

APPENDIX D
SAES-422
Format for Multistate Research Activity
Accomplishments Report

Project/Activity Number: NCERA-210

Project/Activity Title: Improving the Management and Effectiveness of Cooperatively Owned Business Organizations

Period Covered: November 2016 – November 2017

Date of This Report: December 1, 2017

Annual Meeting Date(s): November 1, 2017

Participants: See participants in annual meeting minutes, which are available at:
<https://sites.google.com/site/nceracooperatives/meeting>

Brief summary of minutes of annual meeting: Annual meeting minutes are available at:
<https://sites.google.com/site/nceracooperatives/meeting>

Accomplishments: Provided below are the committee's stated objectives as well as a summary of the participants' engagement in pursuing objectives 1 and 2, grouped by broader thrust. The NCERA-210 objectives 3, 4 and 5 are not undertaken by any one individual, but pursued by virtue of maintaining a cohesive and active group of participants who pursue joint activities that meet the project's stated objectives 1 and 2.

Objective 1: The overall objective of NCERA-210 is 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: Provide annual opportunities for interaction between and among academics, cooperative management, cooperative boards of directors, and government researchers by conducting an annual research forum, conducting periodic webinars, and involvement with the Cooperatives Community of Practice on eXtension. These efforts will communicate ongoing research on cooperatives, identifying research issues, organizing research teams and extend completed research to the broader cooperative community.

Objective 3: Encourage and support research on the cooperative business model including interdisciplinary by agricultural economists, rural sociologists and business college faculty. Interaction will be encouraged through publication and support of the Journal of Cooperatives, invitations to annual forums, communication of the NCERA-210 web page and listserv, interaction with the Cooperatives Community of Practice on eXtension, participation in cooperative research projects and other methods.

Objective 4: Foster communication and coordination among participants through the NCERA-210 web page and electronic listserv, periodic webinars, joint efforts with the Cooperative Community of Practice in eXtension and other methods.

Objective 5: Coordinate with other national research projects, industry conferences and complementary groups such as WERA-72, NE-165, Farmer Cooperatives Conference, Cooperatives Community of Practice on eXtension, and the National Council of Farmer Cooperatives.

Accomplishments:

General Training and Workshop for Cooperative Managers and Directors

Michael Boland, together with CoBank and California Center for Cooperatives, conducted educational training to 47 cooperative directors using case studies to highlight cooperatively owned business nuances impacting governance, finance, and strategy decision-making.

Michael Boland, together with Phil Kenkel, conducted educational training to 45 cooperative directors in South Dakota and Minnesota. Topics were governance, finance, and strategy.

Michael Boland conducted 5 meetings in Minnesota to cooperative employees and directors totaling 210 people.

Michael Boland conducted an employee and director meeting in Washington for 65 cooperative employees and directors.

Brian Briggeman participated in a research seminar “Macroeconomic and Global Impacts on Agribusiness and Farmers” at Stellenbosch University, Stellenbosch, South Africa.

Brian Briggeman held a CEO Roundtable for Cooperative Managers in Kansas City, Missouri. This 3-day roundtable conference is sponsored by CoBank and attended by some of the largest grain marketing and farm supply cooperative CEOs and CBOs. Attendees come from multiple states and Michael Boland at the University of Minnesota helps with organizing the conference. In 2017, 36 attendees came from 10 states to discuss current issues facing cooperatives and to network with their peers.

Brian Briggeman held a CFO Roundtable for Cooperative Managers in Kansas City, Missouri. This 2-day roundtable conference is sponsored by CoBank and attended by some of the largest

grain marketing and farm supply cooperative CFOs. Attendees come from multiple states and Michael Boland at the University of Minnesota helps with organizing the conference. In 2017, 26 attendees came from 6 states to discuss current issues facing cooperatives and to network with their peers.

Brian Briggeman conducted the K-State Symposium on Cooperative Issues held in Manhattan, Kansas. A total of 84 attendees from Kansas came together to discuss current issues in agriculture for 1 day.

Michael Cook was Cooperative Leader Host: CHS Inc., University of Missouri, Columbia, MO, April 19-20, 2017

Michael Cook was Cooperative Leader Host: Ocean Spray Cranberries, University of Missouri, Columbia, MO, April 27, 2017

Michael Cook delivered Program: "GICL Summer Institute", University of Missouri, Columbia, MO, May 15-18, 2017

Michael Cook was Executive in Residence Host: Mark Fenner, CEO, MFA Oil Company, University of Missouri, Columbia, MO, March 23, 2017

Keri Jacobs conducted a Director Training, Phase 2 at Iowa Institute for Cooperatives, Cedar Falls, Iowa. January 27, 2017.

Keri Jacobs conducted a Director Training, Phase 1 at Iowa Institute for Cooperatives, Cedar Falls, Iowa. January 26, 2017.

Keri Jacobs conducted a Director Training, Phase 3 at Iowa Institute for Cooperatives, Storm Lake, Iowa. January 25, 2017.

Keri Jacobs conducted a Director Training, Phase 2 at Nebraska Cooperative Council, Kearney, Nebraska. January 6, 2017.

Keri Jacobs conducted a Director Training, Phase 3 at Nebraska Cooperative Council, Kearney, Nebraska. January 5, 2017.

Keri Jacobs presented, "Cooperative Profit and Equity Management Models", at Mid-Iowa Cooperative CEO and Board Roundtable, Conrad, Iowa. March 9, 2017.

Keri Jacobs presented at Board Presidents Conference, Iowa Institute for Cooperatives, Ankeny, Iowa. February 21, 2017.

Phil Kenkel presented, “Overview of Cooperative Finance”, at 2017 Agricultural Cooperative Directors and Executives Leadership Training Program, California Center for Cooperative Development, Sacramento California, January 26, 2017.

Phil Kenkel presented, “Balance Sheet Management”, at 2017 Agricultural Cooperative Directors and Executives Leadership Training Program, California Center for Cooperative Development, Sacramento California, January 26, 2017.

Phil Kenkel presented, “Profit Distribution”, at 2017 Agricultural Cooperative Directors and Executives Leadership Training Program, California Center for Cooperative Development, Sacramento California, January 26, 2017.

Phil Kenkel presented, “Equity Management Strategies”, at 2017 Agricultural Cooperative Directors and Executives Leadership Training Program, California Center for Cooperative Development, Sacramento California, January 26, 2017.

Gregory McKee conducted a Director Certification Program, Phase 4, “Cooperative Boards and Management”, at Nebraska Cooperative Council, January 6, 2017

Gregory McKee and Keri Jacobs conducted a Director Certification Program, Phase 1, “Co-op 101 and Director Basics”, at Iowa Institute for Cooperatives, January 26, 2017.

Gregory McKee presented at Nebraska Managers Association, March 7, 2017 and September 12, 2017.

Gregory McKee presented to Board of Directors at Country Partners Cooperative, August 28, 2017.

Co-op Business Model Training for Employees and Students

Michael Boland taught LAW 6807 Cooperatives and Collective Entrepreneurship: Law, Policy and Practice to 22 graduate students and two sections of APEC 3840 Agricultural Cooperatives to 77 undergraduate students.

Brian Briggeman held a workshop “Emerging Leaders: Building a Cooperative Finance Foundation”, a 2-day program for cooperative employees in Manhattan, Kansas. In 2017, the workshop had a total of 31 attendees from 6 states. CoBank sponsored this program.

Brian Briggeman held a workshop “Emerging Leaders: Building Trusted Relationships”, a 2-day program for cooperative employees held in Manhattan, Kansas. In 2017, this workshop had a total of 23 attendees from 5 states. CoBank sponsored this program.

Brian Briggeman developed and taught an online course on cooperatives at Kansas State University titled, Cooperative Management. A total of 26 students took the course. Multiple videos were created that engaged cooperative industry leaders. This course will be taught for multiple years to come.

Keri Jacobs made a presentation “Economic Trade-offs of Agricultural Consolidation” for the Farmer Cooperatives Conference, St. Paul, Minnesota, November 3, 2017.

Keri Jacobs made a presentation “Consolidation Trends among Ag Co-ops” for the Nationwide Board Council Meeting on Economics and Agriculture, Des Moines, Iowa, June 8, 2017.

Keri Jacobs held a workshop “Governance Basics and Leadership Roles” for the Western Iowa Dairy Alliance, Sheldon, Iowa. April 5, 2017.

Keri Jacobs made a presentation “Cooperative Challenges and Pressure on Leadership” at the Master of Agribusiness’s Cooperative Symposium, Texas A&M University, College Station, Texas. March 31, 2017.

Phil Kenkel presented, “Board Leadership”, CHS, Young Leaders Program, Las Vegas, Nevada, February 8, 2017.

Phil Kenkel presented, “Why is Education a Cooperative Principle?”, at Texas A&M Cooperative Symposium, March 31, 2017.

Gregory McKee and Keri Jacobs presented “History of Cooperatives” to Iowa Institute for Cooperatives at Summer Intern Program, July 6, 2017.

Gregory McKee gave remarks at the Annual Meeting of Battle Creek Cooperative, Norfolk, NE, March 2, 2017.

Gregory McKee, John Park and Keri Jacobs presented “Cooperative Governance: Strategy and Stakeholders” to Texas A&M Masters of Agribusiness at Cooperative Symposium, March 31, 2017.

Gregory McKee presented at a selected paper “Learning Style and Classroom Community Preference by Delivery Mode” at the Annual Meeting of North American College Teachers of Agriculture, June 28 – July 1, 2017.

Gregory McKee, Nebraska Cooperatives field trip experience, March 23-24, 2017

Gregory McKee and Keri Jacobs participated in the 2017 American Applied Economics Association Case Study Competition, “Transactions Costs and Governance Structures: The Case of Great Lakes Cooperative and Green Plains Renewable Energy”, July 30-31, 2017

Todd Schmit taught Cooperative Business Management, AEM 2230. The enrollment in Spring 2017 was 24. The course covered an evaluation of the fundamental principles, structure, finance, management, and governance associated with the cooperative organization, with a focus on agricultural cooperatives. Analyses of the cooperative business organization within the modern economy are emphasized through a mix of lectures, guest speakers, case study discussions, and engaged learning projects with actual cooperatives. Funding support: Cooperative Education and Leadership through Experiential Learning, T.M. Schmit (Principal Investigator), R. Severson, Engaged Cornell, Cornell University, 10.01.17 – 09.30.18, \$5,000.

Performance, Profitability, and Finance and Equity Considerations for Cooperatives

Keri Jacobs presented “Pressing Issues of Ag Cooperatives and Their Producer-Members” at Pro-Ag Meeting on Management Options for Lenders and Agribusinesses, Iowa State University Extension and Outreach, Fort Dodge and Mason City, Iowa, November 16-17, 2017.

Jeffrey Royer completed a model of an agricultural cooperative financed by a combination of noncash patronage refund allocations and unallocated retained earnings that can be used to identify financing strategies that may increase the present value of the after-tax cash flow received by members given the values of variables such as the rate of return on equity, equity growth rate, member discount rate, and member and cooperative marginal income tax rates.

Jeffrey Royer completed the development of a framework cooperatives can use to determine a cost of equity capital that properly accounts for opportunity costs.

Jeffrey Royer constructed a model that can be used to determine a cooperative’s optimal equity position given its rate of return on capital and average interest rate. Began working on the acquisition of a dataset that can be used to analyze the relationship between a cooperative’s financial structure and its ability to retire member equity.

Keri Jacobs presented “Cooperative Performance Study and Equity Options” at StateLine Cooperative Board Strategic Planning Session, Des Moines, Iowa. January 18, 2017.

Other Extension and Outreach Presentations to Cooperatives and Associations

Keri Jacobs taught a webinar “Co-op 101: Does the Co-op Model Fit Your Needs?” at Iowa Farmers Union, Ames, Iowa, March 20, 2017.

Keri Jacobs recorded Ag Decision Maker video “Co-op 101: Historic Foundations” in collaboration with Iowa Institute for Cooperatives, February 2017.

Keri Jacobs recorded Ag Decision Maker video “Co-op 101: Ownership and Governance” in collaboration with Iowa Institute for Cooperatives, February 2017.

Keri Jacobs recorded Ag Decision Maker video “Co-op 101: How Cooperatives Differ” in collaboration with Iowa Institute for Cooperatives, February 2017.

Keri Jacobs recorded Ag Decision Maker video “Co-op 101: Economic Benefits” in collaboration with Iowa Institute for Cooperatives, February 2017.

Keri Jacobs recorded Ag Decision Maker video “Co-op 101: Benefits to Employees” in collaboration with Iowa Institute for Cooperatives, February 2017.

Keri Jacobs presented “Cooperative Leadership and Governance: Who Is Responsible?” at 4th Annual Meeting and Expo, Iowa Communications Alliance, Des Moines, Iowa, March 7-8, 2017.

Keri Jacobs presented, “Iowa’s Ag Cooperatives: What’s Now”, at Nevada Rotary Club’s Urban Rural Day, Nevada, Iowa, March 1, 2017.

Gregory McKee gave Ask an Expert response, November 6, 2017

Others Activities and Engagements, including Cooperative Centers and State Associations

Michael Cook was Elected to Scientific Advisory Committee of 2018 International Cooperative Alliance Research Conference, Netherlands, September 27, 2017

Michael Cook presented “The Future of Cooperatives”, National Council of Farmer Cooperatives Annual Meeting, Fort Lauderdale, FL, February 16, 2017

Michael Cook presented “Trends in Patron Owned Entities”, University of Missouri, Agriculture Business Specialists, Columbia, MO, February 23, 2017

Michael Cook presented “A Diachronic View of Ocean Spray”, Keynote Address, Ocean Spray Annual Meeting, Carlsbad, CA, February 27, 2017

Michael Cook presented “The Importance of Critical Thinking for Cooperative Leaders”, Land O’Lakes Annual Meeting, Minneapolis, MN, February 28, 2017

Michael Cook presented “Longevity at Organic Valley”, Keynote Address, CROPP Cooperative Annual Meeting, La Crosse, WI, March 23, 2017

Michael Cook presented “The Role of Trust in Cooperative Boards”, Missouri Institute of Cooperatives Annual Meeting, Columbia, MO, March 28, 2017

Michael Cook presented “Why Cooperatives Exist”, DFA Young Cooperators Conference, Kansas City, MO, August 8, 2017

Michael Cook presented at Workshop: “Cooperative Survival”, Organic Valley Stewardship Forum, Cashton, WI, November 14, 2017

Keri Jacobs presented “Insights for Improved Participation in the Delivery of Corn Stover to Cellulosic Ethanol Plants”. American-Made BioEnergy from Field to Refinery: Feedstock Logistics, a Council on Food, Agricultural and Resource Economics (C-FARE) and Office of Chief Economist, USDA event. National Press Club, Washington, D.C. February 17, 2017.

Keri Jacobs moderated a session “The Future of Cooperatives” at the Annual Meeting of National Council of Farmer Cooperatives, Fort Lauderdale, Florida. February 16, 2017.

Keri Jacobs presented “Cooperative Leadership and Governance: Who Is Responsible?” at Iowa Association of Electric Cooperatives’ Iowa Directors’ Update, West Des Moines, Iowa, February 2, 2017.

Keri Jacobs presented “Consolidation and Competition in Ag: Are These Game Changers?” at the Annual Meeting of Iowa Chapter of American Society of Farm Managers and Rural Appraisers’, Ames, Iowa, February 1, 2017.

Phil Kenkel worked with NCERA-210 member Todd Schmidt in a feasibility study for a Rural Broadband Cooperative in Northeastern New York.

Gregory McKee participated in a radio broadcast, KRVN, May 5, 2017.

Roberta Severson, Extension Associate, and Director of the Cornell Cooperative Enterprise Program elected as Chair of the National Association of Cooperative Councils.

Todd Schmit. Impacts of Food Hubs & Other Local Food Efforts: A Research Perspective. Invited panelist for 2017 Community Development Institute, hosted by Community and Regional Development Institute (CaRDI), Cornell University, Ithaca, NY. 29 September 2017.

Northeast Cooperative Council Annual Meeting & Leaders Forum, Syracuse, NY, 02 March

2017. Investigated contemporary issues of cooperative finance and governance for northeast agricultural cooperatives. Over 150 attendees, including directors, managers, cooperative service providers, students and faculty.

The University of Wisconsin's Center for Cooperatives (UWCC) hosted the 20th Annual Farmer Cooperatives Conference. The conference featured speakers who presented on current issues affecting agricultural cooperatives to academics, researchers, cooperative business leaders, and policy makers. NCERA-210 member Brent Hueth is Faculty Director of the UWCC.

Impacts 2017

Grants and Contracts

Todd Schmit received a grant for the project "Feasibility Parameters for Rural Broadband Cooperatives" Slic Network Solutions via Franklin County, USDA Rural Development, Rural Business Development Grant (RBDG). Project duration: February 16, 2016-August 1, 2018. Award amount: \$18,500.

Sanja Zivkovic received a grant for the project "The Impact of the Relational Trust on Performance and Leadership of Agricultural Cooperatives" from Purdue University Center for Food and Agricultural Business. Project duration: September 1, 2017 to August 31, 2018. Award amount: \$44,387

Principal Investigator: Sanja Zivkovic, Assistant Professor in the Department of Agricultural and Applied Economics at Texas Tech University

Co-PI: Kishor Luitel, Assistant Professor in the Department of Agriculture at Angelo State University

Activities: Introduce the research project, collect data, and disseminate the results to members, directors and managers of cooperatives at the Texas Agricultural Cooperative Council (TACC) conference in March 2018. The participants will be provided a paper version of the survey with a three-day period to fill it out and turn it in. To increase the response rate, an online Qualtrics survey will be sent to members, directors and managers who do not attend the conference. With assistance of Mr. Tommy Engelke, Executive Vice President of TACC, general managers of all agricultural cooperatives in Texas will be emailed and provided information about the study. They will be asked to forward the link to the survey to all members of their cooperatives.

Milestones: The research project aims to understand the factors that affect trust and members' attitudes and behaviors and determine whether there is members' trust or mistrust towards the board and managers among existing 177 agricultural cooperatives in Texas. The study aims to address perception and expression of trust internally, within members, board of directors and managers in agriculture cooperatives. Furthermore, it will be examined whether trust affects financial performance and leadership of these cooperatives. Findings of the study will help cooperatives and academy better understand the ways in which trust impacts decisions and relationships in these unique types of agribusinesses.

Todd Schmit received a grant “Economic Impacts of Agricultural Cooperatives in New York State”. Funding for “Measuring the Economic Contribution of New York Cooperatives to the New York State Economy”. USDA, NIFA Smith-Lever Project. Project duration: October 10, 2014-September 30, 2017. Award amount: \$45,000. Involves T.M. Schmit, R. Severson, and F. Tamarkin (undergraduate research scholar).

Todd Schmit and Roberta Severson organized Future Cooperative Leaders Conference, July 11-13, 2017. Over 40 attendees including future cooperative leaders, directors, educators, cooperative management and university students. Conference seminars covered the topics in cooperative finance, governance, and strategy. The conference included case study evaluations, interactive discussions, and farm/cooperative tours. Funding support: Future Cooperative Leaders Extension Education. Applied Economics and Management, Cornell University, Warren Teaching Endowment, 07.01.17 – 06.30.18, \$4,200.

Summary of Programs with Long-Term Impacts

1. Education of cooperative boards of directors improved through jointly organized education programs conducted by NCERA members in multiple states, including California, Colorado, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Montana, Ohio, Oklahoma, South Dakota, Texas, Washington, and Wyoming. The programs focus on strategic thinking, finance, governance, and mergers and helps boards make more informed decisions in a complex environment.
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. These activities address problems related to the member provision of equity capital in cooperatives in an effort to improve the quality of decision making by cooperatives, thereby helping them to enhance their financial condition and the profitability of their members.
4. Developing methods cooperatives can use to determine the cost of equity capital while properly accounting for opportunity costs and to determine their optimal equity positions can help cooperatives lower total capital costs, avoid overinvestment in assets, and encourage the timely retirement of member equity. Identifying conditions under which unallocated retained earnings from patronage business may provide an advantageous source of equity can increase awareness of this strategy and raise the present value of the cash flows members receive from their cooperatives. This in turn can help enhance the value of patronage refunds to members, decrease member cash flow problems, and make cooperatives more attractive to potential

members.

5. NCERA 210 members continue to pursue and share research at national and regional meetings, and collectively develop new materials and platforms for dissemination of research.
6. Committee members are contributing to the peer-reviewed journal, *Journal of Cooperatives*, under the editorship of the NCERA-210 member Dr. Phil Kenkel.

Publications in 2017

Journal and Refereed Articles

Briggeman, B.C., K.L. Jacobs, P. Kenkel and G. McKee. "Current Trends in Cooperative Finance." *Agricultural Finance Review* 76(2016): 402-410.

Katchova, A.L. and M.C. Ahearn. "Farm Entry and Exit from U.S. Agriculture." *Agricultural Finance Review* 77, 1(2017), 50-63.

McKee, G. and A. Kagan. "Community Bank Structure, An X-efficiency Approach", *Review of Quantitative Finance and Accounting*. In Press.

McKee, G. and A. Kagan. "The Effect of the Dodd-Frank Act on Non-Metro Cooperative Lenders", *Studies in Economics and Finance*. In Press.

McKee, G. and K. Jacobs. "Governance Structures and the Value of the Firm: The Case of Great Lakes Cooperative and Green Plains Renewable Energy", *Journal of Cooperatives*. In Press.

*Li, Z., D. Hayes, K. Jacobs. 2017. "The Weather Premium in the U.S. Corn Market." *Journal of Futures Markets* DOI: 10.1002/fut.21884

Secor, W. and M.A. Boland. "Entry and Exit Patterns in Corn-Ethanol Plants." *American Journal of Agricultural Economics* 99 (2): 524-531.

Royer, Jeffrey S. 2017. Financing agricultural cooperatives with retained earnings. *Agricultural Finance Review*, 77(3):393-411.

Russell, L., B.C. Briggeman, and A.M. Featherstone. "Financial Leverage and Agency Costs in Agricultural Cooperatives." *Agricultural Finance Review* 77(2017): 312-323.

Zivkovic, S., D. Hudson, P.N. Johnson, and J.L. Park. 2017. "The Impact of Managerial

Behavior on Financial Performance of Agricultural Cooperatives.” *Journal of Cooperatives* 32 (2): 1-22.

Other Publications, Posters, Abstracts, Proceedings, and Academic Presentations

Briggeman, B.C. “Farmers’ Perceptions of Building Trust.” *Purdue Food and Agribusiness Quarterly Review*, January 2017.

Cook, Michael: “Vaguely Defined Property Rights in Service Cooperatives”, Workshop at AgriFood Academy, Wageningen, Netherlands, April 4-9, 2017

Cook, Michael “Tinkering as a Measurable Behavioral Variable”, Overseas Cooperative Development Council Enhancing Development through Cooperatives Workshop, Washington, DC, April 25, 2017

Cook, Michael “Perspectives of Cooperatives in Supply Chain Organization”, Keynote Address, AgroParisTech Sustainable Demand-Supply Chain Symposium, Paris, France, June 1, 2017

Cook, Michael “Trends in Cooperative Reorganization”, Plenary Session, ICA Global Research Conference, University of Stirling, Stirling, Scotland, June 21, 2017

Cook, Michael “New Thinking on Cooperatives and Governance: The Emergence of Non-Corporations--A Transaction Cost and Varieties of Capitalism View of Cooperative Opportunities,” ICA Global Research Conference, University of Stirling, Stirling, Scotland, June 23, 2017.

Cook, Michael “Contributions of Fabio Chaddad to Cooperative Research”, European Association of Agricultural Economists Annual Meeting Pre Conference Symposium on Sustainable Cooperatives, Parma, Italy, August 27, 2017

Cook, Michael “Governing the Marketing Cooperative: Challenges of Balancing Demand and Supply”, European Association of Agricultural Economists Annual Meeting, Parma, Italy, August 31, 2017

Cook, Michael “Curso del Instituto de Liderazgo Cooperativo”, University of Almeria, Almeria, Spain, September 5-8, 2017

Cook, Michael “Evolution of Agricultural Cooperative Organizational Structure in the U.S.”, ‘Organization and Governance Strategies for Cooperatives in the Light of New Challenges: The Case of USA and EU Cooperatives”, CEGEA, Universidad Politecnica de Valencia, Valencia, Spain, September 10, 2017

Cook, Michael “Evolving Cooperative Strategies”, World Bank-Virginia Tech Entrepreneurship and Collective Action in International Development Workshop, Blacksburg, VA, October 13, 2017

Cook, Michael “An Examination of New Generation Cooperatives in the Upper Midwest: Do Producer Owned Organizations Have a Future in Value Added Industries?”, NCERA-210 Annual Meeting, St. Paul, MN, November 1, 2017

Jacobs, K. “Ag Cooperatives Consolidating, Too.” *AgriMarketing*, April 2017, pages 16 - 18.

Jacobs, K. “Evaluating a Company’s Financial Position before Selling Grain on Deferred Price Contracts.” Iowa State University Extension and Outreach, Publication FMR 1893, October 2017. <https://store.extension.iastate.edu/product/15305>

Jacobs, K., Ginder, R. “Condominium Grain Storage.” *Ag Decision Maker*, File A2-36, September 2017.

McKee, G. and A. Kagan. “The Effect of the Dodd-Frank Act on Non-Metro Cooperative Lenders”, *Banking and Financial Services Policy Report*, December 2017

McKee, G. “The Effect of the Dodd-Frank Act on Non-Metro Cooperative Lenders”, *Cornhusker Economics*, July 2017

McKee, G. “Changes in the World of Small community Banks”, *Cornhusker Economics*, February 2017

McKee, G. “NE Cooperatives Efforts on CEO Succession Planning”, UNL Department of Agricultural Economics, November 2017

McKee, G. “NE Young Farmer Attitudes toward Agricultural Cooperatives”, UNL Department of Agricultural Economics, November 2017

Kenkel P. and M. Boland “Implications of Equity Structures on Governance of Agricultural Cooperatives.” *The Cooperative Accountant*, Summer 2017

Plakias, Zoë T. (presenter), Rachael E. Goodhue and Jeffrey Williams. “Voting for Mandatory Agricultural Producer Organizations: Evidence from California.” Invited seminar,

Department of Agricultural Economics, Purdue University, February 2017

- Plakias, Zoë T. (presenter), Rachael E. Goodhue and Jeffrey Williams. "Voting for Mandatory Agricultural Producer Organizations: Theory and Evidence from California." Richardson-Applebaum Dissertation Award Seminar, Food Distribution Research Society Annual Meeting, October 2017
- Plakias, Zoë T. Richardson-Applebaum Award for Best PhD Dissertation from the Food Distribution Research Society, for dissertation entitled, "Mandatory Agricultural Producer Organization Referenda: Theory and Evidence."
- Royer, Jeffrey S. 2017. Adjusting the electric rate to accelerate equity retirement in rural electric cooperatives. *Cornhusker Economics*, March 8, 1-2
- Royer, Jeffrey S. 2017. Using unallocated retained earnings to finance agricultural cooperatives. *Cornhusker Economics*, September 20, 1-2
- Schmit, T.M. and R.M. Severson. 2017. "Exploring the Feasibility of a Rural Broadband Cooperative in Northern New York." EB 2017-05, Charles H. Dyson School of Applied Economics and Management, Cornell University. July.
- Schmit, T.M. and R. Severson. 2017. Exploring the feasibility of rural broadband cooperatives: an application in Northern New York. NCERA-210 Annual Meeting, St. Paul, MN, 1 November.
- Severson, R.M., T.M. Schmit, and P. Shin. 2016. "Opportunities for Food Hub Development in Northern New York – Executive Summary and Next Steps Forward. Charles H. Dyson School of Applied Economics and Management, Cornell University. June.
- Severson, R.M. and T.M. Schmit. 2015. "Building Success of Food Hubs through the Cooperative Experience – A Case Study Perspective." EB 2015-04, Charles H. Dyson School of Applied Economics and Management, Cornell University. April.