

Annotated Bibliography of Cooperative Educational Literature Cited in the Study

Published Scholarly Print Materials Suitable for Formal Education Settings

Birchall, J. (2011). *People-Centred Businesses*. New York: Palgrave McMillan.

People-Centred Businesses provides an in-depth examination of member owned businesses drawing on examples worldwide. It is a very readable text that examines these enterprises across the cooperative sectors from consumer co-ops to credit unions; mutual insurance; agricultural co-ops and benevolent societies. The focus of his work is on member participation and the prospects for the sustainability of these member owned businesses. While this is a scholarly discussion of member owned businesses, it is an important contribution to the literature for the analysis of the importance of member involvement for these firms to be sustainable.

Birchall, J. (1997). *The international co-operative movement*. Manchester University Press.

Birchall gave an exhaustive account of consumer co-op origin. He explained how the Rochdale society of equitable pioneers created in 1844 served as the first consumer cooperative business model. A group composed of weavers and skilled workers had opened a shop and established rules that governed their business. The cooperative movement would later get inspiration from this organization to launch a campaign for the creation of what is known today as co-op. The author also pointed out the existence of groups created in 1760 in England that had shown principles and values of cooperatives; notably the shipwrights of Chatham and Woolwich, England.

Birchall, J. (1994). *Co-op the people's business*. Manchester University Press.

In this book, Birchall provided the readers with different views of business organizations. He contrasted the role of traditional business owners and members' ownership in cooperatives. Using socio economic theories he described the genesis, growth and decline of business organizations. He also highlighted the success of various co-op organizations including cooperative banks, credit unions and mutual insurance.

Briggeman, B., & Jorgensen, Q. (2009). Cooperative members' preferences for patronage refunds. *Agricultural Finance Review*. 69, 89-97.

In this research paper, Brian Briggeman reports the findings of a study conducted to investigate cooperative members preferences for patronage. Briggeman used a survey tool previously developed with Jorgensen to measure patronage preferences among east central farm credit borrowers from Oklahoma. He discovered that farm credit member borrowers prefer cash patronage to lower fixed interest rate patronage.

Carver, J. (2006). *Boards that Make a Difference*, San Francisco: Jossey-Bass.

This has been the "bible" of board governance for many cooperatives dating back to the 1980's. Policy governance is the preferred governance method in many co-op settings in the USA. This is an important text for members and boards who are using Carver's governance model. Each

chapter is designed to guide the reader through the various elements of policy governance and provides examples of how to develop policies for establishing policy governance in an organization. It is intended for board members of organizations but it is not written specifically for cooperatives.

Case, J. & Taylor, R. C. R. (Eds.)(1979). *Co-ops, communes & collectives: experiments in social change in the 1960s and 1970s*. New York, NY : Pantheon Books.

While this is quite old as a resource, there is a chapter by David Moberg, titled “Experimenting with the Future: Alternative Institutions and American Socialism”. A participant identified this resource as very useful.

Cobia, D. W (Ed.) (1989) *Cooperatives in Agriculture*. Upper Saddle River, NJ: Prentice-Hall. Despite the age of this resource, it was cited in the survey as a suitable text for undergraduate students studying about agricultural cooperatives.

Crowell, E. (2009). *Final Management Audit for Master of Management: Co-Operatives and Credit Unions*. Saint Mary’s University, Halifax, Nova Scotia, Canada.

Curl, J. (2009). *For All the People*. Oakland: PM Press.

In 1980, Curl published an early draft of this book, titled “History of Work Cooperation in America.” This is a reworked and rewritten history that provides a much more detailed history of cooperatives in America. The book is structured with two parts: part I examines cooperatives and cooperative movements; part II examines communalism. The history of cooperatives begins with the practice of cooperation, collectivity and communalism in Native American society and ends with an overview of the movement today. It is intended for a general audience.

Deller, S., Hoyt, A., Hueth, B., & Sundaram-Stukel, R. (2009). *Research on the economic impact of cooperatives*. Report prepared by the University of Wisconsin Center for Cooperatives. This study highlights the role of co-ops in the United States economy. The authors emphasized the importance of co-ops; their influence on other businesses and citizens. They offered an exhaustive description of legal and economic characteristics of co-ops, description of tools used to measure co-ops’ activities and their influence of employment and income.

Dow, G. K. (2003). *Governing the Firm*. New York: Cambridge University Press.

Why are stockholder owned firms common and worker controlled firms rare? Dow examines the literature on worker controlled firms and develops an economic analysis based on economic theory, statistical analysis and case studies. He concludes with policy recommendations for how to foster greater labor owned firms. This is an important detailed discussion of the challenges to employee ownership. The audience for this book is scholarly readers with an interest in promoting greater policy consideration of employee ownership.

Erdal, D. (2011). *Beyond the Corporation: Humanity Working*. Vintage Digital.
England.

This book sheds light on the successes of cooperatives as a business model. Through a series of interviews and a number of case studies the authors refuted the argument that members' ownership could be prejudicial to cooperatives. Not only members' ownership is vital for cooperatives it also is one of the contributing factors to sustainable growth, high productivity and innovative responses to market challenges.

Fairbairn, B., Bold, J., Fulton, M., & Hammond Ketilson, L. (1991). *Co-operatives and Community Development: Economics in Social Perspective*. Saskatoon, Saskatchewan: Centre for the Study of Cooperatives, University of Saskatchewan.

This book was cited as a valuable study to use with undergraduate and graduate students. It examines what cooperatives are and how they can be used in rural communities from the perspective of community economic development theory as a way to create a sustainable local economy in spite of the pressures of global restructuring of society (Lord Gaber, 1992).

Feldman, J. M., & Gordon, N. J. (2002). *From Community Economic Development and Ethnic Entrepreneurship: The Cooperative Alternative*. University of Umea, Department of Sociology. Umea, Sweden: PfMI.

This report is suitable for use with undergraduate and graduate students. Alternative democratic models of development that are community led/community controlled are the focus of the report. The study examines the Mondragon Cooperatives, the decline of the Swedish cooperatives; the Urban Homesteading Assistance Board in the US and Russia; and franchise cooperatives. It is suitable for use with graduate and undergraduate students.

Fulton, M. E., & Hueth, B. (2009). Cooperative Conversions, Failures and Restructurings: An Overview. *Journal of Cooperatives*, vol. 23 , i-xi.

This is an academic article reviewing empirical data on 10 years of cases. The article is suitable according to a survey respondent for use with undergraduates and graduate students.

Gonzalez, V., & Phillips, R. G. (Eds.)(2013). *Cooperatives and Community Development*. New York: Routledge

This edited collection draws from previously published articles in the Journal of Community Development. The chapters are peer-reviewed studies of the role of cooperatives in community development. The appropriate audience for this book would be readers of scholarly work with an interest in the impact of cooperatives in community development. The articles tend towards a more theoretical and empirical consideration of recent research about how cooperatives serve to foster civil society and contribute to the economic well-being of their communities. The chapters

in the text with a USA focus are rural case examples. This would be an excellent text for students in rural development and planning programs of study.

Gordon Nembhard, J. (2004, August). Cooperative Ownership and the Struggle for African American Economic Empowerment. *Humanity & Society*, 28(3), 298-321.

Gordon Nembhard, J. (2004). Non-Traditional Analyses of Cooperative Economic Impacts. *Review of International Co-operation*, 97(1), 6-21.

These two articles were recommended in the survey as useful for professionals engaged in co-ops and in development.

Gordon Nembhard, J. (2012). *Collective Courage: A History of African American Cooperative Economic Thought and Practice*. University Park: The Pennsylvania State University

Gordon Nembhard provides a very well researched and thorough history of the African American experience with cooperatives. Each chapter integrates case discussions of cooperatives and mutual assistance organizations of the historic period. This is a very thoroughly researched and documented study. It provides a compelling rationale for the value of cooperatives in a society where racism and economic marginalization were a fact of life for African Americans while debunking the myths of their failures. This resource will work very well in scholarly instruction about the place of cooperatives in the efforts of Blacks to cope with economic hardship and social marginalization.

Hansmann, H. (1996). *The Ownership of Enterprise*. Cambridge, MA: Harvard University Press. This is a scholarly comparative study of forms of enterprise ownership. The author provides a descriptive comparison of the forms. Hansmann considers how the ownership affects the economic performance as well as the social organization of the enterprise.

Hoffman, E. A. (2012). *Co-operative Workplace Dispute Resolution*. Surrey: Gower Publishing Ltd.

This is a recently published work of interest to students and scholars according to one survey respondent. This book examines matched pairs of worker cooperatives and conventional businesses in three different business sectors: coal mining, taxicabs and wholesale organic foods.

McKinsey and Company (2012). *McKinsey on cooperatives*. McKinsey and Company. Chicago, IL.

In this report, the authors offered a series of reflections on challenges and opportunities that cooperative organizations encounter. They specifically discussed cooperatives' growth, management, organizational challenges and global trends they face. They pointed out that cooperative grow at the same rate as publicly held companies. However cooperative growth in market share gains is more sustainable than the growth of public companies. Cooperative growth is predicated on the unique experience they offer their members and on the attractiveness of adjacent market. The report is written to provide useful information to cooperative managers and senior executives.

McLanahan, J. a. (1990). *Cooperative-credit Union Dictionary and Reference. 1990*. Richmond, KY: Cooperative Alumni Assn.

A participant of the survey identified this as an outstanding resource for boards and general reference purposes.

Merret, C., & Walzer, N. (1999). *Bibliography of cooperatives and cooperative development*. Illinois Institute for Rural Affairs. Macomb, IL.

The authors received funding from the USDA to develop a document that addresses new information in cooperatives. The document highlights also the theory and origin of cooperatives.

Mook, L., Quarter, J., & Ryan, S. (Eds.). (2012). *Business with a Difference*. Toronto: University of Toronto Press.

This edited collection of articles examines the range of organizations and activities that comprise the social economy. This book situates cooperatives within the larger field of social enterprises. It is a useful text for understanding how cooperatives fit into the broader context of community based and social enterprises. The sections on co-ops examine the Canadian credit union movement; the performance of non-financial cooperatives in Canada from 1955 to 2005; and the role of education in nurturing the social economy. This is written for a faculty and students of social enterprise as well as staff and boards of those organizations.

Novkovic, S., & Brown, L. (Eds.). (2012). *Social Economy*. Sydney, Nova Scotia: Cape Breton University Press.

This edited work examines the social economy in the Atlantic region of Canada. Cooperatives have been a strong segment of that economy. They are examined in this book along with nonprofits and other social enterprises. Two chapters focus specifically on evaluation and performance measures in worker co-ops and consumer co-ops.

Reed, D., & McMurtry, J. (Eds.). (2009). *Co-operatives in a global economy: the challenges of co-operation across borders*. Newcastle Upon Tyne: Cambridge Scholars Publishing.

The various chapters of this book examine international case examples of how cooperatives are addressing the challenges of working in a globalized economy. Case discussions include Mondragon, Argentina, the Fair Trade movement and the social economy in Quebec. This is recommended for use with graduate students.

Restakis, J. (2010). *Humanizing the Economy*. Gabriola Island, BC: New Society Publishers.

In teaching about cooperatives, it is often helpful to point people towards successful international cases that can inspire and motivate them to achieve their goals. This study examines international cases of successful co-op development, including: worker co-ops in Emilia Romagna in Northern Italy; recovered factories in Argentina, consumer co-ops in Japan, sex workers in India and fair trade agricultural co-ops in Sri Lanka. Restakis set out to write an

accessible book for a general readership. The cases are compelling and challenge us to think about how we can learn from these experiences.

Sanchez Bajo, Claudia & Roelants, Bruno (2011). *Capital and the Debt Trap*. New York: Palgrave McMillan.

This book highlights the strong performance of cooperatives during the recent financial crisis in the United States. The authors explained the causes of the global crisis. They specifically investigated the shift of power on the financial market, the influence of micro and macro-economic factors on financial institutions performance during the crisis. They explained how co-op organizations are viable model that can help prevent future crisis.

Zamagni, S. & Zamagni, Vera. (2010). *Cooperative Enterprise: Facing the Challenge of Globalization*. Northampton, MA: Edward Elgar Publisher.

The survey participant who recommended this book indicated that the second chapter, "The Birth of Cooperative Enterprise" is especially worthwhile. The book also includes an overview of various cooperative movements by nation. There is a chapter dedicated to the Italian cooperative movement. The two final chapters examine the economic performance of cooperatives and the governance of cooperatives. This is recommended for use with graduate students.

Zeuli, K.A.. & Cropp, R. (2004). *Cooperative Principles & Practices in the 21st Century* Madison, WI: Cooperative Extension of the University of Wisconsin-Extension.

This is a thorough overview of cooperatives and works very well as a textbook for an introductory course. It includes a discussion of the history of co-ops as well as the laws that govern co-ops in the US. It has a generic focus and can serve an audience with a variety of interests in co-op development. It is best suited to a graduate level course.

Published for General Readership & Technical Resources Suitable for Nonformal Education and Training

Baldwin, V. P. (2004). *Legal Sourcebook for California Cooperatives: Startup and Administration*. Davis: University of California, Center for Cooperatives. Retrieved from: <http://sfp.ucdavis.edu/files/143718.pdf>

This is a very useful sourcebook that was identified through the survey as an outstanding resource for boards and startups. The sourcebook includes information for incorporation as well as for operational issues. As noted in the next citation, there is a more recent updated sourcebook by the same author.

Baldwin, V. (2009). *Co-op Incorporation Sourcebook-Start-up and Boards: Legal sourcebook for California cooperatives: Start-up and administration*. University of California Agriculture and Natural Resources Communication Services. Oakland, CA.

Information provided by Baldwin in this book serves specifically two audiences. First, the author offers background information to groups that are interesting in creating co-ops. Second, he provides useful administrative information to existing co-ops interested in new management

tools and rules, especially bylaw. For instance, California consumer cooperative organizations are not created under the nonprofit statutes of the California corporation code therefore co-ops find it more difficult to get tax-exempt status. This book clarifies the issue. It also provides information to attorneys handling co-op issues.

Coontz, E. K. (2003). *Bringing Families Together: A Guide to Parent Cooperatives- Start-up, Co-op Boards and General*. Center for Cooperatives. University of California. Retrieved February 17, 2014, from http://www.uwcc.wisc.edu/pdf/bft_1.pdf

This manual developed by the CA Center for Cooperatives is a step-by-step manual for groups considering starting a cooperative day care. Case examples are provided for the various ways to structure a cooperative depending on who the co-op members will be.

Hansen, G., Coontz, K., & Malan, A. (1997). *Steps to starting a worker co-op*. Center for Cooperatives: University of California. Davis, CA.

This book describes 8 steps in the creation of a successful co-op including, collect information about potential needs in the community, design the co-op's mission, conduct a feasibility test, prepare a business plan, prepare legal documentation, hold the co-op first meeting, implement management and start co-op operation. The authors highlighted the principles, values and benefits of creating cooperatives. The authors highlighted the nature of worker co-op.

Honingsberg, P., Kamoroff, B., & Beatty, J. (1982). *We Own It*. Laytonville, CA: Bell Springs Publishing.

This is an excellent resource for groups who are new to co-ops and considering starting a co-op. While the materials are dated and would benefit from a reissuance with updated information about legal forms of incorporation, it provides the reader with easy to adapt templates for bylaws. It also includes state-by-state cooperative corporation laws.

Ji, M., & Robinson, T. (2012). *Immigrant Worker Owned Cooperatives: a User's Manual*. Denver: El Centro Humanitario & Green Cleaning for Life.

This resource was included in the detailed listing of resources and was the one resource that met mixed reviews. It was developed as a resource to guide the development of worker co-ops in immigrant communities.

Kelly, M & Korten, D.C. (2012). *Owning Our Future: The Emerging Ownership Revolution*. San Francisco: Berrett Koehler Publishers.

Kelly and Korten examine the role of various community economic development institutions and alternative economics including cooperatives. They develop a theoretical model of the "generative economy" which they then use for examining the various alternatives. This was recommended for co-op members, college courses and a general readership.

Nadeau, E. G., & Thompson, D. (1996). *Cooperation Works!: How people are using Cooperative Action to Rebuild Communities and Revitalize the Economy*. Rochester, MN: Lone Oak Press.

Nadeau, E. G. (2012). *The Cooperative Solution: How the US can tame recessions, reduce inequality, and protect the environment*. Madison, WI: egnadeau@inxpress.net

Both of these two books were identified by a respondent to the survey as a valuable tool in co-op education for undergraduate and graduate students and for general readership. *Cooperation Works!* provides readers in part one of the book with a chapter by chapter discussion of cooperatives in different sectors. Part 2 examines how cooperatives are able to meet human needs for housing and to serve the needs of the disabled. In the final section, cooperatives are examined from the perspective of community development.

The second book, *The Cooperative Solution*, was written after the Great Recession and during 2012, the International Year of Cooperatives. It examines the current place of cooperatives in the US and potential of cooperatives to play an even greater role in American society. As with the earlier book, this is very readable for a general audience and for college students.

NASCO (2008). NASCO: Students of cooperation. *NASCO Cooperative Organizer's Handbook* This book highlights the importance of co-ops by stressing their origin. The strength of cooperatives is rooted in their origin. Cooperatives are democratic organizations in which its members share the power. Many groups including student's organizations can take inspiration from the co-op model to create organizations that would best serve students' interests. Students organizations built on the co-op model would help them understand the value of their education in the real world.

Pahl, G. (2012). *Power from the People*. White River Junction, VT: Chelsea Green Publishing. This is a book about how communities can generate their own energy. It includes consideration of how cooperatives are already engaging in these efforts. A survey participant recommended this for use with college courses, general readership and co-op members.

Phillips, M., & Rasberry, S. (2001). *Marketing without advertising*. (3rd Ed.)

In this book, the authors demonstrated the failure of advertising in today's market. Their contention is predicated on the assumption that it matters more to focus on consumer loyalty than to spend a colossal amount of money advertising. Advertising does not create consumer loyalty. The contributing factors to consumer loyalty are positive customer experience, trust in product benefits, effective pricing strategy and employee satisfaction. These factors could ultimately lead to sustainable competitive advantage.

Smith, J., Puga, R., & MacPherson, I. (Eds.). (2005). *Youth Reinventing Co-operatives*. Victoria, BC, Canada: British Columbia Institute for Co-operative Studies.

Cooperatives need to reach young people to attract them into existing co-ops and to encourage them to develop new ones. This book was written with support from the International

Cooperative Alliance; the International Labor Organization (ILO) and the Canadian Cooperative Association. The study includes case studies of youth cooperatives and explores how to effectively engage youth to learn about the cooperative model. This book works very well for a general audience.

Stolarski, L. Discussion *Course on Cooperatives*. Pittsburgh: East End Food Co-op publisher

This is a curriculum for self-directed study groups in cooperatives interested in recurrent education and to promote greater member participation. According to the survey, it works well for intellectuals, co-op enthusiasts and advocates. The guide covers topics about cooperative economics, history and philosophy. The discussion format is centered around carefully selected short readings to foster discussion and a learning community within a cooperative.

Thompson, D. J. (1994). *Weaver of Dreams*. Davis, CA: Center for Cooperatives, University of California.

This was published for the 150th anniversary of the modern cooperative movement. It is a history of the Rochdale Pioneers and the philosophy that is the underpinning of the cooperative movement. It is recommended for courses with college students and for general readers interested in continuing education.

Web based resources

American Worker Cooperative <http://www.american.coop/category/tags/how>

This site was developed by John Whitman with contributions of a number of colleagues to provide a centralized wiki for anyone interested in how to start a worker co-op. There are links to a wide range of topics related to the successful development of worker co-ops. One source identified through the survey is “28 Questions for Your Worker Cooperative to Answer Before Meeting with Your Incorporation Lawyer.” Another resource that can be accessed from this site that was cited as worthwhile is *Think Outside the Boss*. Resources on this site are appropriate both for developing curriculum in higher education as well as for a general audience.

Cooperative Development Services is a consulting group that provides a broad range of services for startups and existing co-ops. The following resources were identified as useful resources on their website

- CDS 4 corners 3 stages- people starting coops

- CDS Consulting Co-op- Food co-op staff and board

- CDS Consulting Coop library- People starting Co-ops

- CDS Consulting Website- People Starting Co-ops.

The website includes a section of webinars for food co-op startups.

<http://www.cdsconsulting.coop/startup-webinar>

Cooperative Development Institute is a cooperative development center servicing New York and New England. The website includes [CDI's How to Start a Co-op Packet](#) PDF file which outlines the basics of co-operatives and has other resources for groups interested in starting a cooperative. In addition, CDI maintains a blog that links to educational opportunities, job opportunities and various links to introduction sites and toolboxes-
<http://cooperativedevelopmentinstitute.blogspot.com>

The Cooperative Grocer Network (<http://www.cooperativegrocer.coop/>) is a bimonthly trade publication, *the Cooperative Grocer* and a resource rich website of archived materials for the food co-op community.

Cooperatives UK (<http://www.uk.coop/start-co-op>) is a UK cooperative website with information to aid in starting a co-op. The website includes links to information for startups and conversions of existing business, case examples and a directory of UK cooperatives.

The Data Commons Project (<http://datacommons.find.coop/about>) is a cooperative of data-sharing organizations that promote the cooperative economy. The site is a directory of alternative economic initiatives, including cooperatives.

David Ellerman website (<http://www.ellerman.org/>)

This website is maintained by David Ellerman, an economist and cofounder of the ICA Group. This site includes his writings on democratic firms and the labor theory of property. This site is intended for advanced theoretical discussions of labor economics and employee ownership.

EXtension (<http://www.extension.org/cooperatives>) is a web based collaborative site of Land Grant universities. The site includes a wide range of resources for cooperative extension services to serve agricultural interests. It also has co-op content where collaborative members can share research-based knowledge on the cooperative business model in agriculture and rural communities. The target audiences according to the survey are: agriculturists, general readers, youth, and instructors.

The Food Co-op Initiative (<http://www.foodcoopinitiative.coop/>) is a foundation that provides a rich array of resources for groups that want to start a food co-op. The website includes webinars as well as information structured around to FCI's development model. There are step-by-step guides, a financial toolbox; templates and specialized information to aid groups in developing their governance, budgets and planning of the startup. The site also provides links to other useful resources.

The International Cooperative Alliance (<http://ica.coop/>) is the official web site of the alliance of cooperatives at a global level. The website provides information and statistics about

cooperatives worldwide, basic information about cooperatives, co-op identity, co-op legislation and proceedings and resources from past regional and international conferences. The ICA developed collected stories of co-ops from around the world and in different co-op sectors for the International Year of the Cooperative in 2012.

NCB Capital Impact (<http://www.ncbcapitalimpact.org/>) is a community development financial institution with a commitment to co-op development. Their website includes general information about what is a co-op and a guide to housing co-op development. There are also links to other co-ops sites.

National Cooperative Business Association (NCBA) (<http://www.ncba.coop/>) is the national trade association for cooperatives in the USA. It provides cross sector education, training and advocacy. Their web based resources include information about the various co-op sectors; an archive of webinars; and an events calendar of co-op conferences. Some resources are restricted to members.

National Farmers Union (<http://www.nfu.org/cooperation/resources/links>) provides links to the state councils and other co-op resources, and a history of cooperatives.

Northcountry Cooperative Foundation. (<http://northcountryfoundation.org/library/>) promotes the development of communities through cooperatives. The foundation has supported the development of training materials to support worker and housing co-op development.

Manufactured Housing publications

- Building Value and Security for Homeowners in "Mobile Home Parks:" A report on Economic Outcomes
- Manufactured Housing in Minnesota: Overview and Policy Challenges
- Met Council MHP Statistics
- Manufactured Housing Top 10 Truths
- Why Advocates Need to Rethink Manufactured Housing

Toolboxes

- Cooperative Housing Toolbox: A Practical Guide for Cooperative Success
- Cooperative Housing Development Toolbox: A Guide for Successful Community Development
- A Practical Guide to Community Supported Agriculture on Reservations

Worker Cooperative Toolbox

In Good Company: The Guide To Cooperative Employee Ownership

These publications are available for a fee of \$15 in hard copy or they can be downloaded from the foundation web site. The toolbox publications are intended to serve as an introductory manual for the development of a cooperative. They cover the full range of issues – legal, financial and membership – which should be addressed in the creation of the firm. These

materials work best with an educated reader. The housing co-op materials assume some knowledge of real estate finance.

Seeds for Change (<http://www.seedsforchange.org.uk/resources>) is a set of resources on consensus based decision making and facilitation; effective meeting facilitation; development of worker co-ops; and direct action campaigns.

Toolbox for Education and Social Change (TESA) (<http://toolboxfored.org/>) facilitates workshops and trainings for cooperatives and other grassroots groups. They are developers of curriculum for cooperatives and have developed two tools:

- **Co-opoly.** This is an educational scenario board game that is enjoyable for all groups from those new to co-ops to members of co-ops. It can be purchased from TESA by itself or as part of training on cooperatives. The game works well for newcomers to co-ops or for those with more advanced knowledge of co-ops.
- **Cultivate.coop** (<http://cultivate.coop/wiki/academy>) is an online hub that serves the cooperative community. The site has 3 components: articles about cooperatives for readers ranging from newcomers to those with advanced knowledge of cooperatives; educational resources for educators and for self directed learners; and a community portal. Once you register, you can contribute materials to the site and also edit information where you encounter errors. It is modeled on Wikipedia. Access is free and open to all. The Self Assessment Tool for Start Up Cooperatives which is discussed in the report can be accessed from this site.

United Diversity (<http://uniteddiversity.coop/category/cooperative/>) is a British co-op whose mission is to promote community empowerment and cooperatives. They have a page devoted to co-op related postings. “Doing it without leaders” was cited in the survey as a useful resource about community based organizations creating co-ops.

University of Wisconsin, Center for Cooperatives (<http://www.uwcc.wisc.edu/default.aspx>) has a wide ranging and in-depth set of resources for cooperative education. Materials are available on the cooperatives, internal governance and operations, co-op development, research reports and articles, and case studies. The survey explicitly referenced the case study publications by two center staff members, Greg Lawless and Anne Reynolds. They are:

- [Keys to Success for Food Co-op Start Ups in Rural Areas: Four Case Studies](#)
A study of four grocery cooperatives, located in Minnesota and Wisconsin.
Research Report 208.
[Worker Cooperatives: Case Studies, Key Criteria & Best Practices.](#)

The materials on this site serve a variety of audiences from general interest to agriculture to educators and researchers. The survey identified the following as especially good resources:

- [Cooperative Equity and Ownership: An Introduction](#) by Margaret Lund
- [A Multi-Stakeholder Cooperatives Manual](#) by Margaret Lund.

US Federation of Worker Cooperatives (<http://www.usworker.coop/>) has an extensive set of resources in a digital library about worker cooperatives. Some of their resources are restricted to members.

U.S. Department of Agriculture, Rural Development

(<http://www.rurdev.usda.gov/rbs/pub/cooprpts.htm>) includes an extensive array of publications and research reports about cooperatives in rural America. Historically, the emphasis has been on agricultural cooperatives. The following publications were cited as especially useful in the study.

- IR 11 Cooperatives: What they are and the roles of members, directors, managers, and employees- Instructors, Youth, General, Agriculture
- CIR 5 Cooperatives in Agribusiness- Youth, Agriculture, General
- CIR 7 Steps to Starting a Co-op- public, community development, entrepreneurs)
- CIR 45 Series- Agriculture, Instructors, Youth, General
- CIR 55 co-ops 101- agriculture, youth, general, instructors
- USDA Equity redemption Guide-coop boards
- USDA Reports- General Agriculture
- SR 58 Feasibility Study Guide- agriculture, general
- Rural Coops Magazine-Community

Valley Alliance of Worker Cooperatives (<http://valleyworker.org/>) is based in Western Massachusetts. It is a membership organization of 11 worker cooperative located in Connecticut, Massachusetts and Vermont. The organization provides technical and organizational assistance to members. They also provide marketing support and financial assistance to members. One of their objectives is to educate the public about how cooperatives can create jobs in the community. They are dedicating to promoting the growth of a cooperative economy in western MA and southern VT. Their website includes educational information for their members and for others interested in developing new co-ops. This website includes access to Erbin Crowell's master's paper which was cited as a useful resource in the survey for those who are interested in promoting co-op led development.

Cooperative Education Trainings

Cooperative Works! (<http://www.cooperationworks.coop/>) is a national organization of cooperative development centers and practitioners engaged in co-op development. The association sponsors a three part professional development training twice yearly at the University of Wisconsin, Madison in the spring and fall. The CW! Training provides participants with

training materials that can be used in their work developing cooperatives. The target audience is CW! members, staff, and independent development consultants.

Green Worker Coop, Coop Academy Curriculum – prepares coop entrepreneurs to start up new worker cooperative businesses (<http://www.greenworker.coop>) Trainings occur over a 24 week period for prospective entrepreneurs with an interest in businesses that will be worker owned and green. Participants work as a team on the startup of a new green worker co-op. Preference is given to groups from the South Bronx, New York.