

# NASCO

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North American Students of Cooperation

2000 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 cooperatives serving students by providing resources, assisting development, and encouraging student cooperatives to continue active participation in the North American cooperative sector.

Dear Friends,

The cooperative movement is as relevant in the present day as it was during the Great Depression and the social movements of the 1960s and 70s. This is evident in the continuous expansion of NASCO's current members and the development of cooperatives on new campuses. During these inspiring times, NASCO continues to strengthen the movement and maintain its relevance to students and community members.

It has been a productive fiscal year for all three organizations, the North American Students of Cooperation (NASCO), the Campus Cooperative Development Corporation (CCDC), and NASCO Properties (NP). NASCO continued to advance the cause of cooperative education through its annual training conference, internship program, and on-site training sessions, each of which again produced good results. CCDC's efforts to expand the movement were productive, with four new cooperatives to show for it. Finally, NASCO Properties chalked up an outstanding year by adding three new co-ops to the "family," furthering the improvement of existing buildings, and making strides in its organizational development.

In the year ahead, we will build upon our relationships with national cooperative organizations in the US and Canada. Particularly, the National Cooperative Business Association has offered additional support, and we look forward to working with them more closely to strengthen our overall programming and services. As well, we will continue our work with the Canadian Co-operative Association to advance leadership development in Canada.

In fact, our movement relies on all of our allies, both individuals and organizations, to work together to achieve our vision of a "socially and financially responsible North American cooperative economic sector." Such support is what great movements are built on.

In cooperation,

Deniz Tuncer  
NASCO President

Phil Davis  
CCDC President

Cody Koeninger  
NP President

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Ben Emery  
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Oberlin Student Cooperative Association  
Oberlin, Ohio  
Marva Mouser  
Student Heritage Houses Inc.  
Austin, Texas

George Proper

## Staff

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Executive Director

Anjanette Bunce  
Member Services Coordinator

James R. Jones  
NP General Manager

Eric Guetschoff  
Development Coordinator

Barbara Duperron  
Member Services Intern

Emily Case  
Administrative Assistant



# Executive Director's Report

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This fiscal year was productive for NASCO. Most of our programs either met or exceeded expectations; for instance, our annual conference had an above average year for attendance. Furthermore, it was a good year for cooperative development, as we developed a grand total of five new cooperatives.

## Member Services

The 1999 Cooperative Education and Training Institute was a proud success. With the theme, Economic Democracy: Working Together for Change, the event highlighted the fact that cooperatives are part of a larger movement to democratize the economy. Close to 350 participants from dozens of co-ops across the United States and Canada joined together for an event that featured over 50 courses, workshops, and caucuses.

In addition, NASCO helped coordinate training and networking events for co-op members on local and regional levels. A small but successful regional conference, WestCo 2000, was hosted by the USCA in Berkeley and was attended by members of West Coast co-ops. Similar conferences often happen in other regions, but this year there was not sufficient interest to organize such events.

However, NASCO's primary tool for local training and networking remains the Member Visit. During 1999-2000, NASCO staff coordinated visits to member co-ops in the following cities: Ann Arbor (MI), Austin (TX), Berkeley (CA), Chicago (IL), Cleveland (OH), Davis (CA), East Lansing (MI), Eugene (OR), Evanston (IL), Guelph (ON), Kingston (ON), Los Angeles (CA), Madison (WI), Oberlin (OH), Saint Louis (MO),

San Francisco (CA), Santa Barbara (CA), Santa Cruz (CA), Seattle (WA), Toronto (ON), Urbana (IL), and Waterloo (ON).

NASCO also entered into two contracts for specialized consulting services. These contracts involved intensive sessions focused on specific organizational needs. One agreement was with the Oberlin Student Cooperative Association, which focused on staffing needs. The other contract, with College Houses Cooperative, focused on organizational planning.

NASCO also provided specialized training for managers and staff of campus cooperatives, specifically in the form of the Co-op Managers Conference, which took place in February 2000 in New Orleans. This year's conference featured presentations and roundtable discussions on issues such as member mental illness, member-staff relations, retirement policies and plans, and a national building insurance program for housing cooperatives.

## Career Development

This year, the Cooperative Internship Network was revamped and expanded to include internships in Canada. Improvements included a new name, the "Co-operative Educational Internship Program," redesigned brochures, and a website with descriptions of available internships. Furthermore, NASCO partnered with the Canadian Co-operative Association in Ontario to provide internships in Canada.

The Program had modest numbers this year. Five interns were placed in cooperative organizations in the US and five

chase of the Concord House in Chicago. Also, the Fund consolidated three existing NP loans (two in Chicago and one in Athens) into one note that totaled \$33,795.

## NASCO Properties

Even compared to CCDC, NASCO Properties (NP) had even busier year. With two new additions to the "family" and an expansion project in Chicago, NP experienced an unprecedented level of development. Further, NP is moving forward with more than a handful of maintenance projects at various locations. Finally, NP and NASCO are tackling important issues related to the relationship between the two organizations.

NP's first development project since 1996, Masala Community Housing of Boulder, was experimental in nature. Because of a cooperative development program at the University of Colorado, NP purchased the building as part of a two-year plan to sell the building back to the student government. This is the first time NP has used such a development model. The second project, Qumbya Cooperative of Chicago, was an 18-bed expansion of an existing system. Qumbya was a two house cooperative system for almost a decade.

NP's third and final development project was the Community of Urbana-Champaign Cooperative Housing (COUCH) in Urbana, Illinois. COUCH is a network of independently run housing cooperatives, most of which have existed for many years. The latest purchase will be open for cooperative living in Fall 2001 and will be COUCH's fifth cooperative household.

NP also successfully refinanced four of their nine buildings, including two in Chicago, one in Athens, and one in Santa Cruz. The funds gained from refinancing will be used for building maintenance in each location.

Major projects at each co-op include the following. The electrical system at Chavez House was overhauled and several bathrooms were renovated. Zami House installed several low-flow toilets and began planning for a new roof. Masala revamped their main bathroom and is in the process of creating a new bedroom in their basement. Bowers House

replaced most of the building's windows and renovated the kitchen. Finally, the new Concord co-op did some asbestos removal, roof repair, and installed new partitions to create more rooms. More work in either in process or being planned in most of NP's locations.

Finally, NP moved forward with efforts to change their federal tax-status from a 501(c)2 to a 501(c)3. Their current status, a property holding affiliate of a 501(c)3 (which is NASCO), presents challenges to NP's democratic opera-

tions. Of equal importance is the possibility for property tax exemption in certain states, which will make cooperative development, a primary mandate, more efficient.

Overall, this year has been a tremendous success for NASCO Properties. The steps forward in the areas of project development, building maintenance, and organizational development signify a new spark of life in the organization, which will hopefully be transferred into new life (and new co-ops) in new locations and at NP's existing sites.

**“The number of cooperatives developed with CCDC assistance was among the highest in the organization’s history.”**

in Canadian organizations. Some of the organizations which provided internships include: the National Cooperative Business Association, the Canadian Co-operative Association in Ontario, the University Students' Cooperative Association, Campus Co-operative Residences Inc., Penn South, and GROWMARK.

#### Cooperative Development

The 1999-2000 year was a boon for the Campus Cooperative Development Corporation's (CCDC) efforts to develop campus and community housing cooperatives. The number of cooperatives developed with CCDC assistance was among the highest in the organization's history. Likewise, CCDC continued its efforts to increase the movement's capacity to develop cooperatives.

CCDC staff managed the successful purchase of a building on 744 Marine Street in Boulder (CO). The 11 bed co-op was purchased by NASCO Properties in conjunction with Masala Community Housing. Also, staff managed NP's purchase of 505 West Green Street in Urbana (IL). The 15 bed cooperative, called Halcyon House, will be leased to the Community of Urbana-Champaign Cooperative Housing (COUCH).

The National Cooperative Bank Development Corporation (NCB-DC) was the primary lender of each of these projects. The subordinate piece of the financing was made possible through loans from the following organizations: the Kagawa Fund, Fellowship for Intentional Community, University Students' Cooperative Association, Oberlin Student Cooperative Association, and the members of the Slovo Co-op. Without these valuable partners, CCDC's work could

not have advanced at such a tremendous rate.

Furthermore, CCDC provided low-level consultation to two groups that, as of June 30, were well on their way towards managing successful projects. The CoLibri Urban Housing Collective of Saint Louis (MO) made significant strides in their effort to purchase the building next door to their current house. Likewise, Stone Soup Cooperative of Chicago (IL) moved forward in their campaign to purchase their first building.

CCDC also provided technical assistance to groups in various stages of cooperative development, including Columbus (OH), Evanston (IL), Olympia (WA), Palo Alto (CA), San Francisco (CA), Santa Barbara (CA), Santa Cruz (CA), and Seattle (WA). Further, staff was present at the ground-breaking ceremony for the Pacifico Cooperative in Davis (CA), which is scheduled to open in Fall 2000.

On a broader note, CCDC and NCB-DC have been discussing strategies for making campus cooperative development more effective. To this end, a "Campus Cooperative Working Group" has convened with the objective of refining each organization's effectiveness in cooperative development.

Finally, along with the Cooperative Development Foundation in Washington, DC, CCDC continued to jointly-administer the Kagawa Fund for Student Cooperative Development. While there were no new investments, the Fund had a productive year with refinancing and new loan provision. Three new loans were issued, including \$30,000 loans for the Boulder and Urbana projects, and a \$27,000 loan for the pur-

**“Overall, this year has been a tremendous success for NASCO Properties.”**

## Co-op Development Model for the Future? →

Until recently, the campus co-ops in the Urbana-Champaign area were hardly a blip on NASCO's radar. However, some of them have existed for 15 or 20 years. Most likely, there was little contact between Urbana and Ann Arbor because of the co-ops' independent nature. Each house existed in its own world and there was no formal organization to tie them together.

In 1997, La Casa Grande Colectiva, Avocado House, the Mothership, and Green House decided to form an umbrella organization called the "Community of Urbana-Champaign Cooperative Housing" or COUCH. Some of the pragmatic reasons included shared marketing and building a sense of community amongst the co-ops.

Additionally, this group of visionaries was interested in creating more co-ops in the area. The benefits of an established organization in purchasing, and even leasing, buildings were obvious. So, they set their minds to task and leased their first co-op in the Fall of 1999. This project, with a nine-month contract, provided COUCH with an example of some of the issues involved in co-op development.

In early-Spring 2000, COUCH found a building feasible to purchase and made an offer. However, because of a minimal credit and operational history, their offer was not accepted by the seller. At this point, they asked CCDC and NASCO Properties for assistance. Quickly, NP submitted offer to purchase the building and lease it back to COUCH. Within a matter of months, CCDC had completed the necessary research and found the financing to purchase the building.

Interestingly enough, this is the route taken by campus cooperatives in places such as Ann Arbor, Austin, and East Lansing: independent cooperatives consolidating their resources to create a stronger organization. One has to wonder if there are other cities that might benefit from this approach.

Visit COUCH's website at: <http://co-op.champaign.il.us/couch/>

# The Shape of

## Cooperative Education & Training Institute

NASCO's annual conference is widely recognized as one of the most important training opportunities available to co-op members, directors, staff and managers. The Institute attracts hundreds of cooperators from the US and Canada for two and one half days of comprehensive technical programs and discussions. Workshops, speakers, films, social events and the opportunity to meet with cooperative members and leaders make the weekend an unforgettable experience.

## Member Visits

The NASCO staff visits Active Member groups annually, providing on-site training and consultation on a variety of topics. These services are typically tailored to the cooperative's needs, and in the past have included: operational systems, staff-board relations, member recruitment and participation strategies, board training programs, business planning, and expansion assistance.

## Regional Activity

NASCO supports regional networking and training opportunities for co-op members. In the Midwest, Texas, California, and central Canada, co-ops meet as needed for workshops and social events, where they can discuss pertinent issues pertinent.

## Campus Co-op Managers Conference

NASCO hosts an annual conference for co-op managers and staff. A small and intimate event, the conference focuses on professional development and networking. The educational program includes courses and special meetings relevant to the needs and interests of the attendees.

## Career Development

The Cooperative Internship Program seeks to bring together student applicants with internship sponsors for summer employment in a range of cooperatives and cooperative organizations. In addition, NASCO promotes co-op jobs to its active members, helping students transfer their college experience to cooperative careers.

## Networking

NASCO acts as the organized voice of the campus cooperative movement, both in terms of bringing together members and activists, and in maintaining relationships with national cooperative organizations.

## Publications

The Co-op Voices newsletter features reports on activity among campus-based cooperatives in Canada and the United States. NASCO also carries a small inventory of cooperative publications.

## Cooperative Development

In partnership with its affiliate, the Campus Cooperative Development Corporation, NASCO provides technical assistance to small cooperatives and organizing groups seeking to develop and expand cooperative business. Assistance includes organizational planning and design, feasibility analysis, finance acquisition, and comprehensive project management.

## Cooperative Management

In partnership with its affiliate, NASCO Properties, NASCO provides and ownership and management structure for small cooperatives and organizing groups that are shut out of the traditional housing market. As a

# NASCO Today

# NASCO Active Member Cooperatives

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Students' Cooperative Association • Eugene, OR  
Founded in 1935, SCA has 81 members in three group houses. The co-op recently re-opened a building that had been shut down.

UCSD Food Co-op • San Diego, CA  
The UCSD Food Co-op is a cooperatively-run organic food market located at UC San Diego. The store are located in a small plaza with two other worker co-ops.

University Cooperative Housing Project • Tucson, AZ  
Founded in the mid-1990s, UCHP currently leases one building and is looking to purchase another.

University of Kansas Student Housing Association • Lawrence, KS  
35 member in two houses. Founded in 1969, the co-op strives to provide a housing that is democratic, egalitarian, and environmentally sound.

University Students Cooperative Association • Berkeley, CA  
The USCA is the largest campus cooperative on the continent, housing over 1250 members in a mix of 20 group houses and apartment buildings.

Von Cramm Cooperative • Ithaca, NY  
33 members in one house. Von Cramm is one of a number of university-owned co-ops at Cornell University.

Waterloo Cooperative Residences, Inc. • Waterloo, ON  
Over 900 members in several dormitory-style and apartment buildings. Waterloo was started in 1964 with assistance from CCRI and a federal housing program.

## STUDENT COOPERATIVES

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

Riverton Community Housing • Minneapolis, MN  
Two apartment complexes with 184 units. In addition, to Chateau and Marcy Park cooperatives, Riverton recently developed two additional buildings. One, called Marshall, will provide 16 units, and the other, called Franklin, will provide 182 units.

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

Groundwork Books • San Diego, CA  
Groundwork is a collectively managed bookstore at UC San Diego. The organization uses their resources to work for social justice.

Inter-Cooperative Council • Ann Arbor, MI  
Founded in 1932, the ICC counts over 600 members in 20 group houses and a larger housing complex.

Inter-Cooperative Council • Austin, TX

Over 160 members in eight group houses. The ICC began in the 1930's as a social organization and in 1969 incorporated to purchase property.

Kent Housing Cooperative • Kent, OH  
Founded in 1983, the cooperatives at Kent State have 12 members in three houses.

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. The organization was founded in 1950.

Santa Barbara Student Housing Co-ops • Isla Vista, CA  
72 members in four buildings. SB-SHC was organized in 1978 in the aftermath of the Isla Vista riots.

Santa Cruz Student Housing Co-ops • Santa Cruz, CA  
48 members in two houses. Founded in 1991, SC-SHC was founded by a group of students who came together during the anti-Gulf War activism.

Student Cooperative Organization • Athens, OH  
8 members live in one house, which is a part of the network of NASCO Properties cooperatives.

Student Heritage Houses, Inc. • Austin, TX  
Six on-campus and one off-campus buildings. Formerly the UT Women's Co-ops, SHHI went co-ed last year. After a prolonged battle over buildings leased from the university, SHHI recently opened its first off-campus residence.

# NASCO and its Affiliates

The North American Students of Cooperation is the organized voice of the campus cooperative movement. Its primary focus is member education and movement building. To further the cause of expanding the movement, NASCO works with two affiliate organizations, the Campus Cooperative Development Corporation (CCDC) and NASCO Properties (NP).

## North American Students of Cooperation

The North American Students of Cooperation is a federation of campus and community cooperatives dedicated to strengthening and expanding the cooperative movement across the United States and Canada. NASCO's primary focus is cooperative education. Its programs include educational conferences, training services, career development, and information provision. Through its affiliated organizations, NASCO works to expand the movement by providing development and management assistance to burgeoning cooperatives and organizing groups.

## Campus Cooperative Development Corporation

The Campus Cooperative Development Corporation was founded in 1987 to reaffirm the campus cooperative movement's commitment to expansion. CCDC works closely with organizing groups and expanding cooperatives, providing assistance in the following areas: pre-development, loan financing, and organizational design, as well as full-scale project coordination. Others in the broader movement consider CCDC's development style innovative and exciting because of its use of financing from established cooperatives, rather than the public sector.

## NASCO Properties

NASCO Properties is a mutual housing association founded in 1988 to assist the Inter Cooperative Council in Austin during a severe market downturn. Working closely with CCDC, NP has expanded by working with co-op organizing groups that are unable to obtain traditional financing. The organization has grown rapidly, and cur-