

Transitions in Cooperative Education: An Incomplete Agenda for the Future

ACE/CASC
University of Calgary
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TODAY'S AGENDA

Part I: What problem are you/we trying to solve?

Part II: The Incomplete Agenda

Part III: Lessons Learned

Transitions: What have I gotten myself into?





What problem are you (we) trying to solve?



METAPHORS, STORIES, & MODELS OF CHANGE

- *A Caravan on An Immense Journey* Loren Easley
- *An Intimate Guide to Humanity* Theodore Zeldin
- *A Mapmakers Dream* James Cowan
- *40 Chances* Howard G. Buffett
- *Men to Remember* Kenneth D. Ruble
- *Weavers of Dreams* David Thompson
- *Vice-President in Charge of Revolution* Murray Lincoln
- *Masters of Their Own Destiny* Moses Coady
- *Sharing My life* Harold Chapman
- *Building a Dream* Brett Fairbairn



Traveling together through time

Loren Easley: *A Caravan on an
Immense Journey*

Arthur Clarke: *2001: A Space Odyssey*

**“Behind every person now alive stands the
ghosts of thirty people, for that is the
number by which the dead outnumber the
living.”**



HOW LONG ON THE CARAVAN?

Human Life Expectancy by Era	Years at Birth*
<input type="checkbox"/> Upper Paleolithic	33
<input type="checkbox"/> Neolithic	20
<input type="checkbox"/> Bronze Age	18
<input type="checkbox"/> Classical Greece	20 - 30
<input type="checkbox"/> Classical Rome	20 - 30
<input type="checkbox"/> Pre-Columbian North America	25 - 35
<input type="checkbox"/> Early 20 th Century	30 - 40
<input type="checkbox"/> Current: World Average	70

* Source: Wikipedia July 12, 2009



THE CARAVAN....

At 5:05 AM Central Time on June 3, 2016:

7,426,882,254*

Each of them (us) needs food, water, clothing, shelter, clean air, access to medical care, a way to earn a living.

And they want to earn it doing meaningful work.

Each of us is one of them.

* Source: [World Population Clock](#)



Current World Population

7,413,354,276

[view all people on 1 page >](#)

TODAY

Births today

351,768

Deaths today

147,311

Population Growth today

204,457

THIS YEAR

Births this year

37,195,311

Deaths this year

15,576,382

Population Growth this year

21,618,929



COOPERATIVE EDUCATION: AN INCOMPLETE AGENDA FOR THE FUTURE

- 1. Build from the Principle of Co-op Education**
- 2. Develop the theory of co-op education**
- 3. Expand the research base for co-op educ.**
- 4. Connections with the educ. profession**
- 5. Collaborate for mutual benefit**



COOPERATIVE EDUCATION: AN INCOMPLETE AGENDA FOR THE FUTURE

- 6. Improve quality**
- 7. Accept the challenge of meeting both the economic and social goals of cooperative businesses**
- 8. Educate for global citizenship**
- 9. Educate for shared leadership**
- 10. Learn to innovate**



A CLASSIFICATION OF THE ANIMAL KINGDOMS:

From the *Celestial Emporium of Benevolent Knowledge*

An ancient Chinese encyclopedia

(Described in *New World New Mind* by Robert Ornstein and Paul Ehrlich)



ANIMALS CAN BE DIVIDED INTO CATEGORIES:

- **Those that belong to the emperor**
- **Embalmed ones**
- **Those that are trained**
- **Suckling pigs**
- **Mermaids**
- **Fabulous ones**
- **Stray dogs**



ANIMALS CAN BE DIVIDED INTO CATEGORIES: (CONTINUED)

- **Those that are included in this classification**
- **Those that tremble as if they were mad**
- **Innumerable ones**
- **Those that are drawn with a very fine camel-hair's brush**
- **Others**
- **Those that have a broken flower vase**
- **Those that resemble flies from a distance**



CO-OPS CAN BE DIVIDED INTO CATEGORIES:

(“Co-operative Innovation: Influencing the Social Economy (Revisited”) (ACE/CASC 2007)

- **Those that belong to the member**
- **Embalmed ones (non-innovators)**
- **Those that value education and training**
- **Suckling pigs**
- **Those that didn't de-mutualize**
- **Fabulous ones**



CO-OPS CAN BE DIVIDED INTO CATEGORIES

- **Stray dogs (Hybrids, LLC's, "Wyoming" Co-ops**
- **Those that still fit traditional classifications**
- **Those that are relevant**
- **Those that are trembling but we haven't noticed it**
- **Innumerable ones (voluntary organizations, non-profits)**
- **Those that resemble flies from a distance**



CO-OPS CAN BE DIVIDED INTO CATEGORIES:

- **Those with members**
- **Those with investors**
- **Those with members who are investors**
- **Those with investors who are not members**
- **Those with members who don't know it is a co-op**
- **Those with members who know it is a co-op but don't care**



CO-OPS CAN BE DIVIDED INTO CATEGORIES:

- **Those who will not be a co-op if members don't care**
- **Those in which it doesn't matter if members are involved**
- **Those that tremble when their members get mad**
- **Those that should tremble if members don't care enough to get mad**



CO-OPS CAN BE DIVIDED INTO CATEGORIES:

- **Those willing to take strategic risks, including trying new organizational forms when needed**
- **Those who are structured, financed, and managed to be able to compete successfully in their sector**
- **Those that do not do these things (embalmed ones)**



CO-OPS CAN BE DIVIDED INTO CATEGORIES:

- Those that invest in research on co-ops
- Those that invest in education on co-ops
- Those that support University Co-op Centers & Programs and Associations
- Those that would do measurably better if they did these things



CO-OPS CAN BE DIVIDED INTO CATEGORIES:

- **Those that would benefit if they had sent someone to Saskatoon (or now Calgary) to attend our fabulous conference**
- **Those that would be indifferent if they even knew we were meeting**
- **Those that might be interested in what we have to offer depending on where we go from here.**



III LESSONS LEARNED





What have I gotten myself into?



CO-OP EDUCATION CAN BE DIVIDED INTO CATEGORIES (YOU CAN DO BETTER THAN THIS!)

- **Weavers of Dreams**
- **Agencies**
- **Those that were NICE**
- **Lighted Schoolhouses**
- **Those who are awake**
- **Those who got Einstein's office**
- **Those that might violate the laws of physics**
- **Ducks**



III LESSONS LEARNED

- *An Intimate Guide to Humanity*
- *40 Chances*
- “More River”
- Sustainability: Remodeling
- “10 Friends” and visionary leaders
- Timing
- Margins
- Rules



LIGHTED SCHOOLHOUSES

“If the masses of the people have become, in a sense slaves, it is because they have not taken the steps or expended the effort necessary to change society....”

Moses Coady: *Masters of Their Own Destiny*, 1939



LIGHTED SCHOOLHOUSES

“This is their great mistake.

There is no standing still, and if the people do not take the means to advance themselves, they will surely slip backward.”

Moses Coady: *Masters of Their Own Destiny*, 1939



LIGHTED SCHOOLHOUSES

**“Let us take a lesson from the man
in whose window a light burns
late each night.”**

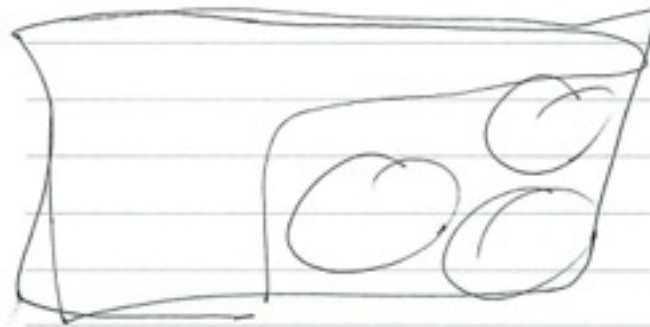
Moses Coady: *Masters of Their Own Destiny*, 1939





Wake him up

We don't want him to
miss this



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A CHALLENGE FOR COOPERATIVE EDUCATION

“If anyone should ask, what is the one thing that has made the greatest difference between failure and success of cooperatives in the United States, the answer is cooperative education”.

James Peter Warbasse, Problems of Cooperation, 1942



WARBASSE, (CONTINUED):

“There is a hazardous interval between the seed and the fruit. In the cooperative field, that interval is best protected by cooperative education.”

James Peter Warbasse, Problems of Cooperation, 1942



WARBASSE, (CONTINUED):

“Promotion, advertising, and salesmanship cannot be regarded as substitutes for education.”

James Peter Warbasse, Problems of Cooperation, 1942



WARBASSE, (CONTINUED):

“Education is a process and not a result. It is never given; it is only gotten. And one must keep on getting it or he loses what he has.”

James Peter Warbasse, Problems of Cooperation, 1942



SIX APPROACHES WE CAN TAKE...

1. Obey
2. Negotiate
3. Secret Garden
4. Learn
5. Talk
6. Be Creative



TIMING

“All of us, whether or not we are warriors, have a cubic centimeter of chance that pops out in front of our eyes from time to time.

The difference between an average man and a warrior is that the warrior is aware of this, and one of his tasks is to be deliberately waiting, so that when his cubic centimeter pops out he has the necessary speed, the powers, to pick it up.”

~ Carlos Castaneda, in *Journey to Ixtlan*





What lessons can we learn from visionary leaders

like Rod Nilsestuen, Ralph Morris and Elroy Webster?



***Rod
Nilsestuen***



***Ralph
Morris***



***Elroy
Webster***



Ralph K. Morris Foundation

Mission Statement

The Ralph K. Morris Foundation is a nonprofit corporation which provides development opportunities for emerging leaders expressing interest in applying and advancing the principles of cooperation, and in promoting farmland preservation, land stewardship and sustainability.



RALPH K. MORRIS FOUNDATION

- Origin Story
- Partnerships:
 - Over 1400 Scholarship Recipients
 - Elroy Webster Graduate Scholarships
 - Cooperative Network (Annual Leadership Symposium)
 - UWCC (Farmer Cooperatives Conference)
 - Cooperative Development Foundation (Hall of Fame)
 - NCFC and academic cooperative community
 - Expanded mission: Conservation and the Environment
 - UW River Falls & the Rod Nilsestuen Legacy Event



LEGACY ATTRIBUTES

Ralph, Elroy, and Rod were:

- Courageous practical visionaries
- Creative disciplined leaders with management skills
- Politically skilled in macro and micro situations
- Invested personally and professionally in the next generation
- Knowledgeable of the cooperative business model



SELF-FULFILLING PROPHECY

1. ***“I pretended to be what I wanted to be, and became that.”***

~ Cary Grant

2. ***“We are what we pretend to be, so we must be careful what we pretend to be.”***

~ Kurt Vonnegut, Jr.



SELF-FULFILLING PROPHECY

1. ***“Beware of what you want for you will get it.”***

~ Ralph Waldo Emerson

2. ***“I hate quotations.”***

~ Ralph Waldo Emerson



***“You have not done enough,
you have never done enough,
so long as it is still possible
that you have something of
value to contribute.”***

~ Dag Hammarskjold



“This is the answer when you are groaning under what you consider a burden and an uncertainty prolonged ad infinitum.”

~ Dag Hammarskjold



“Every blade of grass has an angel that bends over it and whispers, Grow, Grow.”

~ The *Talmud*



MY RULES FOR SELF-IMPROVEMENT:

- 1. Be Yourself. Always be yourself.**
- 2. Unless you are a jerk. Then it may be better to be someone else.**





MY RULES:

- 1. Get involved in things you cannot do alone.**
- 2. Get involved in things that you cannot complete in your own lifetime.**

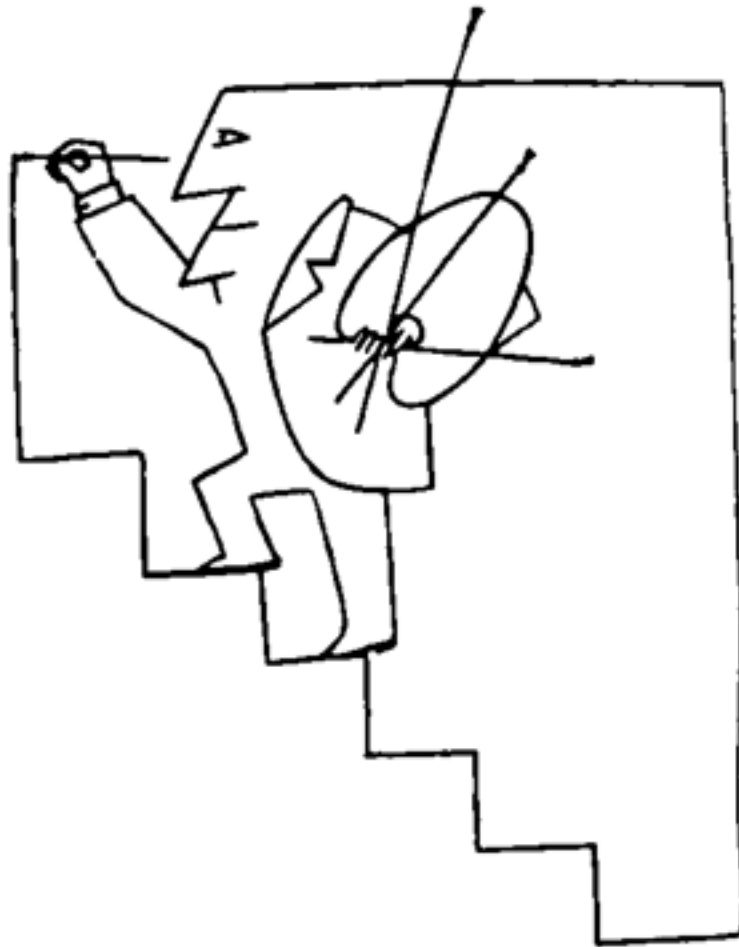




Saul Steinberg in My Search for Absolutes

Paul Tillich





Saul Steinberg in My Search for Absolutes

Paul Tillich



**“Ain’t it great to be part of
something so good that has
lasted so long.”**

~ Nitty Gritty Dirt Band



WHAT PROBLEM ARE YOU TRYING TO SOLVE?

“If you expect to see the final results of your work, you haven’t asked a big enough question.”

~ I. F. Stone

