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2009 ACE INSTITUTE

Rational

**HOPE**

July 28-31

The Depot  
Minneapolis

exploring the  
educator's role in  
cooperative  
enterprise

## A new era for ACE?

by Roger Herman

President Barack Obama delivered his inaugural speech to the citizens of the U.S. and indeed to the people of the world. His vision for renewal and his words of hope and determination were an inspiration for everyone regardless of their origins, political inclinations, or belief systems. I suspect that listeners connected with particular bits of his message that held the greatest relevance to and resonance with their particular circumstances and experiences. What I heard in his address was the need for a renewed focus on shared values of caring for each other and working together for the benefit of all. Maybe my personal biases lead me to hear

*New Era continued on page 2*



ACE President Roger Herman is educational program development and research officer at the Centre for the Study of Co-operatives, University of Saskatchewan.

## EDITOR'S NOTE

*Are cooperatives looking better and better in this economic situation? With their inherent transparency and ability to represent their membership, cooperators are wondering if the*

*public at large is NOW ready. For what? To become members and supporters, innovators and best of all, students of cooperatives. Democratic ownership isn't a more difficult concept than subprime mortgages.*

*Cooperatives have been relatively unblemished in this recent crisis. Guest editorialist and professor Christina Clamp explains credit unions in the U.S. recently spared*

*Editor's Note continued on page 2*

NEW ERA

*continued from page 1*

such messages in everyone's words, but it struck me that the values underlying cooperation and community fit nicely with his appeal to the world. So what does this have to do with ACE?

This past year, the Board of Directors had to deal with the departure of our long-time administrator, Leslie Mead, and putting in place a new administrative arrangement for our association. To ensure that we were getting it right, the Board of Directors, used the occasion to undertake a bit of introspection or soul searching for ACE. Before we could select the best administrative arrangement, we needed to consider questions like: Who are we? What are we trying to accomplish? Are we still relevant to our members and to the broader cooperative sector? What is the most effective way to achieve our goals? How will we know if we are doing our job? Obviously, these are big questions, but after several long spirited discussions the Board felt comfortable that we had a good handle on these things and on the basis of those understandings, we believe that we have put in place the best possible administrative arrangement to help us to pursue ACE's vision -- "To strengthen cooperatives and the cooperative movement by promoting innovative educational responses to social and economic changes."

When I revisit U.S. President Obama's words I see the connection between his call to action and our vision as an organization. The world is clearly in a period of economic and social turmoil and change, and cooperatives have an important role to play in seeing us through these difficult times. As cooperative educators we, too, have a particular part to play in helping to reach that end. More than ever before, we have a responsibility to help our cooperatives, our members and more generally our citizens to embrace the advantages of using our particular model of enterprise.

You will see in this newsletter that the theme for this year's Institute will revolve around rediscovering our cooperative roots and how cooperative organizations go beyond promises. We trust that this event will inspire existing members to renew their commitments

to cooperative education, but also offer new members a reason and a means to pursue their particular goals.

I look forward to this year, to an exciting Institute in Minneapolis, and to the start of a period of renewal and growth for our association.

EDITOR'S NOTE

*continued from page 1*

*their members from crises affecting customers of other financial institutions. She notes that cooperative organizations are born in tough times and are well suited to the environment.*

*There are also cooperatives that have reinterpreted the model and plan for flexibility, changing their "product/service" as their members' needs change. In addition to community cooperatives (page 9), other cooperatives use their businesses to launch into related community service (see the story on Weavers Way Co-op, page 9). Cooperatives that have sustainability bred-in-the-bone, expect to see little change, even progress. Kim De Lallo, member relations & education coordinator, Ontario Natural Food Co-op, states in an On Co-op newsletter that the natural food distributor is experiencing continued growth into 2009.*

*This issue of the ACE UpDate is dedicated to those cooperative opportunists who see rainbows at the end of the pot of gold.*



# New Uses for the Cooperative Model

Cooperatives historically have been a successful strategy in difficult economic times. Isn't that how many cooperatives and credit unions got started? It's time to promote new uses for the cooperative model! Recent strategies for addressing poverty and community development have focused on asset building and individual wealth creation – first



by Christina A. Clamp  
School of Community  
Economic  
Development  
Southern New  
Hampshire University

time home buying; matched savings programs; and microenterprise development. Those approaches have experienced debilitating constraints in this recession.

In contrast, cooperatives, credit unions and community land trusts have not had the same exposure to the foreclosure crisis and subprime markets. Credit unions were not invested in the subprime mortgage market and have close to a zero mortgage delinquency rate (<http://cuna.coop/newsnow/07/wash082007-1.html>). Land trusts have experienced a one percent foreclosure rate. These Shared Ownership Strategies were the focus at a recent convening at the Annie E. Casey Foundation in Baltimore. Leaders from the asset building and the shared ownership development field met to discuss how these efforts might come together.

Hard times call for new strategies. As an example, in markets such as Ohio, California, and Nevada where foreclosures and related “short sales” have had devastating impacts on local economies, cooperatives and land trusts might bundle foreclosed properties into new housing cooperatives. Where the government is investing in troubled lending institutions and possibly the automotive industry, there ought to be conditions to these “bailouts”. Such conditions might include shared ownership strategies that broaden ownership amongst their various constituencies including but not limited to employee stock ownership and worker cooperatives. Broader ownership would bring greater accountability and transparency.

Non-profits have also been hard hit in this economic downturn. There are two cooperative strategies that can strengthen them. Recently I toured cooperatives

in Emilio Romagna and Trentino, Italy and was very impressed by their application of the cooperative model to social services. The Italian social cooperatives flatten the administrative structure and provide a democratic governance model for social workers, administrative staff and clients. Italian cooperators have developed two types of social cooperatives with a third that is a hybrid of the first two. The more common are referred to as Type A Cooperatives. Their major activity is social work. Type B Cooperatives create employment for worker members who are physically, or mentally disabled. There are 7,363 social cooperatives and of those 4,344 are Type A firms, 2,415 are Type B firms; and 317 are hybrids. The bulk of the Type

**New applications of the cooperative model to the problems of weathering turbulent economic times can ultimately create new wealth building strategies...**

A cooperatives are publicly funded. Type B firms generate “fees” for their activities which account for approximately 50 percent of their revenues. The Italians realized cost containment with a cooperative model; improved the quality of services rendered and simultaneously improved the work environment for its service providers.

Shared services cooperatives such as the successful Carpet One Floor & Home cooperative in Manchester, New Hampshire (see page 10) lower costs through shared administrative platforms and purchasing. Community Development Corporations (CDC) in Massachusetts are discussing how they might use this model to preserve services and lower general administrative/“back office” costs. A cooperative model would preserve accountability and services to their local neighborhoods while lowering administrative expenses thus allowing CDCs to maintain and/or expand services. New applications of the cooperative model to the problems of weathering turbulent economic times can ultimately create new wealth building strategies to stabilize and rebuild local communities.

*Rational*



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enterprise

## **PARTICIPATE IN THE 2009 ACE INSTITUTE**

The 2009 ACE Institute will explore the strength that has been cooperatives for a century. Why in the face of recessions have cooperatives and credit unions endured, saving their members from undue hardship, and what can educators do to promote the remarkable concept of cooperation?

Helping cast the institute speakers is an outstanding program planning committee of cooperators from Minnesota, Wisconsin, North Dakota, Ontario, British Columbia and Puerto Rico. If you are interested in joining this committee, please contact [execadmin@ace.coop](mailto:execadmin@ace.coop).

## Preliminary 2009 ACE Institute Agenda

**JULY 28-31**

The Depot Minneapolis  
a Renaissance Hotel  
225 South 3rd Avenue

**JULY 28**

WELCOME RECEPTION

**JULY 29**

KEYNOTE SPEAKER

RATIONAL HOPE

ACE ANNUAL MEETING

ACE BANQUET AND AWARDS

CEREMONIES

**JULY 30**

COOPERATIVE MOBILE

LEARNING SESSIONS

Minneapolis/St. Paul

**JULY 31**

RATIONAL HOPE,

CONTINUED

ADJOURN

## Accommodation

Experience the enjoyment of traveling to downtown Minneapolis to one of the cities' most distinctive landmarks; an historic train depot Built as a railroad station over 100 years ago, the Depot has now been beautifully restored featuring stylish guest rooms, exceptional meeting and event space, and an award winning water park.

Rooms are blocked for the ACE Institute until June 28th. Quote "ACE" to receive the preferential rate of US\$149 per night for a double or single room.

Make reservations within United States and Canada by calling toll-free: 1-800-468-3571, or from Puerto Rico: 1 800 228 9290.

Visit: [www.marriott.com/reservation/worldnum.mi](http://www.marriott.com/reservation/worldnum.mi) for reservations from other areas.



## 2009 Mobile Learning Sessions tell story of cooperative leadership

Mobile Learning sessions will again punctuate learning sessions at the 2009 ACE Institute. On July 30th, participants will visit the Twin City area that has generated cooperative growth imitated throughout North America.

One cooperative is Wedge Community Co-op ([www.wedge.coop](http://www.wedge.coop)). It started 35 years ago as a retail store first organized as a loosely organized non-profit, says Member Services Manager Elizabeth Archerd. It was the threat of takeover that forced the group to adopt cooperative incorporation. Over the last 20 years, it has worked hard to drop the "club mentality that was common in the 70s, and emphasize that cooperatives were for everyone," she adds. Today the cooperative, the first certified organic retailer in Minnesota, is owned by more than 13,800 members, and has developed the Co-op Partners Warehouse to distribute organic, local perishables and other products and optimize transportation of local goods to cooperatives. In addition, members distribute funds through the WedgeShare program to groups that match the cooperative's goals, such as the Emergency Foodshelf Network. Archerd estimates that \$350,000 has been donated in the past decade. Sow the Seeds Fund was also initiated by The Wedge Community Co-op and the Institute for Agriculture and Trade Policy to support sustainable food production. Two years ago, the cooperative purchased The Gardens of Eagen Organic Farm to preserve a leading organic producer in the area.



The Depot fluttered with activity during the late 1800s when Minneapolis was a rapidly growing city. At the peak of activity in 1920, the prosperous Depot was bustling with 29 trains departing daily.

In July, ACE members will convene at the Depot to pay homage to the cooperative model that has remained hardy into the 21st Century, and discuss its role in a new era of hope in the U.S., and throughout Canada and the Caribbean.

## ACE News ▼▼▼

### FUNDING SECURE AS 2009 STARTS

ACE received generous grants from the CHS Foundation and The Cooperative Foundation, covering about half of the association's 2009 budget. Other sponsorships, member dues and institute registrations help comprise the balance.

The grants from the CHS Foundation 2009 Cooperative Education Grants Program of \$38,000 and The Cooperative Foundation of \$20,000 will be used to expand the outreach of ACE, provide scholarships, and to assist paying for the association's annual ACE Institute.

"Even though ACE has changed management to Northcountry Cooperative Foundation, ACE continues to benefit from the generosity of The Cooperative Foundation, its previous administrator, and the CHS Foundation," says **Bill Patrie**, ACE's new executive administrator.

The CHS Foundation ([www.chsfoundation.org](http://www.chsfoundation.org)) is the major giving entity of CHS Inc. ([www.chsinc.com](http://www.chsinc.com)), a diversified energy, grains and foods Fortune 200 company committed to providing the essential resources that enrich lives. As part of the CHS stewardship focus, the CHS Foundation is committed to investing in the future of rural America, agriculture and cooperative business through education and leadership development.

The Cooperative Foundation is a steadfast supporter of cooperative development, research, and education. For more than 60 years, vision and generosity have guided the work of the foundation and in turn, benefited

cooperative members and communities. Formed by cooperative leaders in 1945, The Cooperative Foundation received much of its financial assets through the vision and generosity of St. Paul architect Thomas Ellerbe Sr. and his family. That endowment and contributions from cooperative benefactors continue to support the work of the foundation. Through its mission to expand and enhance cooperatives through research, teaching, extension, innovation, and development, The Cooperative Foundation remains a vital part of the past and future of cooperation in the United States. For information about funding priorities and competitive grant making process, visit the foundation's website: [www.thecooperativefoundation.org](http://www.thecooperativefoundation.org).

### ADDITIONAL ASSISTANCE FOR ACE

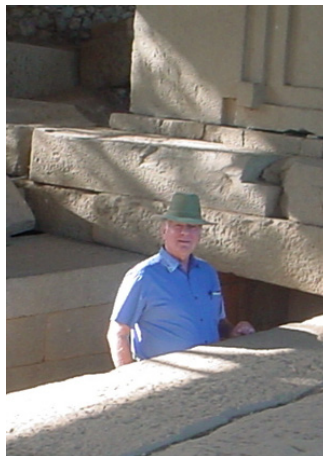
Welcome **Sarah Pike** who will work alongside Bill Patrie to carry out ACE administrative duties.



Pike started her career with the City of Minneapolis' Grants Department where she managed federal and state grants that focused on economic development in low-income areas, such as HUD's Empowerment Zone grant. She left the City of Minneapolis for the University of St. Thomas in Minneapolis to earn a master in business administration. Upon graduation, she started her own business. Most recently, Pike worked for the University of St. Thomas researching and writing case studies for the university's MBA business program.

## Member News ▼▼▼

▶ Retired ACE registrar **Frank Blackburn** has continued international cooperative outreach. Since attending the 2007 ACE Institute in Saskatchewan, he has helped cooperators in Tajikistan, Turkmenistan and Ethiopia. He and wife Mary have recently moved from Minnesota to their hometown of Sparta, Wisconsin. He says he "plans to be at the 2009



ACE Institute in Minneapolis and looks forward to catching up with the developments in our world of cooperation." To reach Frank on his many travels, contact him at [frankgblackburn@hotmail.com](mailto:frankgblackburn@hotmail.com).

▶ ACE Members who had the opportunity to meet **Laura Johnston Monchuk** at the ACE Institute in Ottawa last summer will be happy to know that she and husband Clinton welcomed baby Jackson in November at the Royal University Hospital in Saskatoon, Saskatchewan. Although busy with new

*Member News continued on page 7*

## Member News (cont.) ▼▼▼



Laura Johnston Monchuk and her husband Clinton with son Jackson.

motherhood, Laura was able to complete the 2009 education curriculum for the U.S. National Farmers Union where she held the position of education director. The curriculum was Laura's final project with Farmers Union for a while as she devotes her time to motherhood and other projects that keep her closer to home. She is also a recording artist with a website at: [www.lauramonchuk.com](http://www.lauramonchuk.com).

- ▶ NFU appointed **Brittany Jablonsky** to the position of acting education director. Jablonsky hails from the Dickinson, North Dakota area and recently graduated from the University of Minnesota-Morris.



- ▶ USDA's **Cooperative Programs** survey of more than 90 cooperative educators in the United States late last year shows that those starting cooperatives need the most education on cooperatives, and yet are among the least well served. Respondents also felt that the general public, cooperative members and youth were also largely underserved. Cooperative directors were also identified as a high priority audience for education. In addition, respondents indicated that *Co-ops 101*, and *How to Start a Cooperative* are the most popular of Cooperative Program's publications. The majority of those surveyed said they would be interested in

collaborating with USDA to develop cooperative education materials. USDA is using the survey results to develop a strategy for improving its cooperative education development and delivery. For the survey, contact [James.Wadsworth@wdc.usda.gov](mailto:James.Wadsworth@wdc.usda.gov).

- ▶ Canada's newest student housing cooperative Grand House Student Co-operative Inc. in Cambridge, Ontario continues to fundraise with its Buy-A-Bale Campaign. Members are grateful for two large grants from **Co-operators General Insurance** (\$10,000) and the Ages Foundation (\$5,000). These grants, as well as many smaller donations, have helped the cooperative finish most of the interior and fund its rain water system and exterior stair access. Donations are still needed, however, to secure long-term mortgages and finish the building. This year the cooperative will install its rain water harvesting tank, and complete its parking lot and landscaping. To follow the cooperative's progress, visit: [www.wacsa.org/grandhouse](http://www.wacsa.org/grandhouse)

- ▶ ACE member **Cooperativa de Seguros Múltiples de Puerto Rico** is a featured employer on an American Psychological Association website. The insurance cooperative earned its profile as a national winner of APA's Psychologically Healthy Workplace Program awards. According to APA, the cooperative: "makes every effort to provide an extraordinary work environment that promotes the personal, professional and financial well-being of employees, as well as the social and cultural growth of Puerto Rico. For 45 years, (the co-op's) focus on human dignity has remained a valued source of direction." To read more, visit [www.phwa.org/awards/nationalwinnerview.php?id=17](http://www.phwa.org/awards/nationalwinnerview.php?id=17)

- ▶ The **National Cooperative Business Association** and **Cabot Creamery Cooperative** have produced an 8-minute informational video that features interviews with credit union members, employees and industry executives. The video is designed to educate the media and general public on the value of credit unions, how they work and why they are different from banks. An accompanying online resource at [www.thebetterchoice.coop](http://www.thebetterchoice.coop) helps consumers locate credit unions in their area.

### new MEMBER

**Margaret Lund**  
Midwest Minnesota Community Development Corporation  
Minneapolis

## Worth Noting ▼▼▼

# Experienced cooperator realizes dreams in Armenia

You're doing what? Where? That's what I often hear when explaining my volunteer service in a former Soviet republic at a humanitarian organization and an agribusiness education foundation.

by Pam Karg

*Pam Karg is a well known name among cooperative educators. The Wisconsin native is a past president of*

*the Cooperative Communicators Association. A self-funded volunteer, Karg is now an online editor for [www.usagnet.com](http://www.usagnet.com) and can be reached at [pjkarg@baraboo.com](mailto:pjkarg@baraboo.com). ACE UpDate caught up with Karg in Armenia.*



I am officially an Individual Volunteer in Mission with The United Methodist Church's non-governmental organization United Methodist Committee on Relief (UMCOR) in Armenia, a country surrounded by Iran, Turkey, Azerbaijan and Georgia.

I assist UMCOR with grant research and editing, communications and hosting teams of volunteers who come for two weeks to work on a variety of projects. This past year, I also ran workshops for women's committees organized by small, local ag cooperatives.

Another aspect of my service involves the Agribusiness Teaching Center (ATC) established by Texas A&M University within the Agricultural State University of Armenia with funding from the U.S. Department of Agriculture. I usually teach Public Speaking to both Armenian and Georgian students who are competitively selected to enter the department.

This past semester, however, I landed my dream class: Agricultural Cooperatives. I relied heavily on educational materials available on the Web from U.S. and European co-op centers and associations. However, real-life challenges and opportunities came when students set up their own co-op to sell simple school supplies, tea, coffee, candy bars, and to make and sell sandwiches. The experience required the college seniors to pull from previous lessons learned

in classes such as business management, accounting, entrepreneur studies, marketing and lessons learned during summer internships, as well as new knowledge about cooperatives. Twenty-six of the 27 students (every learning co-op needs a freeloader, right?) each invested \$1.66 in local currency as start-up capital, elected a board and officers, developed a business plan, did a market survey, experimented with sandwich recipes, worked out an employee schedule and saw profits of about \$3 a day (minus the few days when someone 'stole' the meat and when they spent profits-earned-to-date on food for a field trip – before learning about acceptable amounts of patronage distributions, retains and so on.)

Members will decide what to do with the money, including the possibility of donating some to a local orphanage. Meanwhile, the students wrote their final exams, earning either As or Bs in the class because they grasped the essence of what it means to start and manage a cooperative.

For my first time teaching this class, I think it went well. I just wish I had more than my own experiences as a co-op member and communicator to pull from. I wish I had some ACE members who'd stop by to give guest lectures and some of their insights. Students would eat it up!



*Pam Karg and ATC colleague Arthur Grigorian.*

# Cooperatives that go beyond the ordinary

*A number of groups have found unique opportunities through cooperation for a while. Members in Ontario use their cooperatives to go beyond local government and service clubs. Cooperative members in Philadelphia see theirs as an asset to elevate a community. This year's U.S. Cooperative Hall of Fame inductees put large in being local.*

## COOPERATIVES WHERE THE MEANS IS THE END

It's in the coffee shops of Bracebridge, Ontario that Phyllis Winnington-Ingram makes most her connections, pulling together those of varied talents. The cooperative developer helped unite the community a decade ago under a novel structure called a community cooperative. Its main asset is its structure, and its product and service are changeable. Members of Muskoka Community Co-operatives Inc., an umbrella organization, include a partnership between local community cooperatives, service agencies, and economic development organizations. Together they identified major gaps in services, completed several research projects and built area services including rural and remote web training and are looking at ways to provide English Language Learners' classes and other settlement services to newcomers filling tourism jobs.

Winnington-Ingram explains that the model differs from service clubs because members are ultimately serving themselves. Local governments address and maintain a community's tangible assets, such as roads, and have little left for social issues, she explains.

Jonathan Eby, president of the Honey Harbour Community Cooperative Inc., says the cooperative serves three main purposes. Formed when local municipalities were being amalgamated in Ontario, it ensured the community a formal voice. Over time its role has been to engage citizens in the workings of the community, organizing winter and summer festivals, and raising money to support its library and local schools.

President of Ryde Community Cooperative Ron Stager says his cooperative has gained the use of a decommissioned two-room school house for a meeting place in his relatively isolated community. It's "good to have an accessible location that is directed by local members," he says.

## WEAVERS WAY: A COOPERATIVE THAT RAISES THE BAR IN ITS OWN WAY

More than healthy food drives Weavers Way Co-op ([www.weaversway.coop](http://www.weaversway.coop)) in Philadelphia. "Part of what we are about is to give members what they want and part is to follow our values," says Jonathan McGoran, the cooperative's communications director. The cooperative started thirty-five years ago to be "human-scaled, not a supermarket," he says. It operates two stores: a main location in the northwestern Philadelphia neighborhood of West Mount Airy, and a second store four miles northeast in the West Oak Lane area. It is the recent addition of the second store that has injected greater cultural diversity into the cooperative. A third store is in the works to accommodate all its members. In addition, the cooperative mentors another, CreekSide Co-op, a converted grocery.

*Beyond the ordinary continued on page 10*



*Left to right: one of the student volunteers from Martin Luther King High School; WWCP farm educator David Siller; Philadelphia Mayor Michael Nutter; farm intern Candace Moore; and Weavers Way Community Programs Executive Director Rachel Milenbach, at the Philadelphia City Hall Farmers' Market, selling produce from the Seeds For Learning Farm at Martin Luther King High School.*

# Beyond the ordinary

*continued from page 9*

It is the cooperative's work in community outreach that demonstrate the cooperative's unique emphasis on its values. It established Weavers Way Community Programs two years ago as a nonprofit to extend the resources of the cooperative's community programs and employs a farm educator and administrator. The cooperative also has a full time farmer who is helped by apprentices and interns to turn small urban plots into gold, harvesting crops worth thousands.

The co-op's half-acre teaching farm in a greenbelt between its two stores is the base of its food production education. More than 2,000 students tour the farm annually. In addition, it takes growing know-how to area schools. Students from Martin Luther King High School grow their own produce on school grounds, and sell it at a roadside stand at the school and other markets. A marketplace program teaches children at Charles W. Henry Elementary School how to market a food product such as garlic cheese bread, and encourages them to use their profits for different charities. "They learn about food, business and research different causes," says McGoran. The cooperative has just announced another program in America's largest agricultural high school W.B. Saul High School of Agricultural Sciences.

Weavers Way will try yet another new venture to expand nutrition, helpfulness and sustainability this spring, says farm educator David Siller. It will assist residents of a homeless shelter, once recipients of the farm's extra food, develop their own kitchen gardens.

## REALIZERS OF THE BIG-BUT-SMALL DREAM ARE COOPERATIVE HEROES

Walden Swanson, CoopMetrics program manager wrote of CCA Global Partners® founders: I remember Howard (Brodsky) once saying that when he and (the late) Alan Greenberg formed the cooperative, they did it with the intent that the cooperative members dominate the industry not just survive in it."

Greenberg and Brodsky will be inducted into the Cooperative Hall of Fame in Washington, D.C. in May. They created a cooperative business model that became a beacon for many entrepreneurs. Operating their own flooring stores, they had a vision of creating a group that would have marketplace prominence without costing independent retailers their autonomy. In the early 1980s, they created Carpet One (now Carpet One Floor & Home), overcoming early industry rejection to win over major suppliers. Today, CCA Global Partners ([www.ccaglobalpartners.com](http://www.ccaglobalpartners.com)) has many business brands including Flooring America and Flooring Canada comprised of 600-member owned floor-covering stores. CCA Global Partners, based in Manchester, New Hampshire and St. Louis, represents billions in annual sales and thousands of member locations. Members benefit from more than pooled purchases and share expertise in education, marketing, public relations, advertising, operating systems, insurance, web services and finance.

Swanson adds, "In addition to all they have accomplished through the CCA Global family of companies, (Brodsky and Greenberg found) time to nurture and support other cooperative ventures." Greenberg passed away in August 2007.

"The profiles of these individuals reflect lifetimes of achievement as leaders, educators, advisors, innovators, and advocates for cooperative development," says Cooperative Development Foundation Executive Director Steven Thomas of all 2009's inductees. "The contributions of these... individuals provide solutions on how to succeed in any economic era, any region of the country, and any economic sector, which is especially instructive in a down economy."

The Cooperative Hall of Fame was established in 1974 and is housed in NCBA's offices in Washington, D.C. It can also be visited on the web at [www.heroes.coop](http://www.heroes.coop) or [www.cdf.coop](http://www.cdf.coop).

## Upcoming Events ▼▼▼

May 5 – 7

Washington, DC  
NCBA's Annual Cooperative Conference  
NASCO Emerging Cooperative Leaders Conference

May 6

Washington, DC • National Press Club  
2009 Cooperative Hall of Fame Inductions

May 23 – 31

Ottawa • Carleton University  
2009 CASC/ACÉC Conference

May 26 – 29

Ottawa  
The Association for Nonprofit and Social Economy  
Research (ANSER/ARES) Conference

June 13 – 17

Kansas City, Missouri  
Cooperative Communicators Association Institute

June 15 – 17

Hebrew University, Israel  
Co-op research program

June 16 – 19

Ottawa • The Westin  
2009 Canadian Co-operative Association Congress  
(including the launch of the Canadian Co-operative Hall of Fame)

June 18 – 20

Halifax, Nova Scotia • Sobeys School of Business  
Saint Mary's University  
Symposium on Co-operatives, Legislation and Public Policy  
(abstract deadline: Mar. 31 contact: [tom.webb@smu.ca](mailto:tom.webb@smu.ca))

July 28 – 31

Minneapolis  
Association of Cooperative Educators Institute

Sept. 25 – 27

Guelph, Ontario  
Impact: The Co-operators Youth Conference for Sustainability  
Leadership

Oct. 9

Levis, Quebec  
International colloquium on education in cooperatives and  
mutual insurance

Oct. 14

Burlington, Ontario  
Co-op Conference and Gala  
Ontario Co-operative Association

Nov. 20 – 21

Toronto  
(Credit Union) Directors' Forum  
NEW LOCATION! Hilton Toronto

## Thanks to Contributors ▼▼▼

ACE UpDate *benefits from the creativity and generosity of many, including:*

Walden Swanson

Mark Ventry

Laurie Mook

Frank Blackburn

Laura Johnston Monchuk and Jackson

Sarah Pike

Phyllis Winnington-Ingram

Elizabeth Archard

Jon McGoran

Pam Karg

Christina Clamp

Roger Herman

James Wadsworth

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**ACE  
Up DATE**

Copy deadline for the next issue is March 31. The next *ACE UpDate* will be available in May.

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Molly Fritts



## What **grows** the longer you work at it?

The **value** of  
a Master's degree in  
co-operative management  
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