

## **NCERA-210**

**Date of Annual Report: December 1, 2015**

### **Report Information:**

Annual Meeting Dates: 11/04/2015, Minneapolis, MN

Period the Report Covers: 11/2014 to 11/2015

### **Participants:**

Chair: Brian Briggeman, Kansas State University; Vice-Chair: Keri Jacobs, Iowa State University;  
Secretary: Ani Katchova; Treasurer: Brent Hueth, UW-Madison;

Members in attendance: Michael Boland, Brian Briggeman, Michael Cook, Matthew Elliott, Dahye Han, Erik Hanson, Brent Hueth, Keri Jacobs, Heesun Jang, Ani Katchova, Phil Kenkel, Ziran Li, Kristi Livingston, Gregory McKee, William Nelson, Lynn Pitman, Anne Reynolds, Jeffrey Royer, Todd Schmit, Justin Turner, Megan Webster, Mollie Woods, Sanja Zivkovic

### **Minutes of the Annual Meeting:**

NCERA-210 Business Meeting

Radisson Blue, Minneapolis

November 5, 2014

Meeting called to order by Brian Briggeman at 11:58am.

#### **1. Chair Report: Brian Briggeman**

- Brian Briggeman organized the program for NCERA 210 meeting this year.
- The Ag Finance and Management track session on Cooperative Finance at the 2015 AAEA meeting with presentations by Brian Briggeman, Phil Kenkel, Keri Jacobs, and Greg McKee was well attended and received. It was a good opportunity to showcase the work of our group – future track sessions at AAEA are encouraged.
- Our members are encouraged to submit a cooperative track session at the IFAMA meetings to be held in Denmark in June.
- William Nelson reported on the IFAMA Case Studies competition. The Ralph K. Morris Foundation is supporting students with scholarships and travel grants. William Nelson is looking at different ways to do sponsorships and need people to participate.
- AAEA - IBES section – we are encouraged to submit a proposal for a track session.

#### **2. Administrative Advisor Report – Daniel Scholl**

- Daniel Scholl could not attend the annual meeting this year but sent an email update.
- Our group will need to submit an annual report by December 1. NCERA 210 is up for a mid-term review, and our administrative advisor will write a review by December 15.

- Briggeman will email members asking to submit information on our activities related to cooperatives during 2015. It is important to describe not only activities but impact statements.

### 3. Secretary Report: Ani Katchova

- 2014 Annual Meeting minutes approved.
- The website and email listserve transition from University of Wisconsin to Google Sites and google group has been completed.
- NCERA 210 website: <https://sites.google.com/site/nceracooperatives/>
- NCERA 210 email listserve: [nceracooperatives@googlegroups.com](mailto:nceracooperatives@googlegroups.com)  
Members can use this email to send email messages to our group.

### 4. Treasurer Report: Brent Hueth

- Financial report was submitted for the record.

### 5. eXtension Update: Phil Kenkel

- Webinars have been well received. Future ideas/proposals are encouraged.

### 6. Journal of Cooperatives: Phil Kenkel

- A special issue on theories of cooperatives is in the works
- This group is encouraged to consider the JOC as a research outlet for our work
- Need good manuscripts and reviewers
- Journal of Rural Cooperation now closed. New journal: Journal of Cooperative Organization and Managers.

### 7. Nominating Committee Report and Elections

- Sanja Zivkovic was nominated as the secretary for NCERA 210 during 2015 – 2016 and a vote of the meeting attendees confirms the nomination.
- Ani Katchova becomes Vice-Chair
- Keri Jacobs now Chair
- Brent Hueth remains Treasurer

### 8. Additional items

- We have several young & new people joining our group.
- NCFM has strong interest in hosting meetings for academics.
- William Nelson spoke about the Cooperative Higher Education Roundtable to be held later in the afternoon.
- NACTA meeting – presentations on cooperatives are encouraged.
- Suggestion to organize a teaching session at AAEA TLC.

## 9. Adjournment

- Brian Briggeman moved to adjourn meeting, seconded.
- Annual Meeting adjourned at 12:22pm.

Submitted by Ani Katchova

### **Accomplishments:**

**Objective 1. To promote and coordinate timely research on cooperatively owned business organizations for agricultural marketing, agricultural input supply, vertical coordination through value added processing, and rural services.**

**Objective 2. To serve as a forum for industry and government decision makers in management and staff research positions to interact with land grant researchers and extension specialists to share research results and discuss implications for cooperative business organizations, their producer members, farm structure, efficiencies in food production and distribution, the environment and economic well-being of rural communities.**

### **Accomplishments pertaining to objectives 1 and 2 during 2015:**

Matthew Elliot presented to South Dakota Cooperative Association Meeting on future socio economic status of farm cooperative members: implications for governance and cooperative participation raised awareness to the relative financial performance and cooperative participation of South Dakota farms. Further, the presentation raised awareness to the factors that have increased the socio economic status of cooperative members, the expected future growth, and the positive relationship with cooperative investment growth. The presentation provided insight to current cooperative stakeholders regarding the economic makeup of South Dakota farms that are cooperative members, potential future growth of farm cooperative members and cooperative investments, and spatial distribution.

Georgeanne Artz at Iowa State University received the following contract: Innovative Equipment Solutions to Reduce Costs and Improve Productivity for Small-Scale Fruit and Vegetable Growers. Contract awarded by the Leopold Center for Sustainable Agriculture in the amount of \$22,498, with Linda Naeve.

Gregory McKee at North Dakota State University received two grants on “Student Learning Styles In Three Classes: Online, Distance And an On-Campus Equivalent” from the CHS Foundation. January 2015-June 2016 for \$5,000; and on “Assessing Farmers Union Summer Camp Education Outcomes.” From the National Farmers Union for \$5,000.

Jeffrey Royer with the University of Nebraska – Lincoln wrote an article on an equity management and planning tool based on the times-interest-earned ratio (TIER). The article demonstrates how analysis based on the TIER value can be used by cooperatives to aid their decisions regarding debt and equity financing and their choices regarding cash patronage refunds, equity retirement, and growth. TIER analysis can provide a useful equity management

and planning tool for cooperatives. It also can be used by lending institutions to assess the financial health of individual cooperatives.

In 2015, the Ohio State University established a Center for Cooperatives. The Center's current activities are to develop educational modules on cooperative finance topics, facilitate student internships and projects on cooperatives, and establish ties with the cooperative industry. Ani Katchova is the Center's Director and an Associate Professor.

Sanja Zivkovic presented at the NCERA-210 conference ought to define patterns of behavior and strategy that might help board of directors and managers to perform more efficiently as a cooperative and increase their opportunities for success. The results of the study were conveyed to managers and directors and a set of recommendations was offered to those who were willing to consider the practical implications of our research.

Keri Jacobs developed and shared analyses of the financial health and structure of cooperatives in Iowa. While largely intended to be a gauge going forward, this information has been incorporated into my undergraduate course on cooperatives, picked up by media outlets, and used as training materials for board members and cooperative managers.

Phil Kenkel worked collaboratively with Gregory McKee on delivering a number of programs for Farmer Cooperatives. Farmer owned cooperatives are reexamining profit distribution alternatives due to tax regulation changes and the demographics and preferences of their farmer members. The extension of research based information on this important topic at educational programs for senior managers and board of director members has improved the ability of these decision makers to select structures which maximize the return to the farmer members while preserving the financial strength of the cooperative firm.

Mollie Woods along with the Product Center Food-Ag-Bio in the Department of Agricultural, Food and Resource Economics delivered a number of programs for cooperative managers and directors. 2015 Cooperative Directors and Managers Conference - co-hosted with Mid-American Cooperative Council. The Product Center and the Michigan Cooperative Development Program planned and hosted a 2-day educational seminar for over 40 Cooperative board members and managers. 2015 Small and Emerging Cooperatives Conference - May 2015. The Product Center and the Michigan Cooperative Development Program planned and hosted a 1-day educational seminar for over 50 attendees who were interested in cooperatives as a business structure or were members of newly organized cooperatives. The Product Center and the Michigan Cooperative Development Program provided outreach and business development support for over 20 individuals interested in cooperatives as a business structure. This work resulted in 2 newly incorporated cooperatives. Education for nearly 100 individuals including board directors, managers, young cooperators and those new to the cooperative business structure. 2 cooperatives incorporated and another 7 assisted with additional business and grant support services. In addition, they received a Specialty Crops Block Grant partnering with National Grape Growers Cooperative, Inc.

Michael Cook at the University of Missouri spent time broadening the Graduate Institute of Cooperative Leadership (GICL) program to an international space. Collaboration with IFPRI (International Food Policy Research Institute), FAO (Food and Agriculture Organization of the United Nations), the World Bank, the US Agency for International Development (USAID), and the

International Cooperative Association (ICA) led to the review and acceptance of a diagnostic framework developed at the University of Missouri. This framework is entitled the “Cooperative Life Cycle Framework” with theoretical underpinnings derived from new institutional economics, property rights theory, behavioral economics, economic sociology and evidence based management. Bottom line, this framework assists international development agencies, donors, cooperative leadership, and applied researchers to identify the unique consequences of differences in transactional and demographic preferences in the governance, leadership and management of producer/user owned and controlled entities.

Brian Briggeman is the Director of the Arthur Capper Cooperative Center at Kansas State University. In that role he organizes, leads, and presents in 5 nationally recognized and attended programs. Over 350 cooperative directors, managers, and employees attended these events on topics ranging from cooperative finance to the agricultural outlook to how best to develop the next generation of employees. He also oversees the CoBank Research Fellowship program and ACCC cooperative scholarship program at Kansas State University. He also received a grant to create an online co-ops class at Kansas State University.

The University of Wisconsin Center for Cooperatives (UWCC) celebrated the official dedication of the new University of Wisconsin Madison Federal Statistical Research Data Center (FSRDC) on September 21, 2015. The FSRDC, the first and only facility of its type in Wisconsin, will provide researchers with access to federal confidential microdata data. UWCC’s faculty director, Brent Hueth, who serves as director of the new FSRDC says that “research in a Census RDC is to social science research what the cadaver is to human anatomy, or the Hubble Telescope to astronomy. It’s a place where researchers can really see what’s going on inside households and firms over a long-term period, which provides tremendous new opportunities for developing a better understanding of the ways in which place, family, public policy and the economy affect life outcomes.” Created in a partnership between UW-Madison and the FSRDC Network, the center also offers great potential for interdisciplinary research. Participating faculty represent six colleges and schools on campus: Agricultural and Life Sciences, Business, Education, Human Ecology, Letters & Science, and Medicine and Public Health. Out of the 23 other FSRDCs across the United States, this is the first to raise the money without funding from the National Science Foundation.

Members of the NCERA 210 continued to deliver much needed teaching and training to the agricultural cooperative sector through their research, extension and outreach activities. Such activities included,

- (i) Dr. Keri Jacobs delivered an extension program to address the needs of agricultural cooperatives in Iowa in partnership with the Iowa Institute for Cooperatives; it included the Director Certification Program (DCP), and also Board Presidents and Managers Workshops;
- (ii) The Cornell University Cooperative Enterprise Program (CEP) in conjunction with the Northeast Cooperative Council (NECC) convened the Leaders Forum in the NECC annual meeting where professional development and networking opportunities were provided for 150 directors and senior level managers of agriculture and rural electric cooperatives in the region.
- (iii) the UWCC organized the 18th Annual Farmer Cooperatives Conference, November 2015. This annual national conference regularly attracts top cooperative business leaders and industry experts who attend to share the latest research and trends, and to learn and exchange ideas with CEOs, cooperative directors and others doing business with agricultural cooperatives;

(iv) Dr. Jacobs taught a upper-level undergraduate course on cooperatives where students learn about the cooperative business structure and investigate the governance, financial, and economic justification of cooperatives in a semester-long course. Cooperative leaders in the agricultural and telecommunications industry are regularly invited to the class;

(v) Dr. Sanjib Bhuyan was funded by the Council on Food, Agricultural and Resource Economics (C-FARE) to develop cooperative curriculum for high school economics students. The project developed teaching modules focusing on the economics and operation of cooperatives in conjunction with the State Councils of Economic Education and the Council for Economic Education (CEE);

(vi) Dr. Michael Cook worked with 20 graduate students, 50 undergraduate students, and 10 graduate students under the auspices of the Graduate Institute of Cooperative Leadership (GICL) in activities and workshops that totaled over 500 participants, both national and international;

(vii) Dr. Brent Hueth and other UWCC staff taught a semester-long undergraduate class on cooperatives during the Fall 2015 semester. The class includes an analysis of basic principles, structure and organization, finance, history, and role in U.S. economy and in developing countries;

(viii) Dr. Michael Boland presented his research work on cooperative finance, governance, and strategy to 126 cooperative directors and senior managers at the University of Minnesota director development program in January 2015. Another 47 attended the South Dakota director development program in January 2015 where he taught. Over 160 attended the Pacific Northwest program in November 2014. In Colorado, 44 attended the Colorado State program in which he was a speaker. And in California the UC Davis program had 54 attendees.; and

(ix) members of NCERA 210 are intricately involved in the eXtension Cooperatives Community of Practice, and have initiated some promotion and education of cooperatives with FFA and other youth groups. Internship programs for college students seeking employment in the cooperative industry have been developed at Oklahoma State University, Texas A&M University, and elsewhere.

Last but not the least, members of NCERA-210 continue to coordinate research and education efforts for the improvement of cooperative performance. This is evident from the research and outreach efforts of the NCERA 210 members. Additionally, a major accomplishment of the NCERA-210 is the continued publication of the Journal of Cooperatives. NCERA-210 member Dr. Phil Kenkel serves as editor for the Journal and NCERA-210 members are frequent contributors as well as frequently serving as reviewers.

#### **2015 Publications and Presentations:**

1. Elliott, L. and M. Elliott. "Corn and Soybean Marketing Contract Adoption and Site-Specificity." Presented Agricultural & Applied Economics Association (AAEA) Annual Meeting, San Francisco, CA July 2015.
2. Elliott, M., L. Elliott, and E. Van der Sluis "Future Socio-Economic Status of Farmer Cooperative Members and Implications for Membership Risk Bearing, Participation, and Governance," presented at the South Dakota Association of Cooperatives- Raising the Bar, Deadwood, SD. September, 18th, 2015.
3. M. Elliott. "Grain Marketing Network Analysis" presented at Managing the Margin Workshops in Aberdeen, Watertown, and Mitchell South Dakota (March, 2015)

4. M. Elliott. Engineering Cooperatives in the 21st Century: Education, Research, and Outreach, Workshop in Brookings, SD March, 2015.
5. C. Rath et al. Rural Cooperative Development Grant: Value Added Agriculture Development Center (VAADC) (August, 2015)
6. M. Elliott et al. USDA Sustainable Research and Education Grant Submission: Increasing On-farm Sustainability Investments to Reduce Emissions, Clean Power Plan Costs, and Address Climate Change (October, 2015)
7. M. Elliott et al. USDA Sustainable Professional Development Program Grant Submission: Cooperative GHG Inventory Management Plan Training (March, 2015)
8. M. Elliott. "Cooperative Consolidation and Monopsony Power" SDSU Extension Publication. Igrow.org. May, 2015.
9. M. Elliott. Engineering Cooperatives in the 21st Century: Education, Research, and Outreach, SDSU Extension Publication. Igrow.org. May, 2015.
10. Pierre Mérel, Tina L. Saitone, and Richard J. Sexton "Cooperative stability under stochastic quality and farmer heterogeneity" *Eur Rev Agric Econ* (2015) 42 (5): 765-795 doi:10.1093/erae/jbv020
11. "The Benefits and Challenges of Machinery Sharing Among Small-scale Fruit and Vegetable Growers" with L. Naeve, Revision under review at *the Journal of Agriculture, Food Systems, and Community Development*
12. Artz, G. and L. Naeve. 2015. "Scaling Up Fruit and Vegetable Production: Is Machinery Sharing a Possibility?" *Professional Agricultural Workers Journal* 3(1):1-9.
13. "Machinery Management for Small- and Medium-sized Horticultural Farms" Presented in the ISU Department of Horticulture seminar series, Feb 24, 2014.
14. "Machinery Sharing: Scaling Up Production for Small-Farm Growers," Webinar for eXtension Women in Ag Learning Network, February 17, 2015.
15. McKee, G.J., A. Kagan. 2015. "The Differential Impact of the Dodd-Frank Act on Niche Non-Metro Lenders." *Journal of Banking Regulation*. In Press.
16. McKee, G.J., Md. Hossain, A. Kagan. 2015. "Community Bank Product Design within an Asymmetric Competitive Market: An X-efficiency Approach." *International Journal of Bank Marketing*. In Press.
17. McKee, G.J., Kagan, A. 2015 "Determinants of Recent Structural Change for Small Asset US Credit Unions." *Review of Quantitative Finance and Accounting*. DOI 10.1007/s11156-015-0520-6.
18. McKee, G. J., Wilson, W. W. and Dahl, B. 2015. "Risk and Return Trade-Offs in Partnering Strategies between Co-ops and IOFs." *Agribusiness, An International Journal*. 31(1): 76-90.

19. McKee, G.J. 2015. "Assessing the Effect of Farmers Union Summer Camp Programs on Youth Attitudes toward Cooperatives: Report, Observations, and Discussion." Unpublished report to National Farmers Union.
20. Han, D., G.J. McKee. "Differential Effects of Abnormal Loan Growth on Financial Institutions in the U.S. by Studying Market Power on 2002-2013 Panel Data." Annual Meeting of NCERA-210, Minneapolis, MN. 11/3/15-11/4/15. Han presenter.
21. McKee, G.J., A. Kagan. "Performance of Financial Institutions During Periods of Executive Transition." Annual Meeting of Decision Sciences Institute, Seattle, WA. 11/21/15-11/24/15
22. McKee, G.J., A. Kagan. "Community Bank Product Design within an Asymmetric Competitive Market: An X-efficiency Approach" Annual Meeting of Decision Sciences Institute, Seattle, WA. 11/21/15-11/24/15
23. Briggeman, B., K. Jacobs, P. Kenkel, G.J. McKee "Current Issues in Cooperative Finance." Annual Meeting American Association Applied Economics, San Francisco, CA. 7/26/15-7/28/15. Presenter.
24. McKee, G.J., Md. Hossain. "Learning Styles in Cooperatives Course Offered in Three Modes." Association of Cooperative Educators, Amherst, MA. 7/12/15-7/15/15. Presenter.
25. McKee, G.J., A. Kagan. "Cooperative Lenders and Dodd Frank Compliance within Real Estate Lending: Cost Implications." Canadian Association for the Study of Cooperatives, Ottawa, ON, Canada, 6/1/15-6/4/15. Presenter.
26. Bhuyan, S., M. Boland, G.J. McKee, J. Park. "Connecting the Classroom to the Cooperative." Master of Agribusiness Symposium on Cooperative. College Station, TX. 4/10/15. Panelist.
27. James M. White and Michael A. Boland. "Minnesota Township Mutual Fire Insurance: Determinants of Survival, 1974 – 2010." *Journal of Cooperatives*, 28(2014):1-26.
28. Kenkel, P., M.A. Boland, and D. Barton. "Understanding NonQualified Distributions." *The Cooperative Accountant LXVII(Summer 2014):2-10*.
29. Royer, Jeffrey S. 2015. "An Equity Management and Planning Tool for Cooperatives." *Agricultural Finance Review* 75, 2: 267–281.
30. Royer, Jeffrey S. 2015. "Cooperative Patronage Refunds and Equity Management." *Cornhusker Economics*, March 11.
31. Royer, Jeffrey S. 2015. "Determining a Cooperative's Least-Cost Equity Position." *Cornhusker Economics*, August 12.



32. Bhuyan, S. 2015. "Agricultural Cooperatives." C-FARE (Council on Food, Agricultural & Resource Economics) and CEE (Council for Economic Education) sponsored and C-FARE hosted webinar entitled "Cooperatives in Your Community," on Jan 15, 2015. Link to information presented available at <http://www.econedlink.org/c-fare/cooperatives-community.php> (accessed on May 27, 2015).
33. Li, Z., K. Jacobs, and G. Artz. 2015. "The Cooperative Capital Constraint Revisited." *Agricultural Finance Review*, 75(2): 253-266.
34. Li, Z., H. Qian and K. Jacobs. "Pricing Under Uncertainty in Agricultural Grain Markets and the Objectives of Cooperatives: A Mixed Oligopoly Analysis." Iowa State University, Department of Economics, Working Paper #15018, October 2015.
35. Li, Ziran, H. Qian and K. Jacobs. "Pricing Under Uncertainty in Agricultural Grain Markets and the Objectives of Cooperatives: A Mixed Oligopoly Analysis." Presentation at the NCERA-210 Annual Meeting, Minneapolis, MN, November 4, 2015.
36. Jacobs, K. "Consolidation of Agricultural Farm Supply and Grain Marketing Cooperatives." Presentation at the 2015 AAEA Annual Meeting, San Francisco, CA, July 26 – 28, 2015.
37. Agarwal, Sandip, K. Jacobs, Q. Weninger. "Nitrogen Decision Making under Uncertainty: Role of Subjective Beliefs." Poster presented at the 2015 AAEA Annual Meeting, San Francisco, CA, July 26 – 28, 2015.
38. Li, Ziran, K. Jacobs and D. Hayes. "The Reference Price Effect on Crop Producers' Hedging Behaviors." Poster presented at the 2015 AAEA Annual Meeting, San Francisco, CA, July 26 – 28, 2015. "Creating a Valuable Internship Experience." Iowa Institute for Cooperatives Annual Meeting, Ames, IA November 24, 2015.
39. Jacobs, K. "Selecting the Right Business Structure: An Update on Iowa's Cooperative Statutes and Comparisons with the LLC Model." Presentation at the Iowa Farmers Union Annual Convention, Des Moines, IA, November 21, 2015.
40. Jacobs, K. "Gearing Up To Meet the Responsibilities of Board President." Workshop for Iowa Institute for Cooperatives' Board Officers Training, Ames, IA, August 6, 2015
41. Jacobs, K. "Update on Local Ag Cooperatives' Benchmarks." Presentation at the Iowa Institute for Cooperatives' Summer Workshop, Ankeny, IA, June 30, 2015.
42. Jacobs, K. "The Capital Structures of Iowa's Grain and Agricultural Supply Firms: Are Cooperatives Different than Their Investor-Owned Counterparts?" *Ag Decision Maker Newsletter*, Iowa State University, May 2015.
43. Jacobs, K. "Board Presidents Open Forum." Workshop for Iowa Institute for Cooperatives' Board Presidents Conference, Ankeny, IA, February 17, 2015.

44. Jacobs, K. Director Training Workshops: Co-op 101, Strategy and Planning, Co-op Finances and Equity, GM Compensation and Communication – an extension program delivered over 4 days, Clear Lake and Coralville, Iowa, February 3 – 6, 2015.
45. Jacobs, K. and Q. Weninger. “Nitrogen Management under Uncertainty: An Investigation of Farmers’ Decision Processes.” Ag Policy Review. Center for Agricultural and Rural Development, Iowa State University, Winter 2015.
46. Jacobs, K. and C. Hart, “Cooperative Grain Margins and Implications of Crop Price Movements and Market Inverses.” Ag Decision Maker Newsletter, Iowa State University, December 2014.
47. Kenkel, P. and D. Shideler, “Economic Impact of Rural Cooperatives On the Oklahoma Economy: Staff paper, Oklahoma State University, AE15008 October 2015
48. Ouedraogo, Frederic B. and Phillip Kenkel, Benchmarking the Fertilizer and Crop Protectant Application Activities of Agricultural Cooperatives, Selected paper, Southern Agricultural Economics Association, Atlanta Georgia, Feb. 2, 2015,
49. Kenkel, P. “Enterprise Risk Management: Insights from 10 Case Study Cooperatives”, presentation Oklahoma Agricultural Cooperative CEO and Board Retreat, Santa Fee New Mexico, July 21, 2015
50. Kenkel, P. and M. Boland, “Governance Implications of Higher Levels of Unallocated Equity” NCERA-210 2015 Annual Meeting, Minneapolis MN, 11-4-2015
51. Kenkel, P. Profit Distribution in Agricultural Cooperatives 2015 WAEA/AAEA Annual Meetings, San Francisco CA, July 28, 2015
52. Cook, M.L. and Su Ye, “Price Stability and Economic Sustainability – Achievable Goals? A Case Study of Organic Valley”, American Journal of Agricultural Economics, 97(2): 635-651, 2015.
53. Cook, M.L., “Conceptual Framework: Complex Tree”, CHS Board of Directors Meeting, Minneapolis, MN, January 8-9, 2015
54. Cook, M.L., "Enhancing Development Effectiveness through Cooperative Agribusiness Workshop", USAID, Washington, DC, January 12-13, 2015
55. Cook, M.L., “Clean Slate: From the Beginning”, CHS Senior Management Meeting, San Juan, Puerto Rico, February 18-21, 2015
56. Cook, M.L., “Brief Cooperative Governance Overview”, Wheat Growers Cooperative Senior Management Meeting, Aberdeen, SD, February 2-4, 2015
57. Cook, M.L., “Executive Education Informing Development Training”, U.S. Agency for International Development, Washington, DC, May 7, 2015

58. Cook, M.L., "Cooperative Endowed Chairs: Pros and Cons", Coop de France, Paris, France, May 26, 2015
59. Cook, M.L., "Agricultural Cooperatives: Challenges and Opportunities for a Better World", ICA International Research Conference, AgroParisTech, Paris, France, May 27-30, 2015
60. Cook, M.L., "Life Cycle Framework Basics: Background for Agricultural Cooperative Researchers Workshop", ICA International Research Conference, AgroParisTech, Paris, France, May 27-30, 2015
61. Cook, M.L., "The Role of Organizational Balance in the Agricultural Sustainability Food Distribution System: What Are The Prospects?: Issues for Cooperatives", ICA International Research Conference Round Table, AgroParisTech, Paris, France, May 27-30, 2015
62. Iliopoulos, C. and M.L. Cook, "Managing Ownership Costs During the Life Cycle of Agricultural Cooperatives", ICA International Research Conference, AgroParisTech, Paris, France, May 27-30, 2015
63. Francesconi, N. and M.L. Cook, "The Cooperative Life Cycle Framework Validity, Applicability and Usability in Rural Africa", ICA International Research Conference, AgroParisTech, Paris, France, May 27-30, 2015
64. Cook, M.L., C. Iliopoulos, F. Chaddad, and N. Francesconi, "Life Cycle in Agricultural Cooperatives", ICA Research International Conference, AgroParisTech, Paris, France, May 27-30, 2015
65. Cook, M.L., "UFA: Informing its Future by Knowing its Past", UFA Senior Management Meeting, Alberta, Canada, June 8-9, 2015
66. Cook, M.L., "Literature Differences in Analyzing Cross Country Group Action", Nairobi, Kenya, June 20, 2015
67. Cook, M.L., "Comparison of Meru and Limuru Dairy Cooperatives", Meru, Kenya, June 24, 2015
68. Learning and Training Tool for Understanding Worker Cooperative Finances  
Lynn Pitman, October 2015
69. Directors' Roundtable: Peer-to-Peer Interactive Learning Forum August 2015  
Anne Reynolds facilitated an interactive forum for a diverse group of cooperative board leaders on board roles, meeting and strategic planning, CEO reviews and succession planning
70. Revolving Patron-Member Equity in Cooperatives: Obligations and Expectations  
Lynn Pitman, August 2015

71. Successful Cooperative Ownership Transitions: Case Studies on the Conversion of Privately Held Businesses to Worker Cooperatives  
Anne Reynolds, Courtney Berner May, 2015
72. National Council of Farmers Cooperatives Annual Meeting—February, 2015  
Anne Reynolds delivered training to co-op directors about board evaluation at the NCFC annual meeting.
73. Farmer Co-op Conference: Demand for sustainably produced foods among key issues confronting co-op leaders Rural Cooperatives Magazine, Lynn Pitman, January/February 2015.
74. Russell, Levi A. and Brian C. Briggeman, “Distributing Patronage Income Under Differing Tax Rates and Member Risk Preferences,” *Journal of Cooperatives*, 29(2014): 27-49
75. Russell, Levi and Brian C. Briggeman, “Distributing Patronage Income Under Differing Tax Rates and Member Risk Preferences,” 2015 Annual Meeting of the Agricultural and Applied Economics Association, San Francisco, CA
76. Newman, Claire and Brian C. Briggeman, “Cooperative Earns, Turns, and Leverage: The DuPont Profitability Model,” ACCC Fact Sheet Series, July 2015
77. Briggeman, B.C., “What is a Co-op?,” KFSA Academy, Wichita, Kansas, August 2015
78. Briggeman, B.C., “Co-op Education and Research Update,” K-State Symposium on Cooperative Issues, Manhattan, Kansas August 2015
79. Briggeman, B.C., “Equity Redemption Strategies,” Emerging Leaders: Building a Cooperative Finance Foundation, Manhattan, Kansas, July 2015
80. Briggeman, B.C., “Patronage Income Distribution Policy,” Emerging Leaders: Building a Cooperative Finance Foundation, Manhattan, Kansas, July 2015
81. Briggeman, B.C., “The Importance of Cash Flow,” Emerging Leaders: Building a Cooperative Finance Foundation, Manhattan, Kansas, July 2015
82. Briggeman, B.C., “Building and Analyzing Cooperative Financial Statements,” Emerging Leaders: Building a Cooperative Finance Foundation, Manhattan, Kansas, July 2015
83. Briggeman, B.C., “Thinking Like a CFO,” Emerging Leaders: Building a Cooperative Finance Foundation, Manhattan, Kansas, July 2015
84. Briggeman, B.C., “Financial Drivers Facing Cooperatives,” Emerging Leaders: Building a Cooperative Finance Foundation, Manhattan, Kansas, July 2015
85. Briggeman, B.C., “Cooperatives Finance Workshop,” Kansas Cooperative Summer Intern Training, July 2015

86. Briggeman, B.C., "Cooperatives 101," Kansas Cooperative Summer Intern Training, July 2015
87. Briggeman, B.C., "Distributing Patronage Income Under Differing Tax Rates and Member Risk Preferences," National Society of Cooperative Accountants, Wichita, Kansas, June 2015
88. Briggeman, B.C., "Analyzing Farm Profitability via the DuPont Profitability Model," Kansas Farm Management Association Economist Training, Salina, Kansas, May 2015
89. Briggeman, B.C., "Macroeconomic Outlook," Kansas Farm Management Association Economist Training, Salina, Kansas, May 2015
90. Briggeman, B.C., "Agricultural Outlook for 2015," Mid-Kansas Credit Union, Moundridge, Kansas, March 2015
91. Briggeman, B.C., "Cooperatives 101," Team Marketing Alliance Program Associate Training, Manhattan, Kansas, March 2015
92. Briggeman, B.C., "Distributing Patronage Income Under Differing Tax Rates and Member Risk Preferences," CoBank Research Forum, Scott City, Kansas, February 2015
93. Briggeman, B.C., "Distributing Patronage Income Under Differing Tax Rates and Member Risk Preferences," CoBank Research Forum, Salina, Kansas, February 2015
94. Briggeman, B.C., "Cooperative Finance," Land O'Lakes LEAP for Cooperative Leaders, West Lafayette, Indiana, February 2015
95. Briggeman, B.C., "Fundamentals of Cooperatives," Women Managing the Farm Conference, Manhattan, Kansas, February 2015
96. Briggeman, B.C., "A Financial Model You Can Use: The DuPont Financial Model," AgRisk Solutions Customer Meeting, Manhattan, Kansas, February 2015
97. Briggeman, B.C., "Nonqualified Distributions in Farmer Cooperatives," Two Rivers Co-op Board Meeting, Arkansas City, Kansas, January 2015
98. Briggeman, B.C., "Starting a Food Hub Cooperative," Douglas County Extension Meeting, Olathe, Kansas, January 2015

**Impact Statements:**

1. Education of cooperative boards of directors improved through jointly organized education programs conducted by NCERA members. Various members collaborated to conduct workshops in California, Colorado, Indiana, Iowa, Kansas, Michigan, Missouri, Montana, Ohio, Oklahoma, Texas, and Wyoming. The programs focused on strategic thinking, finance, governance, and mergers.

2. Members' teaching, research and extension activities contributed to understanding challenges facing cooperatively owned agricultural business organizations and finding feasible solutions to such challenges. Articles, monographs, and presentations at professional meetings, webinars, and workshops by NCERA 210 members are extremely useful to educators, professionals who provide technical assistance or advice to cooperatives.
3. Research proposals regarding cooperatives were facilitated by members (see accomplishments).
4. Committee members are contributing to the peer-reviewed journal, Journal of Cooperatives, under the editorship of the NCERA-210 member Dr. Phil Kenkel.