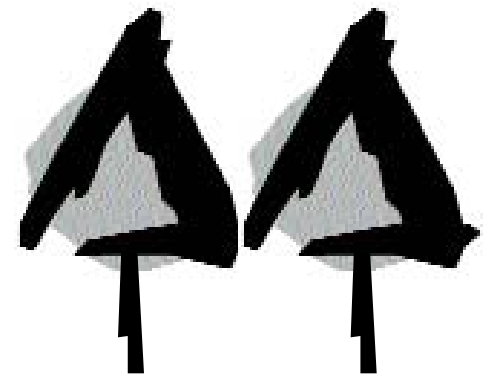


NORTH AMERICAN
STUDENTS OF COOPERATION
1999 ANNUAL REPORT



Vision

To achieve a socially and financially responsible North American cooperative economic sector for all people and organizations interested in applying the principles and practices of cooperation.

Mission

To further our vision through work with student cooperatives by providing resources, assisting development, and encouraging student cooperatives to continue active participation in the North American cooperative sector.

NASCO 1999 Annual Report

Building Economic Democracy in Campus Communities

A Letter From the Presidents

Dear Friends,

The campus cooperative movement was born of necessity. In the 1930s, the Great Depression reached into every facet of life—including education—and created a struggle for economic survival. Many students could no longer afford to stay in school and, as one co-op founder recalls, the rest "survived on the margins". When Toyohiko Kagawa made his now-famous speaking tours through North America with his message of cooperatives and economic self-help, he not only found a willing audience among University students; he helped to ignite the creation of a major international movement.

Today, housing cooperatives exist on over 175 campuses, bookstore co-ops exist on over 80 campuses, and there are student credit unions and worker co-ops at more than a handful of schools in Canada and the United States. The campus co-op sector's vision of a cooperative economy and our dedication to continuous expansion has truly made us a movement. Building on the strength of existing co-ops, we have relentlessly worked to make cooperatives an option for an increasing number of students. Campus co-ops are proud of our reputation within the cooperative sector as one of the most aggressive developers of new co-ops. At the 1999 Institute, we will be welcoming 5 new co-ops into the NASCO family. The campus cooperative movement may have been born of necessity, but it continues to grow due to the commitment and vision of campus co-op members and organizers. Our mission and our work has never wavered and is as relevant today as it was in the 1930s.

As we enter a globalized economy, wealth is more centralized than ever before. The three largest multinational corporations today control more wealth than 10 nations. Corporations not only determine the economic landscape of our times, but play an increasingly dominant role in politics and civic society. As cooperatives, our work is to ensure that our evolving economy is measured according to human need and designed for social, environmental, and economic sustainability. Our fundamental message of economic democracy has never been more vital.

We also live in a time where information has become a primary economic commodity, and education level is one of the key factors in determining an individual's future success. Yet, less than 2% of the world's population has a post-secondary education. As North American students, we are among the most privileged people in the world. Our challenge is to organize ourselves responsibly and successfully to expand educational opportunity for all.

Campus co-ops are meeting this challenge.

In the year that marks the tenth anniversary of the Kagawa Fund for Campus Cooperative Development, we celebrate our movement's ability to join together

to meet our own economic needs. From students coming together to eat and live cooperatively in the 1930s to student co-ops joining together to finance the creation of new co-ops in the 1990s, campus cooperatives embody the spirit of cooperation.

We are proud to present you with this annual report for the North American Students of Cooperation (NASCO), the Campus Cooperative Development Corporation (CCDC), and NASCO Properties. This report is

designed to highlight the accomplishments of the previous year while also serving as an educational tool for readers to learn more about the organized campus cooperative movement.

The Boards have initiated a number of important projects this year aimed at increasing the capacity of our organizations. The NASCO Board has launched the creation of a major fundraising plan that promises to expand our strategic partnerships with other organizations while also generating more resources for NASCO's work. The Board also adopted a Statement of Diversity that will enable NASCO to actively support and provide resources for our member co-ops to focus more concretely on issues of diversity. At our February meeting, the NASCO Board approved a yearly planning and evaluation process for NASCO that will incorporate the use of Key Performance Areas (KPA's) to measure our performance in important areas of our operation.

The CCDC Board has also launched a planning cycle that will use KPA's to evaluate and enhance our work. The Board is currently reviewing fundraising options and preparing for the creation of its own fundraising plan to raise resources for increased cooperative development. Board members continue to offer advice and consulting to organizing cooperatives and work closely with CCDC staff to provide technical assistance for co-op projects.

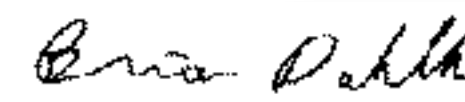
In 1998, NASCO and CCDC joined together to open a new satellite office in Toronto to better serve our Canadian members. Housed within the offices of the Canadian Co-operative Association – Ontario Region (CCA-Ontario), this enhanced regional presence has led to some exciting partnerships with other organizations in the Canadian cooperative movement. CCDC is currently working with the Co-op Housing Federation (CHF) to establish a revolving loan fund for campus co-op development in

Canada. NASCO is also launching the Cooperative Educational Internship Program in collaboration with CCA-Ontario. This program will be a major expansion of the NASCO Internship Network and aims to foster future leadership for the co-op movement by placing students in internships in the cooperative sector. The National Cooperative Business Association (NCBA) in the United States has also joined with NASCO to expand the program within the USA.

NASCO Properties continues to look towards growth and expansion. In the past year, the Board has focused largely on evaluating the structure and operations of NASCO Properties, and making recommendations for change. NASCO Properties recently purchased a house in Boulder, Colorado, creating a brand new co-op in that community. Existing NASCO Properties co-ops in Chicago, Santa Cruz, and Ohio continue to pursue opportunities for expansion.

We are proud to look back on a highly successful year for the student co-op movement and are excited to meet the challenges and opportunities of a new year.

Sincerely,



Lisa Karter
NASCO President

NASCO and Affiliates

The North American Students of Cooperation is the organized voice of the student co-op movement. NASCO fulfills the principles of continuous expansion, education, and cooperation among cooperatives with the assistance of two affiliate organizations, the Campus Cooperative Development Corporation (CCDC) and NASCO Properties. United under the NASCO umbrella, each organization focuses on specialized areas of programs and services that ensure the continued strength and expansion of the movement. As such, the NASCO organizations are the combined effort of the movement.

North American Students of Cooperation

The North American Students of Cooperation (NASCO) is a non-profit organization dedicated to strengthening and expanding the cooperative movement on college campuses across the United States and Canada. NASCO was conceived to help educate new generations of student co-op members about the principles and practices of cooperation, to forge alliances between existing student co-ops, and to act as an advocate for student cooperatives. This is accomplished through an array of programs, from training and technical assistance to educational programs to facilitating networking through publications and regional conferences. NASCO's career development program allows student co-op members to transfer their skills and energy to internships and jobs in the cooperative business sector. Through its affiliated organizations, NASCO works to expand the student co-op movement by assisting groups who want to start new co-ops.

Campus Cooperative Development Corporation

Providing technical resources and direct development assistance for new and expanding cooperatives, the Campus Cooperative Development Corporation (CCDC) was started in 1987 to reaffirm the student cooperative movement's commitment to expansion. CCDC is funded by its contributing members and through the success fees generated by the co-ops it develops. CCDC's activities include identifying, fostering, and consulting with co-ops involved in start-up. CCDC works closely with existing groups, providing technical assistance, financial advice, generating loan applications, networking with other lending sources and coordinating

development efforts to whatever extent is necessary.

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Phil Davis
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Oberlin Student
Cooperative Association
Oberlin, Ohio

To Be Appointed
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Dao Thai
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House, Inc.
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Inter-Cooperative Council
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Ryan Duval
Student Cooperative
Organization
Athens, Ohio

NASCO Programs and Services

The 1998 Cooperative Education and Training Institute Building a Global Social Movement

Every fall, NASCO hosts the Cooperative Education and Training Institute in Ann Arbor, Michigan. Over the course of a weekend, hundreds of students from across the United States and Canada attend a broad array of courses, caucuses, and other movement-building events. In 1998, more than 300 co-op members attended over 50 intensive courses on all aspects of cooperative governance and management, including board/staff relations, member services, financial and organizational planning, new co-op development, and much more.

The 1998 Institute marked NASCO's 30th Anniversary, and our 23rd Institute. With the theme Building a Global Social Movement, special programming focused on educating participants about the importance of building cross-border relationships and using those relationships to develop a united cooperative voice. Foreign delegations and theme-related courses educated participants about co-op activity in other countries and practical ways for increasing international involvement.

NASCO was particularly honored to welcome Junya Fukumara and Seiji Yabuki from the National Federation of University Cooperative Associations (NFUCA) in Japan. It was the Japanese co-op visionary Toyohiko Kagawa, an NFUCA member, who directly inspired the creation of some of the first student cooperatives in North America. The presence of the NFUCA delegates at Institute was a tangible reflection of the rich international heritage of student cooperatives.

Regional Conferences

NASCO member co-ops continue to organize smaller conferences to promote continued cooperative education and regional networking. The Campus Cooperative Residences, Inc. (CCRI) organized the first

Toronto Bash and welcomed students from both sides of the border to a weekend that included a wide variety of workshops and walking tours. In March, the Madison Community Co-ops (MCC) hosted MadBash, a gathering that attracted over 75 co-op members from across the midwest. Mad-Bash boasted approximately 15 courses on topics ranging from effective co-op governance to promoting diversity in cooperatives.

Managers' and Staff Conference

Student co-ops have unique management and staffing needs that are generally not shared by other co-ops. NASCO organizes an annual Managers' and Staff Conference to provide professional development and networking opportunities for co-op employees. Over 25 staff members attended the 1999 NASCO Managers' and Staff Conference in April. The Conference featured numerous workshops and roundtables covering such topics as disaster planning, effective communication, energy deregulation, fundraising strategies, and an industry standards presentation to help managers compare the financial performance of their cooperative with that of other campus-based co-ops.

Internship Network

The Cooperative Internship Network places members of campus cooperatives in summer jobs with established cooperatives and co-op organizations. Cooperatives that host interns can gain assistance with specific projects of importance to their operations, while the interns are able to gain a broader perspective of the co-op movement and develop practical skills for working in cooperatives. In 1998, the Internship Network placed 8 students in internships throughout the United States. This number has declined greatly in recent years, largely due to limited staff time devoted to the network.

With staff turn-over in the Toronto office, NASCO recognized the

opportunity to focus more organizational resources on the growth of our career development programs. NASCO hired a new full-time Toronto staff person in June who will devote half of her time to coordinating and administering NASCO's career development initiatives. In collaboration with the Canadian Co-operative Association—Ontario Region (CCA-Ontario) and in partnership with the National Cooperative Business Association (NCBA), NASCO is currently launching the Co-operative Educational Internship Program. The program will no longer be restricted to student members of NASCO co-ops, and will include year and semester-long internships. The program aims to:

- Develop skilled and visionary leaders for the cooperative movement
- Promote increased knowledge and awareness of the cooperative sector in young people
- Encourage career development in the co-operative sector in Canada and the U.S.

To ensure a high level of learning for all participants, the program has incorporated three components:

1. Meaningful internship, of at least three months, that allows the intern to develop specific employable skills
2. Mentoring program to ensure mutual learning benefits for the host organizations and interns
3. Educational activities for the intern that demonstrate the values, principles, and diversity of cooperative organizations

NASCO looks forward to a year of rapid growth in expanding the program to both sides of the border and building on the quality of our career development program.

Training and Consulting Service

NASCO offers specialized training workshops and consulting services to members and the general public. The NASCO staff visited over 25 member co-ops in the 1998-1999 year, offering workshops on topics ranging from basic board training to financial planning to co-op marketing and recruitment. When on a member visit, the staff also takes time to meet informally with co-op members, officers, directors, and staff to discuss issues facing the cooperative and to provide perspectives gained from NASCO's work with campus cooperatives across North America. Minor on-site consulting this year included assistance with staff evaluation procedures, advising on the General Manager hiring process, and preparing for future co-op expansion.

Cooperative Outreach

As the organized voice of the student co-op movement, NASCO works to represent student cooperatives within the larger co-op movement and the general public. This is accomplished by developing close relationships with other cooperative organizations and, as appropriate, undertaking lobbying and legislative efforts for cooperatives. In 1998-1999, NASCO staff members attended meetings and conferences held by the International Cooperative Alliance, the National Cooperative Business Association, the National Community Capital Association, and the Canadian Co-operative Association.

NASCO Properties

Operated as a mutual housing association, NASCO Properties provides property holding and management assistance to select student cooperatives in the United States. NASCO Properties offers small co-ops the credibility, technical assistance, stability, and equity accumulation that is crucial to their success. Working closely with CCDC, NASCO Properties is an important development tool for the campus co-op movement.

With the 10th anniversary of NASCO Properties in 1998, this year has been one of intensive review and evaluation for the organization. The Board has begun a series of visioning and operational discussions to chart the future of NASCO Properties. Administrative activities and legal documents have been overhauled—from financial bookkeeping in the individual co-ops to corporate budgeting to the lease agreements between NASCO Properties and the co-ops. The goal of these changes is to streamline co-op management while also implementing systems that will better enable NASCO Properties to expand in the future.

Our perpetual dream of expansion became reality once again, when NASCO Properties purchased a house in Boulder, Colorado. Masala Co-op will house 11 students and is the first student co-op in the Boulder community. All of the current NASCO Properties co-ops are also pursuing expansion opportunities, although the co-ops in Athens and Santa Cruz are struggling with tight housing markets that make co-op development difficult. The Student Cooperative Organization (SCO) in Athens, Ohio, has considered a number of buildings, but a city parking ordinance has halted the growth of

student housing and has made the expansion of the co-ops more difficult.

The Santa Cruz Student Housing Cooperative (SC-SHC) has benefited from a full-time Americorps volunteer who is working to build SC-SHC's capacity for self-management, to enhance community relations, and to explore expansion possibilities for the co-op. With the University of California at Santa Cruz reporting that over 40 students were left homeless this year and were completely unable to find housing within the city of Santa Cruz, the need for affordable student housing has never been so great.

Qumbya Co-op in Chicago has been aggressively working to expand this year. In October, NASCO Properties submitted a purchase offer for a three-story flat that we hope will be the third co-op in the Qumbya system. If the purchase offer falls through, Qumbya and NASCO Properties have also been viewing a number of other properties in the Hyde Park area and are keeping their eyes wide open for potential purchases.

The House of Commons in Austin has recently undergone renovation by the Inter-Cooperative Council, which master leases the building. The founder of the NASCO Properties system, House of Commons has been helpful in giving newer groups an idea of what life may be like in a master-leased future.

The next year promises to bring a variety of challenges and opportunities for NASCO Properties. 1999-2000 will see the refinancing of almost all of NASCO Properties' houses, as well as over \$180,000 of capital improvements in the co-ops. As NASCO Properties continues

Diary of a New Student Co-op Masala Cooperative • Boulder, Colorado

The newest member of the NASCO Properties family of co-ops, Masala Co-op is the culmination of over 10 years of organizing work at the University of Colorado in Boulder. Founded with the strong support of two former Qumbya co-op members and the Campus Cooperative Development Corporation, Masala is a living example of cooperation among cooperatives.

Early Masala organizers were active members of the Boulder Housing Coalition. Dedicated to fair and affordable housing for Boulder residents, the Coalition addressed prohibitive zoning laws through the passage of the Co-op Housing Ordinance. The ordinance enabled cooperatives to tackle zoning issues and expand the amount of co-op housing in the city of Boulder.

Student co-op organizers brought this political savvy to campus by initiating a University referendum to raise student fees to support the creation of a local cooperative development program. The referendum passed, and the program will provide bond financing and a \$400,000 subsidy for the creation of a new campus housing cooperative at the University.

However, even with the subsidy campus cooperative development at Boulder proved difficult. The group considered a number of projects, including acquisition of existing buildings and new construction. Although construction would provide the most co-op housing for the dollar, the University was not interested in allowing the cooperative to develop on campus. The acquisition projects that the group considered were unfeasible due to extensive renovation required by the University and the financing costs for bond issuance. It was beginning to look like organizers had succeeded in acquiring \$400,000 for their project, only to be left with no way to use it.

In July 1999, members of the Slovo Co-op decided to put their building on the market. A community cooperative, Slovo hoped that they could sell the building to a student group for use as a cooperative. Unfortunately, the University approval process for capital acquisition takes between 12-18 months and Masala organizers were not able to access other source of funding.

CCDC had worked closely with the co-op organizers since the inception of the project, and a plan was devised for the group to acquire the house in two

phases. First, NASCO Properties would purchase the building and lease it to Masala for two years. This will allow Masala enough time to complete the University approval process and prepare for phase two. The second phase will involve NASCO Properties selling the house to the student government of the University of Colorado. This arrangement enables Masala to acquire the building while also utilizing the hard-won financing available through the cooperative development program.

However, the project was still not feasible without substantial subsidy. If Masala did not acquire funding up-front, it would be unable to afford the building. Slovo Co-op responded by selling the building to NASCO Properties for \$90,000 below its estimated market value, and \$70,000 below other offers they received on the building. The Kagawa Fund, the Federation of Intentional Communities, and members of Slovo also financed almost \$90,000 of the house's purchase price and have agreed to defer payments on the loans for two years. The remainder of the financing was provided through the National Cooperative Bank.

After 10 years of organizing for a student cooperative, Masala members moved into the house this fall. Without the cooperative vision and dedication of Slovo members, the cooperative never would have been possible. The collaboration of Slovo, CCDC, NASCO Properties, the Kagawa Fund, the Federation of Intentional Communities, and the National Cooperative Bank demonstrate the co-op movement's ability to address obstacles with innovative solutions, and to work together for common success. Anyone who walks by 744 Marine Street in Boulder, Colorado can never doubt that cooperation truly does work.



Kagawa Fund

The Kagawa Fund for Campus Cooperative Development was created in 1989 to meet the need for democratically-controlled, affordably-priced cooperative housing in campus communities across the United States. The fund was created through a grant from the Japanese Consumer Cooperative Union in honor of the Japanese cooperative visionary, Toyohiko Kagawa. A Japanese Christian leader who toured North America numerous times, it was Kagawa who inspired the founding of many of North America's first campus cooperatives. With his message of social reform and the role of cooperatives, Kagawa empowered students to take action to create better living conditions for themselves and their communities.

In this spirit, the Kagawa Fund was established as a joint initiative of the Campus Cooperative Development Corporation and the Cooperative Development Foundation. The Fund works in partnership with local groups and other lenders to provide risk financing for the development of new cooperatives.

The mission of the Fund is to participate directly in the development and expansion of the cooperative movement by providing technical and financial assistance, in the form of loans to newly-forming and expanding campus cooperatives. In 1997, Kagawa was restructured as a revolving loan fund, accepting investments, donations, and grants from individuals and organizations who wish to support the campus cooperative movement and contribute to its development. In turn, the Fund uses this pool of revolving capital to provide risk financing to eligible campus cooperative development projects. In this way, cooperatives and individuals can recognize a return on their investment while helping to finance the expansion of the campus co-op movement.

The Fund is held and managed by the Cooperative Development Foundation in Washington, D C. Decisions about the use of the Fund are made by a

Board of Trustees composed of co-op managers and representatives from the broader cooperative movement. Technical assistance for the Fund's lending activities is provided by the Campus Cooperative Development Corporation.

Accomplishments

The Kagawa Fund continues to grow at a steady and impressive rate. Since the Kagawa Fund was opened to investments in 1997, the size of the Fund has almost doubled. The Fund currently holds 12 outstanding loans and has funded the creation of 264 beds of affordable cooperative housing. Four of those 12 loans were made in the 1998-99 year, housing a collective total of 129 students. The total assets of the fund currently stand at \$300,000, with over \$134,000 in investments from existing campus cooperatives. Almost half of the total investments in the fund, or \$75,000, were made this year. In its ten year history, the fund has maintained a 0% default rate.

During the 1998-1999 year, the Fund made loans totaling \$74,200 to cooperatives in Memphis, Santa Cruz, Davis, and Boulder. 1998 was also significant in marking the Kagawa Fund's first loan to a retail cooperative, the Student Junxion. This worker-owned pizza restaurant employs over 15 students on the University of California at Santa Cruz campus.

In May 1999, the Oberlin Student Cooperative Association became the Fund's largest single investor, placing \$50,000 in Kagawa. The Inter-Cooperative Council in Ann Arbor invested \$25,000 in the Fund, and two other cooperatives were considering investment proposals by year-end.

In celebrating the accomplishments and the growth of the Kagawa Fund, CDF and CCDC will be looking back to the lessons learned over the past 10 years. We will be conducting an extensive review of our operating proce-

“In its ten year history, the fund has maintained a 0% default rate.”

Toyohiko Kagawa

photo from TOYOHICO KAGAWA Apostle of Love and Social Justice



In the Spirit of Kagawa
Pacifico Cooperative Center of Davis
Davis, California

On a recent afternoon in Davis, California, a crowd of people of all ages, many races, and different languages stood quietly as the Shinto priest carried out a ceremony that may be 2000 years old. The priest intoned a series of prayers to purify the land so it could carry out its purpose of being home to a new student housing cooperative.

The Pacifico Cooperative Center of Davis will be a four-house project offering room and board to 112 students at UC Davis and those coming from Kyoto, Japan to study English at UCD. The Pacifico project, and the crowd gathered at the Shinto purification ceremony, illustrate the unique history and heritage of the student cooperative movement.

It was the student co-ops that Toyohiko Kagawa inspired in his North American lecture tours that opened their doors to Japanese-American students in an era of intense housing discrimination. During World War II, these cooperatives helped lead the unpopular cause of protesting the Japanese internment camps. Over half a century later, three participants at the purification ceremony maintained their ties with the student cooperatives that supported and welcomed these Japanese-Americans when no one else would.

Since the early days of the student cooperative movement, a strong common vision and mutual commitment has characterized the relationship between US and Japanese cooperatives. In the 1950s, California co-ops helped train young Japanese co-op leaders to rebuild their war-ravaged nation. In the 1970s and 1980s, the Davis co-ops hosted over 200 Japanese peace delegates attending the United Nations sessions on nuclear disarmament. In the 1980s, the Japanese Consumer Cooperative Union sent \$10,000 to aid cooperatives damaged in the Loma Prieta earthquake. It was in 1988 that the JCCU established the Kagawa Fund to promote student cooperative development in the US. When an earthquake devastated Kobe in 1995, the Twin Pines Foundation with the help of NCBA and the student co-op sector raised \$50,000 to assist the Kobe co-ops.

The Pacifico Cooperative Center will be a tangible representation of the shared history of the US and Japanese co-ops. The buildings have been designed with Japanese style architecture, and the project was made possible in part through a \$450,000 loan from the Kyoto Cooperatives and \$20,000 through the Kagawa Fund. This project marks the first time that the Kagawa Fund will be joining with Japanese cooperatives to finance the development of a new student co-op. The spirit of Toyohiko Kagawa lives on.

Campus Cooperative Development Corporation

The Campus Cooperative Development Corporation is a non-profit organization founded in 1987 for the purpose of creating more student-owned, student-controlled cooperative housing at university and college campuses in the United States and Canada. CCDC works with student groups to find properties for purchase, to arrange financing, and to assist in the design of the cooperative organization. In partnership with the Cooperative Development Foundation in Washington, CCDC also administers the Kagawa Fund for Campus Cooperative Development.

This year, CCDC has continued to work closely with student co-op organizing groups across the US, while also creating partnerships with other organizations to enhance our capacity to develop new cooperatives in the US and Canada.

Creating New Campus Co-ops

The heart of CCDC's work is the cooperatives that we help create. This year, CCDC staff has worked with 13 different groups of students who are organizing to establish co-ops in their campus communities. Five of these groups made the leap to either renting a house together or purchasing a new house for their co-op. CCDC also continues to provide information and resources for many more students who are in the beginning stages of creating a core group of co-op organizers on their campus.

In the fall of 1998, CCDC received a grant from the Nationwide Foundation to cover the costs of predevelopment work for a student cooperative in Columbus, Ohio. With the assistance of CCDC, the Buckeye Student Cooperative has grown from a project of the Ohio State University student government to an organized co-op group that is currently renting a house in downtown Columbus and looking for properties to purchase.

CCDC helped secure two Americorps positions to hire full-time organizers for

the San Francisco Students' Community Housing Organization (SF-SCHO). CCDC staff supervised the work of the Americorps volunteers and provided technical assistance for the project. This summer, SF-SCHO members signed leases for two houses in downtown San Francisco, housing 19 students. As of the fall, SF-SCHO members are exploring other opportunities for future expansion.

With the assistance of CCDC and the Kagawa Fund, the Voltraine deCleyre co-op in Memphis purchased the building that it was previously renting. The first housing co-op in Memphis, deCleyre hopes to act as a catalyst for the expansion of the cooperative movement in that community.

CCDC also provided technical assistance to the Student Junxion in Santa Cruz and helped this worker-owned pizza restaurant secure financing through the Kagawa Fund. Refinancing work for the expansion of the Santa Barbara Student Housing Cooperative (SB-SHC) was completed this fall, and CCDC staff assisted with development work for a new co-op complex in Davis, California. Staff members continue to work with organizing groups in Seattle, Tucson, Evanston, Vancouver, Pittsburgh, and Olympia.

Building Capacity for Cooperative Development

When start-up co-ops attempt to gain funding, they often lack credibility in the eyes of traditional lenders and are misclassified as "high-risk" investments. Due to this inaccurate assessment, banks are frequently unwilling to lend money to these co-ops or will only offer the co-op a loan with a high interest rate. Established campus co-ops have responded to this challenge by underwriting loans for new co-ops, by lending money directly to the new co-ops, or by investing in the Kagawa Fund. Much of CCDC's staff time in the past has been spent assisting groups in securing

financing for a new cooperative venture. The "typical" student co-op financing package is often an atypical patchwork of funding from a wide variety of sources.

CCDC is currently working with the National Cooperative Bank (NCB) to explore the creation of a loan product designed specifically for campus cooperatives. NCB has long been an important source of financing for new cooperatives, and the goal of this product would be to meet the funding needs of the campus co-op sector by establishing NCB as a primary lender. This would significantly reduce CCDC staff time that is spent securing financing, while also linking campus co-ops more closely with a lender that understands cooperative business.

To promote cooperative development in Canada, CCDC is working with the Co-operative Housing Federation (CHF) to establish a revolving loan fund for Canadian co-ops. The fund will be started with over \$90,000 that has been earmarked from the assets of a dissolved student co-op in Saskatchewan. The structure and administration of the fund are still being determined, and a number of options are being discussed. Other student cooperatives in Ontario have expressed their interest in matching the initial \$90,000 or making smaller investments once the fund is established.

A Slice of Cooperation

The Student Junxion • Santa Cruz, California

Walking into the Student Center at the University of California at Santa Cruz, you will no doubt be drawn by the smell of pizza and the groove of the tunes to the Student Junxion. A worker-owned pizza restaurant, the Junxion opened its doors in October 1998 and became the first retail co-op in the history of the Kagawa Fund.

The Junxion's opening was the culmination of a year and a half of organizing by the Santa Cruz Students for Cooperatives. The Campus Cooperative Development Corporation worked with organizers to refine financial projections and assess the overall feasibility of the business. CCDC walked Junxion members through the process of creating a loan application for the Kagawa Fund and securing financing for their project. Other campus groups assisted in organizing and promoting events to build support for the new co-op, and the student government provided a \$10,000 grant. A campus-wide referendum to subsidize the development and operation of the co-op through an increase in student fees passed by almost 79%. The Kagawa Fund provided the last piece of crucial financing for the cooperative.

With the development work completed, the Junxion's struggle now takes on a new form: democratic management. NASCO has assisted the Junxion in orienting new staff to the history and principles of the cooperative movement and the responsibilities of working in a co-op. The workers have responded enthusiastically. As Junxion Board member Heliana Ramirez points out, "The workers at the co-op not only learn the nitty-gritty skills of making pizza, running the cash register, and keeping the books, but also learn leadership skills like commu-

NASCO Active Members

Brown Association for Cooperative Housing • Providence, RI
27 members in two houses at Brown University. Both houses are owned and operated by the members of BACH who have survived the University shutdown of two of their houses.

Campus Co-operative Residences Inc. • Toronto, Ontario
320 members in 31 Victorian houses. The co-op began in 1936 and is the oldest continuing housing co-op in Canada.

Chateau Student Housing Co-op • Minneapolis, MN
With 285 members, Chateau has been operating for 26 years. This high-rise apartment co-op houses students that strive for an open, diverse membership in an empowered community.

CoLibri Urban Housing Collective • St. Louis, MO
September 1999 celebrates CoLibri's first birthday. They have leased a second house and are looking to purchase it in the near future.

College Houses • Austin, TX
450 resident members in three small dorms, two large rooming houses, and an apartment building. The Co-op began in 1965 as a cooperative "residential college" at the University of Texas and purchased its first property in that year.

Common Ground Food Co-op • Champaign, IL
Common Ground is a small, local, whole and natural foods store, owned and run by its members to meet their needs and promote a socially just, economically viable and environmentally sustainable food system.

Davis Campus Cooperative • Davis, CA
56 members in four adjacent group houses. The DCC opened its doors in the Fall of 1988 as the first project of the Campus Cooperative Development Corporation.

deCleyre Cooperative • Memphis, TN
The deCleyre Cooperative was founded in the spring of 1998 and currently has 10 members living in one house located near the University of Memphis. deCleyre members bought the house, which they were previously renting, last fall. The co-op is politically and socially active in various community projects and houses a small resource center.

Groundwork Books • San Diego, CA
Founded over 20 years ago, this worker-owned bookstore is active in social justice work and specializes in political literature.

Hei Wa House Cooperative • Ann Arbor, MI
Hei Wa House has been a long-term member of the Ann Arbor cooperative community. This year marks not only NASCO membership but also the purchase of their house, which is home to 6 people.

Inter-Cooperative Council at the University of Michigan • Ann Arbor, MI
Begun in 1932, the ICC now counts over 600 members in 20 older houses and a large, HUD-financed building.

Inter-Cooperative Council • Austin, TX
Over 150 members in 7 large rooming houses. The ICC began in the 1930's as a social organization, but in 1969 incorporated and began to purchase property.

Kresge Co-op • Santa Cruz, CA
Founded over 20 years ago, this worker-owned food market specializes in organic produce.

Madison Community Cooperative • Madison, WI
200 members in 8 houses, MCC is an association of cooperatives which has its roots in the late 1960s. MCC has a decentralized governance and operations system.

Marcy Park Student Housing Cooperative • Minneapolis, MN
57 apartment units provide safe, affordable, high-quality housing to a student community of 80 members.

Masala Community Housing • Boulder, CO
Opened in August 1999, Masala is the most recent addition to the NASCO Properties family. 11 student and community members share a house near the University of Colorado campus in downtown Boulder.

MOSAIC • Evanston, IL
MOSAIC currently rents two houses in downtown Evanston, and is actively searching to expand their co-op by purchasing a house in the near future.

Oberlin Student Cooperative Association • Oberlin, OH
630 members in eight housing and dining co-ops leased from Oberlin College and two small residences owned by OSCA. OSCA was founded in 1950.

Olympia Housing Collective • Olympia, WA
Renting 4 houses near Evergreen State University, this co-op is one of NASCO's newest members.

Peace House/Web House • Bowling Green, OH
Two small homes housing 8 people, Peace and Web houses are faith-based co-ops at the University of Bowling Green.

Qumbya, Inc. • Chicago, IL
30 members in two houses owned through NASCO Properties at the campus of the University of Chicago.

River City Housing Collective • Iowa City, IA
41 members in three houses. Begun in 1977, RCHC members recently voted to sell one of their houses, the proceeds of which will be used to expand the Collective further.

San Francisco Students' Community Housing Organization • San Francisco, CA
After an organizing campaign that lasted almost two years, students in San Francisco have finally brought a co-op to life. They currently provide housing for 19 students in two buildings.

Santa Barbara Student Housing Co-op • Isla Vista, CA
71 members in an apartment building and three group houses. This Co-op started in 1976. The co-op has just recently purchased a new house with joint financing through the National Cooperative Bank, other co-op lenders and public funds.

Santa Cruz Student Housing Co-ops • Santa Cruz, CA
48 members in two houses purchased through NASCO Properties. Members of the co-op have been active in the community starting retail and worker co-ops.

Sherwood Cooperative Association • Seattle, WA
This co-op is the last remaining house of a successful co-op system that flourished in the 1930s and 40s. It currently houses 13 members.

Steiner House • Cleveland, OH
21 members in a house located between the campuses of Cleveland State University and Case Western Reserve. Steiner house is the oldest international cooperative in the United States.

Stone Soup Co-op • Chicago, IL
Founded in 1997 by former members of OSCA and MCC, Stone Soup houses 15 members who have come together with a focus on social justice work.

Student Cooperative Organization • Athens, OH

8 members live in one house (ACME House), which is a part of the network of NASCO Properties co-ops.

Students' Cooperative Association • Eugene, OR
Founded in 1935, SCA houses about 60 students in two large houses.
Student Heritage Houses Inc. • Austin, TX
Formerly the UT Women's Co-ops, SHHI went co-ed just last year. After a prolonged battle with the university over the co-op's on-campus rented facilities, SHHI opened its first off-campus residence in August. SHHI houses approximately 200 students.

The Student Junxion • Santa Cruz, CA
A worker-owned and operated pizza restaurant. In addition to providing pizza to the campus community, the Junxion serves as a cultural space for UCSC's artistic and political community.

UCSD Food Co-op • San Diego, CA
A worker collective on the campus of the University of California at San Diego, the Food Co-op provides a substantial offering of organic and other foods to the UCSD community.

University Cooperative Housing Project • Tucson, AZ
Also known as Spadefoot Co-op, UCHP currently rents and hopes to buy a house near the University of Arizona campus in Tucson.

University of Kansas Student Housing Association • Lawrence, KS
UKSHA currently owns two houses and is working to purchase a third. Sunflower House has 30 members, while 15 UKSHA members call 1614 Co-op home.

University Cooperative Housing Association • Los Angeles, CA
Founded in the late 1930s, this cooperative houses 430 members in three buildings. The largest, housing 264, was built in

1972 using federal funds.

University Students Cooperative Association • Berkeley, CA
The USCA is the largest campus housing cooperative in North America, housing over 1250 members in 20 co-op apartment complexes and large dormitory/boarding houses.



Members of Steiner House

Staff Roles and Responsibilities

Hilary Greer, Executive Director

The Executive Director is responsible for the overall operations of NASCO, CCDC, and NASCO Properties. She oversees staff operations, finances, organizational planning, and all other administrative functions. The ED works with staff members to fulfill their duties in areas such as training, consulting, and cooperative education; conference organizing; property management; campus co-op development; and fundraising. She is responsible for maintaining relations with other organizations with which NASCO works, and for assisting in the coordination of the activities of the NASCO and CCDC Boards of Directors.

Tyra Robertson, Member Services Coordinator

The Member Services Coordinator is responsible for developing and managing NASCO's member services and consulting programs. She coordinates the annual Cooperative Education and Training Institute, regional conferences, and the annual Managers' and Staff Conference. She is responsible for the production of NASCO's web page and newsletter, and works with other NASCO staff to coordinate member visits, training, and consultation services.

Anne Huang, Program Director

The Program Director is responsible for developing and managing NASCO's cooperative programs in central Canada. She works jointly the Canadian Co-op Association (CCA)-Ontario Region to develop and administer a collaborative internship and career development program for co-op youth. Other responsibilities include working with NASCO's members and partners to develop the student cooperative community in Ontario and beyond, providing services to NASCO's student co-op members and, as time permits, helping to conceive and implement new programs.

Eric Guetschoff, West Coast Co-op Developer

The West Coast Co-op Developer is responsible for new co-op development and the delivery of NASCO member services to student co-ops on the West Coast. This includes identifying potential co-op projects and leading student organizers through all stages of co-op development, including organizational development, property acquisition, and financing. He is also responsible for running NASCO programs and services on the West Coast and working with NASCO's members to strengthen and expand the cooperative community in California and neighboring states.

Jim R. Jones, NASCO Properties General Manager

The General Manager is responsible for the financial operations and organizational development of NASCO Properties. He provides Board and financial training to all NASCO Properties co-ops, as well as support and oversight for all aspects of the co-ops' operations, including member recruitment; property repair; budgeting; and financial record-keeping. The GM works closely with NASCO development staff to expand existing NASCO Properties co-ops and to develop new co-ops within the NASCO Properties structure. As necessary, he works with the Member Services Coordinator and other NASCO staff to assist with the provision of member services.

Holly Jo Sparks, Santa Cruz Student Housing Americorps Volunteer

The Americorps Volunteer works on a full-time basis to assist with the management and administration of a 45-member NASCO Properties housing cooperative in Santa Cruz, California. She is responsible for building the capacity of the Santa Cruz Student Housing Cooperative (SC-SHC) to assist in the effective management and expansion of their organization. She helps to train and coordinate the activities of the SC-SHC Board of Directors; maintains positive city, university, and neighbor relations; and works with co-op members and the NASCO Properties General Manager to develop additional co-op

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