Public and Cooperative Economics/Annales de l'Economie Publique, Sociale et Coopérative/Annalen der Gemeinwirtschaft* 65:641-56.
A review of the changes in number and size of cooperatives, patterns of formation, and sectoral and regional concentrations.

worker cooperatives; United Kingdom; employee ownership

- Côté, Daniel. 2000. "Co-operatives in the New Millennium: The Emergence of a New Paradigm." Pp. 250-266 in *Canadian Co-operatives in the Year 2000: Memory, Mutual Aid and the Millennium*, edited by B. Fairbairn, I. MacPherson, and N. Russell. Saskatoon: Centre for the Study of Cooperatives, University of Saskatchewan.
This paper looks for a new paradigm for understanding cooperatives from a totally different perspective offered by rapid and vast transformations in the world. The trends that are identified as the basis for future organizations should lead to a re-evaluation of the specific nature and structure of cooperatives. By looking at the challenges faced by organizations, the author points to the added value carried by cooperatives and linking these to specific competitive advantages. FT

cooperation; cooperatives ; innovation ; globalization; economic conditions;
organizational change; organizational innovation; organizational structure
theoretical with application in practice
Research Implications: ***; Practice Implications: ***; Readability: ***

- Côté, Daniel and Danielle Luc. 1996. *Profile of World Agricultural Cooperation 1996*. Montreal: Centre de gestion des cooperatives, Ecole des hautes etudes commerciales.

agriculture; cooperatives

Cottam, Brian L. "An Examination of Community-Based Natural Resource Use Cooperatives and Implications for the Southern Utah Forest Products Association."

Cottam examines the organizational similarities between forest product co-operatives and traditional agricultural co-ops. In his analysis, Cottam focuses on the guiding principles of agricultural co-ops and how they could be used advantageously by forest product co-ops. In addition to examining the Southern Utah Forest Products Associations (SUFPA), Cottam explores two other co-op organizations taking the lead in the forestry co-operative movement. To sustain the success of SUFPA, Cottam argues forestry-based co-ops must continue to meet a set of requirements based on the guiding principles of the agricultural co-op movement.

diversification; community economic development; forestry and forests; forestry management; forestry practices; rural economic development; agriculture comparative; case study
research implications: **; practice implications: **; readability: *

Cotterill, Ronald W. 1994. "Competitive Strategy Analysis for Agricultural Marketing Cooperatives." Boulder: Westview Press.

cooperatives; agriculture; cooperative marketing

—. 1997. "The Performance of Agricultural Marketing Cooperatives in Differentiated Product Markets." *Journal of Cooperatives* 12:23-34.

This paper focuses on the theoretical basis for recent empirical work that suggests that cooperative presence in differentiated product markets lower the consumer prices of all brands. This theory is a useful guideline for determining when supply-limiting conduct in differentiated product markets should be challenged as undue price enhancement under the Capper-Volstead law. AB

agriculture; economic aspects; law and legislation
theoretical with application in practice
Research Implications: **; Practice Implications: **; Readability:

—. 2001. "Cooperative and Membership Commitment: Discussion." *American Journal of Agricultural Economics* 83:1280-1282.

Discusses three articles in this issue one by Sykuta and Cook, another by Karantininis and Zago, and the last by Fulton and Giannakas. FT

agriculture; cooperation; membership; cooperatives
literature review
Research Implications: ***; Practice Implications: **; Readability: **

Cotterill, Ronald W. and Lawrence E. Haller. 1994. "Market Strategies in Branded Dairy Product Markets." Pp. 99-143 in *Competitive Strategy Analysis for Agricultural Marketing Cooperatives*, edited by R. W. Cotterill. Boulder: Westview Press.

This paper presents the extent of dairy cooperative penetration into branded product markets and rudimentary case study evidence of competitive strategies in those markets.
FT

agriculture; cooperative marketing; dairying
survey; theoretical with application in practice
Research Implications: ***; Practice Implications: ***; Readability: **

Couinard, O., P.M. Desjardins, and E. Forgues. 2002. "Collective Entrepreneurship and Regional Development: A Case Study of a New Brunswick Cooperative." *Journal of Rural Cooperation* 30:79-94.

This article argues that a new approach to regional development drives government policies at that level. The authors develop a case study of a cooperative that represents a community strategy to influence the orientation of its development according to the larger social and cultural needs of the community. The case study demonstrates the role played by the mobilization of certain social actors in the community that redefines economic rules based on the larger demands of the community. AB

citizen participation; community economic development; cooperation; government relations; membership; New Brunswick; social aspects; cooperatives
case study
Research Implications: ***; Practice Implications: ***; Readability:

Cox, Eva. 1995. *A Truly Civil Society*. Sydney, NSW: ABC Books.

social cohesion; civil society

Craig, Ben and John Pencavel. 1993. "The Objectives of Worker Cooperatives (the Structure and Behaviour of Economic Organizations: Theoretical and Empirical Perspectives)." *Journal of Comparative Economics* 17:288(21).

Provides a comparison of 11 plywood co-operatives and 21 conventional plywood companies in Washington from 1968-86. Results indicate that co-operatives were more concerned with employment than net earnings. AB

worker cooperatives; forestry and forests
comparative evaluators

—. 1993. "Worker-Owned Plywood Companies of the Pacific Northwest." Center for Cooperatives, University of California, Davis.

This report compares investor-owned firms and plywood co-operatives in terms of their responses to economic changes in the business environment. The findings are particular to the plywood industry but may be useful in creating a basis for structuring other worker co-operative empirical research.

worker cooperatives; forestry and forests; United States
survey

research implications: ***; practice implications: *; readability: **

Craig, Ben, John Pencavel, Henry Farber, and Alan Krueger. 1995. "Participation and Productivity: A Comparison of Worker Cooperatives and Conventional Firms in the Plywood Industry; Comments and Discussion." *Brookings Papers on Economic Activity*:121.

This article compares productivity between worker co-operative plywood firms and conventional firms producing plywood in the same region of the United States. There are little efficiency gains or losses indicated from this research for co-operative organizations. The co-operatives are noted to behave differently however, in difficult economic times. AB

worker cooperatives; forestry and forests

comparative; evaluators

research implications: ***; practice implications: *; readability: *

Craig, N. and S. McGregor. 2002. "Factors Affecting the Shift Towards a Primary Care Led NHS: A Qualitative Study." *British Journal of General Practice* 52:895-900.

This article explores the development of the "primary care-led NHS," which involves the creation of Local Health Care Cooperatives in England and Scotland, in order to make predictions about the future of such an NHS. It concludes that the shift to the new NHS has been piecemeal and chaotic, as those with power were unable to and did not wish to shift the resources necessary to develop a more primary care-based NHS.

health care administration; government relations; health care cooperatives; law and legislation; social innovation; United Kingdom

theoretical in focus

research implications: ***; practice implications: ***; readability: **

Crewe, Jodi. 2001. "'an Educational Institute of Untold Value' the Evolution of the Co-Operative College of Canada, 1953-1987." in *Occasional Paper Series*. Saskatoon: Centre for the Study of Co-operatives.

This paper explores the rise and development of co-op education in Western Canada. FT

education; member education; cooperation; historical aspects

historical work

Research Implications: **; Practice Implications: ***; Readability: ***

Crooks, Anthony C. 1997. "Cooperatives and New Uses for Agricultural Products: An Assessment of the Fuel Ethanol Industry." USDA.

This report overviews the involvement of cooperatives and other businesses in the ethanol fuel industry including production technology, costs, future of the industry, emerging technologies, and market demand. United States energy and agricultural policy toward ethanol are examined including potential impact on rural economic development and dependence on government subsidies and political support. Potential returns, capital requirements, financing, market growth potential and competition and access to markets are considered. AB

agriculture; cooperatives; economic aspects; government relations; finance; new generation cooperatives; policies; rural economic development; United States case study; application focus

Research Implications: **; Practice Implications: **; Readability:

Crooks, Anthony C. and David E. Cummins. 1994. "First-Handler Grain Cooperative Elasticities : Output Supply, Factor Demands, and Factor Substitution, 1983-1991." USDA, Washington D.C.

This report is the first of a multi-part investigation that attempts to quantify the impacts of market and policy changes upon first handler grain cooperatives in the United States. Data is drawn from 1983 to 1991. The report includes an economic model to measure grain cooperative output supply response, changes in grain cooperative factor demands, and substitution rates among the factors of production employed by grain cooperatives in 4 major United States grain producing regions. AB

agriculture; cooperative marketing; globalization; government relations; economic aspects; economic conditions

technical report ; evaluators

Research Implications: ***, Practice Implications: *; Readability:

Crooks, Anthony C., Karen J. Spatz, and Marc Warman. 1997. "Shared-Services Cooperatives." USDA.

This report describes the general structure and operations of shared-services cooperatives and some of the benefits accorded to their owners. Insights for business people and public servants interested in organizing a shared-services cooperative are also included.

cooperatives; health care cooperatives; health care administration; social services delivery

Crowley, Walt. 1996. *To Serve the Greatest Number: A History of Group Health Cooperative of Puget Sound*. Seattle: University of Washington Press.

This publication traces the development of the Puget Sound health care cooperative.

health care cooperatives; United States; health care administration

Csaki, Csaba and Yoav Kislev. 1993. "Agricultural Cooperatives in Transition." Boulder, Colorado: Westview Press.

agriculture; cooperatives; organizational change; innovation

Cummins, David. E. 1993. "Corn Belt Grain Cooperatives Adjust to Challenges of 1980s, Poised for 1990s." USDA, Washington, D.C.

This report presents information on the physical and financial structure adjustments made by local first-handlers-of-grain cooperatives in the Corn Belt between 1983 and 1991.

Local cooperative grain handlers were faced with abrupt changes in export markets for

grains and oilseeds, shifts in Government policy, drought and volatile grain prices. Of the associations represented in this report, most adjusted successfully to changing economic conditions through sound financial management of long-term debt and operating capital. With substantial assistance in the latter half of the period from regional cooperatives, most of the locals even improved their economic position. AB

agriculture; cooperatives; economic aspects; economic conditions; finance; globalization; government relations; patronage; United States
technical report; evaluators
Research Implications: **; Practice Implications: **; Readability:

Cummins, D. E. 1994. "Wheat Grain Cooperatives Adjust to Challenges of 1980s, Poised for 1990s." USDA, Washington, D.C.

This report is based on a data gathered from annual surveys of grain marketing cooperatives between 1983 and 1991. It examines balance sheet and operating statement data to detail the physical and financial structure adjustments made by local first-handlers-of-grain cooperatives in the three major wheat areas -- Northern Plains, Southern Plains, and Pacific Northwest. Most associations represented in this report adjusted successfully to changing economic conditions through sound financial management. AB

agriculture; cooperative marketing; economic conditions; economic aspects; cooperatives ; innovation; finance
survey; evaluators
Research Implications: **; Practice Implications: **; Readability:

Dagan, Hanoch and Michael A Heller. 2001. "The Liberal Commons." *The Yale Law Journal* 110:549.

The article traces the history of Black multi-family owned farmer in the United States.

agriculture; United States; communally owned farms; African Americans

Dahl, Bruce L., David W. Cobia, and Frank J. Dooley. 1995. "Bulk Fuel Distribution Costs for Cooperatives in North Dakota." Department of Agricultural Economics, North Dakota State University, Fargo, ND:.

This study examines economic-engineering cost data to develop a simulation model to analyze the impact of sales density, size of sales area, sales volume, and equipment configuration on costs of bulk fuel delivery by cooperatives. AB

agriculture; cooperatives
theoretical with application in practice
Research Implications: **; Practice Implications: **; Readability

—. 1995. "Distribution Costs for Dry Fertilizer Cooperatives." Quentin N. Burdick Center for Cooperatives, Department of Agricultural Economics, North Dakota State University,, Fargo, ND:.

This study utilizes economic-engineering cost data and a simulation model to analyze the

impact of sales area size and volume and equipment configuration on costs of custom application of bulk fertilizer by cooperatives. AB

agriculture; cooperatives

theoretical with application in practice

Research Implications: **; Practice Implications: **; Readability:

Danson, M W. 1998. "Debates and Reviews." *Regional Studies* 32:759.

This article offers a review of local economic development and governance issues over the past twenty years.

local government; governance; local economic development; business development

Davis, Bob. 1995. "A Practical Guide to Creating a Revolving Loan Fund." *Management Quarterly* 36:24.

Examines the use of revolving loan funds by electric co-operatives as a tool for community economic development. Provides numerous suggestions on how such funds can be managed so as to limit risk yet remain effective. May be of interest to any co-operatives considering a role in community economic development. –AB

business loans; electric utilities; community economic development ; finance; capitalization

Davis, P. 1999. *Managing the Co-Operative Difference*. Geneva: ILO.

cooperatives; management

Davis, Peter. 2001. "The Governance of Co-operatives under Competitive Conditions: Issues, Processes and Culture." *Corporate Governance* 1:28.

Examines the debate on governance in co-operative organizations. Argues that professional managers are growing increasingly powerful and as a result, shaping the organizations they manage rather than following the direction put forward by elected boards. Suggests that managers should be developed who would support and work more in tune with boards of directors. –AB

governance; cooperatives; government relations; management

Davis, Peter and Steve Worthington. 1993. "Cooperative Values: Change and Continuity in Capital Accumulation - the Case of the British Cooperative Bank." *Journal of Business Ethics* 12:849.

The article looks at social responsibility in cooperative enterprises and the role of ethics and social change agendas in co-operatives.

cooperatives; social change; banks and banking; membership; social responsibility in business

Dawson, Steven L. 1993. "Cooperative Home Care Associates : History and Lessons." Home Care Associates Training Institute; Cooperative Home Care Associates, Bronx, NY.

health care cooperatives; health care administration

Dawson, S.L., P. Powell, and R. Surpin. 2000. "Closure: Co-Op Home Care of Boston, Accomplishments and Analysis." Paraprofessional Healthcare Institute, Bronx, NY.

health care cooperatives; health care administration; United States

Declerck, Francis. 1997. "Impact of Mergers and Acquisitions on Structure and Performance in the U.S. Food Industries in the 1980s." Pp. 153-170 in *Strategies and Structures in the Agro-Food Industries*, edited by J. Nilsson and g. v. Dijk. Assen, The Netherlands: Van Gorcum.

The objective of this article is to estimate whether high or excessive premiums are paid to acquire food companies, especially for companies in sectors with a high level of concentration taking into account the food industry specificities. AB

agriculture ; globalization; economic aspects; economic conditions; United States; theoretical focus

Research Implications: **; Practice Implications: *; Readability:

Deininger, Klaus W. 1993. "Cooperatives and the Breakup of Large Mechanized Farms: Theoretical Perspectives and Empirical Evidence." World Bank, Washington, D.C. Under conditions of large farm agriculture restructuring, the article explores the potential for cooperatives by comparing costs and benefits of cooperative organizational forms. Assesses the potential of agricultural production cooperatives in which production is undertaken jointly, the potential for service cooperatives which provide services in the areas of input supply, marketing, credit and technology. AB

agriculture; cooperatives ; cooperative marketing; economic aspects; economic conditions; globalization

technical report; theoretical focus with application in practice

Research implications: **; Practice Implications: **; Readability:

DeLind, L. B. 2002. "Place, Work, and Civic Agriculture: Common Fields for Cultivation." *Agriculture and Human Values* 19:217-224.

This paper develops the concept of "civic agriculture" and discusses its potential as an alternative strategy for food production, distribution and consumption, as well as for "grounding people in common purpose" with a sense of belonging to a particular place. The concept of "civic agriculture" is utilized to shape and legitimize development paradigms that oppose global, corporately-dominated food systems. The concept also widens the scope of agricultural related concerns, which tend to be strictly focused on production and capital efficiency, to a more holistic reconnection of people in place. A focus on "civic agriculture", thus, could move away from focus on economic benefits of

new marketing arrangements and institutions such as value-added cooperatives, CSAs, and farmer markets by promoting citizenship and environmentalism within both rural and urban settings not only through market-based models of economic behavior but through common ties of place. AB

agriculture; community economic development; community shared agriculture; democratic participation; economic development; environmentalism; new generation cooperatives; participation; rural economic development; social cohesion; sustainable development

theoretical focus

Research Implications: ***; Practice Implications: *; Readability:

Democracy, International Joint Project on Co-operative. 1995. *Making Membership Meaningful: Participatory Democracy in Co-operatives*. United Kingdom: BPC.

Dempsey, Jack J., Ashish A. Kumar, Bernard Loyd, and Loula S. Merkel. 2002. "A Value Culture for Agriculture: To Become High-Performing Businesses, Agricultural Coops Must Move Away from Their Traditional Role as Service Providers.(Statistical Data Included)." *The McKinsey Quarterly*:64-76.

article unavailable through the main library or online

; cooperatives; agriculture; statistics

Dijk, Gert van. 1997. "Implementing the Sixth Reason for Co-Operation: New Generation Cooperatives in Agribusiness." Pp. 94-110 in *Strategies and Structures in the Agro-Food Industries*, edited by J. Nilsson and g. v. Dijk. Assen, The Netherlands: Van Gorcum.

This paper discusses 5 reasons for the formation and existence of cooperatives in agribusiness, and suggests a sixth reason for cooperation in the context of a globalized economy, technological development, concentration in the food processing and retailing sectors, and heterogeneous consumer behavior. The response of co-operatives to these trends is twofold: the birth of NGC and the re-engineering of existing cooperatives. AB

agriculture; cooperative innovation; economic conditions; globalization; historical aspects; technological innovations; organization innovation; organizational change; new generation cooperatives

theoretical with application in practice

Research Implications: ***; Practice Implications: ***; Readability:

Dillon, D. 2002. "Delivering Value to Members." *Rural cooperatives* 69:22-26.
agriculture; United States; cooperatives

Directorate., Canada. Dept. of Indian Affairs and Northern Development. Research and Analysis. 2001. *Aboriginal Cooperatives in Canada : Case Studies*. Ottawa :: Minister of Public Works and Government Services Canada.

First Nations; Métis; cooperatives; cooperative development

Dobson, William D. and Robert A. Cropp. 1994. "The Dairy Marketing Initiative of Upper Midwestern Cooperatives." Pp. 185-200 in *Competitive Strategy Analysis for Agricultural Marketing Cooperatives*, edited by R. W. Cotterill. Boulder: Westview Press.

This paper evaluates the Dairy Marketing Initiative of Upper Midwestern Cooperatives that was created in 1991. The paper discusses: 1/the origins of the DMI, 2/progress to date on implementing the DMI, emphasizing possible joint ventures or Common Marketing Agencies for dairy products, and 3/what has been learned about the potential effectiveness of CMAs and other strategic alliances for improving cooperative and industry performance. FT

agriculture; cooperative innovation; joint ventures; strategic alliances; cooperative marketing; economic aspects
case study; evaluators
Research Implications: **; Practice Implications: **; Readability: **

Doucouliafos, Chris. 1995. "Worker Participation and Productivity in Labor-Managed and Participatory Capitalist Firms: A Meta-Analysis." *Industrial & Labor Relations Review* 49:58.

The article evaluates the productivity of various types of firms which have employee participation and ownership models. Profit sharing and worker participation in management are considered factors contributing to productivity.

worker cooperatives; employee ownership
evaluators; theoretical
research implications: ***; practice implications: *; readability: *

Douglas, David J. A. 1994. *Community Economic Development in Canada*. Toronto: McGraw-Hill Ryerson.

community economic development; cooperatives; rural economic development; Canada

Douwe van der Ploeg, Jan. 1993. "Strengthening Endogenous Development Patterns in European Agriculture."

agriculture; cooperatives; Europe; capitalization

Doyon, M. 2001. "Structural Change in the Canadian Dairy Industry and Implications for the Cooperatives: New Methods to Finance, Restructure and Internationalize." *Bulletin of the International Dairy Federation*:56-64.

Describes the changes occurring in the Canadian Dairy industry since 1983. These changes include scale and number of firms, and new multinational firms entering the market. Cooperatives have responded through consolidation and a new national presence.
-AB

agriculture; dairying; globalization; cooperative innovation
Research Implications: ***; Practice Implications: **; Readability

Doyon, Maurice. 2002. "An Overview of the Evolution of Agricultural Cooperatives in Québec." *Canadian Journal of Agricultural Economics* 50:497-510.

This article discusses the two dominant cooperatives in Québec, Coopérative fédérée and Agropur and differences in their evolution which has resulted in different business models. These business models have important implications in terms of their relationship with farmers' union, their sensitivity to policy changes, and their approach to capital access problems. AB

agriculture; historical aspects; business development; membership relations; policies ; government relations; business networks; capitalization
evaluators; comparative
Research Implications: ***; Practice Implications: **; Readability: ***

Duffy, Patt. 1995. "Reaching up the Chain: Farmalette Urges Coops to Pursue Food Processing Projects." *Year in Cooperation* 1:5.

agriculture; cooperatives; United States

Dunn, John R. 1993. "Cooperative Education Survey : Cooperatives' Version (Summary of Findings)." USDA, Agricultural Cooperative Service, Washington, DC.

cooperative education; membership; local economic development

—. 1996. "Non-Agricultural Cooperatives and Rural Development a Federal Perspective."

rural and remote areas; cooperatives; rural economic development; community economic development

Dunn, John R, Anthony C. Crooks, Donald A. Federick, Tracey L. Kennedy, and James J. Wadsworth. 2002. "Agricultural Cooperatives in the 21st Century." USDA, Washington, D.C.

This report identifies challenges and opportunities facing farmer cooperatives and offers strategies to increase their chances of success. The external and internal forces faced by cooperatives are examined leading to priority issues that cooperative members, leaders, and advisers need to address. The areas covered included the changing external and internal competitive environment, cooperative principles, structure of cooperative systems, governance and finance. Also addressed are issues associated with educational efforts and institutional mechanisms, such as public policy and government-sponsored support programs. The report ends with the following recommendations to all farmer cooperatives regardless of size, commodity involvement or business setting: accept and embrace change, be guided by competent directors, maintain a solid equity base, emphasize education, seek efficient structures, forge a strong public policy presence, and

make decisions based on cooperative principles. FT

agriculture; boards of directors; business development; cooperatives ; innovation;
democratic participation; economic conditions; governance; equity; education;
government relations; leadership; management; member education; member
participation; new generation cooperatives ; policy; share structure; strategic alliances;
United States
technical report; theoretical with application in practice
Research Implications: ***; Practice Implications: **; Readability: ***

Dybas, Cheryl Lyn (2002) In the Sea, No Fish is an Island. *BioScience*, February 2002, 52 (2),
124 – 127.

This article takes a look at ecosystem (over)fishing and contemplates the possibilities for
community-based fisheries/ecosystem management as a better way to manage and sustain
resources. There is only cursory mention of co-operatives but it is significant in terms of
the author's thesis.

fisheries, sustainable development
theoretical with application focus
research implications: *; practice implications: *

Dyck, Bruno. 1994. "Build in Sustainable Development and They Will Come: A Vegetable Field
of Dreams." *Journal of Organizational Change Management* 7:47.

This article focuses on three approaches to sustainable development in the agri-food
industry. Strategic choice theory and equilibrium paradigm demonstrate how ideology
influences organization design. This theoretical framework is utilized to compare the
current agri-food system with community shared agriculture (CSA) and the Seikatsu Club
in Japan. The current agri-food system protects the environment by regulating the use of
environmentally unfriendly agricultural practices and chemicals. The Seikatsu Club
provides economic incentives for farmers to emphasize sound ecology. CSA values
ecological and economic concerns equally, with an additional emphasis on social justice.
Implications for future research on sustainable development are discussed. AB

agriculture; community shared agriculture; environmentalism; membership; organic
agriculture; organization; organizational change; sustainable development
theoretical focus
Research Implications: ***; Practice Implications: *; Readability:

Egerstrom, Lee. 1994. *Make No Small Plans : A Cooperative Revival for Rural America*.
Rochester, Minn.: Lone Oak Press.

agriculture; cooperatives; rural economic development; cooperative development; rural
and remote areas; United States

Egerstrom, Lee, Pieter Bos, and Gert Van Dijk. 1996. *Seizing Control: The International Market Power of Cooperatives*. Rochester, Minnesota: Lone Oak Press.

This book is a collection of interviews with experts in cooperative business from various countries. The purpose of the book was to broaden and deepen discussions on the future of cooperatives within an international framework. The book includes parts assessing change in the global food system and its impact on farmers, assessing cooperative strengths when approaching change, perspectives on change and global market power, and defining local farm and community interests in new, global markets. FT

agriculture; cooperatives ; innovation; globalization; organizational innovation; organizational change; social aspects; Sweden; Denmark; Germany; United States; comparative; evaluators; theoretical with application in practice
Research Implications: ***; Practice Implications: ***; Readability: ***

Emerson, Dan. 2003. "Eco-Industrial Parks Can Rebuild Local Economies." *In Business* 25:14.

sustainable development; community economic development

Employee Ownership Options. 1999. "Externalisation of Public Services."

employee ownership; worker cooperatives; public services administration

Enright, Michael J. and Jeffrey M. Cohn. 1994. "Finn Coop Pellervo." Harvard Business School. Discusses how Finland's three largest cooperative meat companies could best face European competitors with Finland's entry into the EEA and eventual entry in the EC. Examines whether efficiency is best achieved through competition or cooperation. AB

agriculture; cooperatives; economic aspects; economic conditions; cooperation ; globalization; policies; Europe
case study; theoretical focus with application in practice
Research Implications: **; Practice Implications: **; Readability:

Entrena, Francisco and Eduardo Moyano. 1998. "Reactions of Spanish Farm Cooperatives to Globalization: Ideal Discourse Types." *Journal of Rural Cooperation* 26:21-35. This article builds a typology of the ideological discourses which guide and legitimize different, and often contradictory, reactions of Spanish farm cooperatives to globalization. The authors identify 4 ideal type discourses which reside along a continuum between egalitarian mutualism and efficiency and managerial competitiveness. AB

agriculture ; cooperation; cooperatives; globalization; membership; social aspects; Spain
case study ; theoretical focus
Research Implications: ***; Practice Implications: **; Readability:

Erickson, J. 1996. "Harvest States Investment Plan Offers Producers Value-Added Opportunities." *Rural Cooperatives* 63:4-5.

cooperatives; agriculture; United States; finance; capitalization; membership; processing

Ettlinger, Nancy. 1994. "The Localization of Development in Comparative Perspective." *Economic Geography* 70:144.

government; public services; business development; partnerships; community economic development; economic development

European Commission. 1997. "Today's Cooperatives: A New Form of Agricultural Organization in Nis." European Commission, Office for Official Publications of the European Communities, Brussels, Belgium.

Eversull, E. Eldon. 1999. "Local Farm Supply, Marketing Cooperatives Financial Trends: Changes in the 1990s." USDA, Washington, D.C.
The report compares the financial statements of 208 local cooperatives from 1991 through 1997. Trends of major balance sheet and income statement items as well as financial ratios are presented for four cooperative sizes and types. Membership or affiliation with a regional cooperative appeared to be important to the studies cooperatives as source of supplies, marketing opportunities, or needed seasonal capital. Patronage refunds from regional cooperatives equaled nearly 2 percent of net sales and provided an important source of income. Financial ratio analysis showed an increase in debt used by local cooperatives most likely fueled by a strong growth in the national economy and low interest rates. Cash patronage refunds from the locals to farmers remained at historic levels also providing income to members when crop prices were low.
FT

agriculture; cooperatives; finance; economic aspects; economic conditions
technical report; comparative; evaluators
Research Implications: **; Practice Implications: *; Readability: **

—. 2001. "Crop Protectant Operations of Local Farm Supply and Marketing Cooperatives." USDA, Washington, D.C.

This report analyzes crop protectant operations of 382 local farm supply and marketing cooperatives. Crop protectant sales trends for these cooperatives during the past 9 years were compared to a prior 1996 fertilizer survey. The local cooperative studied generally had a strong growth in crop protectant sales, almost 11 percent per year from 1991 to 1999. Most cooperatives applied protectant for farmers and agronomy specialists were often employed by local cooperatives and many cooperatives provided a record service to track the farmer's use of crop protectant. The use of GPS/GIS technology has been championed by local agricultural cooperatives although it is used most often by larger cooperatives and cooperatives located in the Corn Belt. FT

agriculture; cooperatives; cooperative marketing; United States
survey; evaluators; comparative

Research Implications: **; Practice Implications: **; Readability: ***

Eversull, E. Eldon and John R. Dunn. 1995. "Petroleum Cooperatives, 1993." USDA.
Outlines challenges to cooperatives in the petroleum industry and new opportunities. AB

agriculture; cooperatives
technical report ; application focus; evaluators
Research Implications:; Practice Implications: ; Readability:

Ezekiel, Emanuel J. and Allan S. Brett. 1993. "Managed Competition and the Patient-Physician Relationship." *The New England Journal of Medicine* 329:879-883.
This article looks at the Clinton administration changes to the health care system in the United States and in particular, health insurance purchasing co-operatives.

health care administration; health care cooperatives; political aspects; United States;
medical insurance

Fairbairn, Brett. 1995. "Values and Obligations: Towards a Moral Ecology of Co-Operation." in
Canadian Association for Studies in Cooperation Annual Meeting. Montreal.

cooperatives; local economic development; community economic development; rural
economic development; social development; social aspects; Canada

—. 1996. "The Meaning of Rochdale: The Rochdale Pioneers and the Co-Operative Principles." in
Occasional Paper Series. Saskatoon: Centre for the Study of Cooperatives.
This paper explores the history of Rochdale and how its history and meaning has
changed through time. FT

cooperation; historical aspects
historical work
Research Implications: **; Practice Implications: ***; Readability: ***

—. 1997. "Principles of Organizational Restructuring in Rural Organizations: Co-operatives." in
Changing Rural Institutions: A Canadian Perspective, edited by R. C. Rounds. Brandon,
MB: Canadian Rural Restructuring Foundation.

cooperatives; organizational structure; rural economic development; community
economic development; membership; rural and remote areas; Canada

—. 1998. "A Preliminary History of Rural Development Policy and Programmes in Canada 1945-
1995."

rural economic development ; community economic development; social development;
government relations; policies; Canada; rural and remote areas

- 1999. "Prairie Connections and Reflections: The History, Present, and Future of Co-Operative Education." Centre for the Study of Co-operatives, University of Saskatchewan, Saskatoon.

The purpose of this paper is reflect upon co-operative education by drawing connections between the Canadian Prairies during the a particular time in the evolution of North America's large coops, and the trajectory and possibilities of co-operative education in the present. The author draws on two themes: trust and agency. FT

agriculture; cooperation; cooperatives ; innovation; leadership; education; membership education; historical aspects; social aspects; Saskatchewan proceeding; comparative; evaluators

Research Implications: **; Practice Implications: ***; Readability: ***

- 2000. "Raiffeisen and Desjardins: Cooperative Leadership, Identity, and Memory." Pp. 13-27 in *Canadian Co-operatives in the Year 2000: Memory, Mutual Aid and the Millennium*, edited by B. Fairbairn, I. MacPherson, and N. Russell. Saskatoon: Centre for the Study of Cooperatives, University of Saskatchewan.

This article seeks to construct a collective memory of two key leaders in the birth of the cooperative movement in Canada and Germany. AB

historical aspects; leadership; membership relations; cooperation; social aspects; Germany; Canada

historical work; theoretical with application in practice

Research Implications: ***; Practice Implications: ***; Readability: ***

- . 2000. "Ordinary and Exceptional: Leadership in Prairie Consumer Co-operatives, 1914-1945." Pp. 80-95 in *Canadian Cooperatives in the Year 2000: Memory, Mutual Aid and the Millennium*, edited by B. Fairbairn, I. MacPherson, and N. Russell. Saskatoon: Centre for the Study of Cooperatives, University of Saskatchewan.

This essay details cooperative leadership through two examples of cooperative development in the Prairie consumer co-operative movement between 1914 and 1945.

FT

historical aspects; cooperation; membership ; leadership; consumer cooperatives; Prairies historical work; comparative

Research Implications: **; Practice Implications: **; Readability: ***

- . 2003 *Living the Dream: Membership & Marketing in the Co-operative Retailing System*. Centre for the Study of Co-operatives, University of Saskatchewan, Saskatoon.

cooperatives
member relations
marketing
consumer cooperatives

- 2003. "The Role of Farmers in the Future Economy." Centre for the Study of Co-operatives, University of Saskatchewan, Saskatoon.

This booklet discusses the new role of farmers, including perceptions of that role, in the

changing agricultural economy. FT

agriculture; innovation ; globalization

proceeding; theoretical with application in practice

Research implications: ***; Practice implications: ***; Readability: ***

----. 2003. *Three Strategic Concepts for the Guidance of Co-operatives: Linkage, Transparency, and Cognition*. Saskatoon: Centre for the Study of Co-operatives, University of Saskatchewan.

This booklet outlines three strategic ideas for cooperative guidance with relevance to discussions of cooperative strategies and new structures. Looks for new language and ways of understanding cooperative approaches to business and society. FT

cooperation; management; governance; social aspects; economic aspects; membership; cooperatives ; innovation; organizational structure

theoretical with application in practice

Research Implications: ***; Practice Implications: ***; Readability: ***

Fairbairn, B, M. Fulton, L. Hammond Ketilson, P. Krebs, and M. Goldblatt. 1993. "Co-Operative Enterprise Development in Canada: An Action Plan." CCA/CCA/Co-operatives Secretariat Steering Group, Centre for the Study of Co-operatives, Saskatoon,.

This two volume publication includes an executive summary which outlines the study findings that describe the successes and challenges to co-operative development, and provides recommendations for various co-operative players to undertake to advance co-operative development. The second volume is a full list of resources and case studies.

cooperatives; cooperative development; Canada

Fairbairn, Brett, Laureen Gatin, Garry Cronan, and Jayo Wickremarachichi. 2000. *Co-Operative Development and the State: Case Studies and Analysis*. Saskatoon, SK: Centre for the Study of Co-operatives.

cooperatives; Canada; Australia; cooperative development ; government relations case study

Research implications: ***; Practice implications: ***; Readability: ***

Fairbairn, Brett, Lou Hammond Ketilson, and Peter Krebs. 1997. "Credit Unions and Community Economic Development." Centre for the Study of Co-operatives, Saskatoon.

This report examines the role of credit unions in community economic development. It details how Saskatchewan credit unions have pursued a number of activities that are related to community economic development, credit unions interest in making a larger commitment to community economic development because their future is tied to the future of their communities, and the many practical ways that credit unions can become more active. FT

credit unions; community economic development; member relations; membership technical report; application focus

Research Implications: **; Practice Implications: ***; Readability: ***

Faulkner, David and Mark De Rond. 2000. "Cooperative Strategy: Economic Businesses and Organizational Issues."

strategic alliances; management; organizational structure; trust; cooperation

Featherstone, A. M. and M. H. Rahman. 1996. "Nonparametric Analysis of the Optimizing Behavior of Midwestern Cooperatives." *Review of agricultural economics* 18:265-273. This article examines the behavioral objective for modelling cooperatives using Varian's (1985) nonparametric methodology to test whether behavior of agricultural supply and marketing cooperatives is more consistent with profit maximization or cost minimization. Consistency with profit maximization and cost minimization was also examined under monotonic, nonregressive technical change. 20 midwestern cooperatives were examined with results suggesting the behavioral objective of these cooperatives is more consistent with cost minimization than profit maximization. Results, however, also demonstrate that the behavioral objectives may vary by cooperative. AB

agriculture; cooperatives; economic aspects; United States
theoretical focus

Research Implications: **; Practice Implications: *; Readability: *

Fine, Helene S. 1994. "Participant Action Research: A Case Study of Community Economic Development in Chicago." *Public Administration Quarterly* 18:35.

urban economic development ; community economic development; United States;
community participation; organizational change; organizational structure
case study

Fink, Rodney. 1999. *Golden Triangle Energy Cooperative, Inc. Ethanol Plant*. Macomb, IL: Illinois Institute for Rural Affairs.

This case study details the development of Golden Triangle Energy Cooperative including the potential benefits, risks, and state incentives. Land acquisition, financing, engineering, and construction for the plant are in the final stages at the time of writing. FT

agriculture; cooperative; new generation cooperatives; business development
case study; evaluators

Research Implications: **; Practice Implications: **; Readability: ***

Fink, Rodney J. 2000. "South Dakota Soy Bean Processors." in *New Generation Cooperatives: Case Studies*. Macomb, IL: Illinois Institute for Rural Affairs, Western Illinois University.

South Dakota Soybean Processors, Inc (SDSP) of Volga South Dakota is a successful new generation cooperative composed of more than 2,100 producers from Iowa, Minnesota, North Dakota, and South Dakota. Planning for the co-op began in 1992 with a feasibility study sponsored by the South Dakota Soybean Research and Promotion

Council and by late 1993 a group of soybean producers established South Dakota Soybean Processors. Production began in late 1996. In 1999 SDSP moved to add more value to its members soybeans through a partnership with Urethane Soy Systems Co., Inc a manufacturer of SoyOyl which utilizes crude soybean oil as the base for countless industrial products. The study outlines the organization structure, community economic impact, and concludes with lessons learned from this process. FT

agriculture; rural economic development; cooperatives; equity; finance; governance; new generation cooperatives; organizational structure; United States
case study; evaluators; application focus
Research Implications: **; Practice Implications: ***; Readability: ***

- 2000. "Sunrise Energy Cooperative." in *New Generation Cooperatives: Case Studies*. Macomb, IL: Illinois Institute for Rural Affairs, Western Illinois University.
This case study of Sunshine Energy Cooperative (SEC) located in Benton County east-central Iowa details the history of this ethanol farmer-owned cooperative. The co-op was formed on May 30, 1995 (date of incorporation) and started operation on November 25, 1999. The concept behind the ethanol plant is an integrated energy farm where the ethanol plant produces ethanol, heat, carbon dioxide and animal feed. The heat is then used in an aquaculture facility for raising commercial fish, carbon dioxide is furnished to a commercial greenhouse and high protein feed is fed to the cattle. Methane can be captured from anaerobic digestion of cattle manure and used as a supplemental source of energy. The digested manure can be sold or used to fertilize corn or cellulose feedstock for ethanol. The article then discusses the formation of the co-op, its organizational structure including stock categories and ownership, patronage distributions, and financing activities. The economic impact on the surrounding area is also considered. Lessons learned from the creation of the ethanol cooperative include: there must be a vision and desire to generate a new program for adding value to agricultural commodities, promoters must learn and understand the steps in forming an organization that conforms with local and state laws, promoter must be ready to hire professional help, creating an accurate business plan that can be used in acquiring capital is a necessity, the project must be financed adequately, promoters must consider selecting a PDC for the construction phase and possibly initial management phase, the product flow from producer to plan must be visualized so as to avoid unnecessary handling difficulties, networking with other coops to share information and work together to add value to farmer's commodities is a good idea. FT

agriculture; capitalization; cooperation; cooperatives ; innovation; governance; equity; new generation cooperatives; rural economic development
case study; application focus
Research Implications: **; Practice Implications: ***; Readability: ***

- Finlay, William. 2000. "Organizational Participation: Myth and Reality." *Administrative Science Quarterly* 45:628.

social cohesion; member participation; membership; trust; social capital

- Fitzpatrick, Glen. 2001. "Rural Revitalization in Newfoundland and Labrador: NLFC

Reconfigures Co-Op Development to the Immediate Needs of Local Agencies." *Making Waves* 12:21-23.

The article describes initiatives to improve CED work in Newfoundland and Labrador and to improve the potential for co-operative development as part of CED initiatives.

community economic development; cooperatives; Newfoundland and Labrador
Research implications: ; Practice implications: *; Readability: **

Flinchbaugh, B. L., C. L. James, C. A. Kraenzle, C. C. Adams, K. C. DeVille, J. E. Penn, R. M. Richardson, and R. E. Torgerson. 1996. "Big-Picture Perspectives." *American Cooperation* 11:121-154.

This volume contains a series of papers looking at the current trends in the agricultural sector and how these trends and changes are changing co-operative enterprises.

cooperatives; policies; governance; United States; capitalization; globalization;
organizational structure; organizational change; agriculture

Flora, Cornelia Butler. 1995. "Social Capital and Sustainability: Agriculture and Communities in the Great Plains and Corn Belt." in *Research in Rural Sociology and Development: Sustaining Agriculture and Rural Communities*, edited by H. K. Scharzwiller and T. A. Lyson. Greenwich, CN: JAI Press.

agriculture; sustainable development; social capital; social cohesion; United States; rural economic development

Flora, J. L. 1996. "New Cooperatives, Community and Entrepreneurial Social Infrastructure." *unpublished paper*.

cooperatives; rural and remote areas; agriculture; United States; social capital;
cooperative development ; community economic development

Flora, Jan L. 1998. "Social Capital and Communities of Place." *Rural Sociology* 63:481-506.

social capital; community economic development; rural economic development; United States

Flora, Jan L. and et al. 1997. "Entrepreneurial Social Infrastructure and Locally Initiated Economic Development in Nonmetropolitan United States." *The Sociological Quarterly* 38:623-645.

cooperative development ; business development; community economic development;
rural economic development; rural and remote areas

Food and Agriculture Organization. 1994. "Reorienting the Cooperative Structure in Selected Eastern European Countries. Summary of Case-Studies." Rome, Italy.

agriculture; cooperatives; organizational structure; innovation; organizational change;
Europe
case study

Fosson, J. P. 1998. "Relief Services." *Informatore Agricolo* 14:20-21.

This article explores a co-operative model to provide farm relief labourers for a variety of agricultural enterprises.

worker cooperatives; agriculture; production cooperatives; policies; laborers;

Foundation, Plunkett. 1996. "The Financing and Taxation of Cooperatives in the United Kingdom Covering the Following Sectors: Agriculture, Community, Consumer, Housing and Worker." The UK Co-operative Council, Manchester, UK.

The two objectives of this report are 1/ to provide relevant and implementable guidance on the subject to both those directly involved in cooperatives and those providing advice to cooperatives, and 2/to be useful to policy makers seeking to develop a positive framework for the growth and development of cooperative forms of enterprise. The report is divided into 5 sections: 1/is an introduction; 2/deals with issues that underlie all of the matters which are relative to financing and taxation of cooperatives, 3/outlines issues relative to the taxation of cooperatives, 4/deals with matters that are specific to a particular cooperative sector, 5/ provides practical guidance on financing a catalogue of options on the topic to those considered with the direction and operation of co-operatives.
FT

agriculture; consumer cooperatives; housing; cooperatives; worker cooperatives;
taxation; finance; policies; United Kingdom
technical report; application focus
Research Implications: **; Practice Implications: ***; Readability: ***

—. 1999. *Directory of Agricultural Cooperatives and Other Farmer Controlled Businesses in the United Kingdom*. Oxford: Plunkett Foundation.

agriculture; cooperatives; United Kingdom

Fulton, Joan and Wictor L. Adamowicz. 1993. "Factors That Influence the Commitment of Members to Their Cooperative Organization." *Journal of Agricultural Cooperation* 8:39-53.

This article reviews empirical and theoretical research on factors that influence the commitment of members to their cooperative organization. The cooperative members decisions regarding patronage are then described in terms of a random utility model. This research is based on surveys of large grain marketing cooperatives. AB

agriculture; cooperative marketing; membership; member relations; patronage;
participation
survey; evaluators
Research Implications: ***; Practice Implications: ***; Readability:

Fulton, Joan R. and Michael Keenan. 1997. "State Cooperative Councils: What Are the Local Member Cooperatives Looking For?" *Journal of Cooperatives* 12:35-46.

This paper outlines the specific challenges that state councils are experiencing in the changing agribusiness environment. The results from a survey of the Colorado Cooperative Council are presented, logit analysis is performed to identify the factors contributing to the cooperatives satisfaction with the state council and cooperatives' use of the council's services. Concludes with recommendations for state councils.

agriculture; government relations; cooperatives; membership ; globalization; United States

survey; evaluators

Research Implications: **; Practice Implications: **; Readability:

Fulton, Joan R. and Robert P. King. 1993. "Relationships among Information Expenditure, Economic Performance, and Size in Local Grain Marketing Cooperatives in the Upper Midwest." *Agribusiness* 9:143-158.

This article examines the performance of grain marketing cooperatives based on 4 factors: strategic decisions at the local level about elevator size, number of locations, grain handling facilities, and information expenditures. The authors also explore the effects of technological change, potential size economies in information acquisition and processing relative to elevator size decisions. AB

agriculture; cooperative marketing; management; technological innovation
evaluators; comparative

Research Implications: **; Practice Implications: ***; Readability:

Fulton, Joan R., Michael P. Popp, and Carolyn Gray. 1996. "Strategic Alliances and Joint Venture Agreements in Grain Marketing Cooperatives." *Journal of Cooperatives* 11:1-14.

Strategic alliances and joining venture agreement are analyzed by using the prisoners' dilemma and assurance problem models of game theory. This paper generates hypotheses regarding the factors contributing to the success/failure of the agreement are formulated and evaluated using data from interviews with managers of grain marketing cooperatives in Eastern Colorado. AB

agriculture; economic aspects; joint ventures; strategic alliances; cooperative marketing
theoretical with application in practice

Research Implications: ***; Practice Implications: **; Readability:

Fulton, Murray. 1995. "The Future of Canadian Agricultural Cooperatives: A Property Rights Approach." *American Journal of Agricultural Economics* 77:1144-53.

Fulton examines changes in technology and societal values which are leading to agricultural industrialization and increasing individualism. He examines whether cooperation and collective action are possible in conditions of increasing individualism. Fulton also links cooperation and individualism to property rights theory. By examining the underlying values of property rights theory, he critiques this theory. Through this analysis, Fulton focuses on the obstacles and hurdles that agricultural cooperatives are

facing. FT

agriculture ; cooperation; cooperatives; economic aspects; membership; social aspects;
organization

theoretical with application in practice

Research Implications: ***; Practice Implications: **; Readability: **

Fulton argues that as an organizational form, cooperatives face obstacles that exist in the larger society and economy of which cooperatives are a part.

- 1997. "Trends in Saskatchewan Agriculture and the Need for Cooperative Ownership of Processing Facilities and Input Activities."

agriculture; cooperatives; cooperative development; new generation cooperatives;
producer cooperatives; Saskatchewan

- 1997. "A Discussion Paper on Canadian Wheat Board Governance." Centre for the Study of Cooperatives, Saskatoon.

This paper argues that substantial change in the governance of the CWB is urgently needed to provide farms with both voice and control. Without these elements, the author argues, that farmers are unlikely to continue to support the organization. AB

agriculture; cooperative marketing; citizen participation; government relations
technical report ; application focus

Research Implications; **; Practice Implications: **; Readability: ***

- 2000. "A Systems Approach to the Challenges Facing Cooperative Education and Cooperatives." Pp. 286-297 in *Canadian Cooperatives in the Year 2000: Memory, Mutual Aid and the Millennium*, edited by B. Fairbairn, I. MacPherson, and N. Russell. Saskatoon: Centre for the Study of Cooperatives, University of Saskatchewan.

This paper analyzes cooperatives and cooperative education as part of a network or complex system. From this perspective, the paper also examines the importance of cooperative education in the emergence of the knowledge economy and the structural change that this economy is setting off in such sectors as agriculture and financial services. FT

agriculture; cooperative innovation; globalization; membership; member relations;
member education; social change; social aspects

theoretical with application in practice

Research Implications: ***; Practice Implications; **; Readability: ***

- Fulton, Murray and Don Buckingham. 1997. "Caring for Markets: Compliance, Adjustment and the Law." Centre for the Study of Co-operatives, Saskatoon.

This paper examines why people in society comply with rules and regulations, particularly when these rules and regulations deal with common property. The common property discussed in this paper is the CWB. AB

agriculture; cooperation; cooperative marketing

technical report; theoretical with application in practice
Research Implications: **; Practice Implications: **; Readability: ***

Fulton, Murray and Konstantinos Giannakas. 2001. "Organizational Commitment in a Mixed Oligopoly: Agricultural Cooperatives and Investor-Owned Firms." *American Journal of Agricultural Economics* 83:1258-1264.

The purpose of this article is to examine the issue of member commitment in the context of a mixed oligopoly where co-ops and investor-owned firms (IOFs) compete with each other in supplying a consumer good. The article presents a simple theoretical model of a mixed duopoly in which consumers differ in their attitudes towards co-ops and IOFs. The article discusses the implication of the model for understanding the challenges currently facing co-ops. FT

agriculture; membership; membership relations; globalization; economic aspects
theoretical with application in practice
Research Implications: ***; Practice Implications: **; Readability: **

Fulton, Murray and Julie Gibbings. 2000. "Response and Adaptation: Canadian Agricultural Cooperatives in the 21st Century." Centre for the Study of Cooperatives, University of Saskatchewan, Saskatoon.

This report is part of a larger report, Canadian Agricultural Cooperatives: Critical Success Factors in the 21st Century, commissioned by the Canadian Co-operative Association and Le Conseil Canadien de la Coopération and funded by the Canadian Adaptation and Rural Development (CARD) Fund. This report utilizes a systems approach to assess factors in the success and failure of cooperative responses and adaptations to changes in agriculture. Case studies provided.

agriculture; cooperatives ; innovation; cooperative conversions; economic conditions; globalization ; governance; mergers and acquisitions; organizational change; organization innovation; social aspects
case study; comparative; evaluators
Research Implications: ***; Practice Implications: ***; Readability: ***

Fulton, Murray and Kim Sanderson. 2003. *Cooperatives and Farmers in the New Agriculture*, Edited by O. P. Series. Saskatoon: Centre for the Study of Cooperatives.

This paper explores the implications of changes in the agri-food system for farmers and agricultural cooperatives. The paper outlines transformations underway in the food and agricultural system, and provides details on the changes that are taking place in the grain and livestock sectors. The paper then considers the impact of these changes on farmers and on agricultural cooperatives. Two issues are analyzed in detail -- the greater dependence of farmers with other players in the food system, and the increased emphasis on quality. FT

agriculture; membership; member relations; technological innovations; information technology; government relations
occasional paper; theoretical with application in practice
Research Implications: ***; Practice Implications: **; Readability:

Fulton, Murray and James Vercammen. 1995. "The Distributional Impacts of Non-Uniform Pricing Schemes for Cooperatives." *Journal of Cooperatives* 10:18-32.
This paper explores the role of non-uniform pricing in generating efficient outcomes and to examine the distributional effects of simple non-uniform pricing schemes. AB

agriculture; economic aspects
theoretical with application in practice
Research Implications: ***; Practice Implications: ***; Readability

—. 1997. "Dual Marketing and Decisions Facing Western Canadian Farmers for Wheat and Barley Marketing: A Brief to the Western Grain Marketing Panel." Centre for the Study of Co-operatives, Saskatoon.
This paper is one of a larger series Research on Co-operatives and the Canadian Wheat Board: The Linkages in Theory and Practice. This specific paper argues that a dual market in Western Canada for wheat and barley would not be sustainable. Evidence from California coops is provided.

agriculture; cooperatives; cooperation; economic aspects; economic conditions
technical report; comparative; evaluators
Research Implications: **; Practice Implications: ***; Readability:

Fulton, Murray, James Vercammen, and Richard Gray. 1997. "Producer Coalition Stability within Price Discriminating Central Selling Agencies: Implications for the Canadian Wheat Board." Centre for the Study of Cooperatives, Saskatoon.
This paper explores the inefficiencies that arise in an "open market" system of selling from differentiated agricultural markets (arising from different prices existing in different markets) and different producer groups that are located different distances from the markets. The paper suggests that while coordination is beneficial, one reason for the dissatisfaction with the CWB is the payment mechanism does not ensure that the benefits are appropriately distributed. The paper also indicates that the removal of the WGTA is a likely cause of producer dissatisfaction with the CWB because finding a payment mechanism that ensures the stability is more difficult when producers' transportation costs are higher. AB

agriculture; cooperation; economic aspects; grain transportation; cooperative marketing; government relations
technical report; theoretical with application in practice
Research Implications: ***; Practice Implications: **; Readability

Fulton, Murray E. 2001. *New Generation Co-Operative Development in Canada*. Saskatoon :: Centre for the Study of Co-operatives, University of Saskatchewan,
The purpose of this booklet is to examine why NGCs developed and why they need to be encouraged. The paper explores the factors that influenced NGC development in the US and why their development in Canada has been slower. The paper also documents how NGC has adapted and evolved, and some of the challenges they face. FT

agriculture; cooperatives; cooperative innovation; economic conditions; new generation

cooperatives; government relations

evaluators; comparative

Research Implications: **; Practice Implications: ***; Readability: ***

Fulton, M. E., J. R. Fulton, J. S. Clark, and C. Parliament. 1995. "Cooperative Growth: Is It Constrained?" *Agribusiness* 11:245-261.

From a theoretical and empirical perspective this article explores the question of cooperative growth. Drawing on total assets as a form of measuring cooperative size, the authors examine long-term, time-series data from seven of the largest regional agricultural cooperatives in Canada and the United States. From a theoretical perspective, the authors then examine the issue of growth by integrating literature on investor-orientated firm growth with literature on cooperative growth. The empirical analysis suggests that for six of the seven cooperatives long-term growth is independent of its size, and that cooperative growth rates in the sample are low. AB

agriculture; cooperatives; economic aspects

evaluators ; theoretical with application in practice

research implications: ***; practice implications: **; readability:

Galle, Ruud. 1997. "The International Cooperative as a Partnership: Legal Aspects." Pp. 20-30 in *Strategies and Structures in the Agro-Food Industries*, edited by J. Nilsson and G. v. Dijk. Assen, The Netherlands: Van Gorcum.

This paper looks at the question of whether the cooperative structure inhibits participation in the process of internationalization, what legal instruments are available, and what the anti-trust law implications might be. The new European Cooperative Society and the proposed European Commission are discussed. AB

agriculture; globalization; law and legislation

case study

Research Implications: **; Practice Implications: **; Readability:

Garven and Associates Ltd.. 1995. "An Investment Strategy for Indian-Owned Band Farms: Final Report." Garven and Associates Ltd., Saskatoon, SK.

This report examines the history and potential for Indian-owned Band farms in Western Canada. The report does not consider the co-operative model as a potential organizational structure but it does provide important organizational, capitalization, management, and commercial viability considerations for such enterprises given the unique political and legal environment of First Nations Bands.

band-owned businesses; business development; Canada; First Nations

feasibility study

Gehrke, Brad C. and James Matson. 2000. "Is a National Pork Marketing Cooperative Viable? A Case Study of Pork America within the Context of Structural Change in the US Pork Industry." in *NCR-194 Annual Meeting*. Las Vegas, Nevada.

This paper examines the historical background for the formation of Pork America the first livestock-marketing cooperative that has been organized with a direct nation-wide

membership base. A single-case descriptive study approach is used to demonstrate that the formation of a pork marketing cooperative with a national membership and marketing scope is a viable alternative to merging local and regional cooperatives to realize economies of size and scope necessary to compete in the pork industry. The case study describes the formation of Pork America within the context of historical, current, and expected pork industry structure and market conditions. The structural and market conditions suggest that the national scope of Pork America is both a viable and desirable achievement. AB

agriculture; cooperatives; cooperative marketing; economic conditions; economic aspects; government relations; globalization; cooperatives ; innovation; organization change; pork industry; United States
case study; proceeding; theoretical with application in practice
Research Implications: ***; Practice Implications: **; Readability:

Gent, Derek. 2001. "CED...A Growth Strategy for Credit Unions." *Making Waves* 12:25-28.
The article describes the various roles for Credit Unions in CED work in their communities. The Assiniboine Credit Union in Winnipeg, MB and the Saskatoon Credit Union are highlighted as examples of credit unions participating in innovative CED work.

Winnipeg; Saskatoon; banks and banking; credit unions; community economic development; social responsibility in business

Gentzoglani, Anastassios. 1997. "Economic and Financial Performance of Cooperatives and Investor-Owned Firms: An Empirical Study." Pp. 171-182 in *Strategies and Structures in the Agro-Food Industries*, edited by J. Nilsson and G. v. Dijk. Assen, The Netherlands: Van Gorcum.

This paper compares the financial and economic performance of dairy cooperatives and investor-owned firms in Canada for the period 1986-1991 and compares the results to the ones obtained in comparable European studies. The results demonstrate little difference in performance in terms of profitability, productivity, and the use of new technologies, and some difference in terms of liquidity and working capital. AB

agriculture; finance; economic aspects; economic conditions; dairying; Europe; Canada evaluators; comparative
Research Implications: **; Practice Implications: **; Readability

Gerber, Allen. 1996. "The Practical Approach to New Generation Cooperatives: An Exchange of Cooperative Experience from Renville, Minnesota." St. Paul: Minnesota Association of Cooperatives.

agriculture; cooperatives; Minnesota; new generation cooperatives

Gertler, Michael E. 1993. *Institutionalized Relations and Structural Change in the Processing Vegetable Industries of Ontario and New York*. Ann Arbor, MI: University Microfilms International.

agriculture; cooperatives; rural economic development; produce

- 2001. "Rural Cooperatives and Sustainable Development." Centre for the Study of Cooperatives, Saskatoon.

This paper is a preliminary analysis into the structural, economic, social, cultural and political factors that affect the ability of co-operatives to implement environmental management and sustainable development. This research is based on empirical observation in Costa Rica, Chile, and Canada. AB

cooperatives; social aspects; political aspects; economic aspects; sustainable development; Canada; Chile; Costa Rica

technical report; theoretical with application in practice

Research Implications: ***; Practice Implications: ***; Readability: ***

- Gertler, Michael E., JoAnn Jaffe, and Lenore Swystun. 2002. *Beyond Beef and Barley : Organizational Innovation and Social Factors in Farm Diversification and Sustainability*. Saskatoon: Centre for the Study of Cooperatives.

This research report examines agricultural diversification in Saskatchewan through several methodologies including: 1/an analysis of the key developments in the evolution of farming systems, 2/ employs agricultural statistics to produce historical indexes of provincial diversification in crops and livestock, this is also complemented by analysis of farm-level diversification, 3/analysis of 25 case studies. The intent of this project is to conceptualize the historical development of diversification and specialization, and to investigate social, organizational, and institutional factors. FT

agriculture; business networks; economic aspects; diversification; sustainable development; social aspects; social; statistics; Saskatchewan

technical report; evaluators; theoretical with application in practice

Research Implications; ***; Practice Implications: ***; Readability: ***

- Giacolini, Earl. 1994. "A Board Chairman's View of Requirements for Successful Common Marketing Agencies." Pp. 201-207 in *Competitive Strategy Analysis for Agricultural Marketing Cooperatives*, edited by R. W. Cotterill. Boulder: Westview Press.

This paper describes the structure of Sun-Diamond Growers of California, a common marketing agency serving 5 member cooperatives, and overviews Sun Diamond's joint sales efforts, and describes critical success factors. FT

agriculture; cooperative marketing

case study; evaluators

Research Implications: **; Practice Implications: **; Readability: ***

- Gidakou, Isabella, Anastasia Xenou, and Kalliopi Theofilidou. 2000. "Farm Women's New Vocational Activities: Prospects and Problems of Women's Cooperatives and Small on-Farm Businesses in Greece." *Journal of Rural Cooperation* 28:19-37.

This paper examines women's new roles in agro-tourist and handicraft cooperatives as well as in small self-owned on-farm businesses in rural Greece. The aim of this paper is

to analyze women's participation and attitudes towards these new activities and to investigate the problems and perspectives of these activities to secure a professional identity for farm women. AB

agriculture; women; membership; poverty; cooperatives
case study; evaluators

Research Implications: ***; Practice Implications: **; Readability:

Gil, Efraim. 1998. "Advancing Cooperation in an Uncooperative World -- Issues of Transformation and Survival: A Position Paper." *Journal of Rural Cooperation* 26:5-20. This paper analyzes the negative impact of the current trend toward unbridled competition, and discusses signs of resistance to the problems created by multinational corporations and their global competition. The paper then presents strategies, based on human potential, for initiating a transformation from competition towards a system based on voluntary cooperation and mutual care. AB

cooperation; globalization; voluntarism; social aspects
theoretical with application in practice

Research Implications: ***; Practice Implications: **; Readability:

Gill, Charles B. 1994. "Cooperative Organizations and Equity." *Management Quarterly* 35:12. Examines the use of member equity in rural electric co-operatives in favor of debt capital. Considers the merit of converting equity into stock thus achieving greater liquidity. Also addresses issues of equity held by aging members that might have differing ideas on the continuation of the organization. This should hold interest to any co-operatives facing a call on retained equity. -AB

membership; equity; electrical utilities; cooperatives; share structure

Gios, G. and A. Santuari. 2002. "Agricultural Cooperatives in the County of Trento (Italy): Economic, Organizational, and Legal Perspectives." *Journal of Rural Cooperation* 30:3-12. This article examines the challenges faced by agricultural cooperatives in Italy in their organizational and management framework, and with their relations to local communities and the market. Addresses questions of the direction in which cooperatives are evolve, how to balance innovation and cooperative principles, and how agricultural cooperatives develop in the face of overwhelming market forces. The authors address the substantial economic, organizational, and legal issues affecting these cooperatives and concludes with proposals and recommendations for the future development of agricultural cooperatives. AB

agriculture; community economic development; cooperative innovation; economic aspects; economic conditions; globalization; social aspects; organizational innovation; organizational structure; law and legislation; Italy

Research Implications: ***; Practice Implications: ***; Readability:

Girard, Jean-Pierre. 2000. "Co-Op Activities in the Health and Social-Care Sector in Québec:

Overview and Challenge." Pp. 155-166 in *Canadian Co-operatives in the Year 2000*, edited by B. Fairbairn, I. MacPherson, and N. Russell. Saskatoon, SK: Centre for the Study of Co-operatives.

This chapter discusses the role of the Québec government in the development of social health care. The description of solidarity co-operatives, or joint community co-operatives made up of user members, worker members and organizational members is most helpful in understanding the structure of health care co-operatives in that province and community co-operative models in other locations.

health care administration; social care cooperatives; health care cooperatives; Québec; government relations
evaluators

Research Implications: **; Practice Implications: **; Readability: **

Glasbergen, Pieter. 2000. "The Environmental Cooperative: Self-Governance in Sustainable Rural Development." *Journal of Environment & Development* 9:240.

Examines the use of environmental co-operatives in the Netherlands as a means for farmers to integrate environmental practices into their production practices. Considers whether these organizations can form part of a broad national sustainability goal. – AB

agriculture; cooperatives; sustainable development; Netherlands

Glasser, Ruth and Jeremy Brecher. 2002. *We Are the Roots : The Organizational Culture of a Home Care Cooperative*. California: Center for Cooperatives, University of California.

health care cooperatives; health care administration; United States; home care cooperatives; public services; social services delivery

Goddard, Ellen. 2002. "Factors Underlying the Evolution of Farm-Related Cooperatives in Alberta." *Canadian Journal of Agricultural Economics* 50:473-496.

This article discusses the history of farm-related cooperatives in western Canada with a focus on Alberta. The different contemporary responses of supply and marketing cooperatives to changes in agriculture are discussed. FT

agriculture; cooperation; cooperatives; historical aspects; cooperative innovation; organizational innovation; Western Canada; Alberta
evaluators

Research Implications: **; Practice Implications: **; Readability: ***

Goddard, Ellen, Peter Boxall, and Mel Lerohl. 2002. "Cooperatives and the Commodity Political Agenda: A Political Economy Approach." *Canadian Journal of Agricultural Economics* 50:511-526.

This paper examines the objectives of providing efficient member services and performing political lobbying in a public choice framework. The recent history of a supply-managed further-processing cooperative and a diversified grain cooperative

provides an example. AB

agriculture; cooperation; cooperatives; historical aspects; political aspects; government relations; policies

case study

Research Implications: ***; Practice Implications: ***; Readability:

Goldberg, Ray A. and Mollie H. Carter. 1996. "Diamond Walnut Growers." Harvard Business School.

This case study examines Diamond Walnut Growers, a grower-owned cooperative, as it evaluates opportunities in high-margin consumer branded business with little to no growth, and low-margin but rapidly growing industrial business. AB

agriculture; cooperatives; marketing cooperatives

case study; theoretical with application in practice

research implications: **; practice implications: **; readability:

—. 1997. "Tri-Valley Growers: A New Age Co-Op." Harvard Business School.

This case study examines Tri Valley Growers, a cooperative with many core competencies operating in a competitive industry, and its attempts to change product, market, and financing focus of the co-op in ensure long term profits. AB

agriculture; cooperatives; innovation; business development; economic conditions; finance; capitalization; United States

case study; theoretical with application in practice

Research Implications: **; Practice Implications: **; Readability:

Goldberg, Ray A., Carin-Isabel Knoop, and Cate Reavis. 1998. "MD Foods Amba." Harvard Business School.

In 1998, MD Foods, a Denmark-based dairy cooperative was searching for growth opportunities that would enable it to become northern Europe's preferred dairy supplier. The case study outlines the options that were considered including expanding in existing markets, entering new markets, or growing through new alliance and product innovation. The case study concludes from the experiences of the company's U.K. subsidiary that product and service innovation are key to survival. AB

agriculture; cooperatives; innovation; strategic alliances; dairying; economic conditions; globalization

case study; theoretical with application in practice

Research Implications: **; Practice Implications: **; Readability: **

Goldblatt, Mark. 2000. "Canada's Nonprofit Cooperative Housing Sector: An Alternative That Works." Pp. 130-142 in *Canadian Co-operatives in the Year 2000: Memory, Mutual Aid and the Millennium*, edited by B. Fairbairn, I. MacPherson, and N. Russell. Saskatoon: Centre for the Study of Cooperatives, University of Saskatchewan.

This paper looks at the role of the non-profit co-operative housing sector in Canada detailing the characteristics of housing co-operatives, their historical development, the role of government financing, the development of housing co-operatives and profiles of 4

women leaders. The paper concludes with an overview of the prospects for nonprofit cooperative housing in the future. FT

housing; leadership; government relations; cooperatives ; innovation; women; social aspects; economic aspects
evaluators

Research Implications: **; Practice Implications: **; Readability: ***

Goldsmith, Jeff C., Michael J. Goran, and John G. Nackel. 1995. "Managed Care Comes of Age." *Healthcare Forum Journal*:14-24.

health care cooperatives; home care cooperatives ; health care administration

Goldsmith, Peter and Hamish Gow. 2000. "Strategic Positioning under Agricultural Structural Change: A Critique of Long Jump Co-Operative Ventures." in *NCR-194 Annual Meeting on Research on Cooperatives*. Las Vegas.

This article examines how producers select appropriate business strategies during times of structural change. It first discusses whether "long jump" or radical shifts such as hog slaughter and ethanol production are strategically sound. The authors suggest that strategic management theory and empirical evidence suggest that long jump shifts are unlikely to be successful. Rather, they argue that sustained competitive advantage is derived from a firm's ability to produce value which requires access to knowledge. This type of knowledge, which enables innovation, is inimitable or tacit. How firms might develop sound strategy then is through understanding their core competencies and their own uniqueness in the marketplace as well as their inadequacies. In an attempt to add value to their offerings this leads firms that are resource constrained to avoid long jump ventures and move incrementally closer to their core competencies. Relationship management is then provided as an alternative to long jump investments to create value through service innovation. Through relationship management supply firms can assess knowledge and participation in value creation without the knowledge and managerial burden of vertical integration. Finally, the authors provide a case study of Waiarapa Lamb Cooperative that demonstrates the application of relationship management. FT

agriculture; business development; business networks; capitalization; cooperatives ; innovation; cooperative marketing; economic conditions; economic aspects; globalization; management; new generation cooperatives; organizational change; strategic planning

proceeding; theoretical with application in practice

Research Implications: ***; Practice Implications: ***; Readability: ***

Goldsmith, Peter D. and Samuel Kane. 2002. "The Farm Business Environment and New Generation Cooperatives as an Innovation Strategy." in *Research on Cooperatives Annual Meeting*.

This paper examines complexity and chaos theory applied to organization behavior in order to illustrate innovation by cooperatives. This paradigm, the authors suggest, is useful for better understanding knowledge-based economies where diseconomies are common, informal networks are highly valuable and end-user preferences are dynamic and highly non-linear. The paper asks the questions: How do firms know the difference

between short-term turbulence and structural change? What about the edge of the edge of chaos? What firm level properties and processes lead to innovation and rejuvenation? FT

agriculture; cooperatives; innovation; economic aspects; economic conditions; innovation; new generation cooperatives
proceeding; theoretical focus with application in practice
Research Implications: ***; Practice Implications: **; Readability: *

Gordon, Jo. 1998. "The Alliance Alternative: Health Plan Cooperatives Hope to Be Cure-All for Small Businesses." *Washington Business Journal*:41.

The article explores co-operative health care insurance options for small and medium sized businesses looking to provide additional employee benefits.

cooperative health care; health care administration; small and medium sized businesses (SME); health care insurance; United States

Gordon, M. 2002. "The Contribution of the Community Cooperatives of the Highlands and Islands of Scotland to the Development of the Social Economy." *Journal of Rural Cooperation* 30:95-119.

This article evaluates the contribution of the community cooperatives of the Highlands and Islands of Scotland to the development of the modern UK social economy and considers the "pragmatic reform" versus "radical utopia" duality within the social economy. The authors note the cooperative initiative was successful on many fronts and was able to supercede the duality through its ability to claim a degree of radicalism and the achievement of some significant social change. AB

citizen participation; community economic development; community participation; cooperation; economic conditions; economically disadvantaged; participation; rural and remote areas; social change; social aspects; Scotland
case study
Research Implications: ***; Practice Implications: ***; Readability:

Gray, Deborah. 1993. "Cooperative Solutions to Rural Health Care Problems: Emergency Medical Services." Davis, California: Center for Cooperatives, University of California.

rural and remote areas; health care cooperatives; health care administration; United States

Gray, Thomas W. 1998. "Member Participation in Agricultural Cooperatives : A Regression and Scale Analysis." USDA, Rural Business-Cooperative Service, Rural Development, Washington, D.C.

This research report identifies characteristics of dairy-farmer members that influence their participation in a cooperative. Participation measures included attending meetings, serving on committees, serving as an elected officer, and recruiting other farmers to become members. The authors contend that member participation in governance gives cooperatives their distinctive character, and that when member participation is limited to economic patronage a cooperative is little more than any other business. This analysis uses regression analysis and Likert scale analysis with data from 1,156 dairy farmer

respondents from North Central States. The authors analyze a series of membership characteristics including beliefs surrounding cooperatives, and demographic characteristics, measures of farm size and type. The authors conclude that farmers from larger farm units were more involved, farmers from smaller units were less satisfied and had less time available to participate. Also revealed was the importance that participation plays in constructing farmer understanding and appreciation of cooperative organizations. The study results suggest that emphasizing cooperative principles, the benefits of cooperation, and the importance of participation can be used to strengthen farmer satisfaction and improve the cooperative itself. These results also illustrate the continuing importance of cooperative principles, values of collective action, and member identification with the cooperative organization. FT

agriculture; governance; participation; membership; membership education; membership participation; social aspects; social cohesion
technical report; theoretical with application in practice
Research Implications: ***; Practice Implications: ***; Readability: **

Gray, T. W. 2000. "High Modernity, New Agriculture, and Agricultural Cooperatives: A Comment." *Journal of Cooperatives* 15:63-73.

An examination of the changes occurring in agriculture (globalization and specialization) and what this means for the consumer. Uses the sociocultural concept of "high modernity" to provide context. Reviews how agricultural co-operatives might provide some resistance to such change. –AB

agriculture; globalization; social aspects
evaluators
Research Implications: ***; Practice Implications: **; Readability

Gray, Thomas W. and Gillian Butler. 1994. "Membership Structural Design : A Pilot Test on Dhi Cooperatives." USDA, Washington, D.C.

Most cooperatives began as relatively small, local, and single product organizations. They were accessible and easily understood by their members. This case study examines how growth in large multi-product business using sophisticated technologies and serving large geographical territories challenges the ideal of democratic control. If information demands are so large that members cannot efficiently process them, or so technical that members lack the skill and time to figure them out, or if demands change so rapidly that a timely response is impossible, the organization may fail. This report analyzes membership at the organizational level and suggests that failure in a membership structure is failure in member control, in representation, oversight, and policymaking. A list of propositions were then tested against data from Wisconsin dairy herd improvement (DHI) cooperatives. FT

agriculture; democratic control; democratic participation; diversification; dairying; management; member participation; member relations; organizational structure; participation; social aspects; United States
technical report; theoretical with application in practice
Research Implications: ***; Practice Implications: **; Readability: **

Gray, Thomas W., William Heffernan, and Mary Hendrickson. 2001. "Agricultural Cooperatives and Dilemmas of Survival." *Journal of Rural Cooperation* 29:167-192.

This article examines major changes in agricultural cooperatives with developments of various food and information monitoring techniques. The article examines two approaches: one is to enter into agri-food chains for their core competencies, generally for their supply functions, and entity to handle primary commodities. Some cooperatives enter into competition along the lines of multi-nationals through non-price competition in product differentiation, branding, advertising, research and capacity expansion. The cost of these positioning, however, is to shift these organizations toward positions that are characteristically less cooperative, and more bureaucratic, and more top down, although with greater efficiency and market penetration. AB

agriculture; cooperatives ; innovation; globalization; organizational change;
organizational innovation; economic aspects; economic conditions; cooperation; United States

evaluators

Research Implications: ***; Practice Implications: **; Readability:

Gray, Thomas W. and Patrick H. Mooney. 1998. "Rhetorical Constructions and Cooperative Conversions: A Comment." *Journal of Rural Cooperation* 26.

This paper critiques the central rhetorical constructions of classical economic studies as applied to agricultural conversions. Neo-classical economics analyses conversions based on an "individualist-idealist" metaphor. This metaphor inhibits the analysis of historical and sociological aspects of cooperatives, and the broader, more holistic implications of conversions. The authors argue for broadening the research to include social materialists, and social voluntarist metaphors that would enable a more complete expression of the practical implications of agricultural cooperative conversions. AB

agriculture; cooperative conversions; economic aspects; social aspects; cooperation;
voluntarism;

theoretical with application in practice

Research Implications: ***; Practice Implications: ***; Readability:

Grazier, Kyle L. 2001. "Interview with Cheryl Scott, President and CEO, Group Health Cooperative." *Journal of Healthcare Management* 46:145-147.

An interview with the CEO of the Group Health Cooperative in the United States.

health care cooperatives; health care administration; United States

Greenberg, E. S., L. Grunberg, and K. Daniel. 1996. "Industrial Work and Political Participation: Beyond "Simple Spillover"." *Political Research Quarterly* 49:305-330.

This article looks for the link between increase participation in organizations like cooperatives and increased political participation.

member participation; membership; democracy ; organizational structure; cooperatives

Grey, Mark A. 2000. ""Those Bastards Can Go to Hell!" Small-Farmer Resistance to Vertical

Integration and Concentration in the Pork Industry." *Human Organization* 59:169-177.
This article examines the response of a small group of Iowa hog farmers to vertical integration and concentration in the hog farm industry. The farmers formed a cooperative to raise and sell "free-range" pork in market niches and actively resisted structural change in the pork industry, but experiences social pressure from other farmers and disagreements about the adequacy of their hog-raising methods. AB

agriculture; cooperative innovation; economic conditions; globalization; pork industry; rural economic development; social aspects; social cohesion; United States case study; theoretical with application in practice
Research Implications: ***; Practice Implications: **; Readability:

Group, British Columbia Co-operative Community health Centre Working. 1993. "A Proposal to the Honourable Paul Ramsay, Minister of Health, for the Establishment of Two Co-Operative Community Health Centres in British Columbia."

This proposal requests funding for research to learn more about the potential for the establishment of two co-operative health centres, one in Vancouver and one in Nanaimo, as well as support for the establishment of these centres. It explores the co-operative model of health centres by looking at the history, effectiveness, and principles of such clinics. It also explains how these co-operatives are in line with government policy. In addition, it provides maps and needs assessments of the two areas for potential health centres.

health care administration; health care cooperatives; community participation; cooperative development; government relations; British Columbia; Canada application focus
research implications: *; practice implications: **; readability: **

Guilford, Maryalice. 2002. "Building Cooperative Businesses: For Immigrant Women in Boston, Worker Cooperatives Provide an Alternative to Welfare." *Dollars & Sense*:6(2).

This article discusses an innovative co-operative development organization CEW (Co-operative Economics for Women) which provides technical assistance and educational opportunities (ESL, business literacy, etc.) for immigrant women to come together and form worker co-operatives for living wages. Co-operatives are primarily in the service industry and include food services, and cleaning businesses, among others.

worker cooperatives ; women; immigrants; United States
research implications ** ; practical implications *** ; readability ***

Gunnarsson, Patrik. 1999. "Organizational Models for Agricultural Cooperatives : A Comparison Analysis of the Irish Dairy Industry." MA Thesis, Agricultural Economics, Swedish University of Agricultural Sciences, Uppsala, Sweden.

This thesis studies the effects that different financial solutions have on the organizational mode of Irish dairy cooperatives. Membership, marketing and management are examined in 4 different enterprises utilizing agency theory and property rights theory.

AB

agriculture; dairying; cooperative conversions; cooperative marketing; economic

conditions; economic aspects; loans; business; membership; management; organizational change; organizational structure; Ireland
thesis; evaluators; comparative
Research Implications: ***; Practice Implications: **; Readability:

Haberman, Gayle. 1994. *Heaven Sent Housecleaning Cooperative: The Road to Self-Management and Workplace Democracy*. East Palo Alto, CA: Heaven Sent.
Report on a housecleaning co-operative established to assist low-income women. Also includes training manual. AB

worker cooperatives; women

Haff, Chad and Brenda Stefanson. 2001. "New Generation Cooperatives and the Law in Saskatchewan." Centre for the Study of Cooperatives, University of Saskatchewan, Saskatoon.
This paper highlights the key features of the New Generation Cooperatives Act and explains their importance. The paper is designed for use by individuals who wish to create an NGC.

new generation cooperatives; agriculture; laws and legislation; Saskatchewan
technical report
Research Implications: *; Practice Implications: **; Readability: **

Hakelius, Karin. 1996. *Cooperative Values : Farmers' Cooperatives in the Minds of Farmers*. Uppsala, Sweden: Swedish University of Agricultural Sciences, Department of Economics.
This study examines changing value systems in society and how these line up with cooperative values. Results from a survey of farmers in Sweden suggest that younger farmers are less willing to adhere to cooperative values dealing with solidarity and democracy. Younger farmers seem to put greater emphasis on the economic side and do not hesitate to trade with other actors. Older farmers are more loyal to their cooperatives and these also become elected representatives and attend member meetings more frequently than do younger farmers. Two cooperative values -- self-help (solidarity) and economic efficiency -- appear to be most important to today's Swedish Farmers. AB

agriculture; democratic participation; member relations; social aspects; social cohesion; Sweden
comparative; evaluators
Research Implications: ***; Practice Implications: ***; Readability:

—. 1999. "Farmer Co-operatives in the 21st Century: Young and Old Farmers in Sweden." *Journal of Rural Cooperation* 27:31-54.
Differences in how young and old farmers view their cooperative commitment is discussed in relation to changes taking place in the European agricultural markets, and how it poses problems for the traditionally organized farmer cooperatives in Sweden. The results of a discussion and analysis of problems facing Swedish cooperatives is used as the basis for suggestions for improvements of the present situation for farmers and

their cooperatives. AB

agriculture; globalization; member relations
theoretical with application in practice

Research Implications: **; Practice Implications: **; Readability:

Hall, M. H. and D. Kuiper. 1998. "Commercialization and Privatization of Agricultural Extension: The New Zealand Experience." *Journal of Production Agriculture* 11:135-140.

Examines New Zealand's agricultural extension services and how it has gone from government to privately owned. Since the transition, agricultural co-operatives have begun to provide this type of services to their members for free. The long-term effects of the commercialization of extension services on the viability of agriculture are considered.
-AB

agriculture; cooperatives ; innovation; government relations; New Zealand
case study

Research Implications: **; Practice Implications: **; Readability:

Hallberg, Milton C. 2001. *Economic Trends in U.S. Agriculture and Food Systems since World War II*. Ames: Iowa State University Press.

Reviews changes in the agricultural industry sectors since 1950.

agriculture; statistics; United States; Canada

Hansen, Gary B. 1993. *Lessons from the Past: Selected Readings on the Systematic Development of Workers' Cooperatives to Generate Employment and Income*. Logan, UT: Utah Center for Productivity and Quality, Utah State University.

Selected readings describing two historical examples (China and Spain) of successful and organized formation of worker co-operatives toward economic community development.
AB

worker cooperatives; community economic development

—. 1996. *A Guide to Entrepreneurial Initiatives for Local Economic Development, I - II*. Geneva: ILO/UNDP LED Programme.

Practical ideas and information for government officials and business leaders in improving the economic conditions of their communities. Includes information on cooperatives, and other forms of business, for job creation. AB

local economic development; community economic development; governance;
management; government relations

—. 1996. "Using Group Entrepreneurship to Create New Enterprises Systematically." *Small Enterprise Development: An International Journal* 7:17-30.

Includes a discussion of systematic generation of jobs and income through group and / or

worker co-operative entrepreneurship. AB

worker cooperatives; employee ownership; community economic development

Hansen, Gary B., E. Kim Coontz, and Audrey Malan. 1997. *Steps to Starting a Worker Co-Op*. Davis, CA: Center for Cooperatives, University of California.

This publication is a very usable start-up manual for those interested in worker co-operatives. Includes a number of short case studies and lists of other resources. FT

worker cooperatives; handbooks, manuals, etc.

research implications:; practice implications: ***; readability: ***

Hanson, Mark J. 2000. *Starting a Value-Added Agribusiness : A Legal Perspective*. Macomb, IL: Illinois Institute for Rural Affairs.

This report is an excerpt from "A cooperative approach to local economic development" Quorum Publications. Includes sections on business plan, organizational structure, value-added cooperative model, tax and securities advantages of cooperatives; getting started, addressing and minimizing risk, equity offering, board of director's issues, and references.

agriculture; cooperatives; business development; finance; equity; governance; new generation cooperatives; organizational structure; board of directors
technical report

Harrington, Dianne. 2002. "Cooperative Care, Wautoma, Wisconsin." Pp. 1-20. Wautoma, Wisconsin.

health care cooperatives; social innovation; social services delivery

Harris, Andrea. 1998. "Agricultural Co-operatives: A Start-up Guide." British Columbia Ministry of Agriculture and Food, Vernon, B.C.

This agriculture cooperative start-up guide details the defining features of cooperative business, why people form agriculture cooperatives, the types of agriculture cooperatives, and a 5 step procedure to starting a cooperative. Includes guidelines for conducting effective meetings, feasibility study checklist, operating cost checklist, sample business plan, a sample co-operative marketing agreements, and lists of board and management responsibilities and member rights and responsibilities. Provides a guideline for success and resources and references for more information. FT

agriculture; business development;

technical report; application focus

Research Implications: *; Practice Implications: *; Readability: ***

—. 1998. "Financing Agricultural Co-operatives : An Overview." British Columbia Ministry of Agriculture and Food, Vernon, BC.

This booklet describes agricultural cooperative financing including acquiring member

equity, cooperative taxation, base capital plans and the financing of new generation cooperatives. Published for a general audience.

agriculture; cooperative; finance; equity; business development ; taxation; new generation cooperatives
application focus

Research Implications: *; Practice Implications: *; Readability: ***

Harris, Andrea and Murray Fulton. 1996. *Comparative Financial Performance Analysis of Canadian Cooperatives, Investor-Owned Firms, and Industry Norms*. Saskatoon, Sask: Centre for the Study of Co-operatives, University of Saskatchewan.

This occasional paper examines the performance of co-operatives in comparison to investor-owned firms. The methodology used in this study focuses on comparing a number of accounting ratios and growth rates which provide insight into the liquidity, profitability, productivity, leverage, and growth of a firm. The study differs from similar U.S. studies because it compares a number of ratios in each performance category and covers a broad range of industry sectors. FT

agriculture; finance; economic aspects
technical report; evaluators; comparative

Research Implications: **; Practice Implications: **; Readability:

—. 2000. *Farm Machinery Co-operatives in Saskatchewan and Québec*. Saskatoon: Centre for the Study of Co-operatives, University of Saskatchewan.

This is one of a series of three booklets that document the results of a study examining the applicability of different types of farm machinery co-operatives to Saskatchewan agriculture. This booklet describes the structure and organization of farm machinery cooperatives operating in Saskatchewan and a type of farm machinery cooperative known as CUMA which has been used by farmers in Québec and Ontario. The booklet features case studies and some of the guidelines for forming a successful machinery cooperative. FT

agriculture; cooperatives ; innovation; business development; Québec; Saskatchewan; Ontario; machinery cooperatives
case study; comparative

Research Implications: **; Practice Implications: ***; Readability: ***

—. 2000. *The CUMA Farm Machinery Co-operatives*. Saskatoon: Centre for the Study of Cooperatives, University of Saskatchewan.

This is one in a series of three booklets that documents the results of a study examining the applicability of different types of farm machinery co-operatives to Saskatchewan agriculture. This booklet describes the development and structure of a type of farm machinery cooperative known as CUMA. FT

agriculture; cooperatives ; innovation; machinery cooperatives; Saskatchewan; Ontario; Québec
case study

Research Implications: **; Practice Implications: ***; Readability: ***

- . 2000. *Farm Machinery Co-operatives: An Idea Worth Sharing*. Saskatoon: Centre for the Study of Cooperatives, University of Saskatchewan.
This booklet, one in a series of three documenting the applicability of different types of farm machinery cooperatives to Saskatchewan agriculture, presents the results of a simple financial model developed to compare the cost of owning machinery as an individual to the costs of owning machinery as a member of a co-operative. FT

agriculture; cooperatives; innovation; finance; machinery cooperatives; Saskatchewan case study; theoretical with application in practice
Research Implications: **; Practice Implications: ***; Readability: ***

- Harris, Andrea, Murray Fulton, Brenda Stefanson, and Don Lysyshyn. 1998. "Working Together: The Role of External Agents in the Development of Agriculture-Based Industries." Centre for the Study of Co-operatives and Department of Agricultural Economics, University of Saskatchewan, Saskatoon.
The objective of this study is to examine the role that external agents and organizations play in fostering the development of agricultural industries. Case studies and a literature review are used to test the hypothesis that industry development is more likely to occur when external agents encourage industry participants to coordinate their behavior and work together as a group to achieve development goals. AB

agriculture; business development; cooperation; government relations; member relations; social aspects; economic aspects; innovation
case study; evaluators; theoretical with application in practice
Research Implications: **; Practice Implications: ***; Readability:

- Harris, Andrea, Brenda Stefanson, and Murray Fulton. 1996. "New Generation Co-operatives and Co-Operative Theory." *Journal of Cooperatives* 11:15-28.
This paper analyses the organizational features of NGCs and situates them in the broader context of cooperative incentive structures, governance structures, and the cooperative development process. The paper uses NGCs as a lens through which cooperative theory can be viewed. AB

agriculture; cooperation; new generation cooperatives; organizational structure; organizational innovation; cooperative innovation
theoretical focus
Research Implications: **; Practice Implications: *; Readability:

- Harte, Laurence N. 1997. "Creeping Privatization of Irish Co-operatives: A Transaction Costs Explanation." in *Strategies and Structures in the Agro-Food Industries*, edited by J. Nilsson and G. v. Dijk. Assen, The Netherlands: Van Gorcum.
This article discusses transformations of some leading Irish co-operatives into public companies with farmer's co-operatives as controlling shareholders. A transaction approach is used to argue that this organizational change is the result of diminished need for vertical integration in the Irish agriculture sector, limitations of the co-operative organization form, and a shift in favor of market mechanisms in business and the

economy generally. AB

agriculture; cooperatives; organizational change; conversions; economic aspects;
economic conditions; globalization
case study; theoretical focus
Research Implications: **; Practice Implications: **; Readability

Harvey, Michael G, Michael F Price, Cheri Speier, and Milorad M Novicevic. 1999. "The Role of Inpatriates in a Globalization Strategy and Challenges Associated with the Inpatriation Process." *HR. Human Resource Planning* 22:38.

globalization; management; governance; organizational structure

Haynes, Curtis and Jessica Gordon Nembhard. 1999. "Cooperative Economics--a Community Revitalization Strategy." *Review of Black Political Economy* 27:47.
Examines using the co-operative model of enterprise as a tool for community economic development and inner-city revitalization in African American communities. -AB.

community economic development; cooperatives; African Americans; local economic development; minorities

Helm, John P, Sanford M Horvitz, and Nefertiti Ben-Egypt. 1993. "Cooperative Homeownership: An Affordable Alternative." *Journal of Housing* 50:238.
Considers the conversion of public housing into co-operative housing. Identifies the benefits of co-operative housing and examines the co-operative principles guiding this model. -AB

housing cooperatives; community economic development; public housing; conversion

Henderson, Elizabeth and Robyn Van En. 1999. "Sharing the Harvest: A Guide to Community Supported Agriculture."

agriculture; cooperatives; community shared agriculture; sustainable development ;
organic agriculture

Hendriks, Gert-Jan, Corné van de Klundert, and Celestine C. Adams. 1995. *Swedish Agricultural Cooperatives in the European Union: Consequences for Structure and Strategies.*

agriculture; Europe; organizational change; cooperatives

Hendrikse, G. and J. Bijman. 2002. "Ownership Structure in Agrifood Chains: The Marketing Cooperative." *American Journal of Agricultural Economics* 84:104-119.
Examines changes in agriculture resulting from globalization and technological development and how such changes shift the relative importance of various tiers in the

supply chain. Considers whether certain ownership structures are more or less efficient for the value chain. Identifies circumstances under which a marketing co-operative is the most efficient form. –AB

agriculture; globalization; technological innovation; organizational structure; cooperative marketing
theoretical with application in practice
Research Implications: ***; Practice Implications: ***; Readability:

Hendrikse, George W.J. and Cees P; Veerman. 1995. "Marketing Cooperatives and Financial Structure."

This article examines the relationship between financial structure of marketing cooperatives and the requirements of control by members of cooperatives. The authors argue that the disappearance of shortage markets in agricultural and horticultural markets poses a threat to the survival of the marketing cooperative as an organizational form. AB

agriculture; cooperative marketing; globalization; finance; economic aspects;
organizational structure; organizational innovation; management; membership control
evaluators
Research Implications: ***; Practice Implications: **; Readability:

Hendrikse, George W.J. and Cees P. Veerman. 1997. "Marketing Cooperatives as a System of Attributes." Pp. 111-130 in *Strategies and Structures in the Agro-Food Industries*, edited by J. Nilsson and g. v. Dijk. Assen, The Netherlands: Van Gorcum.

This paper analyses marketing cooperatives with an emphasis on incomplete contracts and system complementaries. The authors argue that the disappearance of shortage markets in agriculture and horticulture poses a threat to marketing cooperatives. AB

agriculture; cooperative marketing; economic aspects; economic conditions; theoretical with application in practice
Research Implications: **; Practice Implications: **; Readability:

Henehan, Brian, Bruce Anderson, Timothy Pezzolesi, and Robert Campbell. 1997. "Putting Cooperation to Work: A Guidebook Developed for Cooperating for Sustainability." in *Achieving a Sustainable Agriculture through Cooperation Teleconference*. Ithaca, NY: Cornell University Cooperative Enterprise Program.

agriculture; cooperatives; sustainable development

Henton, Douglas, John Melville, and Kimberly Welsh. 1997. "The Age of the Civic Entrepreneur: Restoring Civil Society and Building Economic Community." *National Civic Review* 86:149-156.

social cohesion; social capital; voluntarism; community economic development

Henton, Douglas, John Melville, and Kimberly Welsh. 1997. *Grassroots Leaders for a New*

Economy: How Civic Entrepreneurs Are Building Prosperous Communities. San Francisco: Jossey Bass.

leadership; cooperatives; social cohesion; social capital; governance; voluntarism; organizational structure

Herman, Roger. 2003. "The Role of Social Cohesion in the Adoption of Innovation and Selection of Organizational Form : An Examination of Saskatchewan's Value-Added Agricultural Sector." Centre for the Study of Co-operatives, Saskatoon, SK.

This research report examines the role of social cohesion, economies of scale, and path dependence in determining if a community of producers will engage in some value-added activity and what organizational form they are likely to select. Three case studies are used for this study: producer-owned inland terminals, community-based hog barns, and New Generation Cooperatives. This report calls for a network of agencies, including established co-operatives, government agencies, universities, and professionals such as lawyers, engineers, accountants, to come together to promote the establishment of new cooperatives. FT

agriculture; business development; business networks; cooperation; cooperatives ; innovation; economic aspects; government relations; membership; new generation cooperatives ; organizational innovation; social aspects; social cohesion; Saskatchewan technical report; there with application in practice

Research Implications: ***; Practice Implications: ***; Readability: ***

Herman, Roger and Murray Fulton. 2001. "New Generation Co-operatives: Part of a Revitalization Strategy for Rural Communities." *Making Waves* 12:37-40.

The article examines the New Generation Co-operative model from the perspective of its contributions to CED in rural communities.

agriculture; cooperatives; community economic development; new generation cooperatives; Canada

—. 2002. *An Economic Impact Analysis of the Co-Operative Sector in Saskatchewan: Update 1998*. Saskatoon SK: Centre for the Study of Co-operatives.

cooperatives; community economic development; rural economic development; Saskatchewan; statistics

Hilbert, Steve. 2003. "Death of a Co-Op." *Making Waves* 14:5-9.

This article describes the formation of a lumber processing co-operative in British Columbia. Its successes and ultimate demise. It provides an interesting case study of co-operative development.

forestry and forests; community economic development; British Columbia; cooperatives; worker cooperatives

research implications: *; practice implications: **; readability: ***

Hill, Karen. 2001. "Cleaning Clothes, Changing Lives: An Inner-City Laundry Wonders If the Costs of CED Will Outweigh Its Benefits." *Making Waves* 12:15-17.
The article outlines the development and work of a laundry co-operative operated by low-income and street cultured residents of Ottawa. The organization is an interesting mix of social service and economic activity.

community economic development; Ottawa; worker cooperatives; social services delivery

Hilts, Stewart, Peter Mitchell, and Matt Wood. 1993. "Bucking the Free Market Economy: Using Land Trusts for Conservation and Community Building." *Alternatives* 19:16-26.
This article discusses different models of land trusts for conservation and community building with reference to the Canadian context. FT

agriculture; community participation; sustainable development; land trusts comparative; evaluators
Research Implications: ***; Practice Implications: **; Readability: ***

Hind, A. M. 1997. "The Changing Values of the Cooperative and Its Business Focus." *American Journal of Agricultural Economics* 79:1077-1082.
This article evaluates the objectives of cooperative businesses and changes in organizational focus over time. After analyzing the semantics of historical annual reports of seven agricultural cooperatives businesses, the author suggests that there is evidence of a positive relationship between business age and increasingly corporate, as opposed to member, orientation. However, these trends are not inevitable. The analysis also suggested that this change in business focus arose out of internal dynamics of the business rather than external factors such as competition and economic conditions. AB

agriculture; business development; cooperatives; economic conditions; organizational change; membership
theoretical focus with application in practice
Research Implications: ***; Practice Implications: **; Readability:

Hinrichs, C. C. and R. Welsh. 2003. "The Effects of the Industrialization of Us Livestock Agriculture on Promoting Sustainable Production Practices." *Agriculture and Human Values* 20:125-141.
This article examines the productionist model emphasis of traditional approaches to the development of US livestock agriculture in light of sustainability. An analysis of the changing industrial structure of four US livestock sectors, poultry, hogs, beef and dairy, affects the ability of farmers to adopt more sustainable production practices. From the barriers and opportunities in the four livestock industries, the authors conclude by developing alternative coordinated networks in livestock agriculture, pressing integrators to permit more sustainable production practices, and working for legislation that shifts more decision-making within integrated systems for growers. AB

agriculture; organizational innovation; sustainable development
theoretical with application in practice

Research Implications: ***; Practice Implications: ***; Readability:

Hobbs, Jill E. 2001. *Against All Odds: Explaining the Exporting Success of the Danish Pork Co-operatives*. Saskatoon :: Centre for the Study of Co-operatives, University of Saskatchewan.

This book examines why the Danish pork industry is so successful when the relative cost of production suggest that it should be at a considerable competitive disadvantage. The author suggests that the answer lies in the organization of the industry. Through close vertical and horizontal coordination, the industry is able to reduce transaction costs, increase efficiency, and enhance the quality of its products. The author finds that the industry's cooperative structure helps achieve these goals by facilitating the vertical integration process. The Danish pork industry provides an example of how the private sector through the an industry-led-coordinating body, can offer an alternative to legislative control of food safety and quality assurance issues. FT

agriculture; business networks; cooperatives ; innovation; economic aspects; economic conditions; globalization; government relations; pork industry; Denmark case study; evaluators; comparative

Research Implications: ***; Practice Implications: ***; Readability: ***

Hogeland, Julie A. 1995. "Role of Local Coops in the Emerging Swine Industry." USDA.

In the context of massive structural upheaval in the swine industry, this report examines the future of regional and affiliated local cooperative operating in this market. Five Midwest regionals participated in a survey of 2,000 local cooperatives to assess their reactions to industry changes, how they are helping producers adjust, and services locals want from the regionals in this endeavor. AB

agriculture; business networks; cooperatives ; innovation; economic conditions; globalization; member relations; United States technical report; application focus; evaluators

Research Implications: **; Practice Implications: **; Readability:

—. 1998. "Local Cooperatives' Role in the Emerging Dairy Industry." USDA, Washington, D.C.

Structural changes in the dairy industry and declines in milk production in the areas served by locals are bringing these cooperatives to a crucial crossroads in which they must decide who will be their core customers. Market segmentation has resulted in increasing diversity among members and among locals themselves, and also the increasing ability of cooperatives to meet the needs of their producer-members. The production of small producers, defined as less than 100 cows, is significantly behind innovators and large producers, more than 100 cows, while small producers make up 80 percent of locals clientele. In order to survive locals will need to take a more aggressive and informed approach to sustaining small producers. AB

agriculture; dairying; economic aspects; economic conditions; globalization; innovation; membership; United States

technical report; theoretical with application in practice

Research Implications: **; Practice Implications: **; Readability:

- 2001. "Local Cooperatives' Role in the Identity-Preserved Grain Industry." USDA, Washington, D.C.
This study examines how locally owned cooperative have responded to the transition from commodity to identity-preserved grain marketing. The results of the survey demonstrate that locals' overall commitment to identity-preserved grains was determined more by a cultural receptivity to innovation than by differences in priorities among grain, feed, and general managers. FT

agriculture; boards of directors; cooperatives ; innovation ; cooperative marketing;
economic conditions; innovation; new generation cooperatives
survey; comparative; evaluators
Research Implications: ***; Practice Implications: **; Readability: **

- 2002. "The Changing Federated Relationship between Local and Regional Cooperatives."
USDA, Washington, D.C.
This report examines the relationship between local and regional cooperatives as it has evolved from local cooperatives' need for commodity-based farm supplies and regional cooperatives' identity as food companies. Local resist a strong and close affiliation with regional cooperatives, because they want a diversity of bidders for the supplies that they will purchase. Regionals, on the other hand, then find themselves with excess capacity. This has led regionals to adapt to divergent goals by developing tighter relationships through internal supply networks with certain local cooperatives in exchange for benefits. It is possible that prominent superlocals will develop their own internal supply networks and so the federated system will evolve to a level of greater complexity. FT

agriculture; business networks; cooperatives; economic aspects; governance;
cooperatives ; innovation; strategic alliances; United States
technical report; theoretical with application in practice
Research Implications: ***; Practice Implications: **; Readability: ***

- Holmes, Mary, Norman Walzer, and Christopher Merrett. 2000. "New Generation Cooperatives: Case Studies." Macomb, IL: Illinois Council on Food and Agricultural Research, Illinois Institute for Rural Affairs.

new generation cooperatives; agriculture; United States
case study

- Holmes, Mary Swalla and Daniel Curry. 2001. "Iowa Turkey Growers Cooperative and West Liberty Foods." in *New Generation Cooperatives: Case Studies*. Macomb, IL: Illinois Institute for Rural Affairs.
Iowa Turkey Growers' Cooperative was formed as a result of the turkey processing plant in West Liberty closed in 1996. This case study details the formation of Iowa Turkey Growers Cooperative. Some of the factors that contributed to the success of this new generation cooperative include: the members were committed to the success of the cooperative, the best management team possible was selected and given time to develop a business strategy, the co-op members had the ability to withstand a low price cycle of their finished products, the plant had a well-trained and experienced work-force already

in place, there was open and constant communication between management and the board, there was good timing in the marketplace. FT

agriculture; capitalization; business development; cooperatives ; innovation; new generation cooperatives; organizational innovation; poultry; United States case study; evaluators

Research Implications: **; Practice Implications: **; Readability: ***

Holmlund, Mona and Murray Fulton. 1999. "Networking for Success: Strategic Alliances in the New Agriculture." Centre for the Study of Cooperatives, Saskatoon.

This booklet details the importance of strategic alliances and networks in the new agriculture including a clear discussion of the concepts and background information, practical advice on how to form and maintain strategic alliances, and specific examples of individuals and organizations implementing these practices, and a guide to resources and contacts. FT

agriculture; business networks; globalization; strategic planning; strategic alliances; technical report; application focus

Research Implications: **; Practice Implications: ***; Readability: ***

Holz-Clause, Mary. 1999. *U.S. Premium Beef*. Macomb, IL: Illinois Institute for Rural Affairs.

US Premium Beef (USPB) was established in July of 1996, and began operations on December 1 1997. The mission is "to increase the quality of beef and long-term profitability of cattle producers by creating a fully integrated producer-owned beef processing system that is a global supplier of high quality value-added beef products responsive to consumer desires." (p4). The factors leading to the success of the cooperative, according to the case study, include: 1/ the principle leadership was ready for change in market share, 2/there is a mix of feeders and cow/calf or stocker operators, 3/ emphasis was placed on information with application toward quality improvement, 4/ the group was willing to commit, 5/the chose a company with first rate management in Farmland National Beef with a good brand name presence in the domestic market as well as an international reach. FT

agriculture; cooperatives ; innovation; cooperative marketing; economic aspects; economic conditions; equity; finance; new generation cooperatives; United States case study; evaluators

Research Implications: **; Practice Implications: **; Readability: ***

Hudson, Bob, and Brian Hardy. 2002. "Localization and Partnership in the "New National Health Service": England and Scotland Compared." *SAGE Public Administration Abstracts* 28.

This article describes innovations in the health care administration in England and Scotland. Cooperative health care alternatives are discussed along with other public sector alternatives to health care delivery.

health care administration; innovation; social innovation; social services delivery; health care cooperatives; United Kingdom

Hudson, D. and C. W. Herndon. 2002. "Factors Influencing Probability and Frequency of Participation in Merger and Partnership Activity in Agricultural Cooperatives." *Agribusiness* 18:231-246.

This article assesses the motivations for opportunities and participation in mergers, acquisitions, joint ventures and strategic alliances in agricultural cooperatives using a binomial probit model. The frequency of participation in these activities is also examined through the Poisson model. The author's results show that competition, patronage refunds, research and development, and market diversification all affect opportunities and participation. Firm size, placement in the market channel, and research and development activities appear to influence the frequency of participation. AB

agriculture; business networks; economic conditions; globalization; organizational change; profit sharing; mergers and acquisitions; strategic alliances; participation theoretical with application in practice

Research Implications: **; Practice Implications: **; Readability:

Hughes, G. and P. Mishev. 1999. "Total Factor Productivity of Farm Structures in Central and Eastern Europe." *Bulgarian Journal of Agricultural Science* 5:298-311.

The economic performance of cooperative and collective farms are compared with private farm enterprises. The research focuses on Central and Eastern Europe.

agriculture; cooperatives; Eastern Europe; transitional economies; Central Europe; productivity

Hunley, Charles L. and David E. Cummins. 1993. "Marketing and Transportation of Grain by Local Cooperatives." USDA, Washington, D.C.

This study focuses on a statistical overview of first-handlers-of-grain cooperatives for the fiscal years ending in the calendar year 1991. The major conclusions of the study are: A total of 1,749 local cooperative associations handled 5.1 billion bushels of grain during the 1990-91 marketing period. Cooperative grain storage totaled 3 billion bushels. Corn, at 2.1 billion bushels, was the leading grain marketed. Wheat was second at 1.3 billion bushels. More than half the grain sold by cooperatives was moved by truck. AB

agriculture; cooperatives; grain transportation; finance; economic aspects; United States survey

Research Implications: *; Practice Implications: *; Readability:

Hyvonen, Saara and Raija Volk. 1997. "Strategic Behavior and Interrelationships in the Food Chain: The Case of the Finnish Market." Pp. 239-257 in *Strategies and Structures in the Agro-Food Industries*, edited by J. Nilsson and G. v. Dijk. Assen, The Netherlands: Van Gorcum.

Based on survey data collected from food manufacturing firms, the authors examine competitive advantages, bargaining power, and organizational performance in the intermediate sector of the food chain. The study aims to analyze cluster structures, interrelationships and the competitive advantage of firms in the food chain. AB

agriculture; globalization; economic aspects; economic conditions case study

Research Implications: **; Practice Implications: **; Readability:

Igual, Juliá and S.M Vidal. 2002. "Farm Cooperatives and the Social Economy: The Case of Spain." *Journal of Rural Cooperation* 30:119-134.

This paper examines Spanish farm cooperatives and the substantial business development that they have been experiencing in recent years in relation to social economy and the European Common Agricultural Policy. (CAP). AB

agriculture; community economic development; economic aspects; globalization; cooperative innovation; social aspects; Spain
case study

Research Implications: ***; Practice Implications: **; Readability:

Industrial Common Ownership Movement Ltd. 1998. *Co-Operating in Care : A Study of Care Cooperatives for the UK Co-Operative Council*. Manchester: The UK Cooperative Council.

health care cooperatives; home care cooperatives; health care administration; public services; social services delivery; United Kingdom

Inkeles, A. 2001. "Measuring Social Capital and Its Consequences." *Policy Sciences, ISUMA* 33.

social capital

Inserra, A., M. Conway, and et al. 2002. "Cooperative Home Care Associates: A Case Study of a Sectoral Employment Development Approach. Washington: Paraprofessional Healthcare Institute."

This is a case study of Cooperative Home Care Associates (CHCA), which was founded in 1985 to provide jobs to low-income women in New York. It explores the context of the home health care industry, CHCA's mission and program strategy, its sectoral approach and training strategy, the costs and training outcomes of this training, lessons learned by CHCA members, and the challenges they have faced.

elder care; seniors; economically disadvantaged; home care; people with disabilities; women; worker cooperatives; United States
research implications: *; practice implications: **; readability: **

Ish, Daniel. 1995. "Co-Operative Communities and Democratic Institutions." Pp. 63-83 in *Realizing Community: Multidisciplinary Perspectives*, edited by L. M. Findlay and I. M. Findlay. Saskatoon: Humanities Research Unit and Centre for the Study of Co-operatives, University of Saskatchewan.

This chapter focuses on co-operative law as one way of determining whether cooperatives decentralize power as theory suggests. By focusing on the structural constraints placed on democratic decision-making by co-operative legislation and by courts when resolving issues involving cooperatives, it becomes clear that cooperatives must constantly struggle to maintain real democracy in face of external and internal

pressures. FT

cooperation; democratic control; democratic participation; law and legislation;
organizational structure
theoretical focus with application in practice
Research Implications: **; Practice Implications: **; Readability:

Jack, Max and Robert Phillips. 1993. "Public-Private Partnership Organizations in Health Care: Cooperative Strategies and Models." *Hospital & health services administration : quarterly journal of the American College of Hospital Administrators* 38:387-400.

health care cooperatives; health care administration; public sector services

Jacobs, James A. 1994. "Cooperatives in the U.S. Citrus Industry." USDA, Washington, D.C.

agriculture; cooperatives; produce; United States

Jakobsen, G. 1995. "When Education for Cooperation Leads to Development in Cooperatives: A Study of Educational Processes." Center for Udviklingsforskning (Centre for Development Research) (CDR), Copenhagen; Denmark.

This article looks at the role of co-operative education in the growth of co-operative enterprises.

agriculture; cooperatives; education; membership; members; community economic development; cooperative development; management

Jenson, Jane. 1998. "Mapping Social Cohesion: The State of Canadian Research." Canadian Policy Research Networks.

social cohesion; social capital; Canada; research

Johnson, Jill A. 2002. "Frozen Dough Manufacturing : California Wheat Growers Adding Value." Dissertation Thesis, Agriculture College, California Polytechnic State University.

new generation cooperatives; agriculture; cooperatives
thesis

Johnson, J Frederick, Thomas I Smythe Jr, and John G Fulmer Jr. 2000. "Use of Net Present Value Analysis by Electric Cooperatives." *Management Quarterly* 41:20.
An examination of the "net present value" means of analysis, typically used by for-profit businesses, and why it might be an effective tool for electric cooperatives when making business decisions. –AB

electric utilities; cooperatives; management

Jones, David Raymond. 2000. "Leadership Strategies for Sustainable Development: A Case Study of Suma Wholefoods." *Business Strategy and the Environment* 9:378.
A case study of Suma Wholefoods to explore issues of worker participation, sustainable business development, business ethics and leadership innovations.

leadership; worker participation; employee ownership; management; sustainable development; social responsibility in business
case study

Jones, Marion and JoAnn Jaffe, eds. 2003. *Prairie Social Cohesion Project. Summary Report: Results of the 2002 Telephone Survey on Social Cohesion for the Communities of Balcarres, Carlyle, Craik, Eastend, Naicam, Willow Bunch*. Canadian Plains Research Center, Regina.

social cohesion

Jorgensen, N. 1996. "Traditional Principles Still Work for New-Generation Cooperative." *Rural Cooperatives* 63:22-24.
Examines the South Dakota Soyabean Processors new generation co-operative. Contrasts the organizational structure with traditional co-operatives. Considers the role of management and board in this type of organization. –AB

agriculture; new generation cooperatives; management
case study
Research Implications: **; Practice Implications: **; Readability

Jorgensen, Niels. 1997. "Quality Certification as a Key Success Factor in International Marketing." Pp. 258-277 in *Strategies and Structures in the Agro-Food Industries*, edited by J. Nilsson and G. v. Dijk. Assen, The Netherlands: Van Gorcum.
This paper examines the importance of quality control certificates among suppliers of processed pork. AB

Agriculture; pork industry; globalization
case study
Research Implications: **; Practice Implications: ***; Readability

Kahn, K. 2000. *Quality Care Partners: A Case Study*. Washington: Paraprofessional Healthcare Institute.
This is a case study of Cooperative Home Care Associates (CHCA), which was founded in 1985 to provide jobs to low-income women in New York. It explores the context of the home health care industry, CHCA's mission and program strategy, its sectoral approach and training strategy, the costs and training outcomes of this training, lessons learned by CHCA members, and the challenges they have faced.

economically disadvantaged; elder care; seniors; home care; people with disabilities;

worker cooperatives; women; United States
case study; application focus
research implications: *; practice implications: **; readability: ***

Kamshad, K.M. 1997. "A Model of the Free-Entry Producer Cooperative." *Annals of Public and Co-operative Economics* 68:225(21).

This paper offers a new model of the labour run enterprise referred to as the free-entry producer co-operative. Of significance are the author's discussion of varying compensation models for members and non-members, free membership and special capital financing rules. AB

worker cooperatives

Kaplan, Robert S. and Srikant Datar. 1997. "The Cooperative Bank." Harvard Business School. The article describes the growth and operations of the Co-operative Bank in the UK.

cooperative development; banks and banking; credit unions; United Kingdom; globalization

Karantininis, Kostas and Angelo Zago. 2001. "Endogenous Membership in Mixed Doupsonies." *American Journal of Agricultural Economics* 83:1266-1283.

This article studies the choice of producers to join a cooperative or sell their commodities to an IOF. The article introduces producers that are heterogeneous in terms of their efficiency to the long standing literature on this issue. Through this, the research investigates the effects of endogenous membership and heterogeneity on members' and cooperatives behavior

agriculture; membership; membership relations; membership participation; economic aspects; social aspects
theoretical with application in practice
Research Implications: ***; Practice Implications: **; Readability: ***

Kasmir, Sharryn. 1996. *The Myth of Mondragon: Cooperatives, Politics, and Working-Class Life in a Basque Town*: State University of New York Press.

Examines the relationship between management and labour in the Mondragon worker co-operative. -AB

worker cooperatives; local economic development; management; employee ownership; Mondragon

Katz, Jeff, Mike Boland, Steve Seitz, Lynn Rundle, Tim Morris, Steven Hunt, and Tim Dodd. [2000]. "Case Studies in Agribusiness."

Provides case studies of four American new generation cooperatives 1) Dakota Growers Pasta Company, 2) Minnesota Corn Processors, 3) U.S. Premium Beef, and 4) 21st Century Alliance. In each case a manager from the respective organization discusses an issue the cooperative is dealing with.-AB

agriculture; United States; new generation cooperatives
case studies
Research Implications: **; Practice Implications: **; Readability:

Katz, Jeffrey P. 1997. "Managerial Behavior and Strategy Choices in Agribusiness Cooperatives." *Agribusiness* 13:483-496.

In this article, the author develops empirical methods and applies them to assess the effects of management behavior in investor-owned agribusiness cooperatives on firm performance and organizational strategies. The author concludes that ownership is a vital factor in decision making in agribusiness firms, and that business decisions coming from owners or managers in managing risk can be a positive factor in accomplishing corporate strategies but also can be detrimental to the businesses. FT

agriculture; cooperation; management
comparative; evaluators
Research Implications: **; Practice Implications: **; Readability: **

Katz, Jeffrey P. and Michael Boland. 2000. "A New Value-Added Strategy for the Us Beef Industry the Case of Us Premium Beef Ltd." *British Food Journal* 102:711.

A case study of US Premium Beef, a new generation co-operative used in supply chain management in the mature US beef industry. –AB

agriculture; cooperatives ; innovation; strategic planning
case study
Research Implications: **; Practice Implications: **; Readability:

Kaufman, Jason. 1999. "Three Views of Associationalism in 19th-Century America: An Empirical Examination." *The American Journal of Sociology* 104:1296.

social capital; social cohesion; voluntarism; associations

Keating, Larry. 2002. "The Community Economic Development Movement: Law, Business & New Social Policy." *American Planning Association. Journal of the American Planning Association* 68:467.

This book review includes numerous chapters on co-operatives in community economic development including reference to regulatory environments for such in the United States.

cooperatives; community economic development; United States

Keillor, Steven J. 2000. *Cooperative Commonwealth : Coops in Rural Minnesota, 1859-1939*. St. Paul: Minnesota Historical Society Press.

agriculture; cooperatives; Minnesota; historical aspects

Kennedy, Tracey. 1997. "Cooperatives in International Trade." USDA.

This report assess the opportunities for businesses including cooperatives in marketing food and fiber products in the new global economy fueled by population growth, raising incomes and liberalized trade rules. Reviews scope of cooperative exports, alliances, direct investments, foreign sources strategies. AB

agriculture; business development; cooperative marketing; economic conditions; globalization; United States
technical report; application focus
Research Implications: **; Practice Implications: ***; Readability:

Kennedy, T. L. 1995. "The North American Free Trade Agreement: Implications for Cooperatives." *American Cooperation* 10:149-156.

Considers the effects of the NAFTA and GATT agreements on the commodity sectors in which American agricultural cooperatives are most active. AB

agriculture; globalization
evaluators
Research Implications: ***; Practice Implications: **; Readability:

Kennedy, T. L. 1997. "Cooperatives Extend Farmers' Reach into Global Markets." *Rural Cooperatives* 64:18-19.

Provides a statistical review of the contributions of US agricultural co-operatives to total US exports of agricultural products for 1995. Ninety one coops responded to a survey. Aggregate value of exports was around \$5.5 billion or 12.3% of total US agricultural exports. The numbers suggest a significant increase from a similar study conducted in 1990. -AB

agriculture; cooperatives; statistics
evaluators
Research Implications: **; Practice Implications: **; Readability:

Ketilson, Lou Hammond. 1997. "The Saskatchewan Wheat Pool in the Globalized Food Sector: Can They Remain True to Their Roots?" Pp. 54-73 in *Strategies and Structures in the Agro-Food Industries*, edited by J. Nilsson and g. v. Dijk. Assen, The Netherlands: Van Gorcum.

This paper discusses the implications of Saskatchewan Wheat Pool's conversion to a publicly traded cooperative. The paper reviews relevant literature and presents some conclusions. AB

agriculture; cooperatives; cooperative conversions; economic aspects; membership; democratic control; organizational change; Saskatchewan
case study; evaluators
Research Implications: **; Practice Implications: ***; Readability:

—. 2000. "Cooperative Leadership in the New Millennium." Pp. 314-326 in *Canadian*

Cooperatives in the Year 2000: Memory, Mutual Aid and the Millennium, edited by B. Fairbairn, I. MacPherson, and N. Russell. Saskatoon: Centre for the Study of Cooperatives, University of Saskatchewan.

This chapter examines the characteristics required of leaders in the challenging times facing co-operatives and credit unions in urban and rural settings. The focus of the chapter is Saskatchewan but has a wider applicability. FT

cooperation; globalization; leadership; member education; member participation; member relations; social aspects; Saskatchewan

Research Implications: ***; Practice Implications: ***; Readability: ***

Ketilson, Lou Hammond, Michael Gertler, Murray Fulton, Roy Dobson, and Leslie Polsom. 1998. *The Social and Economic Importance of the Co-Operative Sector in Saskatchewan*. Saskatoon, SK: Centre for the Study of Co-operatives, University of Saskatchewan.

cooperatives; Saskatchewan; community economic development; rural economic development; statistics

research implications: ***; practice implications: *; readability: ***

Ketilson, Lou Hammond and Ian MacPherson. 2001. *A Report on Aboriginal Co-operatives in Canada: Current Situation and Potential for Growth*. Saskatoon, SK: Centre for the Study of Co-operatives, University of Saskatchewan.

This detailed report reviews the current state of Aboriginal co-operatives in Canada, and examines the application of the model in Aboriginal community settings. Included are a series of case studies. Conclusions regarding the success of these enterprises is offered and recommendations for future development are outlined.

Canada; First Nations; cooperatives; economic development; social development; rural and remote areas; Métis

case study

research implications: ***; practice implications: ***; readability: ***

Kibbe, Theron Fredrick. 1997. "Value-Adding Contract Cooperatives : Investor and Non-Investor Differences." North Dakota State University.

agriculture; cooperatives; new generation cooperatives; North Dakota

Kilmer, R. L., J. Y. Lee, and D. Carley. 1994. "Factors Influencing Farmers' Selection of a Milk Handler." *Journal of Agricultural Applied Economics* 26:443-450.

This article uses a structural probit model to estimate the change in the probability of selecting a milk handler. Cooperatives are compared with independent milk handlers.

AB

agriculture; cooperatives; dairying; membership

Research Implications: **; Practice Implications: **; Readability:

King, Robert P. 1995. "The Future of Agricultural Cooperatives in North America: Discussion." *American Journal of Agricultural Economics* 77:1160-1162.

A response to Michael Cook and Murray Fulton's articles in the same issue which highlights the strengths and weakness of both works, and discusses other avenues of research. In particular, King points to the two missing issues: the role of incentives for hired managers, and the difficulties cooperatives have with internal incentives for product and process innovation. He concludes by pointing to the resilience and adaptability of cooperatives. FT

agriculture; cooperatives; innovation; management; innovation; theoretical focus with application in practice

Research Implications: **; Practice Implications: **; Readability: **

Kinnis, Sol and Julia Smith. 2002. "Kooocanusa Value Added Cooperative." British Columbia Institute for Co-operative Studies, Victoria, BC.

This case study examines how a community in southeastern British Columbia got together to form a co-operative for the harvesting and marketing of value-added wood products. As a New Generation Co-operative the Kooocanusa Value Added Cooperative is different from a traditional co-operative in that they have a tied-contract, set out delivery rights, and a need for higher levels of equity investment by individual members. Based on a successful pilot project KVAC is an example of a forestry-based community taking advantage of their technical skills to produce valuable wood products.

community economic development; forestry and forests; forestry management; forestry practices; rural economic development ; diversification
case study; theoretical with application in practice

research implications: **; practice implications: **; readability: ***

Kistner, J. and C. Merlo. 2002. "Getting the Green Light: Cobank Business Development Officer Discusses Essential Planning Needed to Finance an Added-Value Cooperative." *Rural Cooperatives* 69:17-19, 34.

cooperatives; management; agriculture; finance

Klien, Kurt, Timothy Richards, and Allan Walburger. 1997. "Determinants of Co-Operative Patronage in Alberta." *Canadian Journal of Agricultural Economics* 45:93-110.

agriculture; cooperatives; Alberta; patronage; membership; member participation

Knoeber, Charles R. 1997. "Explaining State Bans on Corporate Farming." *Economic Inquiry* 35:151.

This article explains state laws banning corporate farming through the existence through f cooperatives, the existence of federal farm programs, and homogeneity of farmers. AB

agriculture; political aspects; economic aspects; economic conditions
comparative; evaluators

Research Implications: ***; Practice Implications: ***; Readability:

Knudsen, A. J. 1995. *Living with the commons: local institutions for natural resource management*. Christina Michelsen Institute. Norway: Fantoft-Bergen.

In this report Knudsen is investigating the degree of research on common property regimes. Of particular interest in terms of co-operative fisheries research is the case study that examines the developments connected to marine resources and common property theory, fishery co-ops, economic rationality and markets, traditional marine tenure systems, 'native' ecologies, and formal and informal regulations pertaining to fisheries. The author takes these concepts and applies them to a lobster fishery in Maine.

fisheries; economics; rural development
theoretical with application in practice; report, case study; environmental policy;
management
research implications:**; practice implications:**; readability:**

Koistinen, A. 1998. "Developing Forestry Co-Operation at the Village Level in Finland."
Tyotehoseura Ry, Helsinki; Finland.
The report describes in detail a co-operative network for forestry management in Finland.

cooperatives; forestry and forests; forestry management; Finland; local economic
development

—. 1999. "Forestry Service Entrepreneurs as Producers of Services." Tyotehoseura Ry, Helsinki;
Finland.
Provides an overview forestry management and the organizational structure of forestry
worker co-operatives in Finland.

forestry and forests; Finland; cooperatives; forest management; worker cooperatives

—. 1999. "Forestry-Service Entrepreneurship in Finland." Tyotehoseura Ry, Helsinki; Finland.
This report describes the structure of Finnish forestry management programs that involve
worker cooperatives and other private enterprises.

forestry and forests; cooperatives; worker cooperatives; Finland; forestry management

Kosminsky, Jay. 1997. "Venture Philanthropy a New Model for Corporate Giving." *Fund Raising
Management* 28:28.

This article describes a model of corporate involvement and investment in nonprofit
organizations for community development.

local economic development; social responsibility in business; capitalization; community
economic development; nonprofit organizations; micro finance

Kotov, Igor. 2000. *New Generation Cooperatives: A Short History of the Idea and the Enterprise*.
Macomb, IL: Illinois Institute for Rural Affairs, Western Illinois University.

This article relates the history of the rise of New Generation Cooperatives (NGCs). It is

divided into three main sections. The first details the adverse conditions faced by farmers as the processing industry grew and represented more and more of consumer spending on food items. Secondly, the article relates the shift to the cooperative movement to control the cost of inputs and bring essential services to rural areas and how these earlier movements laid the groundwork for the development of NGCs. Finally an overview of several NGCs is presented illustrating some of the economic impacts of these cooperatives even during downturns in farm economies in the mid-1980s. It discusses evaluating the success and failure of NGC as a precursor to more detailed case studies presented later in this report. FT

agriculture; cooperation; cooperatives ; innovation; cooperative marketing; economic conditions; economic development; economically disadvantaged; equity; finance; government relations; new generation cooperatives; organizational innovation; organizational structure; rural economic development; technological innovations case study; comparative; evaluators
Research Implications: **; Practice Implications: **; Readability: ***

Kraenzle, C. A. and D. E. Cummins. 1997. "Farmer-Owned Coops Add \$9.6 Billion in Value for Members." *Rural cooperatives* 64:4-6.

cooperatives; agriculture; United States

—. 1999. "Improving Their Worth: Farmers Coops' 1997 Value-Added Activities Rise to \$10.1 Billion." *Rural Cooperatives* 66:4-6.

cooperatives; agriculture; United States; new generation cooperatives

Kramer, Erin Todd. 1996. "Tax Reform, a Bitter Pill?" *Rural Telecommunications* 15:54.
Examines the tax exemptions available to rural American telephone cooperatives and how this provides the incentive for capital investment in rural low-density areas. –AB

telephone utilities; cooperatives; United States; taxation; capitalization; United States

Kraybill, David S and Bruce A Weber. 1995. "Institutional Change and Economic Development in Rural America." *American Journal of Agricultural Economics* 77:1265.

The article discusses changes in organizational structure and land management models for rural economic development.

rural economic development; rural and remote areas; land management; agriculture

Krimerman, Len. 1998. "Worker Ownership's Uncertain Future: Lessons from Two Decades of Trials." *Dollars*.

Provides a history of American worker co-operatives. Also compares worker co-ops with ESOPs. –AB

worker cooperatives; employee ownership; United States

Kyriakopoulos, Kyriakos. 1998. "Agricultural Cooperatives: Organizing for Market-Orientation." in *Building Relationships to Feed the World: Firms, Chains, Blocs*. Punta del Este, Uruguay: IAMA World Congress, VIII.

This paper challenges the assumption that cooperatives' functioning is that their markets approximate commodity markets and thus it follows that production orientation is pursued. The author suggests that the current economic shift associated with growing emphasis on evolving and differentiated consumer preferences results in a focus on customer-orientated beliefs. The author argues that market-orientated strategy poses challenges to cooperative ownership, decision making, and conduct. The author concludes with a discussion of organizational arrangements necessary to facilitate market-orientated strategies.

agriculture; cooperatives ; innovation; economic aspects; economic conditions; globalization; management; member relations; membership participation; organization structure; organizational innovation; Netherlands proceeding; theoretical with application in practice
Research Implications: ***; Practice Implications: **; Readability:

Kyriakopoulos, Kyriakos and Onno-Frank va Bekkum. 1999. "Market Orientation of European Agricultural Cooperatives : Strategic and Structural Issues." in *European Agriculture Facing the 21st Century in a Global Context*. Warsaw, Poland: The Congress of the European Association of Agricultural Economists.

This paper challenges the main assumption of cooperatives' function -- that their markets approximate commodity markets and therefore that production orientation is pursued. The authors suggest that the current economic shift ,which is associated with a growing emphasis on evolving and differentiated consumer preferences, results in an increasingly market-orientated strategy by cooperatives. The authors argue that market-orientated strategies pose challenges regarding cooperative ownership, decision making, and business conduct. Through an overview of recent cooperative restructuring in the Netherlands, the paper illustrates organizational arrangements necessary to facilitate market-orientated strategies. AB

agriculture; cooperatives ; innovation; economic aspects; economic conditions; globalization; management; member relations; membership; member participation; organization structure; organizational innovation; Netherlands proceeding; theoretical with application in practice
Research Implications: ***; Practice Implications: **; Readability:

Leblanc, J. 2000. *United States' fishery cooperatives: rationalizing fisheries through privately negotiated contracts*. FAO Fisheries Technical Paper, 215 – 218.

The author describes how a fishery co-operative in the United States, aided by a legal contract that stipulated an allowed catch to its members has assisted in better management and conservation of the particular fishery (Pacific Pollock). The author suggests that co-ops can achieve the benefits of the government's Individual Fishing Quota programme without government regulation.

fisheries; cooperatives; policy; environmental policy; sustainable development

technical report, case study, application focus
research implications:**; practice implications:**; readability:**

Landman, Ruth. 1993. *Creating Community in the City: Cooperatives and Community Gardens in Washington, Dc.* Westport, CT: Bergin & Garvey.

community shared agriculture; agriculture; cooperatives; community economic development; urban economic development; United States

Lang, Mahlon G. 1995. "The Future of Agricultural Cooperatives in Canada and the United States: Discussion." *American Journal of Agricultural Economics* 77:1162.
Lang responds to Michael Cook's and Murray Fulton's articles in the same issue. He argues that cooperatives adapt to market structures and views a role for cooperatives in value-added production.

agriculture; capitalization; cooperatives; economic aspects; innovation; new generation cooperatives
theoretical with application in practice
Research Implications: ***, Practice Implications: **, Readability: **

Lantz, Trevor. 2001. *Examining the Potential Role of Co-operatives in the Ethical Commercialization of Medicinal Plants: Plant Conservation, Intellectual Property Rights, Ethics, and Devil's Club (Oplopanax Horridus)*. Victoria, BC: British Columbia Institute for Co-operative Studies.

cooperatives; sustainable development; community economic development; forestry and forests; innovation

Lasley, Paul, C. Phillip Baumel, Ronald Deiter, and Pat Hipple. 1997. "Strengthening Ethics within Agricultural Cooperative." USDA, Rural Business-Cooperative Service, Washington, D.C.

This report examines why ethics is an important factor in the success of cooperatives and what boards of directors can do to strengthen it. An emphasis on ethical business conduct may help strengthen trust, which is at the heart of cooperation, and thus strengthening membership commitment and loyalty. This same emphasis upon ethical business conduct may help distinguish cooperatives from other types of business. AB

agriculture; communication; membership; cooperation; social cohesion; social responsibility in business; United States; cooperatives
technical report; theoretical with application in practice
Research Implications: ***, Practice Implications: ***, Readability:

Lategola, A.R. 1996. "Building Blocks of Development: Capital for Formation and Growth."
A collection of presentations on the topic of securing capital for co-operative development or growth. The papers were presented as part of the Cooperative Development Forum held in Washington D.C. in 1996.

capitalization; cooperatives; United States; cooperative development

Lawless, Greg. 2000. *Home Grown Wisconsin: The Story of a New Producer Co-Operative*.

Macomb, IL,: Illinois Institute for Rural Affairs, Western Illinois University.

The organic producer cooperative, Home Grown Wisconsin (HGW), was developed in order to expand markets for farmers organic produce by marketing directly to restaurant chains first in Madison and later in Chicago. The cooperative was born out of an informal organization, Local Organic Agriculture for Markets (LOAM) composed of chef and owner of L'Etoile restaurant, Odessa Piper, organic farmers Richard DeWilde and Linda Hally, organic food distributor Mark Dupre his employee Joe Sonza-Novera and Greg Lawless from the University of Wisconsin Center for Cooperatives. LOAM was established to improve marketing infrastructure and led to a survey of 301 sustainable farmers in Wisconsin who direct marketed fruit and vegetables, meat products, processed foods and dairy. In a haphazard fashion HGW was created, composed of both farmers and chefs with the Board consisting of 3 producers and 3 chefs. Although the author suggests that HGW is an example of what not to do when starting a cooperative, he suggests that the following factors contributed to the success of the cooperative: the dedicated individuals who were committed to the cooperative's success, market research, support from the state (in the form of grants), marketing demand, high quality produce, professional service, and marketing efforts. FT

agriculture; business development; business networks; cooperative marketing; finance ; governance; leadership; new generation cooperatives; organic agriculture case study ; evaluators

Research Implications: **; Practice Implications:**; Readability: **

Lawless, Greg and Will Hughes. [1996]. "The Potential Role of Cooperatives in Wisconsin's Aquaculture Industry." University of Wisconsin Center for Cooperatives for the Wisconsin Aquaculture Advisory Council.

This report examines the potential role for developing a co-operative aquaculture industry in the state of Wisconsin. The authors provide a range of co-operative models and approaches that may be applied in the Wisconsin aquaculture industry. With the continued growth of the state's aquaculture industry, the authors contend that co-operative enterprises offer one possible way of developing the industry towards its maximum potential. This report provides a useful overview of the co-operative advantage and provides two case studies examining how co-operative strategies have been used in the aquaculture industries of West Virginia and North Dakota.

fisheries; community economic development; rural economic development; aquaculture theoretical with application in practice; technical report; case study research implications: **; practice implications: **; readability: **

Lawrence, John. 2002. "Democratic Worker Cooperatives: An Organizational Strategy Reconsidered for the 21st Century." *New Politics* 9:116-22.

worker cooperatives; Spain; employee ownership; democratic control

Laxer, Gordon. 1995. "Social Solidarity, Democracy and Global Capitalism." *Canadian Review of Sociology and Anthropology* 32.

social capital; social cohesion; democratic participation; globalization

Lazerson, Mark and Gianni Lorenzoni. 1999. "Resisting Organizational Inertia: The Evolution of Industrial Districts." *Journal of Management & Governance* 3:361.

innovation; business networks; organizational structure; local economic development

Leadbeater, Charles. 1997. "The Company You Keep: Suggestions for Policies to Create More Employee Owned Companies in Great Britain." *The New Statesman* 126:30(2).

employee ownership; worker cooperatives; United Kingdom

Lee, Danny. 1994. "Working Together (UK Worker Co-operatives) (Special Supplement: 150 Years of the Co-op)." *New Statesman & Society* 7:vii(2).
Provides an overview of co-operatives in UK and Europe. Highlights some alternative worker co-operatives (recycling, etc.) Also discusses the Italian Marcora Law (1985) that provides government support for worker co-operatives to take over failing conventional firms -- popularly known as Phoenix Co-ops. The article highlights some of the challenges faced by worker co-operatives in the UK in the 1970s and 1980s particularly some of the more well known failures. The article also touches on the increase in UK ESOP and points out the difference between these and worker co-ops. FT

worker cooperatives; employee ownership; government relations; small and medium sized businesses (SME); cooperative conversions

Leibrand, Carolyn. 2001. "Structural Change in the Dairy Cooperative Sector, 1992-2000." USDA, Washington, D.C.

Between 1992 and 2000, 84 cooperatives went out of existence via dissolution, merger, acquisition, or by reducing dairy to a minor share in their operations while 32 new dairy cooperatives were formed. The structure of the dairy cooperatives sector partitioned in two directions. Some cooperatives became more vertically integrated through manufacturing and processing, differentiating their products and strengthening ties in the market chain. On the other hand, some focused their operations on bargaining only. AB

agriculture; cooperative conversions; cooperatives ; innovation; dairying; economic aspects; economic conditions; globalization; joint ventures; mergers and acquisitions; new generation cooperatives; organizational change; United States technical study

Research Implications: **; Practice Implications: ** ; Readability:

Leibrand, Carolyn Betts and Karen J. Spatz. 1993. "Darimac : An Export Marketing Agency-in-Common for Dairy Cooperatives." USDA, Agricultural Cooperative Service, Washington, DC.

The report conceptualizes a marketing agency-in-common of dairy cooperatives that would facilitate the export of manufactured dairy products. Includes a specific plan for the operation of the marketing agency to export products and avenues for exporting both bulk and value-added product lines. AB

agriculture; cooperative marketing; cooperatives ; innovation; dairying; globalization; economic aspects; economic conditions; United States
theoretical with application in practice; technical report
Research Implications: ***; Practice Implications: ***; Readability:

Leland, David. 1999. "A Car-Sharing Cooperative in Winnipeg: Alternatives and Recommendations." Centre for the Study of Cooperatives, University of Saskatchewan, Saskatoon.
This booklet describes car-sharing cooperatives models and suggest recommendations for establishing car-sharing in Winnipeg, Manitoba. FT

cooperatives ; innovation; environmentalism; economically disadvantaged; organizational structure; Winnipeg
technical report
Research Implications: **; Practice Implications: ***; Readability: ***

Lev-Wiesel, Rachel. 2003. "Indicators Constituting the Construct of 'Perceived Community-Cohesion'." *Community Development Journal* 38:332-343.

social cohesion; community economic development; community participation

Levi, Yair. 1994. "The Change-Oriented Cooperative: Concept and Practice Issues." *Economic and Industrial Democracy* 15:227.

This article explores what the author terms "pseudo-cooperatives" and change oriented co-operatives which are more focused on community change.

cooperatives; organizational change; organizational structure; innovation

—. 1998. "Beyond Traditional Models: Multi-Stakeholder Cooperatives and Their Differential Roles." *Journal of Rural Cooperation* 26.

Multi-stakeholder cooperatives are innovative organizations that aim to broaden the scope of those who have a stake in the cooperative's success. The author illustrates this through two distinct cases: a "hybrid" cooperative with an external investor, and multi-stakeholder cooperatives with strong community and social alternative orientation. The author argues that the type organizational types differ in their short-term objectives and their broader implications. AB

agriculture; cooperatives ; innovation; organizational innovation; membership; community economic development
case study; theoretical focus
Research Implications: **; Practice Implications: **; Readability:

- 2000. "The Ambiguous Position of Cooperatives Vis-a-Vis the Issue of "Difference"." *Journal of Rural Cooperation* 28:121-135.

This paper examines the ambiguous position of cooperatives vis-a-vis capitalism, the thesis of "no difference", the defensive position, and the recent efforts to sustain cooperative particularity. The author examines different levels of economic activity, and suggests that cooperatives with low levels of economic involvement help the achievement of cooperative particularity, whereas states of high economic activity and risk, eg. agricultural production cooperatives, hampers cooperative difference. AB

agriculture; cooperation; cooperatives; economic aspects; social aspects
theoretical focus

Research Implications: **; Practice Implications:**; Readability

- Levi, Y. 2001. "Globalization and the "Cooperative Difference"." *Journal of Rural Cooperation* 29:105-114.

This article examines the challenges cooperatives face in globalization in light of Polyani's concept of separateness of the economic from other institutions of society, or disembeddedness. The author relates embeddedness to "cooperative difference" and the opposite of disembeddedness. The authors argue from these propositions that: 1/the greater the degree of disembeddedness in a cooperative, the less it is likely to differ from non-cooperative organizations mainly investor-owned firms (IOFs), 2/the greater the degree of embeddedness in a cooperative, the more it is likely to differ from other organizations, 3/the greater the degree of global disembeddedness, the greater the capacity of mainstream economics to weaken the cooperatives; 4/ the greater the degree of global embeddedness, the greater the cooperatives' capacity for asserting and defending their difference. AB

economic aspects; economic conditions; cooperatives ; innovation; cooperation;
globalization; social aspects
theoretical focus

Research Implications: ***; Practice Implications: **; Readability

- Levin, Morten. 1993. "Creating Networks for Rural Economic Development in Norway." *Human Relations* 46:193.

Networking for local economic development and the delivery of services to rural and remote areas of Norway is the main focus of this article.

local economic development; rural and remote areas; Norway; social development; public services; business development

- Lewin, Richard. 2002. "Investigating the Benefits of Mutuality: A Discussion of the Demutualisation Trend." *Journal of Pensions Management* 7:313.

Examines the demutualization trend in the UK financial services sector. May be useful and relevant to any co-operatives considering demutualizing. –AB

cooperative conversions; housing; banks and banking; demutualization; United Kingdom;
cooperatives;

Lewis, C. E., H. Geier, E. Arobio, C. A. Young, and J. A. Greenberg. 1996. "Coops on the Last Frontier: Alaska Seems Ripe for Development of New Cooperatives." *Rural Cooperatives* 63:13-17.

Explores the application of the cooperative model in Alaska's growing agriculture industry. Reviews the development and practices of co-operatives and considers whether this fits with the objectives and values of the producers in that state. –AB

agriculture; cooperatives ; innovation; rural and remote areas; business development evaluators; case study

Research Implications: **; Practice Implications: **; Readability:

Lewis, Clifton W, Jeffrey W Miller, and Mia Namm. 2002. "Cost Reduction Opportunities for Distribution Cooperatives through Electronically-Delivered Products and Services." *Management Quarterly* 43:29.

The role of distribution co-operatives, particularly utilities co-operatives operating in the rural United States are discussed. Strategies to decrease delivery costs and increase revenues are included.

telephone utilities; electrical utilities; cooperatives; rural and remote areas; consumer cooperatives

Lewis, Edgar L. 1994. "Opportunities for Vegetable Processing Cooperatives in the South and Southeast." USDA, Agricultural Cooperative Service, Washington, D.C.

This study investigates the production, marketing and human resources potentially available for expanding and developing vegetable processing cooperatives in 13 states. Fresh processing operations (pre-cut) are also considered. AB

agriculture; cooperatives; business development; United States technical report; application focus

Research Implications: **; Practice Implications: **; Readability:

Lewis, Gary. 2000. "Co-operatives in Rural Renewal: The Case of Arranmore Ireland." Australian Centre for Co-operative Research and Development.

In this case study Gary Lewis explores the role co-operatives have played in mobilizing community members on a remote island off the west coast of Ireland. The creation of the Arranmore co-operative provided a forum for organizing community members interested in reviving their social, cultural and economic standards of living. The island fishing industry experienced a great decline in the 1980s and 1990s to the point of becoming virtually extinct. Lewis demonstrates how the Arranmore co-operative has successfully sought funding for the development of a mussel farming co-operative. The paper concludes with a review of the role the co-operative has played in providing community members with services, the development of resource management projects (fisheries, etc), and an optimistic prediction that has the co-operative playing a leading role in the implementation of programs to improve island living conditions in the future.

fisheries; community economic development; rural economic development; Ireland

case study; theoretical with application in practice
research implications: **; practice implications: **; readability: **

Lewis, Tom D. 1993. "That "Just Right" Debt-to-Equity Ratio." *Management Quarterly* 34:13.
Explores the notion of a properly balanced debt to equity ratio that provides a reasonable return to members without exposing them to too much risk. Example is drawn from electrical co-operatives. – AB

electric utilities; cooperatives; finance

Lewis, Tom D and Ronald P Salyer. 2001. "The Electric Generation Service Supply "Opt-in, Opt-out" Decision: Determining What's Best for Member-Consumers." *Management Quarterly* 42:12.
Examines the challenges facing electric co-ops in an era of deregulation. May be useful for any service co-operative recognizing the need to remain relevant to and the first choice of its members. –AB

electric utilities; cooperatives; United States; deregulation

Light, Patricia Elizabeth. 1998. "Formal Participation and Employee Influence : An Empirical Study of Two Consumer Sponsored Health Care Co-operatives." Commerce, University of Saskatchewan, Saskatoon.
Theses Comm. L54

health care administration; health care cooperatives; Canada

Lindenfeld, Frank. 2002. "Taking the Next Steps in Solidarity: Moving toward a National Worker Co-op Federation." *Grassroots Economic Organizing Newsletter*:2.

worker cooperatives; employee ownership; democratic control

Lindquist, Evert A. 2001. "Alternatives for Public Sector Reform: Co-operatives & the ASD Debate." *Making Waves* 12:41-44.
The article reviews the rise in interest in alternative service deliveries (ASD) in Canadian government policies and discusses the connections between co-operative structures and the goals of ASD.

community economic development; cooperatives; public services; innovation; social services; government relations

Ling, K. Charles. 1999. "Marketing Operations of Dairy Cooperatives." USDA, Agricultural Cooperative Service, Washington, D.C.
Details statistical information on US dairy cooperatives covering the fiscal year ending in calendar 1997. AB

agriculture; cooperatives; dairying; cooperative marketing; statistics; United States
technical report; evaluators

Research Implications: **; Practice Implications: *; Readability:

Ling, K. Charles and Carolyn Liebrand. 1998. "A New Approach to Measuring Dairy Coop Performance." USDA, Rural Business-Cooperative Service, Washington, D.C.

This report develops a new method to evaluate and compare the performance of dairy cooperatives with investor owned firms. The author develops, an extra-value index to measure the extra value created by a cooperative if its net operating margin can more than cover its operating costs, including the opportunity cost of operating capital. Using data, the author then ranks of firms by extra value index on by return on equity. Dairy cooperatives performed as well as IOFs based on both the extra value index and the return on equity. AB

agriculture; cooperatives; dairying; finance; economic aspects; equity; United States
technical report; theoretical focus

Research Implications: **; Practice Implications; *; Readability:

Lipovenko, Dorothy. 1997. "Seniors Find New Housing Solutions: Social Supports: Older Canadians Are Coming up with Imaginative Ways to Meet the Need for Companionship or Safety." *Globe and Mail*:A1.

As more and more of Canada's population become seniors, these people are looking for alternative housing arrangements. One of the most popular choices is the housing cooperative. Several examples are reviewed and presented as a means for seniors to acquire a range of benefits beyond housing such as companionship, personal services, and security. -FT

housing cooperatives; Canada; seniors

Livingston, Kristi, Michael Cook, Robert King, Anne Reynolds, and David Trechter. 1998. "Northeast Missouri Grain Processors, Inc." U.S. Department of Agriculture Fund for Rural America.

The Northeast Missouri Grain Processors, Inc. is the first new generation cooperative in Missouri. The cooperative was formed to explore the feasibility of constructing an ethanol plant to create a new market for corn and to provide a value-added use to increase profitability. The group is currently holding informational meetings to raise equity from producers. Key lessons outlined by the authors include: allot a significant amount of time to educating people about value-added cooperatives; understand the legal requirements of the state which may be different from other states and require considerable research, technical assistance and educational programs. AB

agriculture; business development; government relations; new generation cooperatives
case study; evaluators

Research implications: *; Practice implications: **; Readability:

Lorendahl, B. 1996. "New Co-operatives and Local Development: A Study of Six Cases in Jamtland Sweden." *Journal of Rural Sociology* 12:143-150.

community economic development; cooperatives; Sweden; local economic development case study

Lowenberg, P. 1997. *Partnering for Service Delivery: Securing Best Value through New Forms of Procurement and Service Agreements*. London: LGMB.

public services; social services delivery; innovation

Luecal, Scott. 1995. "Capital Credits, Competitiveness, and Member Loyalty." *Management Quarterly* 36:24.

Examines how to effectively retire capital credits in electric co-ops. May be of use for any co-operative dealing with equity distribution issues. –AB

electric utilities; cooperatives; equity; patronage; capitalization

Luecal, Scott and David Fricke. 2001. "Assessing the Value of a Strategic Acquisition." *Management Quarterly* 42:2.

Examines the experience of American electric co-operatives in their diversification efforts. –AB

cooperatives; electric utilities; United States; mergers and acquisitions; diversification

Lutz, Mark A. 1997. "The Mondragon Co-Operative Complex: An Application of Kantian Ethics to Social Economics." *International Journal of Social Economics* 24:1404.

Mondragon; worker cooperatives; social development; democratic control

Lyall, W. 1993. "Retaining Wealth and Control in Remote Aboriginal Communities."

First Nations; Métis; business development; social development; economic development; government relations

Lyons, M. 2000. "Nonprofit Organisations, Social Capital and Social Policy in Australia." in *Social Capital and Public Policy in Australia*, edited by I. Winter. Melbourne: Australian Institute of Family Studies.

social capital; organizational structure; government relations; policies; nonprofit organizations

Lyons, Thomas S. 2002. "Building Social Capital for Rural Enterprise Development: Three Case Studies in the United States." *Journal of Developmental Entrepreneurship* 7:193.

rural and remote areas; business development; social capital; rural economic development; United States
case study

MacBride, John and Ray Gerow. 2002. "Minding Our Own Business: How to Create Support in First Nations Communities for Aboriginal Business." Community Economic Development Centre, Simon Fraser University, Burnaby, BC.

This report does not contain specific information regarding co-operative models of business development but it is very useful for all working in First Nations communities interested in new business ventures and models. The report contains short case study descriptions to illustrate suggestions for action and also samples of interview and self-surveys. FT

community economic development; First Nations; Métis ; Canada; business development research implications: *; practice implications: ***; readability: ***

MacDonald, Brain. 1996. *Lakeland Dairies and the Triumph of Cooperation, 1896-1996*. Killeshandra, Ireland: Lakeland Dairies.

dairying; cooperatives; agriculture

Mackie, Gerry. 1994. "Success and Failure in an American Worker's Cooperative Movement (Forest Workers)." *Politics and Society* 22:215(21).

This article examines forestry worker co-operatives in the Northwestern United States. The strengths and weaknesses of the model are discussed and how these were influenced by and influenced the establishment and decline of worker co-operatives in this industry. The relative ease of establishing worker co-operatives in this industry are also discussed. AB

forestry and forests; worker cooperatives; United States

MacLeod, Greg. 1994. "Atlantic Canadian Roots." in *Community Economic Development in Canada*, vol. 2. Toronto: McGraw-hill Ryerson.

community economic development; Canada

—. 1997. *From Mondragon to America: Experiments in Community Economic Development*. Sydney, NS: University College of Cape Breton Press.

community economic development; cooperatives; worker cooperatives; democratic control

—. 2001. "Co-ops and CED: Two Movements or One?" *Making Waves* 12:4-6.

Describes the connection and fit between co-operative enterprises and community economic development.

community economic development; cooperatives

Research implications: ; Practice implications: **; Readability: ***

MacPherson, Ian. 2000. "'in These Pioneer Days" George Keen and Leadership through Sacrifice and Determination." Pp. 40-56 in *Canadian Co-operatives in the Year 2000: Memory, Mutual Aid and the Millennium*, edited by B. Fairbairn, I. MacPherson, and N. Russell. Saskatoon: Centre for the Study of Co-operatives, University of Saskatchewan.

This chapter details the importance of George Keen to the English-Canadian movement including his role in the establishment of the Co-operative Union of Canada, and during the formative periods of the national movement. FT

historical aspects; leadership; cooperation; membership relations; government relations
historical work

Research Implications: **; Practice Implications: **; Readability: **

—. 2000. "Alexander Fraser Laidlaw: The Leadership of a Flexible Mind." in *Canadian Co-operatives in the Year 2000: Memory, Mutual Aid and the Millennium*, edited by B. Fairbairn, I. MacPherson, and N. Russell. Saskatoon: Centre for the Study of Co-operatives, University of Saskatchewan.

This paper details the life and leadership of Alex Laidlaw and discovers his success as a leader came from his flexibility that did not grow out of a willingness to abandon principles or lose direction, but out of an understanding of compromise and long process of the implementing the full meaning of cooperation. FT

cooperation; leadership; membership relations; historical aspects; cooperatives
historical work; evaluators

Research Implications: **; Practice Implications: **; Readability: ***

Maloney, William A., Graham Smith, and Gerry Stoker. 2000. "Social Capital and Associational Life." Pp. 212-225 in *Social Capital: Critical Perspectives*, edited by S. Baron, J. Field, and T. Schuller. Oxford: Oxford University Press.

This critic of the concept of social capital examines the work of Putnam and others that explores the role of association involvement in producing and reflecting social capital and civic engagement. The authors explore the notion of differential access to social capital and urge exploration into the distribution individual engagement. They also suggest looking at causes and consequences as well as measures of levels.

social capital; social cohesion; trust; voluntarism

Marcus, Gerald D. and Donald A. Frederick. 1994. "Farm Bargaining Cooperatives: Group Action, Greater Gain." USDA, Agricultural Cooperative Service, Washington, DC.

This research report presents case studies to illustrate the historical and contemporary importance of bargaining association activity. Future challenges and opportunities for producer bargaining associations are also discussed. AB

agriculture; cooperation; cooperative marketing; economic aspects; economic conditions;
rural economic development; United States

case study; comparative; evaluators

Research Implications: **; Practice Implications: **; Readability:

Marens, Richard S, Andrew C Wicks, and Vandra L Huber. 1999. "Cooperating with the Disempowered." *Business and Society* 38:51.
The article examines the relationship between productivity and employee participation.

cooperatives; employee ownership; worker cooperatives

Matthews, Barb. 1996. *Native Co-Operative Development: Opportunities for Co-Op Development in Ontario Native Communities*. Toronto: Canadian Co-operative Association - Ontario.

This report summarizes findings from a 1995 research project which examined the extent of co-operative development in First Nations communities in Ontario and elsewhere in Canada. The study also considered what types of development resources were currently available to promote co-operative enterprises to these communities. The final report includes a brief outline of findings according to service sector and a number of recommendations that provide a basis for future co-operative development in First Nations communities.

First Nations; Canada; cooperative development; Ontario; community economic development

Research implications: **; Practice implications: ***; Readability: ****

Matulich, S.C., Sever, M., Inaba, F. 2001. "Fisheries cooperatives as an alternative to ITQs: implications of the American Fisheries Act." *Marine Resource Economics*, 2001, 16 (1), 1 – 16.

This paper offers an interesting discussion about some innovative measures taken in the United States as a way to rationalize a very large fishery (the North Pacific Pollock fishery). A new act, the *American Fisheries Act*, enabled fishers to form co-operatives that were guaranteed fixed shares of total allowable catches if the members of the co-ops delivered their catch to historic processors. The intended outcome of the policy change and this new way of using fishing co-ops was that there would be voluntary decapitalization and rationalization that would benefit both the fishing vessel owners and the processors. The authors, applying Game theory, question the likelihood of achieving the intent. What is particularly interesting about this article is the notion of the co-operative management of the fisheries "commons".

fisheries; cooperatives; management; cooperative marketing; law and legislation; capitalization

theoretical with application in practice

research implications: **; practice implications: **; readability: **

Mauget, Rene and Francis Declerck. 1996. "Structures, Strategies, and Performance of Ec Agricultural Cooperatives." *Agribusiness* 12:265-276.
Data from 1990-1991 was gathered to determine factors that influence the success of

agricultural cooperatives in Denmark, Netherlands, Ireland, Germany, Spain, and the UK.
AB

agriculture; globalization; cooperatives ; innovation; organizational change;
organizational innovation ; Europe; economic aspects; economic conditions
comparative; evaluators
Research Implications: ***; Practice Implications: ***; Readability

McCay, Bonnie J and Svein Jentoft. 1998. "Market or Community Failure? Critical Perspectives on Common Property Research." *Human Organization* 57:21.

resource management

McCullough, Michael. 2000. "The MEC Way." *BC Business* 28:42.

Provides a good overview of Mountain Equipment Co-operative. Reviews this organization's unique style of conducting business in the outdoor/sporting goods industry. Identifies why MEC has been so successful, why their competitors are envious, and how they are able, because of their volume of business, to dictate what their suppliers will do.
-FT

consumer cooperatives; organizational structure; organizational change

McEwen, Thomas John and Richard C. Rounds. 1994. "Issues Relating to Value-Added Processing of Agricultural Products in Manitoba." Brandon University Rural Development Institute, Brandon, Manitoba.

The objective of this report is to identify impediments to value-added processing in Manitoba. The methodology was to stage sectoral and regional meetings with industry leaders and others directly involved in value-added processing. Although several factors were identified as impediments to value-added processing, marketing boards were consistently identified as the number one issue, others included subsidized rail transport of selected commodities another, unanticipated and punitive trade sanctions, and the shrinking level of technological and research support received by the agri-food sector.
FT

agriculture; new generation cooperatives; business development
technical report ; evaluators
Research Implications: ***; Practice Implications; *; Readability: ***

McGrath, Dion Gerald. 1996. "A Challenge to Tradition: Cooperative Farming in Saskatchewan, 1944-1960." MA Thesis, History, University of Saskatchewan, Saskatoon, SK:.

This thesis studies the development of co-operative farming in Saskatchewan from 1944 to 1960 including social, political, and economic conditions that supported or hindered cooperative development. AB

agriculture; business development; community economic development; cooperatives ;
innovation; economic conditions ; government relations; policies; rural economic
development; social aspects; Saskatchewan

historical work

Research Implications: **; Practice Implications: *; Readability:

McGuiness, F. 1994. *Bootstrap Three: Enterprise Stories from Rural Manitoba*. Brandon, MB: Manitoba Rural Development.

rural economic development; Manitoba; rural and remote areas

McLaughlin, Paul. 1996. "Resource Mobilization and Density Dependence in Cooperative Purchasing Associations in Saskatchewan, Canada." *Rural Sociology* 61:326-349. This paper examines the conditions in which Saskatchewan farmers established consumer cooperatives as a means to contest exploitation in relation to the cost of agricultural inputs and consumer goods. The rate of establishment of new consumer cooperatives increased during the periods when the cost-price squeeze on farmers eased and during periods of increased institutional support for the consumer movement. This event history analysis supports Lipset's claim that agrarian protestors engage in cooperative building primarily during times of prosperity. The results of this analysis give tentative support for Hannan and Freeman's density dependence hypothesis. AB

agriculture; consumer cooperatives; cooperation; economic conditions; economic aspects; economically disadvantaged; government relations; social aspects; Saskatchewan theoretical focus

Research Implications: **; Practice Implications: *; Readability:

Menzies, Charles. 1993. "All That Holds Us Together: Kinship Resource Pooling in a Fisheries Co-Operative." *Maritime Anthropological Studies*. In this article Charles Menzies examines the role resource pooling plays within a fishers' co-operative – the Prince Rupert Fishermen's Co-operative Association. Established in 1939 the co-op is a rare example of a co-op that has survived an increasingly competitive fishing industry dominated by vertically-oriented multinational fishing corporations. Menzies's analysis of resource pooling and specific forms of co-operation leads him to conclude that the unique co-operation-based networks of fishing co-operatives is a leading factor in determining the co-ops long-term economic survival.

fisheries ; community economic development; rural economic development case study; theoretical with application in practice research implications: **; practice implications: **; readability: ***

Menzies, Charles R. "Us and Them: The Prince Rupert Fishermen's Co-Op and Organized Labour, 1931-1989." *Labour/Le Travail* 48:89-108. In this paper, Charles Menzies explores the historical relationship between the Prince Rupert Fishermen's Co-operative and organized labour in Northern British Columbia. The paper examines the contradiction within the co-op related to the potential for social ownership within a market economy. Using the rising trends of conflict between co-op members and their non-member employees, Menzies highlights some of the weaknesses of co-operative organisation.

fisheries; community economic development; rural economic development; British Columbia; historical aspects
case study; theoretical with application in practice
research implications: ***; practice implications: **; readability: **

Merlo, Catherine. 1998. "Hooked on Catfish." *Rural Cooperatives*. May/June 1998, 65 (3), 8 – 13.

fisheries; cooperatives; United States

Merrett, Christopher and Norman Walzer. 1999. *Bibliography of Cooperatives and Cooperative Development*. Macomb, IL: Illinois Institute for Rural Affairs, University of Illinois. This bibliography is divided into the following sections: Theory and History of Cooperatives; Governance, Organizational, Legal, and Political Aspects of Cooperatives; Day Care and Baby-sitting Cooperatives; Consumer and Retail Cooperatives; Finance, Credit, and Credit Unions; Food Cooperatives; Women and Cooperatives; Health Care; Housing; Insurance and Risk Management; Producer Cooperatives in the Developed World; Producer Cooperatives in the Developing World; Producer Cooperatives in the Communist and Former Communist World; Marketing Cooperatives; Public Utilities (Electricity Gas Telephone); Purchasing or Shared Service Cooperatives; Worker Cooperatives and Workplace Democracy; Minority Populations, Social Movements, and Cooperative Development; Communities and Cooperatives; Cooperative Education; Tourism, Arts and Crafts Cooperatives; Cooperatives and the Environment; Business and Manufacturing Cooperatives; Globalization, Free Trade, and Cooperatives; Directories, Bibliographies, and Internet Resources. FT

cooperatives; community economic development;
bibliography

Merrett, Christopher and Norman Walzer. 2001. *A Cooperative Approach to Local Economic Development*. London: Quorum Books.

cooperatives; local economic development; community economic development; social development

Merrett, Christopher D. 2000. *The Role of Added-Value Cooperatives in Rural Economic Development*. Macomb, IL: Illinois Institute for Rural Affairs, Western Illinois University.

This case study of Heartland Organic Marketing Cooperative examines the role of new generation cooperatives in promoting rural economic development in the rural out migration. The study details the reasons leading to the formation of the cooperative, obstacles and opportunities that the cooperative has confronted, and the impact of the cooperative on the surrounding rural community. Although HOMC has increased its members income, it has had only a minimal impact on the surrounding community. Due to the diffused geographical spread of the cooperative's members, the economic impact is negligible. The three full time jobs offered in the processing plant are important, but not enough to offset the recent loss of 141 farm families. However, the cooperative is

looking to expand its capacity which may have greater impact on the rural community.
FT

agriculture; community economic development; cooperative marketing; economic conditions; new generation cooperatives; organic agriculture; rural economic development; sustainable development; United States
case study; evaluators
Research Implications: **; Practice Implications: **; Readability: ***

Merrett, Christopher D., Mary Holmes, and Jennifer Waner. 1999. "Directory of New Generation Cooperatives." Illinois Institute for Rural Affairs, Macomb, IL.
Provides a directory of New Generation Cooperatives by Agricultural Sector, in Alphabetical Order, and by State. Also lists Research and Outreach Centers.

new generation cooperatives
directory

Miettinen, A. 2001. "Between Formal Structures and Informal Institutions: Behaviour of Members in Collective Enterprises." *Journal of Co-operative Studies* 34.

cooperatives; social cohesion; membership; member participation

Miettinen, A. and A. Norlund. 2000. "Institutional Limitations for Providing Co-Operative Welfare in Sweden and Finland." *Journal of Co-operative Studies* 33:39-52.

cooperatives; social services delivery; Sweden; Finland; public services

Miles, M.P., J.B. White, and L.S. Munilla. 1997. "Strategic Planning and Agribusiness: An Exploratory Study of the Adoption of Strategic Planning Techniques by Co-operatives." *British Food Journal* 99:401-409.

This paper explores the adoption of strategic planning, such as environmental analysis, core competencies, and SWOT analysis, by agricultural cooperatives and offers implications for policy. This work is drawn from a survey of 345 cooperatives listed in the USDA Agricultural Cooperative Service's Directory of Farmer Cooperatives. AB

agriculture; management; strategic planning; United States
evaluators

Research Implications: **; Practice Implications: **; Readability:

Miller, Mike. 1994. "Mondragon: A Report from the Cooperatives in the Basque Region of Spain." Organize Training Center, San Francisco.
Appraisal and review of Mondragon worker cooperative complex. AB

worker cooperatives; Mondragon; employee ownership

Misra, Sukat K., Dale H. Carley, and Stanley M. Fletcher. 1993. "Dairy Farmers' Evaluation of Dairy Cooperatives." *Agribusiness* 9:351-362.

This study of dairy farmers in 12 southern states demonstrates that farmers are most likely to be satisfied with milk-marketing cooperatives which hold down operating costs, providing them with high prices for their product, and assure them a market for their milk. AB

agriculture; cooperatives; dairying; membership relations; management; United States comparative; evaluators

Research Implications: ***; Practice Implications: **; Readability:

Moller, Lynn G., Allen M. Featherstone, and David G. Barton. 1996. "Sources of Financial Stress in Agricultural Cooperatives." *Journal of Cooperatives* 11:38-50.

This paper uses an analytical technique to determine the relative degree of financial stress in agricultural cooperatives attributable to inadequate profitability, excessive debt, or high interest rates. AB

agriculture; finance
evaluators

Research Implications: **; Practice Implications: *; Readability:

Mollner, Terry. 2002. "Mondragon: The Loving Society That Is Our Inevitable Future." *World Affairs (New Delhi)* 6:124-39.

A review of the philosophy behind the Mondragon movement. –AB

worker cooperatives; Mondragon; employee ownership; community economic development

Mooney, Patrick H., Jerry Roahrig, and Thomas W. Gray. 1996. "The De/Repoliticization of Cooperation and the Discourse of Conversion." *Rural Sociology* 61:559-567.

This article examines the recent conversion of some cooperatives into "investor-oriented firms" (IOFs) from the perspective of a sociologist. It examines the discourse with which agricultural economists have approached the conversion issue. The authors argue that a reprivatization discourse of neoclassical economics has depoliticized discussion of the future of cooperative enterprise. Furthermore, the authors argue that a repoliticization of cooperation is necessary in order to assure the protection of extra-economic values and oppositional discourse that is part of the historical development of cooperatives. It is argued that there is a need to provide attention to the historical and sociological forces rather than a narrow focus on economism. AB

agriculture; cooperative conversions; economic conditions ; globalization; rural economic development; social aspects

theoretical with application in practice

Research Implications: ***; Practice Implications: ***; Readability:

Moran, W., G. Blunden, and A. Bradly. 1996. "Empowering Family Farms through Cooperatives and Producer Marketing Boards." *Economic Geography* 72:161-177.

This paper addresses the connections between family farms and the organizations linking them to agrocommodity chains. This connection between family farm-organization-commodity chain has been neglected in debates about the reproduction of family farms. The authors use the examples of cooperatives and producer marketing boards in New Zealand to inform this debate. The authors argue that cooperatives and producer marketing boards help protect family farms from the full costs of market relations, assist shareholders in capturing downstream profits, and enable farmers to develop and maintain ownership of new technology, reduce competition among farmers, and allow farmers more control of their industries than would otherwise be the case. AB

agriculture; cooperative marketing; economic aspects; social aspects; New Zealand
theoretical focus

Research Implications: **; Practice Implications: **; Readability:

Moran, W., G. Blunden, M. Workman, and A. Bradly. 1996. "Family Farmers, Real Regulation, and the Experience of Food Regimes." *Journal of Rural Studies* 12:245-258.

This paper explores national and regional variability in the experience of food regimes through two analytical frameworks. Recent debates on the nature of family farm as a form of production and its relationship to the capitalist economy and the concept of "real" regulation informs their contribution to the literature on uneven development in western economies. The authors suggest that social and political movements in the countryside have been neglected in attempts to understand the experience of individual nations within historical and emerging global food systems. Cooperatives and in more politically-oriented organizations enabled farmers to influence the form of agro-commodity chains and legislation governing the rural sector which are key factors in influence the variability of the experience of food regimes. Provides examples in France and settler economy of New Zealand. AB

agriculture; capitalization; cooperation; economic aspects; economic conditions;
government relations; policies; rural economic development; social aspects; New
Zealand; France

theoretical with application in practice

Research Implications: ***; Practice Implications: **; Readability:

Moreira, Manuel Belo. 2001. "The Cooperative Movement and the Agricultural Cooperatives in the Context of Globalization." *Journal of Rural Cooperation* 29:125-139.

This article reviews the major trends that characterize globalization at the economic, political-ideological, and socio-cultural levels in order to examine the rationality of agricultural cooperatives and the effects of globalization. This article evaluates the threats and opportunities that result from increased competition, trade liberalization, and the changing role of the nation-state. AB

agriculture; globalization; economic aspects; social aspects
evaluators

Research Implications: ***; Practice Implications: **; Readability:

Morrissey, John. 1994. "Cooperative Care Acutely Less Costly." *Modern Healthcare* 24:32.

Co-operative care hospitals in New York state and Rhode Island are discussed.

health care administration; health care cooperatives; United States

Moser, L. 1999. "Thumbs up Michigan Soybean Farmers Keeping Value at Home with New-Generation Cooperative." *Rural cooperatives* 66:20-25.

agriculture; cooperatives; new generation cooperatives; United States

Moye, A. Melissa. 1993. "Mondragon: Adapting Co-operatives to Meet the Demand of a Changing Environment." *Economic and Industrial Democracy* 14.

worker cooperatives; Mondragon; globalization

Murray, C. 1995. "Where Is the IWW Heading?" *Industrial Worker* 92:7.

worker cooperatives; innovation ; employee ownership

Myers, Michael J. 1993. "the Community-Based Health Care Model: A Potential Silver L." *South Dakota Business Review* 52:1.

health care cooperatives; health care administration; public services ; social services delivery

Nadeau, E. G., Isaac Nadeau, Mary E. Myers, Jody Padgham, Philip Guillery, and Kathryn Fernholz. 2002. *Balancing Ecology and Economics: A Start-up Guide for Forest Owner Cooperation*: Cooperative Development Services University of Wisconsin Center for Cooperatives
Community Forestry Resource Center and Cooperative Development Institute.
This manual examines how private, non-industrial forestland owners can use co-operative forms of organization to manage their forestland in a sustainable manner. Initiatives based on landowner co-operation – landowners sharing solutions, pooling resources, developing markets, etc. – are an increasingly more popular way of managing forestland. The authors argue landowner co-operation allows the owner to look beyond their own private forests to develop co-operative region-based forest management practices, while continuing to meet their own interests.

forests and forestry; community economic development; forestry management; forestry practices; rural economic development; diversification
application focus
research implications: **; practice implications: **; readability: ***

Nadeau, E. G. and David J. Thompson. 1996. *Cooperation Works! : How People Are Using Cooperative Action to Rebuild Communities and Revitalize the Economy*. Rochester,

Minnesota: Lone Oak Press.

This book provides over 50 examples of cooperative action in the United States and charts future opportunities for building on these examples. The purpose of this book is to demonstrate, through case studies, of how cooperative enterprises can revitalize community economic development. Includes examples from agriculture and NGC such as The Dakota Growers Pasta Company, cooperatives and small businesses in communities, credit unions, cooperatives among people with disabilities, as well as consumer, worker, housing, senior housing cooperatives.

agriculture; businesses development; community economic development; community health services; community leadership; community participation; consumer cooperatives; cooperation; credit unions; economic conditions; health care cooperatives; home care cooperatives; housing; membership; minorities; new generation cooperatives; participation; people with disabilities; retail cooperatives; rural economic development; social aspects; social cohesion; social services delivery; sustainable development; worker cooperatives; United States

case studies; theoretical with application in practice

Research Implications: **; Practice Implications: ***; Readability: ***

Nagar, Richa, Victoria Lawson, Linda McDowell, and Susan Hanson. 2002. "Locating Globalization: Feminist (Re)Readings of the Subjects and Spaces of Globalization." *Economic Geography* 78:257.

globalization; feminism

Nahapiet, Janine and Sumantra Ghoshal. 1998. "Social Capital, Intellectual Capital, and the Organizational Advantage." *Academy of Management. The Academy of Management Review* 23:242.

Not related specifically to co-ops. Explores whether social capital developed within organizations can be the source of intellectual capital. May be useful in examining co-ops' contribution to social cohesion.

social capital; social cohesion; organizational structure

Namken, Jerry C., E. Eldon Eversull, and David S. Chesnick. 1995. "Value-Added Contributions by Agricultural Cooperatives." USDA, Rural Business and Cooperative Development Service, Washington, D.C.

This study evaluates the value-added concept and its usefulness to cooperatives as a measure of economic performance. Value-added estimation is a method of evaluating the wealth an entity has created by its own and its employees' efforts. A value added statement is an appropriate supplement to the income statement for cooperative because it shows the dollar amount of value that is added to the product is distributed to those contributing to its creation. AB

agriculture; cooperatives; management;

technical report; theoretical with application in practice

Research Implications: ***; Practice Implications: ***; Readability:

Natcher, David C. 2002. "Putting the Community Back into Community-Based Resource Management: A Criteria and Indicators Approach to Sustainability." *Human Organization* 61:350-363.

This article addresses the heterogeneity found in Aboriginal communities and considers how this may affect community-based resource management. The article has implications for co-operative development in First Nations communities and provides an alternative view to notions of cohesiveness and predilections to collective action in such communities.

sustainable development; First Nations; community economic development
Research implications: *; Practice implications: **; Readability:**

National Institute on Co-operative Education, The. 1994. *Cooperative Economic Summit Proceedings: 150 Years of Cooperation*. Washington, DC: The National Institute on Co-operative Education.

cooperatives; economic development; health care cooperatives; health care administration; housing cooperatives

Neal, John W. 1994. "Water/Wastewater: Crucial Infrastructure for Rural Economic." *Management Quarterly* 35:44.

rural economic development; cooperatives; electric utilities; United States

Needham, Denise and Valerie Overend. 1999. "Good Work: Regina Women's Construction Cooperative Renovates Homes, Rebuilds Lives and Challenges Institutions." *Making Waves* 10:5-9.

The article describes the development, operations and success of the Regina Women's Construction Cooperative. Discussion of funding, education, and the co-op's successes and struggles is very instructive.

worker cooperatives; finance; Saskatchewan

Nembhard, Jessica Gordon. 2002. "Cooperatives and Wealth Accumulation: Preliminary Analysis." *The American Economic Review* 92:325.

cooperatives; economic development ; African Americans; business development; United States

Newhouse, David R. 1997. "The Development of Aboriginal Economies over the Next Twenty Years, for Aboriginal Business in Canada." *CANDO Journal of Aboriginal Economic Development* 1.

business development; Canada; First Nations; Métis

—. 2000. "Aboriginal People Meet the Borg of Capitalism." in *Ethics and Capitalism*, edited by J. Bishop. Toronto: University of Toronto.

First Nations ; Métis; business development; social responsibility in business

Newhouse, David R and Ian D Chapman. 1996. "Organizational Transformation: A Case Study of Two Aboriginal Organizations." *Human Relations* 49:995(17).
This article looks at business organization in First Nations communities and their fit with traditional cultural beliefs.

organizational change; organizational structure; First Nations; Métis; social aspects; Canada

Newton, K. 2001. "Trust, Social Capital, Civil Society and Democracy." *International Political Science Review* 22.

social cohesion; social capital; trust; democratic participation

Nickel, R. F. 2002. "Bringing It Home: Dakota Prairie Beef Co-Op Adding Value to Home-Grown Cattle, Grains." *Rural cooperatives* 69:16-18.

agriculture; cooperatives; new generation cooperatives

Nienhaus, Volker and Ralf Brauksiepe. 1997. "Explaining the Success of Community and Informal Economies Shared Altruistic Values or Effective Social Control?" *International Journal of Social Economics* 24:1422.

The article examines cooperative development and the role of social cohesion in developing countries.

banks and banking; cooperatives; democratic participation; community economic development; social cohesion

Nigh, Ronald. 1999. "Agriculture in the Information Age: The Transnational Ecology of Corporate Versus Smallholder Farming." *Urban Anthropology and Studies of Cultural Systems and World Economic Development*, 28:253-299.

This paper examines and compares two trends in world agriculture in terms of their potential contribution to the future global food system. These two systems are multinational corporations and smallholder agriculture. Cooperatives and similar associations are key to smallholder participation in the creation of food security and the global integration of agricultural markets. Corporate agriculture is increasingly mobile and seeks to produce, or to induce smallholders to produce standardized commodities for industrial food processing. Smallholders embody a wider set of values focused on place, community, and family. Smallholders by providing high-quality agricultural products and appealing to contemporary consumers who value healthy, natural food, and ecofriendly technology, may be able to capture a significant share of the global food

market. AB

agriculture; community economic development; economic conditions; rural development; globalization; social aspects
theoretical focus with application in practice
Research Implications: **; Practice Implications: **; Readability:

Nilsson, Jerker. 1997. "Inertia in Cooperative Marketing." *Journal of Cooperatives* 12:62-73.
This paper explores cooperatives slow adaptation to radical changes in agricultural cooperation in Sweden, Finland, and Austria following their entrance into the European Union. The hindering factors to adaptation is conservatism among members, and difficult institutional conditions with regards to legislation and public opinion. AB

agriculture; cooperative innovation; globalization; organizational innovation; organizational change
case study
Research Implications: ***; Practice Implications: **; Readability:

—. 2001. "Farmer Cooperatives: Organizational Models and Their Business Environment." Pp. 132-154 in *The New Mutualism in Public Policy*, edited by J. Birchall. London and New York: Routledge.
This chapter examines changes in organizational models for agricultural marketing cooperatives. It seeks to discover how the various cooperative organizational models can be classified into categories according to their adaptations to markets, and what the core attributes of each model are. It seeks to discover the various organizational models suited to market conditions, and the business rationale behind each model. It seeks to understand what agricultural cooperatives will look like in terms of organizational models a decade from now. FT

agriculture; globalization; organizational innovation; cooperatives ; innovation; cooperative marketing; economic aspects
comparative; evaluators
Research Implications: ***; Practice Implications: **; Readability:

Nilsson, Jerker and Gert van Dijk. 1997. "Strategies and Structures in the Agro-Food Industries." Assen, The Netherlands: Van Gorcum.

agriculture; cooperatives; Netherlands; innovation; capitalization; organizational structure

Nilsson, Jerker, Kyriakos Kyriakopoulos, and Gert van Dijk. 1997. *Agricultural Cooperatives in the European Union : Current Challenges and Trends*.

cooperatives; organizational structure; cooperative development; Europe

Ninacs, Bill and Frank Moreland. 2001. "Co-Ops, the Social Economy & CED in Québec." *Making Waves* 12:17-23.

Provides a detailed description of CED and the social economy movement in Québec and the roles of various groups, such as government, co-operatives, etc. An important English language description of the view of CED in Québec.

cooperatives; community economic development; Québec
Research implications: Practice implications: ; Readability ***

Noel, Charles V. Moore and Jay E. 1995. "Valuation of Transferable Delivery Rights for Marketing Cooperatives." *Journal of Cooperatives* 10:1-17.

This paper provides anecdotal information to substantiate their argument that delivery rights to a cooperative's marketing pool can take on a value independent of the members' equity share under certain conditions. Transferable delivery rights become valuable when the pool is fixed in size, members are protected from exploitation of quasi economic rents, and have an assured "home" for their production. The right has additional value if the cooperative generates a premium per unit return due to product differentiation and market power. AB

agriculture; economic aspects; cooperative marketing
evaluators
Research Implications: ***; Practice Implications: **; Readability:

O Boyle, Edward J. 1995. "On the Hospital as Commons." *International Journal of Social Economics* 22:3.

agriculture; health care administration; resource management
theoretical

OECD. 1996. "Executive Summary - Ministerial Symposium on the Future of Public Services."

public service administration; government relations; social services delivery

Oerton, Sarah. 1997. "Gendered Constraints and Opportunities: An Analysis of Workers' Experience in UK Cooperative and Collective Organizations." *Economic and Industrial Democracy* 18:201.

Explores gender imbalances in the work place in the setting of worker cooperatives and collective enterprises in the United Kingdom.

worker cooperatives; employee ownership; women; collectives

Ohya, M. 1996. "The Role of Medical-Health Cooperatives in Japan." Pp. 95-100 in *The World Book of Co-Operative Enterprise*: Plunkett Foundation.

health care cooperatives; health care administration; Japan

Oka, Masato. 2000. "A Special Consumer Cooperative Association Nursing Home." *Journal of*

Aging & Social Policy 11:99-106.

This article looks at the history and functioning of Rapport Fujisawa, a workers' co-operative facility for the elderly in Japan that combines residential and a nursing home with home support. It concludes with a discussion of the potential for the development of similar co-ops in Japan and elsewhere.

elder care; worker cooperatives; Japan

case studies; application

research implications: *; practice implications: **; readability: ***

Oleson, Brian. 2000. "New Generation Co-operatives and the Canadian Wheat Board." Pp. 168-182 in *Canadian Co-operatives in the Year 2000: Memory, Mutual Aid and the Millennium*, edited by B. Fairbairn, I. MacPherson, and N. Russell. Saskatoon: Centre for the Study of Co-operatives, University of Saskatchewan.

This article examines the interplay between New Generation Cooperatives in the wheat and barley sectors and the instruments of cooperation already established in the Canadian Wheat Board. FT

agriculture; cooperative marketing; new generation cooperatives; law and legislation
theoretical with application in practice

Research Implications: ***; Practice Implications: ***; Readability: ***

Ollila, Petri and Jerker Nilsson. 1997. "The Position of Agricultural Co-operatives in the Changing Food Industry of Europe." Pp. 131-150 in *Strategies and Structures in the Agro-Food Industries*, edited by J. Nilsson and g. v. Dijk. Assen, The Netherlands: Van Gorcum.

This article assess the role of cooperatives in the future agrofood industry by specifically asking the question which types of cooperatives will prosper and in which types of business? The article suggests that cooperatives will have difficulty with multinationals in many areas of production. However, cooperatives may be superior in coordinating the supply and demand between the producers and the first stage of processing. The authors, therefore, argue that cooperatives will maintain first processing, while part of the further processing will be separated into investor owned firms. The largest cooperatives will grow in order to gain competitiveness, other cooperatives appeal to local markets, still others will take a role as suppliers of unprocessed products to processing firms, or as suppliers of processed products to retail chains. AB

agriculture; cooperatives ; innovation; economic aspects; economic conditions;
globalization; organizational change

theoretical with application in practice

Research Implications: ***; Practice Implications:***; Readability:

Olson, Frayne, Theron F. Kibbe, and Gary A. Goreham. 1998. "New Generation Cooperative Membership: How Do Members Differ from Non Members?" North Dakota State University.

This article summarizes research conducted at the North Dakota State University comparing the characteristics of farmers who become members of large, crop-related NGCs or small, livestock related NGC with nonmembers. FT

agriculture; cooperatives; innovation; social aspects; member relations ; new generation cooperatives;
technical report; evaluators; comparative
Research Implications: ***; Practice Implications: **; Readability: ***

Olsson, J. 1996. "Co-operatives in Health Care and Social Services: A New Task for the ICE." in *The World Book of Cooperative Enterprise*: Plunkett Foundation.

health care administration; health care cooperatives

Orogo, Venus P. 1994. "Management Strategies Towards a Viable Seaweed Cooperative Enterprise in Sorsogon, Philippines." United Nations. Food and Agriculture Organization of the United Nations.

This document functions as a practical reference guide for the implementation and management of Seaweed Cooperative Enterprise in the Philippines; however, the information contained within the document can provide valuable guiding principles and steps for those interested in undertaking a similar aquaculture project. Prepared for the use of co-op leaders, the author compiles a numbers of options for co-op networking activities, development strategies, and marketing and trading matters related to seaweed farming.

cooperative development; cooperatives; aquaculture; fisheries; community economic development; rural economic development
case study; theoretical with applications in practice ; technical reports
research implications: **; practice applications: **; readability: **

Osti, G. 1997. "Reciprocity and Rural Development in the Action of Two Farmer Cooperatives." *Journal of Rural Cooperation* 25:101-112.

This paper analyzes the concept of reciprocity in two farmer cooperatives operating in the Po Delta, Italy with the aim of verifying whether rural development is an aim of these local actors. AB

agriculture; cooperation; rural development; Italy
case study ; evaluators;
Research Implications; ***; Practice Implications: **; Readability:

Oustapassidis, K., A. Vlachvei, and K. Karantininis. 1998. "Growth of Investor Owned and Cooperative Firms in Greek Dairy Industry." *Annals of Public and Cooperative Economics* 69:399-418.

This paper examines the factors that affect the annual growth of cooperatives and investor owned firms in the Greek dairy industry over the period 1990-1994. Tests whether there are any significant differences between IOFs and cooperatives. Comparison is based on both cooperative principles and property rights theory. AB

agriculture ; dairying; cooperatives; Greece
theoretical with application in practice
Research Implications: **; Practice Implications: **; Readability

Papadopoulos, Apostolos G. and Vassilis Patronis. 1997. "The Crisis of Greek Cooperatives in the Context of the Globalization Process." *Journal of Rural Cooperation* 25:113-125.
This paper analyzes the crisis of agricultural cooperative organizations in the context of globalization processes through a historical examination of the evolution of agricultural cooperative movement. Concludes with a discussion of the prospects for agricultural cooperatives within the new environment. AB

agriculture; cooperatives ; innovation; historical aspects; economic conditions; Greece
case study; evaluators
Research Implications: **; Practice Implications: **; Readability:

Parliament, Claudia and Zvi Lerman. 1993. "Risk and Equity in Agricultural Cooperatives." *Journal of Agricultural Cooperation* 8:1-14.
This paper examines the effects of risk on the proportion of equity held by agricultural cooperatives by measuring business risk and financial risk that is dependent on the proportion of debt in the cooperatives capital structure. AB

agriculture ; equity; capitalization; cooperatives
theoretical with application in practice
Research Implications; **; Practice Implications: ***; Readability:

Patrie, William. 1998. "Creating 'Coop Fever': A Rural Developer's Guide to Forming Cooperatives." USDA.
This author provides insights into the work of establishing rural cooperatives based on his experiences in North Dakota. The manual covers topics from bringing organizers together, steering committees, and budgets to the selection of an attorney, accountant and chief executive officer, business planning, equity drives, and timing. AB

agriculture ; business development; management ; cooperatives; cooperative
development; United States; local economic development
technical report ; application focus
Research Implications: *; Practice Implications: ***; Readability:

Pearce, John. 1995. *Measuring Social Wealth: A Study of Social Audit Practice for Community and Co-Operative Enterprises*. London: New Economics Foundation.
This booklet provides a very readable introduction to social auditing. It is aimed specifically at cooperative organizations.

social responsibility in business; cooperatives; membership
research implications: **; practice implications: ***; readability: ***

Pederson, Glenn. 1998. "Cost of Capital for Agricultural Cooperatives." USDA.

Cooperatives face the difficulty of determining the cost of membership, because the cost of equity capital in a cooperative cannot be derived directly from the capital market. This report discusses the pros and cons of innovative approaches to determining the cost of capital. This report also includes case studies of changing capital structure (long term debt and equity) in cooperatives in the Upper Midwest from 1984-94. AB

agriculture; capitalization; equity

case study; technical report; theoretical with application in practice

Research Implications: **; Practice Implications: ***; Readability:

Pell, David. 1994. "The Third Sector, Sustainable Development and Community Empowerment." in *Community Economic Development in Canada*, vol. 1, edited by D. J. A. Douglas. Toronto: McGraw-hill Ryerson.

community economic development; sustainable development; community participation

Pencavel, John. 2001. *Worker Participation: Lessons from the Worker Co-operatives of the Pacific Northwest*: Russell Sage Foundation.

In *Worker Participation*, John Pencavel examines the plywood co-operatives and forest worker co-operatives in the Pacific Northwest. By comparing the operation standards of worker-owned companies to traditional firms, Pencavel attempts to determine whether worker control results in more efficient practices. Also, Pencavel examines the long-term viability of worker-owned enterprises within a competitive market economy. Pencavel concludes that there is a pressing need for the revision of American labour laws in order to support greater participation in workplace organization.

worker cooperatives; community economic development; forests and forestry; forestry management; forestry practices; rural economic development; diversification

theoretical with application in practice

research implications: **; practice implications: **; readability: **

Pencavel, John and Ben Craig. 1994. "The Empirical Performance of Orthodox Models of the Firm: Conventional Firms and Worker Cooperatives." *The Journal of Political Economy* 102:718.

cooperatives; investor owned firms; worker cooperatives ; productivity; business organization

Perry, Stewart E. 2003. "Team Players: Good News from Nova Scotia About the Role of Government in CED." *Making Waves* 14:30-33.

This article offers a description of the development of a fisheries co-operative in Nova Scotia. The success of this project was largely due to the ability and willingness of government officials, from various departments, who were willing to work together across departmental boundaries to support the development of this co-operative.

fisheries; community economic development; cooperatives

research implications; practice implications: **; readability: ***

Pestoff, V. 1995. "Local Economic Democracy and Multi-Stakeholder Co-operatives." *Journal of Rural Co-operation* 23:151-167.

social reform; community economic development; cooperatives; innovation

Pestoff, Victor A. 2000. "Enriching Swedish Women's Work Environment: The Case of Social Enterprises in Day Care." *Economic and Industrial Democracy* 21:39.

women; cooperatives; worker cooperatives; child care cooperatives; public service ; employee ownership

Peterson, H. Christopher and Bruce L. Anderson. 1996. "Cooperative Strategy: Theory and Practice." *Agribusiness* 12:371-384.

This article examines the performance of cooperatives as measured in the context of their choice strategy and the alternatives available to them. The author identifies 12 strategies which 21 northeastern U.S. cooperatives followed. AB

agriculture; management; economic aspects
comparative; evaluators

Research Implications: **; Practice Implications: **; Readability:

Phillips, Claudia. 2001. "Revisiting Equity Management--the Art of Wise Compromise." *Management Quarterly* 42:24.

Examines American rural electric co-op projects. Identifies that these project were viable only because of tax treatment for non-profits, special low interest loans, and standardization efficiencies. -AB

electric utilities; cooperatives; finance; capitalization; taxation; United States

Pickering, Helen. 1999. "Marine Ranching: A Legal Perspective." *Ocean Development & International Law*, 30, 161 – 190.

Pickering examines marine ranching, which is the "release of young, hatchery-reared fish into in-shore waters for subsequent on-growing and recapture by private, public, or cooperative beneficiaries." The scope of the study is international; it focuses on three main areas of issues identified as important in deciding the viability of ranching operations and the model which they can ultimately take: ownership and exploitation rights, operating requirements, and controls on development. In terms of co-operatives the article is interesting in the discussion about property and or access rights regimes and the importance of legal frameworks that support the co-operative activities. While the article is not specifically about co-ops the references to and discussions about the role of co-operatives in this activity, existing and potential, are important. Underlying it all is the implicit suggestion there is a need for further research on the role of co-ops in marine ranching as well as other fishery activities.

fisheries; sustainable development; cooperatives; law and legislation
literature review; theoretical with application in practice; peer reviewed
research implications: **; practice implications: **; readability: xx

Pietrobelli, Carlo. 1998. "The Socio-Economic Foundations of Competitiveness: An Econometric Analysis of Italian Industrial Districts." *Industry and Innovation* 5:139.

business organization; cooperatives; worker cooperatives; Italy

Pine, Patricia P. and Vanderlyn R. Pine. 2002. "Naturally Occurring Retirement Community-Supportive Service Program: An Example of Devolution." *Journal of Aging & Social Policy* 14:181-93.

housing; seniors; United States; public services

Pitegoff, Peter. 1998. "Organizing a Childcare Union in Philadelphia (Includes Related Article on Childspace Daycare Centres)." *Dollars & Sense*:42(2).

Discusses Philadelphia's Childspace Cooperative Development Inc., which has been instrumental in creating co-operative daycare services which improve childcare and worker employment. The CCDI works with unions to create a partnership between employees and employers to lobby government and improve the quality of childcare and the childcare worker jobs. The hybrid model of CCDI is also outlined, noting the combination of worker control with a system of consumer and community influence -- variations on the traditional childcare co-operative model.

child care cooperatives ; worker cooperatives

—. 1999. "Shaping Regional Economies to Sustain Work: The Cooperative Health Care Network." Pp. 96-115 in *Hard Labor: Women and Work in the Post-Welfare Era*, edited by J. F. Handler and L. White, 1949-. Armonk, N.Y. : M.E. Sharpe,.

health care administration; health care cooperatives; women; social services delivery; social services administration

Pitts, E. 2001. "Structural Change in the Irish Dairy Industry: Growth in Scale, New Methods of Financing and Internationalization." *Bulletin of the International Dairy Federation*:65-70.

Provides a case study of the Irish dairy industry. Considers the effects of consolidation, concentration, and internationalization on the industry. Examines the effects of the conversion of former co-operatives into publicly traded companies. —AB

agriculture; globalization; mergers and acquisitions; dairying; cooperatives; Ireland case study

Research Implications: **; Practice Implications: **; Readability:

Pitts, E. and A. Krijger. 2001. "Case Studies of Internationalization and Structural Change in the Dairy Sector: Synthesis." *Bulletin of the International Dairy Federation*:4-9.

While not solely about co-operatives this resource reviews seven case studies examining the evolution of the dairy industries in Canada, USA, and several European countries. It examines how the role of co-operatives has changed during this flurry of consolidation and internationalization. –AB

agriculture; cooperatives; dairying; mergers and acquisitions; globalization; Canada; United States; Europe
case studies

Research Implications: **; Practice Implications: **; Readability:

Pobihushchy, Sidney. 2000. "Towards a People's Economy: A Cooperative Paradigm." Pp. 299-312 in *Canadian Cooperatives in the Year 2000: Memory, Mutual Aid and the Millennium*, edited by B. Fairbairn, I. MacPherson, and N. Russell. Saskatoon: Centre for the Study of Cooperatives, University of Saskatchewan.

This paper analyzes and presents an argument in favor of the co-operative democratic arrangement as the optimal way of coping with change and ordering social relations, because of all democratic arrangements the cooperative one explicitly places the dignity of life at the forefront of its values. FT

cooperation; cooperatives; citizen participation; economic aspects; democratic control; democratic participation ; governance; globalization; member participation; participation; community economic development; social aspects
evaluators

Research Implications: ***; Practice Implications: **; Readability: ***

Polat, H. 1998. "Indigenous Peoples' Co-Ops and the Ilo-Indisco Programme." *Review of International Co operation* 91:97-109.

ILO-INDISCO is a global institution dedicated to co-operative development for indigenous peoples. This paper reviews that organization and examines indigenous peoples co-operatives and their development experience. –AB

cooperative development ; Aboriginal peoples

Pompe, Jeffrey & Rockwood, Charles E. 1993. "A Cooperative Management Solution to a Fishery Commons." *Marine Fisheries Review*, 55 (4).

This paper discusses how the management of a fishery (generally regarded as common property) can be sustained through the development of a property rights regime that is based on co-operation. A study of a scallop fishery is used as an example of how a co-operative, with a particular kind of access rights and through self-regulation, has successfully managed its stocks and plans to conserve them for future generations. The authors suggest several factors must be in place for this kind of co-operative management to work well.

fisheries; cooperation; cooperatives; sustainable development; community participation

case study; application focus; peer reviewed
research implications:**; practice implications:***; readability:***

Poray, Michael C. and Roger G. Ginder. 1999. "Comparing Alternative Closed Swine Production Cooperatives: Adding Value to Corn under Uncertainty." *Journal of Cooperatives* 14. This article evaluates returns from established closed cooperatives owned by grain producers to produce hogs in Iowa. The returns to each farmer member are analyzed, and the distributions of a value added and total payments for each operation are ranked using a stochastic dominance criteria. The net present value of each cooperative is computed and these are compared against each other. AB

agriculture; cooperatives; new generation cooperatives; economic aspects; pork industry comparative; evaluators
Research Implications: **; Practice Implications: **; Readability:

Poulin, Pierre. 2000. "The Origins of Savings and Credit Co-operatives in North America: The Work of Alphonse and Dorimene Desjardins." Pp. 28-39 in *Canadian Co-operatives in the Year 2000: Memory, Mutual Aid and the Millennium*, edited by B. Fairbairn, I. MacPherson, and N. Russell. Saskatoon: Centre for the Study of Cooperatives, University of Saskatchewan. This article details the role of Alphonse and Dorimene Desjardins in the development of the first caisses populaires. FT

historical aspects; cooperation; leadership; social aspects; caisses populaires
historical work
Research Implications: **; Practice Implications:**; Readability: ***

Powell, Maria and Greg Lawless. 2002. "The Dane County Farms and Neighborhoods Initiative: Saving the Country, Saving the City." University of Wisconsin, Center for Cooperatives. Dane County in Wisconsin is currently one of the most threatened farm areas in the United States. Two factors that contribute to this threat are identified: 1/ the rapid pace of development in the county; 2/market forces and federal policies that make it difficult to make profits. As a strategy to preserve farmland and farmers, Dane County Farms and Neighborhoods Initiative was proposed in July of 2000 by Dane County Executive Kathleen Falk. The product of efforts by various local government and civic organizations; the proposal includes strategies to help Dane County farmers survive financially, preserve Dane County countryside, and promote infill development and re-development within existing areas in the county. This case study focuses on proposals aimed to preserve farmland and encourage more efficient city development, as well as the political landscape of Dane County and its possible affects on the proposals. In the first area the Farms and Neighborhoods Initiative proposes to partner farmers and agricultural business with the county to explore ways to modernize commodity production systems, identify new uses and markets for existing commodities, develop markets for specialty crops, and encourage new value-added products and technologies. In the plan these are offered by 1/establishing a Dane County Agricultural Enterprise Development Center; 2/ supporting alternative markets and local food products; 3/ helping farmers get quality health insurance. In the second and third areas, the Farms and Neighborhoods plan suggests strategies for preserving farmland and strategies that encourage efficient growth

in cities and villages through technological support and financial planning. A conservative/liberal split however has created political obstacles for government involvement in land use and farming issues. FT

community economic development; agriculture; development; economic aspects; environmentalism; environmental policy; government relations; policy; rural development; rural economic development
case study; evaluators; application focus
research implications: **; practice implications: *; readability: ***

- 2003. "Cropp Cooperative: The Cooperative Regions of Organic Producers Pools." North Central Institute for small farm profitability, University of Wisconsin Center for Cooperatives, Madison, Wisconsin.

This case studies is one of four in a series that examines New Generation Cooperatives (NGC). The CROPP Cooperative is a "hybrid" NGC operating in the organic dairy market. Following an overview of the organic dairy market, the case study discusses the formation of CROPP cooperative examining some of the obstacles the cooperative faced such as lack of standards and regulatory laws. Some of CROPP cooperative strategies have been creative financing and the use of a brand name marketing strategy. It is a "hybrid" NGC because it does not have many of the typical features of a NGC such as upfront investments, capital shares, it is not involved in processing, and the cooperative does not obligate producers to deliver a set amount of produce. However, CROPP cooperative can best be described as a marketing cooperative that is closed and receives a premium for its product. How to compete with private firms with fewer restrictions on access to capital and how to revolve equity back to members are key challenges for the cooperative according to the case study. FT

agriculture; capitalization; cooperative innovation; cooperative marketing; dairying; new generation cooperatives; organic agriculture; United States
case study; evaluators
Research Implications: *; Practice Implications: ***; Readability: ***

- Powell, Maria, Naline Thongchua, and Greg Lawless. 2002. "Dakota Lamb Growers Cooperative." University of Wisconsin, Center for the Study of Cooperatives. In 1995, the Valley Wool Growers Association, a group of sheep farmers in east-central North Dakota, began to look into creating a producer-owned company to add value to their lamb operations. The farmers decided to switch to meat because shearing costs outweighed income from the wool. Moreover, because a feasibility study demonstrated that capitalizing in a slaughter and processing plant was unadvisable due to the small size of the group, the farmers contracted Dakota Country Meats to custom process their lamb. Instead of investing in capital, the farms put their equity investment toward developing markets for their products. The group was officially incorporated as Dakota Lamb Growers Cooperative (DLGC) in 1999. DLGC strategy was to focus on securing a market niche for "natural" lamb, which has not received antibiotics or growth hormones and has not been fed animal byproducts. In a volatile market with declining growth and concerns for food safety, according to the authors, DLGC's marketing strategy is promising. FT

agriculture; capitalization; cooperative marketing; cooperative innovation; economic

aspects; economic conditions; equity; new generation cooperatives; United States case study; evaluators
Research Implications: *; Practice Implications: **; Readability: ***

Prasertsri, Perrapon and Richard L. Kilmer. 2003. "Improving Vertical Coordination from Farm-to-Plant Using a Cooperative." in *American Agricultural Economics Association Meetings*. Montreal.
This paper analyzes ways to improve the vertical coordination between the farm and the processing level through a more efficient transportation system. AB

agriculture; cooperatives; dairying; economic aspects
proceeding ; theoretical focus with application in practice
Research Implications: *; Practice Implications: **; Readability:

Pretty, J. 2000. "Towards Sustainable Food and Farming Systems in Industrialized Countries." *International Journal of Agricultural Resources, Governance and Ecology* 1:77-94.
This paper examines sustainable and unsustainable economic systems. Modern agriculture has diminished capital assets including natural, social, human, physical and financial, while increasing productivity, thus, imposing external costs on many sectors. The food system has also become increasingly globalized which has brought concerns about new inequities. Five options for taking some of the value in food systems back to rural communities are discussed including: 1/adopt sustainable agriculture; 2/ sell direct to consumers; 3/ enhance links with community cooperatives; 4/ organize into farmers' groups; and 5/ encourage ecolabelling and traceability. The challenge is to find new policy mechanisms to support these initiatives. Two examples in Toronto and Hartford are provided. AB

agriculture; community economic development; community shared agriculture; cooperatives; economic conditions; environmentalism; globalization; organic agriculture; rural economic development; social aspects; social capital; sustainable development; theoretical with application in practice
Research Implications: **; Practice Implications: **; Readability:

Pretty, J., A. K. Dragun, and C. Tisdell. 1999. "Reducing the Costs of Modern Agriculture: Towards Sustainable Food and Farming Systems." Pp. 79-100; 45 ref in *Sustainable Agriculture and Environment: Globalization and the Impact of Trade Liberalization*. Cheltenham; UK: Edward Elgar Publishing.
The development of community co-operatives is considered as one option for creating sustainable agricultural systems. The paper reviews the current trend towards an industrialized agriculture. –AB

agriculture; sustainable development; community participation;
case study; comparative; evaluators
Research Implications: ***; Practice Implications: **; Readability:

Pritchard, B., D. Burch, R. E. Rickson, and G. Lawrence. 1996. "Restructuring in the Australian Dairy Industry: The Reconstruction and Reinvention of Co-operatives." Pp. 139-152; 25

ref in *Globalization and Agri Food Restructuring: Perspectives from the Australasia Region*. Aldershot; UK: Avebury.

This paper examines the role of Australian dairy co-operatives in an environment characterized by consolidation, concentration and internationalization. The need for new models of co-operatives to respond to the change is explored. –AB

agriculture; globalization; cooperatives ; innovation; organizational change ; Australia case study ; evaluators

Research Implications: ***; Practice Implications: **; Readability:

Pritchard, W. 1996. "Shifts in Food Regimes, Regulation, and Producer Cooperatives: Insights from the Australian and Us Dairy Industries." *Environment and Planning A* 28:857-875.

This paper argues that the food-regimes perspective can be usefully augmented by conceptualizing regulation as a contestable social practice, or what others (Clark 1992) have called "real" regulation. Empirical research into the Australian and US dairy industries is used to illustrate this argument. In these sectors, producer cooperatives have successfully realigned their strategies in light of new conditions for capital accumulation. These findings suggest the importance of specific regulatory contexts in determining the outcomes of restructuring as well as the complex relationships between national and transnational capital. AB

agriculture; capitalization; cooperatives ; innovation; dairying; globalization ; United States; Australia

theoretical with application in practice

Research Implications: ***; Practice Implications: **; Readability:

Pritchard, W.N. 1998. "The Emerging Contours of the Third Food Regime: Evidence from Australian Dairy and Wheat Sectors." *Economic Geography* 74:64-75.

This article addresses recent debates on whether current processes of agri-food globalization lead toward a "third food regime" wherein strategies for profit capture are built around internationally coordinated flows of production, commodities and capital. The study of recent restructuring in Australian dairy and wheat sectors suggests that there may be ongoing roles for local, farmer-owned marketing cooperatives within the current globalization process. An agenda for further research into agri-food restructuring and globalization is provided. AB

agriculture; capitalization; cooperatives ; innovation ; cooperative marketing; dairying ; economic conditions; economic aspects; globalization; Australia case study; theoretical with application in practice

Research Implications: ***; Practice Implications: **; Readability:

Recent restructuring of the Australian dairy and wheat sectors can inform current theoretical debates on the significance of agri-food globalization. A key issue in recent debates is whether current processes lead toward a so-called "third food regime," wherein strategies for profit capture are built around internationally coordinated flows of production, commodities, and money capital. The study outlined here suggests that there may be ongoing roles for local, farmer-owned marketing cooperatives within current globalization processes. An agenda is presented for further research into agri-food restructuring and globalization..

Prychitko, David L and Joralsav Vanek. 1996. "Producer Cooperatives and Labor-Managed Systems." in *The International Library of Critical Writings in Economics: 62*. This two volume set brings together much of the theoretical economic literature on work co-operatives and labour managed firms. It is a convenience source for the seminal works on this topic from an economics perspective. FT

worker cooperatives; employee ownership
research implications: ***; practice implications: *; readability: *

Putnam, R. D. 1993. *Making Democracy Work: Civic Traditions in Modern Italy*. Princeton, NJ: Princeton University Press.

social capital; social cohesion; voluntarism

—. 1993. "The Prosperous Community: Social Capital and Public Life." *The American Prospect* 13:35-42.

social capital; social cohesion; trust ; voluntarism

—. 1995. "Bowling Alone: America's Declining Social Capital." *Journal of Democracy* 6:65-78.

social capital ; social cohesion; voluntarism; United States

Quarter, Jack. 1995. "Crossing the Line: Unionized Employee Ownership and Investment Funds." in *CETAM*, vol. Lorimer. Toronto: Lorimer.

worker cooperatives; employee ownership; labor

Quarter, Jack and Jorge Sousa. 2001. "The CED Orchestra: How Will It Perform in Communities and Economics That Have Not Geographical "Place"?" *Making Waves* 12:10-13. This article explores the many players in CED including government, private sector, and members of the social economy such as mutual and co-operatives.

cooperatives; local economic development; community economic development;
government relations
Research implications: *; Practice implications: **; Readability: ***

Raim, Jodi Lynn. 1994. "Customer Satisfaction and Membership Value in an Agricultural Cooperative." Colorado State University.

cooperatives; agriculture; membership; patronage

Ramp, William, Judith Kulig, Ivan Townshend, and Virginia McGowan. 1999. *Health in Rural*

Settings : Contexts for Action. Lethbridge, AB: University of Lethbridge.

health care cooperatives; health care administration; rural and remote areas

Rands, Stan. 1994. *Privilege and Policy : A History of Community Clinics in Saskatchewan*, Edited by C. H. C. Federation. Saskatoon : Community Health Cooperative Federation.

health care cooperatives; health care administration; Saskatchewan; historical aspects

Rapp, Galen W. 1995. "Cooperative Management." USDA.

This book outlines the role of management in cooperatives, available resources, functions and tools, elements and division of responsibility and managing local and regional cooperatives. Presents future management challenges. AB

cooperatives; management ; innovation; boards of directors; governance

technical report; application focus

Research Implications: *; Practice Implications: **; Readability:

Rathbone, Robert C. and Donald R. Davidson. 1995. "Base Capital Financing of Cooperatives." USDA.

This report discusses the pros and cons of a base capital plan as a complete management tool. How it works, constructing, implementing, and operating a plan are discussed. Includes topics such as patronage refunds, per-unit retains, equity redemption, and equity transfers. AB

business development; capitalization; equity; finance; management; patronage

technical report; application focus

Research Implications; **; Practice Implications: ***; Readability:

Rathbone, Robert C. and Roger A. Wissman. 1993. "Equity Redemption and Member Equity Allocation Practices of Agricultural Cooperatives." USDA, Agricultural Cooperative Service, Washington, DC.

governance; management; finance; cooperatives; agriculture

Ratzka, Adolf. 2003. "Stockholm Cooperative for Independent Living (STIL) Homepage." vol. 2004: STIL.

social development; social innovation; cooperatives; social services delivery; housing; people with disabilities; health care cooperatives

Reilly, J. and B. Reynolds. 1994. "Furrow to Farrow: New Hog Technology Helps Local Cooperatives Add Value to Corn." *Farmer cooperatives* 61:4-8.

cooperatives; agriculture; hog industry; new generation cooperatives

Reimer, William C. and Grace Young. 1993. "Development Strategies for Rural Canada : Evaluating Partnerships, Jobs, and Communities." Agriculture and Rural Restructuring Group and Brandon University Rural Development Institute., Guelph, Ontario.

rural economic development; community economic development

Restakis, John. 2001. "On the Rebound: How Resource-Based Towns and Industries in B.C. Are Using Co-operatives to Rebuild." *Making Waves* 12:13-15.

Discusses the resurgence and growth of co-operatives in resource-based industries such as fisheries and forestry. The article offers specific examples of new co-operatives in British Columbia and includes discussion of how these new enterprises are helping to redefine these resource-based industries.

cooperatives; community economic development; British Columbia; resource management; rural and remote areas

Restakis, John and Evert A. Lindquist. 2001. "The Co-Op Alternative: Civil Society and the Future of Public Services." in *Monographs on Canadian Public Administration, No.26*. Toronto: Institute of Public Administration of Canada.

This volume offers chapters on the current situation of public service delivery in Canada and the role of co-operative organizations. Included are summaries of provincial co-operative activities along with a chapter reviewing the role of co-ops in public services in European countries. This is a valuable text for providing an overview and current capacity for co-operative involvement in the delivery of public services.

public services; public service administration ; social services delivery; innovation; government relations; cooperatives

Reynolds, Bruce J. 1994. "Cooperatives and Marketing Agencies in Common." Pp. 173-184 in *Competitive Strategy Analysis for Agricultural Marketing Cooperatives*, edited by R. W. Cotterill. Boulder: Westview Press.

This paper explores the conditions that are appropriate and conducive to the effective workings of Common Marketing Agencies, and the potential limitations to pursuing market development including market innovation and value-added. The paper adapts recent work on common agency theory to cooperatives, and highlights some issues concerning control in Common Marketing Agencies. Examples are examined and patterns that constrain market development are ascertained. FT

agriculture; cooperative marketing; cooperatives ; innovation
theoretical with application in practice
Research Implications: **; Practice Implications: **; Readability: **

—. 1997. "Decision-Making in Cooperatives with Diverse Member Interests." USDA, Rural Business Cooperative Service, Washington, DC.

This report considers how cooperatives can define their business and develop planning

techniques that takes into account the response and impact of competition and diverse member interests in order to build member cohesiveness and support for cooperatives. This report examines member consensus and policy consistency in a strategic framework. Game theory techniques are used to address strategic implications and outcomes from competition with firms that can offer more individualized terms and selectivity in market transactions. AB

agriculture ; cooperation; cooperatives ; innovation; diversification; economic aspects; economic conditions; governance; member relations; social cohesion; strategic planning; United States
case study; theoretical with application in practice
Research Implications: ***; Practice Implications: ***; Readability:

Reynolds, Bruce J., Thomas W. Gray, and Charles A. Kraenzle. 1997. "Voting and Representation Systems in Agricultural Cooperatives." USDA.

This report examines cooperatives representation from two inter-related aspects -- that of voting power of individual members and that of how directors are elected to cooperative boards. Direct-membership, federated, and mixed cooperatives are examined. The report also documents the organizational use of at-large, geographical districting, and delegate systems as well as combinations of them. AB

agriculture; boards of directors; board diversity; democratic control; democratic participation; governance; management; member participation; United States
case study; comparative
Research Implications: **; Practice Implications: **; Readability:

Rhoades, Dawna L and Paula L Rechner. 2001. "The Role of Ownership and Corporate Governance Factors in International Entry Mode Selection." *International Journal of Organizational Analysis* 9:309.

Considers how ownership and corporate governance structures effect the likelihood of entry in high risk ventures. Results suggest that owner controlled firms are more likely to enter higher risk ventures. –AB

governance; innovation; employee ownership

Rhodes, V. James. 1993. "Industrialization of Agriculture: Discussion." *American Journal of Agricultural Economics* 75:1137-1140.

This article is a response to Joseph D. Coffey (p1132) in this issue. The author discusses the industrialization of agriculture in relation to animal economies. Two vital features are pointed to: large scale animal production is now essentially factories in terms of operation and build, and producers and agribusiness marketers are tending towards contractual relations based on vertical integration. AB

Agriculture

cooperatives; economic aspects; economic conditions; globalization; poultry industry; hog industry
theoretical with application in practice
Research Implications: **; Practice Implications: **; Readability:

—. 1993. "Cooperatives' Role in Hog Contract Production." USDA, Agricultural Cooperative Service, Washington, DC.

cooperatives; hog industry

Richards, Timothy J., K.K. Klien, and A. Walburger. 1998. "Principal-Agent Relationships in Agricultural Co-operatives: An Empirical Analysis from Rural Alberta." *Journal of Cooperatives* 13:21-34.

This article analyzes whether or not cooperative managers maintain the same goals as their owners using data from a member-survey. An econometric model of the difference between members' expectations and perceptions shows how various socioeconomic variables affect the extent to which these objectives are aligned. AB

agriculture; membership; boards of directors; member relations; membership; management

survey; evaluators

Research Implications; ***; Practice Implications: ***; Readability:

Richardson, Ralph M., Celestine Adams, Katherine C. DeVille, Jacqueline E. Penn, John W. Stutzman, and Charles A. Kraenzie. 1994. "Farmer Cooperative Statistics, 1993." USDA, Washington, D.C.

This report provides aggregate information on the number, membership, business volume, and net income of farmer cooperatives.

agriculture; cooperatives; statistics

Rickford, Frances. 1998. "A Home of Their Own (Housing Co-Operative for Adults with Learning Difficulties)." Pp. 9 in *The Guardian*.

housing; social services delivery; cooperatives; people with disabilities; health care cooperatives; home care cooperatives; health care administration

Ripley, D. and R. Rounds. 1994. *Profiles of Individuals in Leadership Positions with Rural Manitoba Organizations*. Brandon, MB: Rural Development Institute.

leadership; rural and remote areas; governance; Manitoba

Rivers, Patrick Asubonteng and Kai-Li Tsai. 2001. "Managing Costs and Managing Care." *International Journal of Health Care Quality Assurance* 14:302.

health care administration; health care cooperatives

Robinson, James C. 2001. "Theory and Practice in the Design of Physician Payment Incentives."

Milbank Quarterly 79:149-177.

health care administration; worker cooperatives

Rogers, Richard T. 1994. "Advertising Strategies by Agricultural Cooperatives in Branded Food Products, 1967 and 1987." Pp. 59-98 in *Competitive Strategy Analysis for Agricultural Marketing Cooperatives*, edited by R. W. Cotterill. Boulder: Westview Press.

This paper examines advertising of branded products by agricultural cooperatives in food processing over a 20 year period, 1967-1987. The focus of this paper is on brand-specific advertising, as opposed to industry wide advertising, that attempts to build and maintain product differentiation. FT

agriculture; cooperatives; economic aspects; cooperative marketing
case study; survey; comparative

Research Implications: **; Practice Implications: **; Readability: **

Rohan, Shannon. 2003. "Opportunities for Co-Operative Health Provision in Rural, Remote and Northern Aboriginal Communities." Canadian Co-operative Association, Ottawa.

health care administration; rural and remote areas; First Nations; Métis; Canada; health care cooperatives; cooperative development

research implications: **; practice implications: **; readability: **

Rotan, Beverly L. 2001. "Analysis of Financial Statements: Local Farm Supply, Marketing Cooperatives." USDA, Washington, DC.

This report studies the financial statements of local cooperatives comparing 1999, 1998 and the past 10 years. Trends of major balance sheet and income statement items and financial ratios are presented for 4 different cooperative sizes and types. The information can be utilized by cooperative managers and boards of directors to compare their cooperatives' historical performance with representative data. FT

agriculture; cooperatives; finance; equity

Rounds, Richard and Kevin Shamanski. 1993. "The Internal and Functional Restructuring of Rural Communities in Agro-Manitoba." Rural Development Institute, Brandon, MB.

rural economic development ; rural and remote areas; community economic development; agriculture; Manitoba

Royal Commission on Aboriginal. 1993. *Exploring the Options: Overview of the Third Round*. Ottawa: Royal Commission on Aboriginal Peoples.

First Nations; Métis ; economic development; social development

Royer, J. S. 1995. "Potential for Cooperative Involvement in Vertical Coordination and Value-Added Activities." *Agribusiness* 11:473-481.

This article analyzes the comparative advantages and disadvantages of farmer cooperatives in coordinating the marketing of agricultural commodities through the market channel from the raw commodity to processed good. The distribution of risks among producers and contractors is discussed including factors that may limit cooperative vertical integration such as ownership, capitalization, and governance. The author argues that although vertical integration by cooperatives may offer some advantages, efforts by cooperatives to limit financial risks and the market risks of producers could significantly redefine the nature of these organizations and their relationships with members. AB

agriculture; cooperatives; globalization; management; business networks; manufacturing; theoretical with application in practice

Research Implications: **; Practice Implications: **; Readability:

- 1999. "Cooperative Organizational Strategies: A Neo-Institutional Digest." *Journal of Cooperatives* 14:44-67.

This paper describes neo-institutional approaches to transaction cost economics, agency theory, and property rights analysis and summarizes efforts by economists to apply these concepts to cooperatives. Empirical results from surveys are explored. AB

agriculture; cooperatives; economic aspects; organizational structure survey; theoretical with application in practice

Research Implications: ***; Practice Implications: **; Readability:

- Royer, Jeffrey S. and Sanjib Bhuyan. 1993. "Formula Price Contract as an Alternative to Forward Integration." *Journal of Agricultural Cooperation* 8:28-38.

This paper examines whether formula price contracts are a viable alternative to forward integration for farmer cooperatives. Analysis of 3 stage vertical market structure is conducted. AB

agriculture; economic aspects; globalization theoretical with application in practice

Research Implications: **; Practice Implications: **; Readability:

- 1994. "Market Incentives for Cooperative Forward Integration into Processing Activities." Pp. 36-58 in *Competitive Strategy Analysis for Agricultural Marketing Cooperatives*, edited by R. W. Cotterill. Boulder: Westview Press.

This paper develops a model for evaluating incentives that cooperatives have for integrating forward from marketing into processing activities within the framework of a bilateral monopoly. The paper also analyses integration by an investor-owned firm as a basis for comparing the incentives cooperatives' have to integrate forward and the price and quantity effects that would result. The results provide a new explanation based on market power for the relatively low degree of integration by cooperatives. FT

agriculture; cooperatives ; innovation; economic aspects theoretical focus

Research Implications: ***; Practice Implications: *; Readability: *

- . 1995. "Forward Integration by Farmer Cooperatives: Comparative Incentives and Impacts." *Journal of Cooperatives* 10:33-48.

This article develops a three-stage vertical market structure consisting of agricultural producers, an assembler, and a processor in order to analyze the market incentives farmer cooperatives may have for integrating forward into processing activities and to evaluate the comparative impacts of cooperative forward integration on producers and consumers. AB

agriculture; cooperatives; economic aspects

Research Implications: **; Practice Implications: **; Readability:

- Royer, Jeffrey S and Richard T Rogers. 1998. *The Industrialization of Agriculture: Vertical Coordination in the U.S. Food System*. Aldershot, U.K.; Brookfield, Vt. and Sydney: Ashgate.

This book is comprised of 16 papers originally presented at a conference held in Washington, D.C. in June of 1995. These papers examine vertical coordination in the U.S. food system. Papers address the following topics: industrialization of agriculture and questions of coordination; the institutional analysis of vertical coordination in agribusiness; market structure, vertical integration, and contract coordination; a method for quantifying vertical coordination; contractual arrangements at the farm gate; grower response to broiler production contract design; the effect of ownership on contract structure, costs, and quality in the U.S. beet sugar industry; the microeconomics of agricultural commodity grading and impacts on the marketing channel; the changing U.S. pork industry; the industrialization of hog production; vertical relationships and producer independence in the pork sector; alternative models for the future of pork production; sustainable agriculture as a paradigm for future pork producers; vertical integration in agribusiness foreign investment; the peanut program and pass-through of prices, conjectural variations, and consumers' welfare gain; and dairy cooperatives' role in vertical coordination. AB

agriculture; cooperatives; globalization; pork industry; hog industry; dairying; economic aspects

conference proceedings

Research Implications: **; Practice Implications:** ; Readability:

- Royer, Jeffrey S. and M.L. Mohamad Shihpar. 1997. "Individual Patron Preferences, Collective Choice, and Cooperative Equity Revolvment Practices." *Journal of Cooperatives* 12:47-61.

This paper examines how the proportion of patronage refunds a cooperative pays in cash affects cash flow of individual patrons, and how an individual patron's preferences regarding patronage refunds and equity revolvment are affected by age and other factors. AB

agriculture; patronage; membership; equity
theoretical with application in practice

Research Implications: **; Practice Implications: **; Readability:

Rugh, Thomas E. 1996. "Innovate or Die." *Association Management* 48:48.

Although the article deals specifically examples from the voluntary organization the United Way, the principles of innovation may fit with co-operatives as member-based organizations.

innovation; organizational change; voluntarism

Rushton, Cory, Kristen Sinats, and Upkar-Singh Tatlay. 2002. *A Case Study of the Rainbow Health Co-Operative*. Victoria: British Columbia Institute for Co-operative Studies.

health care administration; health care cooperatives; British Columbia

Rustad, Wally. 1998. "Principles of Hope and Duty." *Management Quarterly* 39:16.

Examines the legislative challenges facing American rural electric co-operatives. Also reviews how one organization, under three different leaders, used the Principles of Co-operation to guide its business. –AB

electric utilities; cooperatives; United States; laws and legislation

Saccomandi, Vito. 1998. *Agricultural Market Economics: A Neo-Institutional Analysis of the Exchange, Circulation and Distribution of Agricultural Products*. Assen: Van Gorcum.

This book analyzes the agricultural market from a neo-institutional perspective. Discusses the supply and demand of agricultural products and how these are different from manufactured goods. Explores the firm as static synergy and considers issues of uncertainty and asymmetry of information, as well as issues of market power, and the relationship between hierarchy and the market. Addresses market sales of agricultural products, vertical integration processes and restrictions, and agricultural cooperative processing and trading. AB

agriculture; cooperatives; economic aspects; globalization; new generation cooperatives; Europe

theoretical focus with application in practice

Research Implications: ***; Practice Implications: **; Readability:

Saiz, Juan José Alfaro and Luz Penella Tarazona. 1997. *Coopexcel: Successful European Worker Co-operatives: 27 Case Studies*. Valencia: FEVCTA.

This book consists of a series of case studies which describe the success and unique features of excellence in worker co-operatives in a number of European countries. The book focuses on worker co-operatives as structures for creating stable employment, particularly for disadvantaged groups, women and first time job seekers. Worker co-operatives are also seen as facilitating real democracy and participation, a method to ease business restructuring and a method of delivering public services. Examples are also offered of financial management and reinvestment indicatives that help create business success and CED. This is an excellence resource for examining a range of worker co-operative structures that have achieved success and for exploring innovative ways of providing public services, CED and social cohesion.

worker cooperatives; Europe; social cohesion; social solidarity cooperatives; community

economic development; job creation; public service delivery; employee ownership
case study
research implications: ***; practice implications: ***; readability: ***

Salamon, L. 1995. *Partners in Public Service: Government Non-Profit Relations in the Modern Welfare State*. Baltimore, MD: Johns Hopkins University Press.

government relations; public services administration; public services delivery

Sasenick, Susan M. 1993. "Healthier Communities Compendium." *The Healthcare Forum Journal* 36:C1_1.

This provides a holistic view of health and healthy communities and includes community co-operative model for CED.

health care administration; health care cooperatives; social development

Sayers, D. M., R. L. Kilmer, J. Y. Lee, and A. M. Flambert. 1996. "Satisfaction Evaluation of Milk Handlers by Southern U.S. Dairy Farmers." *Journal of agricultural applied economics* 28:313-321.

This article examines the satisfaction of U.S. dairy farmers with their milk handlers. Results suggest that bargaining cooperatives are negatively associated with farmer satisfaction when contrasted against independently owned milk handlers and bargaining-only cooperatives. AB

agriculture; cooperative marketing; dairying; membership; United States; cooperatives
case study ; evaluators

Research Implications: **; Practice Implications: **; Readability:

Sazama, Gerald W. 2000. "Lesson from the History of Affordable Housing Cooperatives in the United States: A Case Study in American Affordable Housing Policy." *The American Journal of Economics and Sociology* 59:573.

This paper contains a decade-by-decade summary of the history of affordable housing cooperatives. The movement has evolved from ethnic and union groups which developed self-help co-operatives in the 1920s, through the government funding for low income co-operatives in the 1960s and 1970s, to local nonprofit organizations organizing cooperatives during the 1980s and 1990s.

housing; cooperatives; historical aspects; social services; social development;
government relations; finance

Schaffner, David J. 1995. "Agricultural Marketing Cooperatives: An Annotated Bibliography." Center for Cooperatives, University of California: Davis, CA.

Agriculture; cooperatives
bibliography

Scher, Abby 1998. "Who Cares for the Caregivers? Home Care Coops Struggle against Medicare Cuts." *Dollars & Sense*, May-June, pp. 24.

home care cooperatives; health care cooperatives; health care administration; seniors

Schmid, A Allan. 2002. "Using Motive to Distinguish Social Capital from Its Outputs." *Journal of Economic Issues* 36:747.

social capital; social cohesion; voluntarism
theoretical with application in practice
research implications: ***; practice applications: **; readability: **

Schrader, Lee F. and Michael Boehlje. 1996. "Cooperative Coordination in the Hog-Pork System: Examples from Europe and the U.S." Department of Agricultural Economics, Purdue University, West Lafayette, Indiana.

This paper describes and evaluates alternative models of cooperative coordination in the hog-pork chain. The research is based on interviews from selected cooperatives and other leaders who are involved in the hog-pork industry in Europe and the U.S. AB

agriculture; business development; cooperatives ; innovation; economic conditions; economic aspects; globalization; capitalization; organizational structure; pork industry; United States; Europe
evaluators; case study; theoretical with application in practice
Research Implications: ***; Practice Implications: ***; Readability:

Schroder, B., T. Wallace, and F. Mavondo. 1993. "Cooperatives, Statutory Marketing Organizations, and Global Business Strategy." *Agribusiness* 9:175-187.

Examines how co-operatives and other state marketing organizations respond to the globalization of food production. A case study of the New Zealand Dairy is provided.
-AB

agriculture; cooperative marketing; globalization; New Zealand
case study; comparative; evaluators
Research Implications: **; Practice Implications: **; Readability:

Schultze, George. 2000. "Workplace Democracy as Church." *Peace Review* 12:231-35.

immigrants; worker cooperatives ; democratic control; employee ownership; United States; social development

—. 2001. "Worker-Ownership and Catholic Social Thought." *Social Policy* 32:12-16.

cooperatives; worker cooperatives; social development; employee ownership; Mondragon

Scott, J, G Gade, M McKenzie, and I Venohr. 1998. "Cooperative Health Care Clinics: A Group Approach to Individual Care." *Geriatrics* 53:6.

Improvements in patient care, reduced costs of health care delivery and administration and increased in patient and provider satisfaction are identified as positive outcomes of cooperative health care clinics in this Colorado study.

health care cooperatives; health care administration; United States
evaluators; comparative

Scott, S. 2000. "The People's Republic of Yorker: A Case Study of Tenant Management in Scotland." *Journal of Co-operative Studies* 33:15-38.

housing; cooperatives; United Kingdom

Seipel, Michael F. and William D. Heffernan. 1997. "Cooperatives in a Changing Global Food System." USDA, Washington, D.C.

This study examines how U.S. agricultural cooperatives are responding to current trends toward the globalization of agriculture. Three case studies are utilized to illustrate the extent to which cooperatives' organizational structure may limit or enhance their ability to compete with investor-owned firms (IOFs). Concentration levels in key agricultural production, processing, and distribution markets are assessed. AB

agriculture; cooperatives; globalization; cooperative innovation; organizational
innovation; organizational structure; United States
technical report ; theoretical focus with application in practice
Research Implications: ***; Practice Implications: **; Readability:

Seipel, M. F. and W. D. Heffernan. 1997. "The Transnational Challenge: Cooperatives and the Global Food System." *Rural Cooperatives* 64:6-13.

Examines the role of co-operatives in a globalizing food industry. Considers the advantages and disadvantages of co-operatives over other forms of organizations. Offers suggestions for continued success of co-operatives. -AB

agriculture; globalization; United States; cooperatives
evaluators
Research Implications: ***; Practice Implications: ***; Readability:

Server Izquierdo, R. J., E. M. Marti, and M. Svatos. 1999. "Entrepreneurial Integration as a Competitive Strategy for the Rural Co-Operative System in the European Union." in *Sbornik praci z mezinarodni vedecke konference, Agrarni perspektivy VIII. Konkurenceschopnost agrarniho sektoru a integracni procesy Dil I, J*. Prague, Czech Republic,: Provozne Ekonomicka Fakulta Ceska Zemedelska Univerzita v Praze; Prague Czech Republic.

Examines the role of agricultural co-operatives in a globalized food industry. Reviews examples from the EU to determine whether co-operatives can compete in this

environment. –AB

agriculture; globalization; cooperatives ; innovation; cooperative marketing ; European Union; economic aspects; social aspects; strategic planning
comparative; case study
Research Implications: ***; Practice Implications: **; Readability:

Sexton, Richard J. and Julie Iskow. 1993. "What Do We Know About the Economic Efficiency of Cooperatives: An Evaluative Survey." *Journal of Agricultural Cooperation* 8:15-27.
This paper discusses the efficiency concepts and economic theory relevant to debates around the economic efficiency of cooperatives and then presents empirical evidence. AB

agriculture; economic aspects; cooperatives
theoretical focus
Research Implications: ***; Practice Implications: *; Readability:

Sexton, Richard J. and Terri A. Sexton. 1994. "Cooperative Market Power and Antitrust with Application to California Information-Sharing Cooperatives." Pp. 209-227 in *Competitive Strategy Analysis for Agricultural Marketing Cooperatives*, edited by R. W. Cotterill. Boulder: Westview Press.

This paper describes information sharing cooperatives that developed in the early 1970s in California with specific reference to cooperatives' antitrust exemption under the Capper-Volstead Act. The function of these cooperatives is to share market information and establish pricing strategies. These cooperatives represent attempts to exercise market power through a cooperative. FT

agriculture; cooperative marketing; cooperatives ; innovation; information technology
case study; evaluators
Research Implications: **; Practice Implications: **; Readability: ***

Shachmurove, Yochanan and Uriel Spiegel. 1995. "Labor-Managed Firms in Transition Economies." *Comparative Economic Studies* 37:39.

The article discusses the conversion to labor managed firm structure.

employee ownership; worker cooperatives

Shapiro, David W. 1994. "Key Issues in Managed Competition." *The Western Journal of Medicine* 160:434-439.

health care cooperatives; health care administration; United States

Shepher, Colleen and BCICS Editorial Group. 2001. "Harrop-Procter Community Co-Operative." British Columbia Institute for Co-operative Studies, Victoria.

This case study focuses on the Harrop-Procter community in the southern interior of British Columbia. In an attempt to form community forestry practices rooted in shared values, members of the Harrop-Procter community developed one of seven successful

proposals for local forest tenure rights under the provincial governments Community Forest Pilot Project program. The co-op developed Sunshine Bay Botanicals and Harrop-Procter Forest Products as their two marketing projects. While many challenges still remain, the co-op is optimistic about the long-term success of its ecosystem-based forest operations, eco-certified products, and value-added products.

community economic development; British Columbia; forests and forestry; forestry management; forestry practices; rural economic development; diversification case study; theoretical with application in practice
research implications: **; practice implications: **; readability: ***

Shipp, Sigmund C. 1996. "The Road Not Taken: Alternative Strategies for Black Economic Development in the United States." *Journal of Economic Issues* 30:79.

The historical and social situation of African-American communities are explored in terms of group social cohesion and its impact on economic development and engagement models. The article specifically looks at the Mondragon example for increased economic participation of a community that was traditionally marginalized.

community economic development; African-Americans; United States; economic development; social development; historical aspects; social cohesion

Shook, Steven R, Yun Zhang, and Francis G Wagner. 2001. "Wood Products Cooperatives: Overview and Exploratory Analysis." *Forest Products Journal* 51:25.

In this paper the authors provide an overview of forestry and wood co-operatives in the United States. The authors' examination of a case study involving co-op consumers and their reasons for purchasing from a wood products co-operative in Idaho shows that consumers were willing to purchase products at a slightly higher price because the profits would be channeled back into the community through the co-operative. In their concluding remarks the authors suggest future research into wood product co-operatives should examine whether different co-operative structures influence the consumer, cooperative member, and cooperative consignee perceptions.

worker cooperatives; forestry and forests; statistics; cooperative development; community economic development; governance; rural economic development survey; case study; theoretical with application in practice
research implications: **; practice implications: **; readability: **

Shorthose, Jim. 2000. "Micro-Experiments in Alternatives." *Capital & Class* 72:191-207.

The author explores the role of a number of experiments in alternative social and economic organization at the grassroots level from a eco-Marxist or eco-socialist perspective. Micro-experiments such as local exchange trading schemes, credit unions, income-pooling schemes and other similar projects have the potential to create a more convivial and sustainable future. The author also suggests these schemes could empower people to maintain a greater sense of economic security and a wider sphere of independence from the vagaries of the market. AB

cooperatives; economic conditions; environmentalism; sustainable development; social aspects

theoretical with application in practice

Research Implications: **; Practice Implications: **; Readability:

Shragge, Eric and Jean Marc Fonta. 2000. "Social Economy: International Debates and Perspectives." Montreal: Black Rose Books.

public service administration; social services delivery; government relations

Shufang, Zhu and Leonard P. Apedaile. 1998. "Cooperative Organization in Rural Canada and the Agricultural Cooperative Movement in China : A Comparison." Centre for the Study of Cooperatives, University of Saskatchewan, Saskatoon, SK.

agriculture; Canada; China; cooperatives

Siebert, John- W., Robert Jones, and Thomas- L. Sporleder. 1997. "The Vest Model: An Alternative Approach to Value Added." *Agribusiness* 13:561-67.

This article examines the challenge faced by farmers, cooperatives, economic development boards, and others to add value to their products. The author develops the VEST model in which publicly traded equities can be used directly by farmers as an alternative to traditional value added investment strategies. Investment guidelines based on numeric VEST Coefficients are development for the grains, red meat, and poultry sectors. AB

agriculture; cooperatives; capitalization; equity; finance; economic aspects; poultry theoretical with application in practice

Research Implications: ***; Practice Implications: ***; Readability:

Siebert, Jerome B. 1994. *Coops : What Farmers Think*. Davis, California: University of California. Center for Cooperatives.

This survey highlights producers attitudes and expectations about cooperatives as they compete in a rapidly changing environment. The study results suggested that while members are generally supportive of their organizations, they demonstrate lack of support for the basic cooperative structure and operations including lack of strong support for the user-finance principle. Cooperative members were more interested in protecting their product market and protecting themselves from regulation, than from looking towards the future and making investments. AB

agriculture; cooperatives; members relations; membership ; member education survey; evaluators

Research Implications: ***; Practice Implications: ***; Readability

Sil, Jayashree and Steven Buccola. 1995. "Efficiency of the Multiplant, Multiproduct Firm." *American Journal of Agricultural Economics* 77:1001.

A vegetable processing co-operative is used to assess the cost and efficient scale of a multi- plant and multi-product company. -AB

agriculture; technological innovation; economic aspects
theoretical with application in practice
Research Implications: **; Practice Implications: **; Readability:

Simmons, Richard. 2001. "Mutuality and Public Services: Lessons from the 'New Leisure Trusts'." Pp. 95-117 in *The New Mutualism in Public Policy, Routledge Studies in Business Organizations and Networks*, edited by J. Birchall. London; New York: Routledge.
This chapter examines the shift in the United Kingdom to public service delivery through mutuals and co-operative structures.

public service administration; mutualism; United Kingdom; cooperatives; social services delivery; public services

Sims, D. 1996. "Making Dust: New Financial Horizons for Rural Cooperatives in the Us." *World of cooperative enterprise*:139-144.
In response to globalization and the related needs of "getting closer" to customers, American agricultural co-operatives are using strategies such as alliances, partnerships, and consolidations which often tend to require significant capital. While co-operatives typically look to their members for such investment, this sometimes requires innovative adjustments to the legislation governing lending to co-operatives. –AB

agriculture; globalization; partnerships; capitalization; cooperatives ; innovation; joint ventures; finance
evaluators; case study
Research Implications: ***; Practice Implications: ***; Readability:

Sinats, Kristen. 2001. *Health Cooperatives: A Viable Solution to the Current Crisis in Health Service Delivery*. Victoria BC: British Columbia Institute of Co-operative Studies.
This paper describes co-operative community models of health care and suggests that they offer a promising solution to the current "crisis" in the Canadian medical system. Such co-operatives could be owned by consumers or workers, and Sinats suggests that user-owned health co-operatives could be particularly useful for groups with special needs. She also discusses ways in which these co-operatives could be integrated into the existing health care system.

health care administration; health care cooperatives; community participation; minorities; women; Canada
theoretical with application in practice
Research Implications: **; Practice Implications: **; Readability: **

Size, T. I. M. 1993. "Managing Partnerships: The Perspective of a Rural Hospital Cooperative." *Health care management review* 18:31-42.
The article offers management principles learned by a rural hospital cooperative over the last 13 years.

rural and remote areas; health care administration; health care cooperatives

Skees, Jerry R. 1999. "Capital Market Innovations and Cooperatives: A New Risk-Sharing Strategy for Agriculture - Opportunities for Improved Efficiency in Risk Sharing Using Capital Market." *American Journal of Agricultural Economics* 81:1228-1234.

This article reviews many of the recent risk-sharing innovations, including use of equity-based instruments for catastrophe risks and new weather markets. The article discusses why the new innovations create more opportunities for using area yield and weather markets to share agricultural crop risk. A companion paper with Zeuli and Black, Barnett and Hu that demonstrate how these instruments can be used to share risks and create new opportunities for pooling individual risk in the case of farmer-owned cooperatives. FT

agriculture; innovation; cooperatives
theoretical with application in practice

Research Implications: ***; Practice Implications: **; Readability: **

Skelton, Ian. 2000. "Cooperative and Nonprofit Housing in Winnipeg: Toward a Re-Engagement of the Provision Infrastructure." *Canadian Journal of Urban Studies* 9:177-196.

Examines the co-operative housing experience in Winnipeg. While much of the co-op housing development was an outcome of a couple of Federal programs that lasted for much of the 1980 -90s it dropped off after the programs disappeared. The intent was for a network or critical mass to develop while the programs existed, that could replace the programs when they folded. Unfortunately, while such critical mass developed in other centers it failed to materialize in Winnipeg. -AB

housing; cooperatives; Winnipeg; government relations

Sloan, Rachel. 1996. *Cooperatives in Community Care : A Multiple Case Study*. London, U.K.: Abford House.

United Kingdom; health care cooperatives; public service; health care administration case study

Small, Mario Luis. 2002. "Culture, Cohorts, and Social Organization Theory: Understanding Local Participation in a Latino Housing Project." *The American Journal of Sociology* 108:1.

The article looks at social capital in a minority group and how this impacts on community economic development and social development in that community. Although the study is set in an American Puerto Rican community there may be some instructive information on social capital formation in minority groups that can be generalized to other communities in the Canadian context.

social capital; social cohesion; community economic development; housing; minorities

Smith, Cathy A. and Brian A. Roach. 1995. "Dairy Farmer's Valuation of Market Security Offered by Milk Marketing Cooperatives." *Journal of Cooperatives* 10:64-71.

This paper proposes a technique for valuing the decreased market risk provided by milk marketing cooperatives through a willingness-to-pay measure. AB

agriculture; cooperative marketing; cooperatives
theoretical with application in practice
Research Implications: **; Practice Implications: **; Readability:

Smith, Diane R. 1994. "Reducing Healthcare Costs through Coop Care." *Nursing Management* 25:44.

A focus on wellness and whole-health issues is viewed with a potential for reducing health care costs. The cooperative model is seen to be very effective in meeting these whole-health care delivery needs.

health care administration; health care cooperatives; finance; United States

Smith, James H and Howard Stone. 2001. "Cooperative Ipos: Distinguishing Fact from Fantasy." *Public Utilities Fortnightly* 139:28.

Examines the legalities of reorganization of American rural electric co-operatives as stock corporations. –AB

electric utilities; cooperatives; United States; share structure; rural and remote areas

Smith, Ronald, Edward Smith, Ernest Davis, Richard Edward, and Gustavo Molina. 1998.

"Contemporary Producer-Owner Lamb Processing Ventures: Lessons Learned." USDA, Rural Development, Rural Business-Cooperative Service, Washington, D.C.
This report examines two value-added ventures in the lamb industry that were unsuccessful. One of the examples is a investor-owned firm American Lamb Producers, Inc. (ALPI) and the other is a cooperative, Virginia Lamb Cooperative (VLC). The objectives of the report are to provide an organizational background for the development of each failed venture, indicate the contributing factors, present any positive outcomes for the venture, and provide an insight into the challenges facing future producer-owners of similar ventures. In the ALPI case, some of the reasons for failure include lack of management expertise in many key areas, overly optimistic market expectations, inefficient marketing, lack of adequate financing and distribution, and limited tangible support from the industry. One key factor addressed by the report was the "sense of urgency" for alternatives to existing markets which discouraged a critical evaluation of the proposed operational plan. In the case of VLC, some of the factors contributing to the failure of the cooperative were inadequate financing, limited management expertise in key areas, misguided marketing efforts and plans, incorrect assumptions about available quality and supply of lambs, and lack of producer commitment. The article suggests that common to both cases was a "sense of urgency" which placed unrealistic expectations on the ventures, both were buoyed by perceived positive signals from respected institutions, and producers believed that the existing market structures for lambs could be changed if the producers would just make the commitment. FT

Agriculture; capitalization; economic aspects; economic conditions; finance;
membership; new generation cooperatives ; United States
case study; evaluators; comparative; application focus
Research Implications **: Practice Implications ***; Readability: ***

Sogaard, V. 1994. *Farmers, Cooperatives, New Food Products*. Aarhus: Aarhus School of Economics/MAPP.

agriculture; cooperatives

Soifer, Steven and Hy Resnick. 1993. "Prospects for Social Work Cooperatives in the 1990s." *Administration in Social Work* 17:99.

The worker cooperative structure is explored as an alternative for social service agencies.

worker cooperatives; social services delivery; public services administration

Spear, Roger. 1994. *Third Sector Care: Prospects for Cooperative and Other Small Care Providers*. Milton Keynes, England: Cooperatives Research Unit. Open University.

health care administration; health care cooperatives; community economic development; social development; innovation; United Kingdom

—. 1997. "Recent Developments in the Worker Co-Operative Sector." *The World of Co-operative Enterprise* 1997:201(6).

Spear's article provides an overview of the current status of worker co-operative development in the United Kingdom. In particular, he addresses some of the possible reasons for the decline in the number of worker co-operatives. He highlights the growth of worker co-operatives in the social care (health care) and social employment co-operatives. He also touches on some of the pending governmental changes and the response ICOM is making to position worker co-ops. He also highlights the growing role of worker co-operatives in the social economy sectors, including environmentally-friendly wind power, and social auditing.

worker cooperatives ; United Kingdom

research implications: *; practical implications: * ; readability: **

Spear, R., A. Leonetti, and A. Thomas. 1994. *Third Sector Care*: Open University Milton Keynes, Co-operative Research Unit.

health care administration; public service administration; health care cooperatives; United Kingdom

Spear, Roger and Henk Voets. 1995. "Success and Enterprise: The Significance of Employee Ownership and Participation." Hants, England: Avebury.

This book explores the role of employee ownership in the success and failures of enterprises. Much of the study is based on data gathered in the Netherlands but there is also considerable information on other European countries. The worker co-operative form is prominent in the discussion. A range of external and internal factors for success and failure are considered. The book also includes numerous brief case studies of labour managed firms which provide illustrations for the discussions.

employee ownership; democratic participation; worker cooperatives; Europe case study

Sporleder, Thomas L. 1999. "Capital Market Innovations and Cooperatives: A New Risk-Sharing Strategy for Agriculture - Capital Market Innovations and Agricultural Cooperatives." *American journal of agricultural economics* 81:1247-50.
Provides an overview and introduction to the principal papers succession on capital market innovation and cooperative innovation. See also Zeuli (1999) and Black and Bartlett (1999). FT

agriculture; capitalization; cooperatives; innovation; new generation cooperatives comparative; theoretical with application in practice
Research Implications: ***; Practice Implications: ***; Readability: **

Staber, Udo. 1993. "Worker Cooperatives and the Business Cycle: Are Cooperatives the Answer to Unemployment?" *The American Journal of Economics and Sociology* 52:129.
This study focusses on worker co-operatives in the Maritime from 1900- 1987. The author questions some of the optimistic assumptions of worker co-operatives contributing to economic sustainability of communities, as engines of employment and to provide as a "third way" of providing services. The author makes reference to some of the important studies that indicate the rise of worker co-operatives in many countries including the US and UK can be linked to economic stresses and downturns and increased unemployment. He examines historical studies that do not support the notion that a significant number of worker co-operatives were formed during times of economic distress, or that they significantly reduced unemployment. The author uses an ecological perspective to examine the whole population of worker co-operatives rather than on the case level. Looking at the larger context of the business cycles for the area and industries. Findings indicate that worker co-operatives were founded and survived independently of general economic conditions.

worker cooperatives ; community economic development ; Maritime provinces ; Canada research implications: *** ; ; practice implications: ; readability: ***

Stabler, Jack C. and M. R. Olfert. 1996. *The Changing Role of Rural Communities in an Urbanizing World: Saskatchewan - an Update to 1995*. Regina, SK: Canadian Plains Research Centre.

urban economic development; community economic development; rural and remote areas; Saskatchewan

Stagl, Sigrid. 2002. "Local Organic Food Markets: Potentials and Limitations for Contributing to Sustainable Development." *Empirica* 29:145-62.
Many producers and consumers view local groups and initiatives, such as food cooperatives, farmers' markets, community supported agriculture (CSA) groups among others, as alternatives to an unsustainable globalizing agro-industrial food production system. This paper addresses which local food markets are capable of making

contributions to sustainable development and to what extent. The analysis focuses on CSA types which are found to be a means to increase both responsiveness to consumer needs and sustainability, but of limited reach. AB

agriculture; community economic development; community shared agriculture; cooperatives; organic agriculture; globalization; citizen participation; organizational structure; social aspects; sustainable development
theoretical with application in practice; evaluators
Research Implications: **; Practice Implications: **; Readability:

Stearns, Larry, David W. Cobia, and Marc Warman. 1997. "Strategies for Survival by Cooperative Country Elevators Revisited." USDA.

The structure and operations of local cooperative elevators were affected by excess storage capacity, changes in government policy, and other factors during the late 1980s and early 1990s. In 1988 and 1992, 71 cooperative managers were asked to rank a number of factors that affected cooperative operations and to rank possible management strategies as a practical response. This report presents these rankings and analyzes management strategies, implemented between 1988 and 1992. AB

agriculture; cooperative marketing; grain transportation; economic aspects; economic conditions; government relations; policies; management; cooperative innovation; strategic planning
survey; technical report; evaluators
Research Implications: **; Practice Implications: **; Readability:

—. 1997. "Response of Cooperative Elevators to Changes in Government Policies." USDA, Washington, D.C.

This report discusses the effect of Government program changes and other factors between 1988 and 1992 on the structure and operations of the 71 cooperatives in 7 states that were surveyed. Changes in government policy discussed include: the reduction in government storage payments, government programs such as payment-in-kind (PIK), grain sales (Commodity Credit Corporation CCC, catalog and auction sales), and the Conservation Reserve Program (CRP). These changes affected cooperative elevators in terms of excess storage capacity and other factors. FT

agriculture; cooperatives; economic aspects; grain transportation; government relations; globalization; innovation; cooperative marketing; policy; management; United States technical report; evaluators
Research Implications: **; Practice Implications: **; Readability:

Steenblik, Ronald and Wilfred Legg. 1998. *Cooperative Approaches to Sustainable Agriculture*, Edited by O. f. E. C.-o. a. Development. Paris: OECD.

This book examines how farmers are voluntarily forming community-based associations to better the natural environment and how this activity can be encouraged. This study looks at the experiences of Australia, Canada, the Netherlands, and New Zealand. It provides a framework for understanding the role of voluntary farmer organizations play in promoting sustainable agriculture, and examines their relationships with different levels of government. From this information the study seeks to identify the conditions

under which these groups seem to work most effectively, and the types of issues to which they are most suited to address. The book makes the following recommendations to policy makers: 1/reform agriculture policies so as to eliminate conflicting signals; 2/make project funding available only or principally to groups, not individuals, 3/ emphasize training and encourage partnerships between farm communities and scientists, 3/ Work with stakeholders to develop indicators and other decision support systems that are useful both to land-holders and to regional planners, 4/ Create an enabling environment for the devolution of responsibility. FT

agriculture; community economic development; community shared agriculture; environmentalism; environmental policy; law and legislation; organic agriculture; partnerships; policy; social aspects; strategic alliances; sustainable development; Canada; Australia; Netherlands; New Zealand
case study; evaluators
Research Implications: ***; Practice Implications: ***; Readability: ***

Stefanson, Brenda. 1997. "New Generation Cooperatives: Responding to Changes in Agriculture." Pp. 14 in *New Generation Cooperatives: Responding to Changes in Agriculture*, edited by M. E. Fulton. Saskatoon :Centre for the Study of Cooperatives, University of Saskatchewan,.

This booklet, materials package, and video are designed to present the new generation cooperative model as a form of producer ownership of processing ventures. Transformations in western Canadian agriculture, its implications for farmers, and cooperative strategies in responses are provided along with profiles of ValAdCo, Midwest Investors Inc., Southern Minnesota Beet Sugar Cooperatives, North American Bison Cooperative, Dakota Growers Pasta Cooperative. Bibliographic references and web sites are also provided. FT

technical report; application focus
Research Implications: **; Practice Implications: ***; Readability: ***

—. 1997. "New Generation Cooperatives: Opportunities in Agricultural Processing." Saskatoon, SK: Centre for the Study of Cooperatives, University of Saskatchewan.

new generation cooperatives; agriculture; cooperatives

Stefanson, Brenda, Murray Fulton, and Andrea Harris. 1995. "New Generation Cooperatives : Rebuilding Rural Economies." Pp. 21 in *New Generation Cooperatives: Rebuilding Rural Economies*. Saskatoon :: Centre for the Study of Cooperatives, University of Saskatchewan,.

This booklet describes NGCs, how they work, their principles, the background for NGC development, the process of their development, elements critical to their growth, and assessments of their feasibility in Saskatchewan. FT

agriculture; cooperatives ; innovation; economic conditions; economic aspects; new generation cooperatives; Saskatchewan
technical report; application focus
Research Implications: *; Practice Implications: **; Readability: ***

Stefanson, Brenda and Brenda Machin. 1998. *New Generation Cooperatives : Opportunities for Credit Unions*. Saskatchewan: Centre for the Study of Cooperatives, Credit Union Central of Saskatchewan.

new generation cooperatives; credit unions; banks and banking; globalization; capitalization; finance; cooperative development

Stefanson, Brenda, Ian McIntosh, and Dean Murrison. 2001. "New Generation Cooperatives: Key Steps in the Issuance of Securities and the Secondary Trade." Centre for the Study of Cooperatives, University of Saskatchewan, Saskatoon.

This booklet describes the processes for primary trade of securities of a New Generation Cooperative, or a sale of securities of an NGC by the NGC from its treasury to investors as well as the secondary trade or the sale of securities of the NGC by the holders of those securities. FT

equity; finance; share structure; capitalization; law and legislation; new generation co-operatives
technical report
Research Implications: *; Practice Implications: ***; Readability: **

Stefanson, Brenda Gail. 1999. *Adult Educators in Cooperative Development: Agents of Change*, vol. viii, 137. Saskatoon, SK: Extension Division, University of Saskatchewan.

innovation; social development; education ; member education; cooperatives

Stevens, Kris and John Morris. 2001. "Struggling toward Sustainability: Considering Grassroots Development." *Sustainable Development* 9:149.

Describes and discusses sustainable grassroots development including substantial discussion of the role of co-operative structures in community economic development.

community economic development; cooperatives; sustainable development

Stohl, Cynthia and George Cheney. 2001. "Participatory Processes/Paradoxical Practices." *Management Communication Quarterly : McQ* 14:349.

employee ownership; worker cooperatives; management; job satisfaction

Stolle, Dietlind and Thomas R Rochon. 1998. "Are All Associations Alike?" *The American Behavioral Scientist* 42:47.

membership; social cohesion; social capital; trust

Storrie, K. 2002. "Reduction in Community Clinic Services - What Members Should Know and

Do." *Focus* 38:1-2.

This article describes the shaky financial situation of Community Health Services (Saskatoon) Association Ltd and its cause: government funding that has not kept up with rising costs and inflation. It details the solutions that the organization has tried, but these have been exhausted; further staff and services cuts will be necessary. Community clinics in Saskatchewan, Storrie concludes, lack the funding to live up to their potential.

health care administration; health care cooperatives; finance; economic conditions; Saskatchewan
application focus
research implications:; practice implications: **; readability: ***

Strand, Michael C and William A Squires. 1994. "Exchange Purchase in Montana: A Story of Cooperation." *Rural Telecommunications* 13:50.

An examination of the challenges of co-operation among co-operatives. A group of telephone co-ops in rural USA attempt to work together to acquire another tel.co.'s exchanges. –AB

telephone utilities; United States; cooperatives

Suryanata, Krisnawati. 2000. "Products from Paradise: The Social Construction of Hawaii Crops." *Agriculture and Human Values* 17:181-89.

This paper explores an initiative to revive the agricultural sector in Hawaii by diversifying into non-traditional export crops that gain higher value by attaching the paradise identity such as fresh pineapples, macadamia nuts, or tropical flowers. This paper examines how Hawaii's foodstuffs were able to capture a premium value due to the social construction of Hawaii as a place. However, the expansion of the niche markets has allowed the symbolic meaning of these products to be appropriated and reconstructed by global interests forcing producers to seek new potentials for high-value crops. Without addressing the problem of land and labor relations in Hawaii, producers will not be able to control these niche markets beyond their inventive stage. AB

agriculture; cooperatives ; cooperative marketing; globalization; innovation; United States
case study
Research Implications: ***; Practice Implications: **; Readability

Sweeney, Theresa. 2000. "Philosophy on Line." *Credit Union Management* 23:9.

A summary of the list serve discussions of credit union executives regarding the community service role of their organizations. Should provide interesting debate relevant to any type of co-operative organization. –AB

community economic development; social responsibility in business; credit unions; cooperatives

Sykuta, Michael E. and Michael L. Cook. 2001. "A New Institutional Economics Approach to Contracts and Cooperatives." *American Journal of Agricultural Economics* 83:1273-

1280.

This article focuses on potential contractual design differences between IOFs and traditional marketing cooperatives, and new forms of cooperation (eg NGC). The authors begin with an overview of the economics of transactions, and then to discuss the organizational structure (eg property rights allocations, incentives, and performance measures) affect the incentives of the contracting parties and the contractual design. They conclude with testable implications that point towards a future research agenda. FT

agriculture; cooperation; organizational structure; economic aspects; management theoretical focus

Research Implications: ***; Practice Implications: *; Readability: **

Symes-Grehan, Marie. 1998. "It's Not a House, It's a Home: The New Beginnings Housing Coop Has Changed the Lives of 96 Family Members." *Briarpatch* 27:4-5.

Reviews the workings of a new twist to Housing co-operatives in which ownership of the property is transferred to the member over time. The New Beginnings Housing Co-operative in prince Albert Saskatchewan is profiled. –FT

housing; cooperatives; Saskatchewan

Tanaka, Hideki. 1997. "Mergers and Structural Reorganization of Agricultural Cooperatives in Japan." Pp. 183-193 in *Strategies and Structures in the Agro-Food Industries*, edited by J. Nilsson and G. v. Dijk. Assen, The Netherlands: Van Gorcum.

This paper examines a new wave of cooperative mergers and structural reorganization under the recent import-liberalized process for farm products. AB

agriculture; mergers and acquisitions; globalization; cooperatives; Japan case study

Research Implications: **; Practice Implications: *; Readability:

Tang, Shui-Yan. 1994. "Building Community Organizations: Credible Commitment and the New Institutional Economics." *Human Systems Management* 13:221.

The article looks at the role of cooperatives and like organizations, in building individual leadership skills and general community capacity building for community development.

cooperatives; community participation; community economic development; leadership; democratic participation

Taylor, Georgina M. 2000. "'Let Us Co-Operate" Violet McNaughton and the Co-Operative Ideal." Pp. 57-78 in *Canadian Co-operatives in the Year 2000: Memory, Mutual Aid and the Millennium*, edited by B. Fairbairn, I. MacPherson, and N. Russell. Saskatoon: Centre for the Study of Co-operatives, University of Saskatchewan.

This article examines the Violet McNaughton's commitment to the co-operative ideal through her experiences with radicalism and co-operators in England, her marriage and her pioneer experiences in rural Saskatchewan, her activities as a prairie co-operator, and her promotion of the International Co-operative Women's Guild. FT

historical aspects; cooperation; membership; leadership; women
historical work
Research Implications: **; Practice Implications: **; Readability: ***

Taylor, P. L. 1994. "The Rhetorical Construction of Efficiency - Restructuring and Industrial Democracy in Mondragon, Spain." *Sociological Forum* 9:459-489.
This paper uses the Mondragon worker co-operative complex to explore the rhetorical understanding of efficiency in the co-operative setting.

worker cooperatives; Mondragon; management

Theriault, Luc and Carmen Gill. 2002. "Personal Services and the Third Sector in Saskatchewan." Pp. 135-161 in *Social Economy : Health and Welfare in Four Canadian Provinces*, edited by Y. Vaillancourt, L. Tremblay, and S. A. Stilitz. Montreal: Fernwood Press.

Thomas, Alan. 1993. "Worker Ownership in the UK 1992 and Financial Support Strategies for the Co-operative Movement." *Economic and Industrial Democracy* 14:557.
The article explores the growth of worker co-operatives in the United Kingdom between 1988 and 1992. Strategies for new development are also explored.

worker cooperatives; capitalization; United Kingdom; cooperative development; employee ownership

Thomas, Lorna. 1994. "Stir It Up: The Story of Collective Kitchens." National Film Board of Canada, North West Centre.

community economic development; social development; social services delivery; cooperatives

Thompson, D.J. 1996. "Home Health Care in Urban America: A Cooperative Solution Springs from the Grassroots." Pp. 77-83 in *The World Book of Co-Operative Enterprise: The Plunkett Foundation*.

home care cooperatives; health care administration; social services delivery; United States

Thongchua, Nalinee, Greg Lawless, and Maria Powell. 2002. "Walton Bean Growers' Cooperative." University of Wisconsin Center for Cooperatives, Madison.
This report details the history of Walton Bean Grower's Cooperative which processed and marketed dry edible beans. Composed of 163 farmers, Walton's was the 5th largest bean processor in the U.S. and owned 3 subsidiaries -- ProBean LLC, ProTect Insurance, LLC, and United Bean Growers LLC. The cooperative realized its first equity drive in the summer of 1994, and was forced to close operations in the summer of 2002. The case study addresses some of the successes and failures of the cooperative. FT

agriculture; capitalization ; globalization; new generation cooperatives; management; cooperative marketing; cooperatives ; innovation; economic conditions ; United States case study; evaluators
Research Implications: **; Practice Implications: **; Readability: ***

Thongchua, Nalinee, Maria Powell, and Greg Lawless. 2002. "Southwest Minnesota Agrifuels Cooperatives." Prepared for the North Central Initiative for Small Farm Profitability by University of Wisconsin Center for Cooperatives.
A case study of the development of Southwest Minnesota Agrifuels Cooperative (SMAC). SMAC was formed to add value to its producer-members corn and now it is the majority owner of a dry mill fuel ethanol company Ethanol2000. Concludes with lessons learned. FT

agriculture; new generation cooperatives; equity; finance; United States case study
Research Implications: *; Practice Implications: **; Readability: ***

Thordarson, Bruce. 2000. "Canadian Co-operatives and the International Co-Operative Alliance." Pp. 121-129 in *Canadian Co-operatives in the Year 2000: Memory, Mutual Aid and the Millennium*, edited by B. Fairbairn, I. MacPherson, and N. Russell. Saskatoon: Centre for the Study of Co-operatives, University of Saskatchewan.
This paper discusses one of the distinguishing features of the co-operative sector in Canada, its active involvement in the international cooperative movement. The paper concludes that the strong leadership role that Canada has played in the ICA has been a result of the quality of leaders that it has provided for the international moment. FT

cooperation; leadership; cooperatives evaluators
Research Implications: **; Practice Implications: **; Readability: ***

Thyfaut, C. 1996. "Developing New Generation Coops: Getting Started on the Path to Success." *Rural cooperatives* 63:26-30.

cooperatives; rural economic development; new generation cooperatives; cooperative development

Toonen, T. and J. Raadschelders. 1997. "Public Sector Reform in Western Europe." in *Conference on Comparative Civil Service Systems*. Indiana University.

public service administration; social services delivery; innovation; social development; Europe

Torgerson, R. 1994. "Coop Fever: Cooperative Renaissance Blooming on Northern Plains." *Farmer Cooperatives* 61:12-14.
Reviews the surge of new generation co-operative starts in the American Northern Plains. In part this development rush is explained by the programs intended to provide economic

stimulus and by other start-up schemes funded by a variety of agencies. –AB

agriculture; new generation cooperatives; business development; government relations; North Dakota; cooperative development; cooperatives
comparative; evaluators
Research Implications: **; Practice Implications: **; Readability:

Torgerson, R. E., J. E. Bayley, E. Parnell, W. Hurp, and K. Targett. 1994. "Us Agricultural Co-Operation Set to Build on Strong Foundations." *World of co operative enterprise*:85-92. As American agricultural co-operatives become increasingly market driven, more attention is being directed at financing and at member and employee education so that these organizations are positioned to contend with trends towards greater globalization, industrialization of agriculture, and decreasing subsidization. –AB

agriculture; member education; education; globalization; social change; United States; cooperatives
comparative; evaluators
Research Implications: ***; Practice Implications: ***; Readability:

Travers, O.R. 2002. "Working Together to Create the Future: Opportunities for Creative Co-Operation in British Columbia Forestry." British Columbia Institute for Co-operative Studies, Victoria, BC.

In his paper, Ray Travers – a Register Professional Forester (RPF) – investigates the possibilities for forming and developing upon the co-operative forestry sector in British Columbia. Instead of ignoring the non-co-operative forestry sector, Travers examines how both the co-operative and non-co-operative forestry sectors can help develop a stronger, more equitable and ecologically-sound approach to timber harvesting. Through co-operatives, Travers argues, communities and forest workers can develop a more meaningful and participatory relationship to economic decision-making. This paper points to the leading role co-operatives can have in helping forestry-based communities mobilize their talents and energies to shape new community-oriented co-operative forestry economies.

community economic development; forestry practices; rural economic development; forestry management; forests and forestry
theoretical focus
research implications: *; practice implications: *; readability: **

Trechter, David, Robert King, Robert Cropp, Anne Reynolds, Kimberly Zeuli, Roger Ginder, Evert Van der Sluis, Michael Cook, Deanne Hackman, Kristi Livingston, Gary Goreham, Frayne Olson, Beth Honadle, and Linda Jacobson. n.d. "The Impact of New Generation Cooperatives on Their Communities." USDA, Washington, D.C.

This research for this report was conducted by researchers from various institutes and universities during the fall of 1997 and the winter of 1998. The objectives of the study are to summarize the experiences of new generation cooperatives in the Upper Midwest, the impact of cooperatives on their local communities, assess the research, education, and technical assistance needs of cooperative development, and explore the feasibility of regional collaboration among universities and other organization in meeting those

research, education, and technical assistance needs. The case studies included are: Farmers' Cooperative Association, Keota, IA, Northwest Missouri Grain Processors, Inc., South Dakota Soybean Processors, The Dakota Growers Pasta Company, and Western Areas Cities and Counties Cooperative. The case studies identify: the pros and cons of using the cooperative structure as an economic development tool, how community developers and others can assist effectively at various stages of the life cycle of cooperatives, the impacts of value-added cooperatives in their communities, critical factors in the success or failure of cooperative development. FT

agriculture; business development; community economic development; community participation; cooperatives ; innovation; democratic participation; economic conditions; economic development; globalization; new generation cooperatives; rural development; rural economic development; social aspects; social change; United States case study; literature review; theoretical with application in practice; comparative; evaluators
Research Implications: ***; Practice Implications: ***; Readability: ***

Trechter, D. D. 1996. "Impact of Diversification on Agricultural Cooperatives in Wisconsin." *Agribusiness* 12:385-394.

Agricultural cooperatives often face internal and external pressures to diversify. This paper examines the factors associated with a decision to diversify and the impact of diversification on key performance measures. Results suggest that cooperatives that are larger and involved in input supply are more likely to diversify. No statistical association between diversification and key performance areas (profitability, patronage refunds, or equity redemption) were found. The author suggests that based on these results diversification has a neutral or modestly positive impact on cooperative performance. AB

agriculture; cooperatives; diversification; economic aspects; innovation
theoretical with application in practice
Research Implications: **; Practice Implications: **; Readability:

Agricultural cooperatives often face internal and external pressures to diversify their businesses. Factors associated with a decision to diversify were examined in this study; results suggest that cooperatives that were larger and involved in input supply were more likely to diversify. In addition, the impact of diversification on key performance measures for the cooperatives was examined. Diversification had no statistical association with key performance areas (profitability, patronage refunds, or equity redemption). Diversification was associated with larger membership. On the basis of this study, diversification appears to have a neutral to modestly positive impact on cooperative performance.

Tseo, George K Y and Eduardo Lacerda Ramos. 1995. "Employee Empowerment: Solution to a Burgeoning Crisis?" *Challenge* 38:25.

The article explores the history of worker cooperative development in North America and Europe and examines current trends in laws and legislation.

worker cooperatives; employee ownership; historical aspects; globalization; economic impact; law and legislation

Turnbull, S. 1997. "Stakeholder Co-operatives." *Journal of Co-operative Studies* 29:18-52.

social cooperatives; innovation; social services delivery; organizational structure;
cooperatives; community economic development

Turner, Bill. 2000. "No Small Ideas." Pp. 327-341 in *Canadian Co-operatives in the Year 2000: Memory, Mutual Aid and the Millennium*, edited by B. Fairbairn, I. MacPherson, and N. Russell. Saskatoon: Centre for the Study of Co-operatives, University of Saskatchewan. This chapter analyzes the imperative to recall and fortify a unique cooperative identity. The author identifies a three-fold challenge: to retool established co-op while preserving their essential character, to develop new coops in areas that are on the margins of society, and to establish the co-operative network that links them together.

cooperation; community economic development; cooperatives ; innovation; economically disadvantaged; globalization; governance; leadership; education; strategic alliances; organizational change; organizational innovation; social aspects; social change evaluators
Research Implications: **; Practice Implications: ***; Readability: ***

Ullrich, G. 2000. "Innovative Approaches to Co-Operation in Health Care and Social Services." *Journal of Co-operative Studies* 33:53-71.

health care administration; innovation; health care cooperatives; home care cooperatives;
social services delivery

United Nations. 1995. *Co-operative Enterprise In the Health and Social Care Sectors: A Global Review and Proposals for Policy Coordination*. Geneva: United Nations.

health care administration; health care cooperatives; home care cooperatives; social
services delivery

United Nations. Dept. for Policy Coordination and Sustainable Development. 1997. *Cooperative Enterprise in the Health and Social Care Sectors : A Global Survey*. New York, NY: United Nations.

health care administration; health care cooperatives; social services delivery; public
services administration

United Nations. Food and Agriculture Organization. 2001. "Responsible Fisheries." *Environmental Policy and Law*, 31 (6), 278 – 279.

This article takes a look at ecosystem (over)fishing and contemplates the possibilities for community-based fisheries/ecosystem management as a better way to manage and sustain resources. There is only cursory mention of co-operatives but it is significant in terms of the author's thesis.

Vaillancourt, Yves, Louise Tremblay, and Stuart Anthony Stilitz. 2002. "Social Economy : Health and Welfare in Four Canadian Provinces." Montreal: Fernwood Press.

health care administration; social services delivery; Western Canada; innovation

Valceschini, Louis-Geogre Soler and Egizio. 1997. "Internal and External Coordination and Organizational Structures: The Case of a Leading European Company in the Canned and Frozen Vegetable Market." Pp. 225-238 in *Strategies and Structures in the Agro-Food Industries*, edited by J. Nilsson and G. v. Dijk. Assen, The Netherlands: Van Gorcum. European food industry is confronted with large technological, organizational, and commercial changes. These changes have led to a complex supply function. The authors demonstrate this context leads to changes at two levels: 1/the internal coordination within the company between processing plants, and between commercial and agro-industrial actors, 2/the external coordination between farmers and processing plants. AB

agriculture; globalization; economic aspects; economic conditions
case study; theoretical

Research Implications: ***; Practice Implications: **; Readability:

Van Ginkel, Rob. 1996. "Cooperating competitors: Texel Fishermen and their Organizations (C. 1870 – 1930)." *Anthropological Quarterly*, 69 (2), 51 – 65.

This article, while historical, has important implications today for those interested in the oft cited barrier to co-operative success, and that is the notion that people who have a tradition of working in resource-based industries, have a behavioural propensity toward rugged individualism, fierce independence, competition rather than co-operation, and are poorly disposed toward political action. Recognizing these characteristics do exist the author suggests research indicates there are other key factors that contribute to the failure of co-operation, or at least an enduring co-operation. Drawing on his ethno-historical research of fishermen on the Dutch island of Texel he outlines six conditions that he believes are necessary for enduring institutionalized co-operation of fishermen.

cooperation; member relations; fisheries; economic conditions
case study; theoretical with application in practice; peer reviewed
research implications:** ; practice implications: ***; readability:***

Vaughn, Gerald F. 2001. "Veblen, Camp, and the Industrial Organization of Agriculture." *Journal of Economic Issues* 35:139.

Explores the distribution of agricultural products and includes examination of co-operative marketing. –AB

agriculture; cooperative marketing; membership; organizational structure
theoretical focus

Research Implications: ***; Practice Implications: **; Readability:

Vaught, David. 1999. *Cultivating California: Growers, Specialty Crops, and Labor, 1875-1920.*

Baltimore and London: Johns Hopkins University Press.

This book explores the origins and development of farm labor relations in California between 1975 and 1920. Examines the making of a specialty crop culture and how this is key to explaining the diversity and complexity of labor systems in California's agriculture. Studies the relationships of growers and workers, growers and their crops, growers and their communities, growers and their marketing cooperatives, and growers and the state and federal governments. AB

agriculture; cooperatives; cooperative marketing; historical aspects; diversification; United States; membership
historical work

Research Implications: **; Practice Implications: *; Readability:

Vercammen, James N, Murray Fulton, and Charles Hyde. 1996. "Nonlinear Pricing Schemes for Agricultural Cooperatives." *American Journal of Agricultural Economics* 78:572-585. This paper explores pricing practices for cooperatives. Sexton (1986) suggested that membership fees/rebates can be used to facilitate efficient pricing, but the authors suggest that these schemes may not be feasible due to membership heterogeneity and information asymmetries. The authors, instead, develop a constrained efficient pricing rule for cooperatives that addresses heterogeneity and information constraints. AB

agriculture; cooperatives; economic aspects
theoretical with application in practice

Research Implications: **; Practice Implications: ***; Readability:

Wadsworth, James. 2001. "Strategic Planning in Farmer Cooperatives." USDA, Washington, D.C.

This report examines cooperatives' use of strategic planning, the various technical aspects of it, and the degree of director's involvement in planning, and their financial planning. Data for the study were collected from a survey of U.S. farmer cooperatives. Data collected included whether the cooperative conducted long-range strategic planning and if so, the amount of director involvement, whether a written plan was developed, aspects monitored, and the length of the planning period. This data was sorted by use of strategic planning, type of function, membership size, sales volume size, and by organizations structure (local, federated, regional and mixed-regional cooperatives). Key highlights to the study include: long range strategic planning is conducted by slightly over half the farmer cooperatives in the U.S. (according to the study sample); marketing cooperatives, except dairy and fruit and vegetable producers; conduct proportionately more strategic planning than other types of cooperatives; just over half of farm supply cooperatives are planners, while most service-type cooperatives do not conduct long-range strategic planning; more large cooperatives plan than do smaller ones; most cooperative planners monitor their plans; directors are involved in the strategic planning process, but not to the degree expected in small and medium sized cooperatives; in comparing 1994 to 1998 more cooperative planners than non-planners had an increase in sales, net income, total assets, and total equity.

agriculture; cooperatives; boards of directors; management; strategic planning
survey; comparative; evaluators; application focus

Research Implications: **; Practice Implications: **; Readability: **

Wadsworth, James and David Chesnick. 1995. "Consolidation of Balance Sheet Components During Cooperative Mergers." USDA, Washington, D.C.

This paper discusses the implications of combining balance sheets during cooperative mergers including methods of combining member equities. Several case studies are included. AB

finance; equity; mergers and acquisitions; management
technical report; case study; application focus
Research Implications: *; Practice Implications: **; Readability:

Wadsworth, James J. 1994. "Inventory Management Strategies for Local Farm Supply Cooperatives." USDA, Washington, D.C.

Effective inventory management is imperative for successful operation of farm supply cooperatives. This report details 10 fundamental strategies or concepts for developing or enhancing inventory management. These strategies or concepts should be included in cooperatives plans for the everyday management of the merchandise ordered and held for sale and clearly understood by employees. AB

agriculture; cooperatives; management;
technical report; application focus
Research Implications: **; Practice Implications: ***; Readability:

Wadsworth, James J. 1998. "Cooperative Restructuring, 1989 - 1998." USDA, Washington, D.C.

This report catalogs information on strategic restructuring in agricultural cooperatives over the period January 1989 through July 1998. The document lists 346 restructuring activities in agricultural cooperatives. AB

agriculture; cooperatives ; innovation; diversification; joint ventures; mergers and acquisitions; strategic alliances
survey
Research Implications: ***; Practice Implications: *; Readability:

—. 1999. "Cooperative Unification: Highlights from 1989 to Early 1999." USDA, Washington, D.C.

This report discusses unification by cooperatives as a means of strategic positioning given the changing industry trends and conditions. The author also identifies the implications of unification and potential and subsequent strategies. The period of activity covered is January 1989 to April 1999. AB

cooperatives; mergers and acquisitions; globalization
technical report; evaluators; comparative
Research Implications: **; Practice Implications: **; Readability:

Wadsworth, James J. and Jim J. Staiert. 1993. "Strategic Planning: A Conceptual for Small and Midsize Farmer Cooperatives." USDA. Agricultural Cooperative Service, Washington,

D.C.

As cooperatives adapt to an uncertain marketplace, the changing structure of agriculture, strategic planning has come to the forefront of governing innovations. This report describes strategic planning in the context of small and midsize farmer cooperatives. The objective is to provide information to cooperatives interested in initiating strategic planning or enhancing an existing system. AB

agriculture; business development; strategic planning; small and medium sized businesses (SME); cooperatives; governance; management; United States technical report; theoretical with application in practice
Research Implications: **; Practice Implications: ***; Readability:

Wall, Ellen, Gabriele Ferrazzi, and Frans Schryer. 1998. "Getting the Goods on Social Capital." *Rural Sociology* 63:300-322.

social capital; social cohesion; trust; rural economic development

Wallace, Sherri Leronda. 1999. "Social Entrepreneurship: The Role of Social Purpose Enterprises in Facilitating Community Economic Development." *Journal of Developmental Entrepreneurship* 4:153.
The article explores the role of social and political cohesion in community economic development projects.

social cohesion; community economic development; economically disadvantaged; community participation

Walzer, Norman and Mary Holmes. 1999. *Case Study of Southwest Iowa Soy Cooperative*. Macomb, IL: Illinois Institute for Rural Affairs.
The Southwest Soy Cooperative (SSC) located in Adams County, Iowa was first developed in 1995 out of a discontent with soybean market prices, and began operations in 1997. The cooperative processes soybeans into a soybean meal as a protein supplement for hogs. In its second year of operations, the cooperative was still not profitable. FT

agriculture; business development; cooperatives ; innovation; new generation cooperative; finance; pork industry; United States
case study; evaluators
Research Implications: **; Practice Implications: **; Readability: ***

Waner, Jennifer. 2000. "The Future of Agriculture: An Introduction." in *New Generation Cooperatives: Case Studies*. Macomb, IL: Illinois Institute for Rural Affairs, Western Illinois University.
The purpose of this introduction to 10 new generation cooperative (NGC) case studies is to explore the question of "why some cooperatives succeed while others do not get off the starting block" (3). Some factors relating to success outlined by the author include producer commitment, ability of the group to work as a cohesive unit, ability to entice economic development and government agency support, network support, a thorough

feasibility study and business plan, and a successful equity drive. The paper breaks these conclusions down in an overview of ten difficulties encountered in successfully establishing a NGC, the geographical dispersion of NGC, obstacles to NGC and Limited Liability Corporation formation, and factors contributing to success. FT

agriculture; capitalization; cooperatives; economic aspects; equity; finance; member participation; social cohesion; new generation cooperatives; rural economic development; United States

case study; application focus; comparative; evaluators

research implications: **; practice implications: ***; readability: ***

Ward, Clement E., Timm J. Bliss, and Julie A. Hogeland. 1993. "Marketing Fed Cattle: Cooperative Opportunity." USDA, Washington, D.C.

This report discusses three different types of fed cattle cooperatives: bargaining cooperatives, electronic marketing cooperatives, and integrated cattle feeding/meatpacking cooperatives. AB

agriculture; cooperatives; economic conditions; cooperative innovation
technical report; application focus

Research Implications: *; Practice Implications: **; Readability:

Warman, Marc. 1994. "Cooperative Grain Marketing: Changes, Issues, and Alternatives." USDA, Washington, D.C.

This report discusses changes in the cooperative grain marketing industry during the past 2 decades. The influences and factors inducing these changes are then analyzed along with issues currently facing grain marketing cooperatives. Finally, the report recommends some general directions that grain marketing cooperatives can follow in order to be more competitive. FT

agriculture; cooperative marketing; economic aspects; economic conditions;
globalization; government relations; grain transportation; joint ventures; mergers and acquisitions; organizational change; policies; innovation
technical report

Research Implications: **; Practice Implications: **; Readability: ***

Warner, M. 1999. "Forming a Value Added Cooperative." Pp. 218-223 in *Agriculture Outlook Conference*. Arlington, Virginia: U.S. Dept. of Agriculture, World Agricultural Outlook Board.

cooperatives; agriculture

Watson, George W. and Steven D. Papamarcos. 2002. "Social Capital and Organizational Commitment." *Journal of Business and Psychology* 16:537.

social capital; social cohesion; organizational structure; trust; membership; statistics

Webb, J. Tom. 2000. "Marketing Co-Operation in a Global Society." Pp. 268-277 in *Canadian*

Co-operatives in the Year 2000: Memory, Mutual Aid and the Millennium, edited by B. Fairbairn, I. MacPherson, and N. Russell. Saskatoon: Centre for the Study of Co-operatives, University of Saskatchewan.

This paper examines the global context in which cooperatives are struggling, the strengths of cooperatives, market research, marketing trends, an examples of how some cooperatives are responding. The author points to an economy of trust, a democratic economy with global linkages where marketing and education are one small part of co-operative reinvention in fashioning a renewed global co-operative vision. FT

cooperation; globalization; community participation; community economic development; democratic control; economic aspects; economic conditions; environmentalism; cooperatives ; innovation; cooperative marketing; member education; social aspects; sustainable development
evaluators

Research Implications: ***; Practice Implications: ***; Readability:

Weinstein, Martin S. 2000. "Pieces of the Puzzle: Solutions for Community-Based Fisheries Management from Native Canadians, Japanese Cooperatives, and Common Property Researchers." *Georgetown International Environmental Law Review* 12:375-412.

This article discusses the management of common property with a particularly emphasis on First Nations fisheries in Canada. The Japanese Co-operative Fisheries Association is used as comparison to the co-operative management activities found in Canada. The author considers historical development of both common resources and make suggestions as to how the Japanese co-operative system may be helpful to resolve some of Canada's problems with managing this common resource.

fisheries; resource management; Canada; Japan; cooperatives

Weisgrau, Sheldon, Luisa Buada, Martha Campbell, and Ira Moscovice. 1999. "Rural Integrated Systems in California: Preparing for Managed Care." *Health Affairs* 18:237.

This article addresses rural health care issues and emphasizes a model of community participation in health care decisions.

rural and remote areas; health care administration; rural economic development

Welch, Aaron. 2001. *Organizing Forestry Co-operatives in BC: The Legal and Policy Framework*. Victoria, BC: University of Victoria Environmental Law Centre British Columbia Institute for Co-operative Studies.

Aaron Welch's paper provides those interested in organising a forestry co-op with a within the framework of B.C.'s current legal and regulatory framework. Welch reviews the legal requirements for businesses wishing to incorporate as a co-operative and operate tree farms and attain community tenure of forest land. The author highlights the security regulations, liability, and tax implications of forming a co-operative. There is also brief discussion around the marketing of value-added merchandise and other natural products that could be of significance to forest co-operatives looking to diversify their resource economy.

diversification; community economic development; forestry and forests; forestry management; forestry practices; law and legislation; rural economic development

application focus; technical report
research implications: **; practice implications: **; readability: **

- 2001. *Organizing Fishery Co-operatives in BC: A Handbook*. Victoria, BC: British Columbia Institute for Co-operative Studies.

In this handbook, Aaron Welch provides a step-by-step guide for those interested in setting up a fishery co-operative in British Columbia. The guide examines the possibilities for utilizing the co-operative structure as a means to increase local control over fisheries management. Furthermore, Welch and the UVic Environmental Law Centre believe developing community-based fishery co-ops can potentially result in a more sustainable provincial fisheries industry. The results of an examination into three fishery co-ops in BC are used to support the latter claim.

fisheries; community economic development; rural economic development
research implications: **; practice implications: **; readability: ***

- 2001. "Canoe Pass Fisherman's Co-Operative Association." Pp. 78-83 in *Organising Fishery Co-operatives in BC: A Handbook*. Victoria: British Columbia Institute for Co-operative Studies.

The Canoe Pass Fishermen's Co-operative Association ("Canoe Pass") came out of a need for a co-operative approach to fish packing in Ladner, British Columbia. Through the co-op, members were able to negotiate with fish marketing and processing companies as a organized bloc. In order to maintain a healthy with relationship with the fishers' union, the co-op has as principle, not to fish during a strike. Due to its long-term existence (Incorporated 1944), Canoe Pass is considered a leading example of what it takes to carry on through the ups-and-downs of the fisheries sector.

fisheries; community economic development; rural economic development
case study; theoretical with application in practice
research implications: **; practice implications: **; readability: ***

- 2001. "Cortez Island Shellfish Growers' Co-operatives." Pp. 84-92 in *Organising Fishery Co-operatives in BC: A Handbook*. Victoria, BC: British Columbia Institute for Co-operative Studies.

After the local shellfish marketing company pulled their operations out of the community, Cortez Island shellfish growers were in desperate need of an alternative form of business management for their industry. With the support of the provincial government, shellfish growers organized themselves into a registered co-op to provide shellfish seed to local growers. The co-op has not only helped shellfish growers develop their marine industry, it has acted as a vehicle for idea sharing and research into developing more efficient technologies for growing shellfish. This case study examines a variety of issues related to developing a co-op enterprise to grow shellfish, including: processing and marketing strategies, setting the share price and some of the advantages and disadvantages faced by co-operators in marine-based industries. However, the co-op was in its early stages of development and the information is limited to that.

technological innovations; fisheries; community economic development ; rural economic development; British Columbia; cooperatives

case study; theoretical with application in practice
research implications: *; practice implications: *; readability: ***

- 2001. "Malcolm Island Shellfish Co-Operative." Pp. 93-100 in *Organizing Fishery Co-operatives in BC: A Handbook*. Victoria, BC: British Columbia Institute of Co-operative Studies.

After the local shellfish marketing company pulled their operations out of the community, Cortez Island shellfish growers were in desperate need of an alternative form of business management for their industry. With the support of the provincial government, shellfish growers organized themselves into a registered co-op to provide shellfish seed to local growers. The co-op has not only helped shellfish growers develop their marine industry, it has acted as a vehicle for idea sharing and research into developing more efficient technologies for growing shellfish. This case study examines a variety of issues related to developing a co-op enterprise to grow shellfish, including: processing and marketing strategies, setting the share price and some of the advantages and disadvantages faced by co-operators in marine-based industries. However, the co-op was in its early stages of development and the information is limited to that.

fisheries; community economic development; rural economic development
case study; theoretical with application in practice
research implications: *; practice implications: *; readability: ***

- Welton, Michael. 2000. "A New and Disturbing Presence: Father Moses Michael Coady and the United Maritime Fishermen." Pp. 97-106 in *Canadian Co-operatives in the Year 2000: Memory, Mutual Aid and the Millennium*, edited by B. Fairbairn, I. MacPherson, and N. Russell. Saskatoon: Centre for the Study of Co-operatives, University of Saskatchewan. This paper details the life of Moses Michael Coady and his role in the development of the United Maritime Fishermen.

historical aspects; cooperation; membership; leadership
historical work; evaluators
Research Implications: **; Practice Implications: **; Readability: ***

- Wesch, Kristina. 2003. "511 West 232nd Owners Corp. V. Jennifer Realty Co.: An Insight into the Duties of Cooperative Conversion Sponsors in New York." *St. John's Law Review* 77:189.

While looking specifically at housing co-operatives, this article raises questions about the ownership of shares in any type of co-operative and the obligation to sell those shares under certain circumstances. –AB

share structure; cooperatives; housing

- Westenholz, Ann. 1993. "Paradoxical Thinking and Change in the Frames of Reference." *Organization Studies* 14:37.

This article offers an examination of employee information processing and decision making in a worker cooperative setting.

employee ownership; worker cooperatives; democratic control; management;
organizational structure; employees

Westgren, Randall E. 1994. "Reconfiguration of the Coopérative Fédérée De Québec for New Strategic Directions." Pp. 15-34 in *Competitive Strategy Analysis for Agricultural Marketing Cooperatives*, edited by R. W. Cotterill. Boulder: Westview Press.

This article describes the reconfigurations of Coopérative Fédérée de Québec as it implements an extensive strategic plan. The paper provides a brief history of the cooperative, followed by a discussion of the remote and task environments of the strategic business units in processing and marketing agricultural products, and the strategic choices taken in the 1990-1991 period are analyzed within the context of the mission statement of the company. FT

agriculture; cooperatives; strategic planning; globalization
case study; evaluators

Research Implications: **; Practice Implications: **; Readability: **

White, T. Fred. 1993. "Livestock, Wool, Poultry, and Meat Cooperatives." USDA, Agricultural Cooperative Service, Washington, D.C.

This survey reports outlines how cooperatives handling livestock, poultry, and products differ in their marketing alternatives and services that they provide members.

Cooperatives align their functions, marketing methods, and services with their members needs and with industry requirements. AB

agriculture; cooperative marketing; economic aspects; economic conditions; governance;
management; membership; United States
survey; comparative

Research Implications: **; Practice Implications: *; Readability

White, T. Fred and David Chesnick. 1993. "Retained Ownership: Simulation and Financial Analyses Model." Agricultural Cooperative Service, USDA, Washington, D.C.

This report applies cooperative principles for the consideration of retaining ownership of cattle in a feedlot. A simulation model enables analyses of cooperative retained ownership by simulating performance and results. AB

agriculture; cooperative innovation; economic aspects; business development; finance;
United States

technical report; application focus; evaluators

Research Implications: **; Practice Implications: **; Readability:

Whyte, William Foote. 1995. "Learning from the Mondragon Cooperative Experience." *Studies in Comparative International Development* 30:58.

A comprehensive overview of the development, structure and success of the Mondragon co-operative complex is discussed.

Mondragon; worker cooperatives; employee ownership; leadership; business
development

Whyte, William F. 1999. "The Mondragon Cooperatives in 1976 and 1998." *Industrial & Labor Relations Review* 52:478.

This article discusses the changes in the MCC over a 20 plus year period. Of particular interest are the changing methods of establishing new co-operatives and the use of non-members to augment production requirements necessary for a more globalized economy. In addition there have been more joint ventures with conventional firms, and increased wage disparity between managers and workers.

worker cooperatives ; Mondragon ; Spain

Wicks, Elliot K. and Mark A. Hall. 2000. "Purchasing Cooperatives for Small Employers: Performance and Prospects." *Milbank Quarterly* 78:511-46.
Cooperative health insurance coverage for employees of smaller businesses is discussed.

health care cooperatives; small and medium sized businesses (SME); health insurance; employees

Wilkinson, Paul. 1994. "Against the Tide: Community-Initiated Development, the Evangeline Experience." PhD Thesis, Education, University of Toronto, Toronto.
The thesis explores the phenomena of community-based development in the areas of Evangeline region of Prince Edward Island. The role of co-operatives in this community-based development are critical, as are considerations of historical cultural factors and external factors such as government and individual support for co-operative models.

community economic development; Canada; Prince Edward Island; worker cooperatives; rural and remote areas

Wilkinson, Paul and Jack Quarter. 1995. "A Theoretical Framework for Community-Based Development." *Economic and Industrial Democracy* 16:525.
The article offers components of successful community economic development initiatives and discusses the benefits and challenges of government involvement of such ventures. Cooperatives are a key component.

cooperatives; community economic development; Prince Edward Island; community participation; rural and remote areas

Wilkinson, Paul and Jack Quarter. 1996. *Building a Community Controlled Economy: The Evangeline Co-Operative Experience*. Toronto: University of Toronto Press.

cooperatives; Prince Edward Island; community economic development

—. 2000. "The Evangeline Cooperative Tradition." Pp. 235-246 in *Canadian Co-operatives in the Year 2000: Memory, Mutual Aid and the Millennium*, edited by B. Fairbairn, I. MacPherson, and N. Russell. Saskatoon: Centre for the Study of Co-operatives,

University of Saskatchewan.

This paper discusses the importance of cooperatives to the Evangeline region. It also develops a case study of Le Chez Nous Cooperative. Ft

cooperation; development; economically disadvantaged; community economic development; social aspects; social cohesion; Prince Edward Island evaluators

Research Implications: ***; Practice Implications: **; Readability: ***

Williamson, OE. 1999. "Public and Private Bureaucracies: A Transaction Cost Economics Perspectives." *Journal of Law Economics & Organization* 15:306.
Considers why particular organization forms might be best suited to particular types of service delivery. This may help to distinguish those instances where co-operatives might represent the "best choice" of organizational form. –AB

public service delivery; cooperatives; organizational structure;

Williamson, Oliver E. 1994. "The Institutions and Governance of Economic Development and Reform." *The World Bank Research Observer*:171.
Related to economic development generally rather than co-operatives specifically. Explores why development policies, while good in theory, are so often failures in practice. –AB

economic development; policies; government relations; community economic development; local economic development

Wills, Jane. 1999. "Filling the Vacuum in New Management Practice? Lessons from Us Employee-Owned Firms." *Environment and Planning A* 31:1497(1).
Employee owned firms in the United States are studied in order to determine organizational responsiveness and innovation under the forces of globalization. labor; employee ownership; unions; globalization; organizational change; management

Wilson, W. E. 1996. "UK Agricultural Co-Operation: Concentration, Consolidation - and Deja Vu?" *World of co operative enterprise*:171-176.
Reviews the status of UK agricultural co-operatives. Discusses the trend towards conversion to investor owned firms and whether such conversions have provided the outcomes that were suggested as the rationale for change in the first place. –AB

agriculture; cooperative conversions;
case study; comparative; evaluators

Research Implications: ***; Practice Implications: **; Readability:

Winnington-Ingram, Phyllis. 2001. "Community Co-operatives: A Revolutionary Model of Rural Community Revitalization." *Making Waves* 12:9-11.
Describes the development of a community co-operative in a number of rural districts in Ontario. This model of community economic development uses the formation of

community co-operative to act as an organizing and centralized partnering body to work with other community organizations to undertake a broad range of social and economic activities. The author offers practical advice on how to establish such an entity for CED.

Community economic development; Ontario
Research implications: Practice implications: ***; Readability ***

Winther, G. and G. Duhaime. 2002. "Cooperative Societies in Greenland and Nunavik: A Lesson on the Importance of Supporting Structures." *Journal of Rural Cooperation* 30:25-42. This paper compares contrasting experiences of cooperatives in Greenland and Nunavik, Canada. The authors conclude that cooperative supporting structures are essential to a cooperative success in an Arctic region. AB

business development; consumer cooperatives; government relations; policies; law and legislation; rural and remote areas; Greenland; Nunavik
case study; comparative; evaluators
Research Implications; ***; Practice Implications; **; Readability:

Wisman, Jon D. 1997. "The Ignored Question of Workplace Democracy in Political Discourse (Capitalism and the Proliferation of Producer Cooperatives)." *International Journal of Social Economics* 24:1388(16).

worker cooperatives; capitalism; democratic control; employee satisfaction

Wissman, Roger A. 1997. "Marketing Coordination in Agricultural Cooperatives." USDA, Rural Business Cooperative Service, Washington, DC.

agriculture; cooperatives; globalization; cooperative marketing

Woeste, Victoria Saker. 1998. *The Farmer's Benevolent Trust: Law and Agricultural Cooperation in Industrial America, 1865-1945*. Chapel Hill and London: University of North Carolina Press in association with the American Society for Legal History. This book explores the cooperative that "defined modern agricultural cooperation" -- the California Associated Reason Company. The book discusses agriculture in American culture from 1865 to 1910, the legal status of cooperatives during the period 1865-1914, the "benevolent trust" in law and policy from 1912 to 1928, and the impact of cooperation on state and federal agricultural policy before and during the New Deal. AB

agriculture; cooperatives; historical aspects; government relations; innovation
historical work
Research Implications: **; Practice Implications: *; Readability:

Wolf, Christopher A. and Larry G. Hamm. 1998. "The Role of Cooperatives in Milk Marketing." in *American Agricultural Economics Association Annual Meeting*. Recent debates among economists surrounding federal milk marketing order reform has led to the question of whether cooperatives can replace government marketing orders.

However, regardless of the outcome of the marketing order reform, the role of cooperatives is changing as the price support program is phased out and structural change continues. This paper addresses the ability of dairy marketing cooperatives to operate without government intervention. The authors discuss whether private cooperative power can substitute for public policy power. The paper concludes that the ability of cooperatives to maintain membership and balancing services depends on the dairy policies currently in place. Milk marketing orders assist cooperatives by policing the system and auditing the books. In the absence of milk marketing orders, the authors find that cooperatives will be unable to maintain these services without a substantial increase in costs. FT

agriculture; cooperatives; dairying; cooperative marketing; economic conditions; economic aspects; government relations; policy proceeding; theoretical focus with application in practice
Research Implications: **; Practice Implications: *; Readability: *

Woolcock, Michael. 2001. "The Place of Social Capital in Understanding Social and Economic Outcomes." *ISUMA* 2.

social capital

Wortham, Gregory L. 1998. "Business Structure Considerations for Diversified Activities." *Management Quarterly* 39:21.

Using electrical co-operatives as an example, this article examines why co-operatives are suited for service delivery at the local level. It examines developmental and operational considerations such as taxation, business structure, legal and accounting issues. – AB

electric utilities; cooperatives; taxation; law and legislation; United States

Wright, John B. 1994. "Designing and Applying Conservation Easements." *Journal of the American Planning Association* 60:380-398.

This article compares conservation easements with other techniques, discusses case studies of successful use, and analyzes regional patterns of easement use in the United States. Data from the experience of land trusts suggests that the tool has sufficient potential to merit serious consideration by planning professionals. AB

agriculture; cooperation; cooperatives; sustainable development; lands trusts; management; government relations
comparative; evaluators
Research Implications: **; Practice Implications: **; Readability:

Wuttunee, Wanda. 1999. "Sustainable Development and Aboriginal Communities: What Is the Fit?" *Issues in the North* 3.

sustainable development; community economic development; First Nations; Métis; Canada

—. 2000. "Diversity in Sustainable Development Approaches: Hope for the Future." in *Aboriginal Health, Identity and Resources*, edited by J. Oakes and e. al. Winnipeg: Native Studies Press.

community economic development; First Nations; Métis; rural economic development; social development; business development

Yeo, Stephen. 2002. *Co-operative and Mutual Enterprises in Britain: Ideas from a Useable Past for a Modern Future*. Report Series: no. 4. Centre for Civil Society, London.

cooperatives
Great Britain

Young, Dennis R. 2001. "Organizational Identity in Nonprofit Organizations: Strategic and Structural Implications." *Nonprofit Management and Leadership* 12:139.

Young, Ernst and. 2002. "Canadian Agricultural Co-Ops Capitalization Issues and Challenges: Strategies for the Future." le Conseil Canadien de la Coopération; Canadian Co-operative Association, Ottawa.

agriculture; cooperatives; innovation; capitalization; cooperative development; finance; organizational structure
research implications: **; practice implications: **; readability: **

Zachary, Kyla and Nicole Chaland. 2001. *Cowichan Lake Community Forest Co-Operative*. Victoria, BC: British Columbia Institute for Co-operative Studies.

This case study examines the Cowichan Lake Community Forest Co-operative (CLCFC) and its role in developing a forest operation rooted in sustainable forest practices and community economic development. Faced with the loss of countless jobs in the forestry sector the community lobbied the provincial government for access to timber and was successful in gaining rights to a timber-cutting license for Cowichan Lake. Research in this case study highlights the possibilities and limitations faced by the co-op in developing profitable long-term forest management practices. Although set in the contest of British Columbia the study is of interest for persons interested in the possibilities for community co-ops as a way to maintain some level of local control.

community economic development; rural economic development; forestry and forests; forestry management; diversification
case study; theoretical with application in practice
research implications: **; practice implications: **; readability: **

Zeuli, Kim, D. Freshwater, D. Markley, D. Barkley, and R. Shaffer. 2002. "The Non-Agricultural Cooperative's Role in Rural Economic Development." University of Wisconsin Center for Cooperatives.

This report explores and attempts to measure the economic impact of non-agricultural co-operatives in the rural U.S.

rural and remote areas; cooperatives; community economic development; rural economic development; United States

Zeuli, Kim, Gary A. Goreham, Robert King, and Evert van der Sluis. 1998. "Dakota Growers Pasta Company and the City of Carrington, North Dakota: A Case Study." USDA.
The Dakota Growers Pasta Company (DGPC) was born out of a declining economy and subsequent North Dakota cooperative revival in the early 1990s. DGPC began its first equity drive in 1992 and began production at its pasta plant in 1993. The cooperative mills its members' durum wheat into semolina and then uses the flour to produce pasta products. The cooperative is one of a few fully-integrated pasta manufacturers in the U.S. The flour mill and processing plant are both located in Carrington, N.D. This case study examines the dynamics, impacts, and needs of DGPC and its relationship with the city of Carrington. The multi-disciplinary research team examines this cooperative-city relationship through interviews with community promoters, community agencies impacted by the cooperative, DGPC Board and Management, and DGPC members and nonmembers. The interview themes were identifying the positive and negative impacts of the cooperative on its members, nonmembers, the community of Carrington, its people and government; priorities for research, educational programs, technical assistance; and factors related to farmers' decisions to join the cooperative and implications for the center's programming. FT

agriculture; capitalization; cooperatives; community economic development; economic aspects; economic conditions; member participation; member education; new generation cooperatives; social aspects; United States
case study; application focus; evaluators
Research Implications: ***; Practice Implications: **; Readability: ***

Zeuli, Kimberly A. 1999. "Capital Market Innovations and Cooperatives: A New Risk-Sharing Strategy for Agriculture - New Risk Management Strategies for Agricultural Cooperatives." *American journal of agricultural economics* 81:1234-1240.
This article examines motivations for risk management strategies and their feasibility. The author argues that farmers who are members of cooperatives are doubly exposed to economic losses due to catastrophic risk through the loss of a portion of their profits from lower sales as well as loss of patronage refunds. New Generation Cooperatives are especially risky because of large member equity investments. Although the primary reason for farmers to invest in a supply cooperative is to mitigate risk, since cooperatives sell raw or processed products to markets that are less volatile. Utilizing new instruments, the author argues that cooperatives can mitigate risk for farmers in 2 ways: 1/the cooperative can mitigate its own risk directly with capital market innovations that shift or share systemic risk exposure, 2/ the cooperative can offer insurance to its members to cover each member's independent risk. The feasibility of these options depends on whether the risk management effects are valuable and transaction costs. The author briefly discusses several examples of NGC that could potentially benefit from the application of specific capital market innovations. FT

agriculture; economic aspects; economic conditions; innovation; new generation cooperatives
theoretical with application in practice

Research Implications: ***; Practice Implications: ***; Readability: **

Ziegenhorn, Randy. 1999. *Networking the Farm: The Social Structure of Cooperation and Competition in Iowa Agriculture*. Aldershot: Ashgate.

This ethnographic study of 12 cooperative endeavors in swine production networks -- cooperative endeavors that jointly produce and market pigs -- evaluates their practical significance to farmers and their theoretical significance to understanding social and economic organization of agricultural production. The key theoretical issue explored is the role of networks of economic relations in the market economy by integrating theory from economic anthropology and the New Institutional Economics (NIE). The study evaluates production networks among household producers in a market economy by providing an assessment of the current and potential role of new network forms of economic organization. FT

agriculture; cooperation; cooperatives ; innovation; economic conditions; information technology ; innovation; organizational structure; social aspects; social cohesion; strategic alliances; United States
theoretical with application in practice

Research Implications: ***; Practice Implications: ***; Readability: *