

Basic Information

- **Project No. and Title:** [NCERA-210 : Improving the management and effectiveness of cooperatively owned business organizations](#)
- **Period Covered:** 12/05/2023 to 11/18/2024
- **Date of Report:** 01/22/2025
- **Annual Meeting Dates** 11/14/2024 & 11/18/2024

Participants

Bhuyan, Sanjib (Rutgers University); Boland, Michael A (University of Minnesota); Braggs, Kayla (Florida A&M); Briggeman, Brian (Kansas State University); Ellis, Dana (Elroy Webster Scholarship); Franken, Jason (University of Missouri); Fulton, Murray (University of Saskatchewan); Gardner, Justin (Middle Tennessee State University); Grott, Abby (University of Wisconsin); Hassanizadeh, Behnam (Oklahoma State University); Herchenbach, Jody (University of Nebraska - Kearney); Jacobs, Keri (University of Missouri); Kenkel, Philip (Oklahoma State University); Lucena, Luiza (University of Minnesota); Marty, Katie; Nelson, William (Ralph K. Morris Foundation); Olson, Frayne (North Dakota State University); Santillana, Summer (Cornell University); Schmit, Todd (Cornell University); Schweiss, Kristi (North Dakota State University); Secor, William (University of Georgia); Tommell, Nicole (Cornell University); Webster, Megan (Wisconsin Cooperative Extension)

Brief Summary of Minutes of Annual Meeting

Minutes from the previous meeting were approved and Megan Webster provided a final financial report and stepped down as treasurer. Brian Briggeman agreed to work with Megan Webster to transfer any funds to the Arthur Capper Center for Cooperatives at Kansas State University. Phil Kenkel was elected secretary, Brian Briggeman was elected treasurer, Kristi Schweiss was promoted to vice chair and Jody Herchenbach ascended to the chair position. Will Secor stepped down as chair. Phil Kenkel provided updates on the *Journal of Cooperatives* and announced the publication of his new textbook on agricultural cooperatives, which can be found at *Cognella*. The group discussed the feasibility of anchoring to another event for future in person meetings. Brian Briggeman volunteered to start discussions with NC-1177/NACC which meets annually at locations with a Federal Reserve Branch in mid-October. Elections were held. Jody Herchenbach will move to the President role. Kristi Schweiss will move to the Vice President role. Brian Briggeman has been elected as Treasurer. Phil Kenkel has been elected as Secretary.

Accomplishments

Outputs (Publications):

- Byers, L., J. Ifft, N. Miller, R. Kuhns, B. Briggeman, and J. Yu. "Is U.S. Farm Sector Debt Underestimated? Evidence from Equipment Lending." *Agricultural Finance Review* (2024), 1-17. <https://www.emerald.com/insight/content/doi/10.1108/AFR-12-2023-0168/full/pdf>

- Dunn-Hindle, O. 2024. Worker Cooperative Transitions: Pitfalls and Progress on the Road to Capital without Capitalism. Thesis, Masters of Professional Studies in Global Development, Cornell University. August.
- Grashuis, J. and K. Jacobs (2024). A Comparative Study of Capital Structure Compositions in Grain Marketing and Input Supply Cooperatives. *Agricultural Finance Review* 84(1):52-66.
- Hanselka, D., D. McCorkle, and J. Park. "Economic Contribution of Production Agriculture to the South Texas and Coastal Bend Area". Economic contribution report for Gulf Compress and the Port of Corpus Christi. November 2024.
- Herchenbach, J. S., Briggeman, B. C., Bergtold, J., Shanoyan, A., Low, S., & Miller, B. (2024). A Skills Gap Analysis of Farmer Directors of U.S. Farmer Cooperatives. Published. <https://doi.org/http://doi.org/10.1002/agr.21997>
- Kenkel, P. *Agricultural Cooperatives*, 1st Edition, Academic Publishing, 2024.
- Kenkel, P. "Why Don't We Start More Cooperatives?" *Southern Ag Today*, 5-17-2024. <https://southernagtoday.org/2024/05/17/why-dont-we-start-more-cooperatives/>
- Kenkel, P. "Why You Should Run for Your Cooperative Board" *Southern Ag Today*, 9-27-2024. <https://southernagtoday.org/2024/09/27/why-you-should-run-for-your-cooperative-board>
- Kenkel, P. and Rodney Holcomb "The Rise and Fall of the Oklahoma Food Cooperative" *Journal of Cooperatives*, Volume 37, pp 62-80, 2024.
- Ofori, E., E.A. Yeager, and B.C. Briggeman. "Estimating Potential Gains from Agricultural Cooperative mergers." *Agribusiness: An International Journal* (2024), 1-16. <https://doi.org/10.1002/agr.21907>
- Park, J.L. 2024. "Online training for Cooperative Boards." *Southern Ag Today*, <https://southernagtoday.org/2024/01/12/online-training-for-cooperative-boards/> January 12, 2024.
- Park, J.L. and D. Friend. "Influential Leadership" Workbook to accompany the Multidimensional Leadership Assessment workshop for cooperative directors. January 2025.
- Park, J.L. and D. Friend. "Leading Change" Workbook to accompany the Multidimensional Leadership Assessment workshop for Farmers Cooperative Compress. September 2024.
- Schmit, T.M. 2024. Cornell Cooperative Enterprise Program Report. In 2023 Annual Report of the Northeast Cooperative Council. March.
- Seo, F., D. Hudson, D. McCallister, P. Johnson, and J.L. Park. "Managers, Boards, and the Principal-Agent Problem in Cooperatives: A Survey of Cooperative Managers in Texas." *Journal of Cooperatives*, 2024.
- Severson, R.M. 2024. Worker Cooperatives: A Solution to Small Business and the Owner's Decision to Sell. Fact Sheet, Cooperative Enterprise Program, Cornell University, Ithaca, NY.
- Severson, R.M. 2024. Worker Cooperatives: A Solution to Small Business and the Employee's Decision to Buy. Fact Sheet, Cooperative Enterprise Program, Cornell University, Ithaca, NY.
- Severson, R.M., Dunn-Hindle, O.G., & Schmit, T.M. 2024. [Worker Cooperatives: A Solution to Small Business Ownership Succession. The Owner's Decision to Sell & The Employees' Decision to Buy](#). EB 2024-08, Charles H. Dyson School of Applied Economics & Management, Cornell University.

Outputs (Presentations):

- Briggeman, B.C., "Equity Management Strategies." Kansas Director Development Program, Wichita, KS, December 2024.

- Briggeman, B.C., "Income Distribution Strategies." Kansas Director Development Program, Wichita, KS, December 2024.
- Briggeman, B.C., "Cooperative Finance Workshop." Kansas Director Development Program, Wichita, KS, December 2024.
- Briggeman, B.C., "Cooperative Finance Foundations." Kansas Director Development Program, Wichita, KS, December 2024.
- Briggeman, B.C., "Issues Facing Cooperatives." Kansas Director Development Program, Wichita, KS, December 2024.
- Briggeman, B.C., "Cooperative Principles." Kansas Director Development Program, Wichita, KS, December 2024.
- Briggeman, B.C., "Agricultural Inputs and Market Shifts: Farmer Cooperatives." Midwest Agriculture Conference hosted by the Federal Reserve Bank of Chicago, Chicago, IL. December 2024.
- Briggeman, B.C., "Building a Resilient Cooperative." KCC Executive Director Development Program, Manhattan, KS. November 2024.
- Briggeman, B.C., "Macroeconomic Implications for Kansas Landowners." Kansas Landowner Conference, Manhattan, KS. October 2024.
- Briggeman, B.C., "DuPont Estimations for Adell Cooperative." Virtual Discussion with Michael Kempke, September 2024.
- Briggeman, B.C., "Estimating Section 199a(g) with Financial Data." MKC Roundtable Discussion, Wichita, KS, September 2024.
- Briggeman, B.C., "Equity Retirement and Growing the Cooperative." MACC Online Cooperative Roundtable, Virtual Meeting. August 2024.
- Briggeman, B.C., "ACCC Update." Leadership Symposium for Cooperatives, Manhattan, KS. August 2024.
- Briggeman, B.C., "Interest Rate Outlook and Implications for Agriculture." Mid-South Ag Finance Conference, Martin, TN, August 2024.
- Briggeman, B.C., "Agribusiness Research Topics: A Roundtable Discussion." AAEA Pre-Conference Workshop, New Orleans, LA, July 2024.
- Briggeman, B.C., "How Cooperatives Connect to Global Markets." AAEA Pre-Conference Workshop, New Orleans, LA, July 2024.
- Briggeman, B.C., "EMAW Spraying Game." KCC Co-ops 101 for Employees, Hutchinson, KS, July 2024.
- Briggeman, B.C., "Introduction to Co-op Finance, Patronage, and Equity." KCC Co-ops 101 for Employees, Hutchinson, KS, July 2024.
- Briggeman, B.C., "Equity Redemption Strategies." Emerging Leaders: Building a Cooperative Finance Foundation, Manhattan, KS, July 2024.
- Briggeman, B.C., "Patronage Income Distribution Policy." Emerging Leaders: Building a Cooperative Finance Foundation, Manhattan, KS, July 2024.
- Briggeman, B.C., "The Importance of Cash Flow." Emerging Leaders: Building a Cooperative Finance Foundation, Manhattan, KS, July 2024.
- Briggeman, B.C., "Building and Analyzing Cooperative Financial Statements." Emerging Leaders: Building a Cooperative Finance Foundation, Manhattan, KS, July 2024.
- Briggeman, B.C., "Thinking Like a CFO." Emerging Leaders: Building a Cooperative Finance Foundation, Manhattan, KS, July 2024.
- Briggeman, B.C., "Financial Drivers Facing Cooperatives." Emerging Leaders: Building a Cooperative Finance Foundation, Manhattan, KS, July 2024.

- Briggeman, B.C., "Evolving Cooperative Landscape." NSAC Mid-West Chapter Annual Meeting, Wichita, KS, June 2024.
- Briggeman, B.C., "EMAW Spraying Game." KCC Co-ops 101 for Interns, Hutchinson, KS, May 2024.
- Briggeman, B.C., "Introduction to Co-op Finance, Patronage, and Equity." KCC Co-ops 101 for Interns, Hutchinson, KS, May 2024.
- Briggeman, B.C., "Rethinking the Cooperative System for Future Success – Bull Session." CEO Roundtable, Olathe, KS, May 2024.
- Briggeman, B.C., "Dynamic Pro-Forma Financial Tool for Farmer Cooperatives." CFO Roundtable, Olathe, KS, April 2024.
- Briggeman, B.C., "Lessons Learned from a Feasibility Study of a Purchasing Cooperative in Southeast Kansas." Newton, KS, April 2024.
- Briggeman, B.C., "Feasibility of a Grocery Purchasing Cooperative." Moran, KS, April 2024.
- Briggeman, B.C., "Cooperative Education Roundtable." NCFC Annual Meeting, Fort Lauderdale, FL, February 2024.
- Briggeman, B.C., "Cooperative 101." Growing Lawrence Annual Meeting, Lawrence, KS, February 2024.
- Briggeman, B.C., "Planning for the Future: Lessons from the Dynamic Pro-Forma Financial Statement Tool." NCC Graduate Director Seminar, Kearney, NE, January 2024.
- Briggeman, B.C., "Cooperative Resilience." NCC Graduate Director Seminar, Kearney, NE, January 2024.
- Briggeman, B.C., "Evolving Cooperative Landscape." NCC Graduate Director Seminar, Kearney, NE, January 2024.
- Herchenbach, J. S. (Author & Presenter), Briggeman, B. C. (Author), van Rooyen, J. (Author), WERA-72 Annual Meeting, "Cooperative Growth in the Agri-Food Value Chain: The Case of SSK Cooperative," Tucson, AZ. (June 5, 2024).
- Jacobs, K. Build Better Boards, Co-host and content develop. Biweekly beginning Oct 31, 2024.
- Jacobs, K. "Ag cooperatives and GICL," Interview, AgriTalk Radio, aired Oct 17, 2024.
- Jacobs, K. "Ag cooperatives," Interview, US Farm Report show, broadcast Oct 19, 2024.
- Jacobs, K. Nebraska Cooperative Council's Graduate Director Seminar & Director Certification Program (Phase 2), Presenter, Jan 3-4, 2024.
- Jacobs, K. GROWMARK'S Cooperative Leadership Conference, 2024, Presenter, Jan 18, 2024.
- Jacobs, K. CA Center for Cooperative Development, Ag Cooperative Director, Presenter, Jan 31-Feb 1, 2024.
- Jacobs, K. NCFC Annual Meeting and BOT meeting, Presenter, Feb 12-15, 2024.
- Jacobs, K. Interregional Director Exchange, Presenter, Feb 18-20, 2024.
- Jacobs, K. NFU National Convention, Presenter, Mar 10, 2024.
- Jacobs, K. GICL's Board Chair & CEO Conference – presenter and organizer, Apr 21-24, 2024.
- Jacobs, K. GICL's Summer Institute – presenter and organizer, May 13-16, 2024.
- Jacobs, K. Missouri Institute of Cooperatives Annual Meeting, Presenter, Jun 6-7, 2024.
- Jacobs, K. CEO Roundtable: 6 co-ops, Presenter, Oct 10, 2024.
- Jacobs, K. NW Ag Cooperative Council's Northwest Regional Cooperative Institute, Presenter, Nov 11-12, 2024.
- Kenkel, P. and Rodney Holcomb "The Rise and Fall of the Oklahoma Food Cooperative" research presentation, Food Distribution Research Society, San Juan Puerto Rico, Oct 21, 2024.
- Kenkel, P. and Hannah Shear, "Do Students in Cooperative Class Exhibit Greater Behavioral Cooperation?" research presentation at NCERA-210 Cooperative Research Committee 2024 Annual Meeting, Nov. 14 2024.

- Nienhaus, R., J. Franken, and J. Pennings. 2024. "[Hedging Behavior of Agribusiness Cooperatives and Investor-owned Firms in Germany.](https://events.chairefdd.org/mats-seminar-spring-2024/#more-2056)" MATS Seminar May 15, Collège de France, 11 place Marcelin Berthelot, Paris, invited paper: <https://events.chairefdd.org/mats-seminar-spring-2024/#more-2056>.
- Park, J.L. "Developing Your Farm Store Value Proposition." Texas Agricultural Cooperative Council Farm Store Summit, Fredericksburg, TX, January 2024.
- Park, J.L. "Leading Change" Board training session for Farmers Cooperative Compress, September 2024.
- Park, J.L. "Online Education Tools" Texas Agricultural Cooperative Council, Manager Conference, Santa Fe, NM, July 2024.
- Park, J.L. "The Cooperative Struggle" Calcot Ltd. board meeting, Corpus Christi, TX, July 2024.
- Park, J.L. "Value Propositions." Texas Grain and Feed Association board meeting, Fort Worth, TX, February 2024.
- Schmit, T.M. 2024. Financial Feasibility for Solar Sheep Grazing Service Cooperatives, Presentation to the American Solar Grazing Association (ASGA). Webinar. 20 May 2024.
- Schmit, T.M. 2024. Decision Making in Cooperatives: How Would You Act, Invited Presentation, Cooperative Leaders Forum, Northeast Cooperative Council, Albany, NY, 07 March 2024.
- Schmit, T.M. 2024. Cornell's Cooperative Enterprise Program – 2024 Program Update, Invited Presentation, Cooperative Leaders Forum, Northeast Cooperative Council, Albany, NY, 07 March 2024.
- Schmit, T.M. Decision Making in Cooperatives: How Would You Act, Invited Presentation, College Conference on Cooperatives, National Farmers Union Foundation, Bloomington, MN. 16 February 2024.
- Schmit, T.M. 2024. Considering Opportunities for a Marketing Services Cooperative Business, Presentation and Discussion with Vermont Artisanal Cheesemakers Group, Online, 07 February 2024.
- Severson, R.M. 2023. *Survey Says! Co-ops Serving Needs of Farmers Grazing Sheep Beneath Utility-scale Solar Arrays.* Presentation to the American Solar Grazing Association. Virtual. 13 December 2023.

Activities (Grants):

- Briggeman, B.C. CoBank "CoBank Cooperative Research and Education Fund," as a KSU Foundation donation to the Arthur Capper Cooperative Center for \$250,000. Project PI: B.C. Briggeman.
- Franken, J. Submitted "The Everchanging Nature Of The Farm: Implications Of Precision Agriculture For The Industry" for \$650K to NIFA-AFRI-Econ Markets and Trade.
- Gardner, J. (PI), Middle Tennessee State University; Boerngen, M. (Co-PI), Illinois State University; Herchenbach, J. (Co-PI), University of Nebraska-Kearney; Berner, C. (Co-PI), University of Wisconsin-Madison; Franken, J. (Co-PI), University of Missouri. (2024). Case studies to address the needs of agricultural cooperatives. Grant application. USDA-NIFA. Pending funding: \$750,000
- Agri-Cluster Retention and Expansion (ACRE) Program: Training Service Providers in Strategic Business Planning for Complex Value Chain Enterprises, D. Hilchey (PI), T.M. Schmit (co-PI), R.M. Severson. Northeast Sustainable Agriculture Research and Education, 06-.01.21 - 05.31.24. Cornell Share: \$36,000.

- A New Dawn for Shepherds: Grazing Sheep under Utility-scale Solar Arrays through a Farmer Cooperative Approach. T.M. Schmit (PI), R.M. Severson (co-I), & M.N. LeRoux (co-I). USDA, AMS, Federal State Marketing Improvement Program, 09.30.21–09.29.25, \$250,000.
- Building economic and social equality through employee-owned enterprises. T.M. Schmit (PI), R.M. Severson (co-PI). USDA, NIFA, Smith Lever, 10.01.21–09.30.24, \$73,673.
- Cooperative Extension Education & Outreach, T.M. Schmit (PI) & R.M. Severson (co-I), Northeast Cooperative Council, 07.01.24 – 06.30.27, \$119,807.
- Cooperative Industry Education and Networking. T.M. Schmit and R.M. Severson. Curriculum Development and Innovation Fund, Applied Economics & Management, Cornell University, 07.01.24 – 06.30.25, \$9,865.
- Cooperative Extension Education & Outreach, T.M. Schmit (PI) & R.M. Severson (co-I), Northeast Cooperative Council, 07.01.21 – 10.31.24, \$136,343.
- Cooperative Industry Education and Networking. T.M. Schmit and R.M. Severson. Applied Economics & Management, Cornell University, Warren Teaching Endowment, 07.01.22 – 06.30.24, \$6,667.
- Cornell College Conference on Cooperatives (4-Cs). R.M. Severson and T.M. Schmit. Applied Economics & Management, Cornell University, Warren Teaching Endowment, 07.01.22 – 06.30.24, \$6,150

Activities (Programs and Program Administration)

- Briggeman, B.C., CEO Roundtable for Cooperative Managers: May 2024 (Olathe, KS).
- Briggeman B.C., CFO Roundtable on Cooperative Finance: April 2024 (Olathe, MO).
- Briggeman B.C., K-State Symposium on Cooperative Issues: August 2024 (Manhattan, KS).
- Briggeman B.C., Kansas Cooperative Council's Co-ops 101 for Cooperative Interns: May 2024.
- Herchenbach, J. Conference Attendance, "Nebraska Cooperative Council Director/Manager Workshop," Nebraska Cooperative Council, Kearney, NE. (November 20, 2024 - November 21, 2024).
- Jacobs, K. Executive Director, Graduate Institute of Cooperative Leadership. 2024.
- Jacobs, K. GICL's Board Chair & CEO Conference, April 21 – 24, 2024. N = 26.
- Jacobs, K. GICL's Summer Institute, May 13 – 16, 2024. N = 58 employees from 20 cooperatives.
- Kenkel, P. Comparison of Alternative Equity Management Programs, national webinar sponsored by Mid-American Cooperative Council, 8-22-2024
- Kenkel, P., and Briggeman B. "Market Share Calculation software for both Oklahoma and Kansas."
- Kenkel, P. "Evaluating Your Board at Every Meeting", national webinar sponsored by TACC Feb 8 Keystone Feb 27
- Park, J.L. Annual Meeting. Planters Grain Cooperative, Odem, TX, June 2024.
- Park, J.L. Annual Meeting Report on Elections. Producers Cooperative Association, Bryan, TX, October 2024.
- Park, J.L. Consultation. Edcot Cooperative Gin, Odem, TX, February 2024.
- Park, J.L. Consultation. La Feria Cooperative Gin, La Feria, TX, February 2024.
- Park, J.L. Consultation. Planters Grain Cooperative, Odem, TX, February 2024.
- Park, J.L. Consultation. Rio Grande Valley Sugar Growers, Santa Rosa, TX, February 2024.
- Park, J.L. Consultation. Smith Gin Cooperative, Odem, TX, February 2024.
- Park, J.L. Consultation. Texas Corn Producers, Online, February 2024.
- Park, J.L. Consultation. Valley Cooperative Oil Mill, Harlingen, TX, February 2024.

- Park, J.L. Consultation. Woodsboro Cooperative, Woodsboro, TX, February 2024.
- Park, J.L. Cooperative Board Chair Conference. Texas Agricultural Cooperative Council, Santa Fe, NM, July 2024.
- Park, J.L. Cooperative Managers Conference. Texas Agricultural Cooperative Council, Santa Fe, NM, July 2024.
- Park, J.L. Educational Program Development. Plains Cotton Cooperative Association, Corpus Christi, TX, February 2024.
- Park, J.L. Educational Planning. Texas Agricultural Cooperative Council, Lubbock, TX, April 2024.
- Park, J.L. Executive Board Meeting. Texas Agricultural Cooperative Council, Round Rock, TX, March 2024.
- Park, J.L. Internship Interviews, Texas Agricultural Cooperative Council, College Station, TX, April 2024.
- Park, J.L. South Texas Gin Agent Workshop. Plains Cotton Cooperative Association, San Antonio, TX, June 2024.
- Park, J.L. South Texas Cooperative Leadership Conference. Texas Agricultural Cooperative Council, San Antonio, TX, November 2024.
- Park, J.L. Strategic Planning Facilitation. Texas Corn Producers, Amarillo, TX, April 2024.
- Cooperative Enterprise Program (Extension Program). Director: R.M. Severson, Faculty Director: T.M. Schmit. Charles H. Dyson School of Applied Economics and Management, Cornell University. <https://cooperatives.dyson.cornell.edu/>
- Northeast Cooperative Council. Executive Secretary: R.M. Severson. <https://cooperatives.dyson.cornell.edu/home/necc/>
- Severson, R.M. Cooperative Leaders Forum, Northeast Cooperative Council, Albany, NY, 07 March 2024. N = 150.

Activities (University Instruction)

- Briggeman B.C., AGEC 470 Cooperative Management
- Dalton, D.W., AAEC 3984 Cooperatives and their Impact on the Human Condition, Virginia Tech, N=77 students, Fall 2024
- Kajagar, D., A. Maiga, R. Van Buren, D. Stridiron, & T.M Schmit (Instructor). 2024. Member Education Programming. Engaged Learning Project with Ocean Spray, AEM 3260/5260, Spring 2024.
- Keil, C., D. Hatch, G. Dunn-Hindle, M. Poinsoot, & T.M Schmit (Instructor). 2024. Worker Cooperative Member Education & Engagement. Engaged Learning Project with Gimme Coffee, AEM 3260/5260, Spring 2024.
- Kozloff, R., B. Granados, E. Bondo, B. Brown, & T.M. Schmit (Instructor). 2024. Vermont Artisanal: A Cooperative Initiative, Engaged Learning Project with Masterful Storytelling, AEM 3260/5260, Spring 2024, Cornell University.
- Lee, A., W. Ni., J. Brown, & T.M. Schmit (Instructor). 2024. Cooperative Director Responsibilities, Training, and Evaluation. Engaged Learning Project with Westfield Maid Cooperative, AEM 3260/5260, Spring 2024.
- Park, J.L., AGEC 413 Agricultural Cooperatives, 68 students, Fall 2024.
- Schmit, T.M. 2024. Cooperative Business Management (AEM 3260/5260). Cornell University. Spring 2024. N = 18.
- Yang, A., J. Walters, S. Woods, & T.M. Schmit (Instructor). 2024. Creative Financial Structures for Growth. Engaged Learning Project with Upstate Niagara Cooperative, AEM 3260/5260, Spring 2024.

Activities (Service)

- Jacobs, K. NCBA CLUSA's Cooperative Economics Council, Member.
- Jacobs, K. Nationwide's Board Council to represent ag cooperative perspectives, Member.
- Jacobs, K. National Council of Farmer Cooperative's Director Education Conference Advisory group, Member
- Jacobs, K. Reviewer of 2 journal articles related to cooperatives.

Impacts

NCERA-210 has had a significant impact on both the scholarship related to agricultural cooperatives and the management of agricultural cooperatives. A new textbook was published by one member in addition to co-authored publications by members of the group. Counting all publications the group has generate no less than 18 pieces of scholarly literature, and over 60 presentations aimed at improving the performance of cooperatives.