

COOPERATIVE REVOLUTION

NASCO ANNUAL REPORT 2002

PRESIDENTS' LETTER

Dear Members and Friends,

We are proud to present you with this annual report for the North American Students of Cooperation (NASCO) and its two affiliate organizations: the Campus Cooperative Development Corporation (CCDC) and NASCO Properties. Together, we work to provide cooperative education, develop new cooperatives, and assist our members.

This past year saw many accomplishments, including the highest attendance seen at NASCO Institute in nearly 20 years. In February, NASCO approved a new strategic plan for 2002-2007 that aims to improve our funding base, build sustainable programs that provide effective co-op education and training to our members, promote participation by people of color, and strengthen the campus co-operative movement in Canada. NASCO's development affiliate, CCDC, also developed a new strategic plan, which sets a goal of creating 800 new beds of co-op housing by 2006. Additionally, CCDC assisted with the development of a new cooperative in Carrboro, NC. With NASCO Properties, the focus has been on completing the conversion to co-op housing of the 52-person W.E.B. Du Bois House in Chicago and working with Nickel City Housing to create the first campus cooperative in Buffalo, New York. Thanks to members, directors, staff, and friends for your efforts.

These achievements are all the more remarkable in light of the challenges we face. Every year, thousands of students become members of a campus co-op for the first time. Many join because of economic reasons: co-ops provide more for their money. Some have only the vaguest idea of what cooperation is. Yet by joining the co-op, members see for themselves the possibility of a more community-based, more egalitarian way of life. For many, campus co-ops have a truly profound effect, and more than a few members have gone on to dedicate their lives to the co-op movement.

As NASCO celebrates its 26th annual Cooperative Education & Training Institute, we look forward to *Imagining a Co-operative Revolution* that provides the tools members need to resolve conflicts peacefully, promote mutual understanding, and live and work cooperatively. It is in this practical idealism where the true strength of cooperation lies. And making that practical idealism available to all is what our work is all about.

In cooperation,

Ian McClennan
NASCO President

Sheila Ritter
CCDC President

Stephen Konieczka
NP President

VISION

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

MISSION

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

NASCO⊕ AND ITS PARTNERS

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 (NASCO⊕)

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 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 (CCDC)

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 (NP)

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 currently owns nine buildings in six locations. Today, NASCO Properties is considered an essential development tool for groups that are starting new co-ops. The NP family currently consists of groups in Athens, Austin, Boulder, Buffalo, Chicago, Santa Cruz, and Urbana.

PROGRAMS AND SERVICES

EDUCATION & TRAINING INSTITUTE

NASCO's annual Cooperative Education & Training Institute 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 U.S. and Canada for a weekend of comprehensive technical programs and discussions.

MEMBER VISITS

The NASCO staff visits member cooperatives annually, providing on-site training and consultation on a variety of topics. Commonly requested workshops include staff-board relations, member recruitment & participation strategies, board training programs, business planning, and expansion assistance.

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 program includes courses and special meetings relevant to the needs and interests of the attendees.

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.

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.

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 an ownership and management structure for small cooperatives and organizing groups that are shut out of the traditional housing market. As a mutual housing association, NASCO Properties provides assistance in the areas of maintenance coordination, financial management, governance, development and other relevant issues.

EXECUTIVE DIRECTOR'S REPORT

The theme of this year's Institute, "Imagining a Co-operative Revolution" speaks to the broad agenda of young co-op members today in shaping a cooperative future.

When we say "imagining a co-operative revolution" what do we mean? Undoubtedly, there are many potential answers. But one reason for asking the question now is that our movement faces many challenges – the need to invest in the future of cooperation, to expand and update co-op education for the Internet age, to reach out to under-served communities and spread the benefits of cooperative enterprise, to name a few.

NASCO contributes an essential element to meeting these challenges – the energy and talent of the next generation of cooperators. This past year has been a good year for NASCO – with near-record high levels of participation, sound finances, and the approval of a new five-year strategic plan that ambitiously aims to address fundamental issues of co-op education, development, and movement-building.

Highlights of the last year and upcoming initiatives are reviewed below.

SERVING OUR MEMBERS

This year, as always, NASCO maintained an ambitious schedule of year-round member service.

- NASCO's 2001 Institute exceeded the 2000 Institute's already high attendance levels, with over 425 in attendance and was the highest NASCO Institute had seen in nearly 20 years. Innovations at the conference included a Sunday alumni brunch and the delivering of caucus reports at the Annual General Meeting. Institute's 25th birthday was feted with a memorable birthday celebration.
- NASCO's annual Co-op Staff and Managers' Conference in February in Halifax, Nova Scotia received very positive evaluations from conference attendees. Topics at the conference included long-range planning, board-staff relations, diversity, maintenance, and development.
- NASCO placed students in internships at a number of cooperatives and cooperative organizations, including Riverton Community Housing, Chicago Mutual Housing Association, the National Cooperative Business Association, College Houses Cooperative, and the Inter-Cooperative Council (Ann Arbor).
- NASCO staff visited over 85% of its expanding membership. On these member visits, NASCO staff did workshops on board training, leadership development, co-op internships, co-op values, community relations, marketing, university relations, meeting facilitation, and how to develop new co-ops, as well as responding to information requests on a number of additional topics.

DEVELOPING NEW CO-OPS

Through our affiliate organizations, CCDC, the Campus Cooperative Development Corporation (which provides technical assistance with development) and NASCO Properties (which buys property for organizing groups and leases it back to the local cooperatives, to build a common equity pool), NASCO last year promoted the creation of new co-ops throughout North America.

- CCDC staff has participated in meetings to make sure that AB 1611 in California, which became law in January 2002, is implemented. This bill, which was passed in part due to a letter writing campaign of NASCO member cooperatives, makes California campus co-ops eligible for low-interest rate financing.
- CCDC provided assistance for the start up of the Hillsborough Street Co-op in Carrboro, North Carolina. A \$45,000 loan from the student-co-op Kagawa loan fund, combined with the backing of Weaver Street Food Co-op and primary financing from Community Self-Help Credit Union resulted in the successful start-up of North Carolina's first campus cooperative.
- At a planning retreat held in Halifax, Nova Scotia, CCDC board members, assisted by facilitator Ann Waterhouse, came up with a broad agenda for expanding co-op development. In the next five years, CCDC plans to greatly expand the scope and scale of campus co-op development, with the goal of creating 800 new beds of campus cooperative housing within the next five years.
- NASCO Properties, with the assistance of the Kagawa Fund and support from Northcountry Development Fund, completed its purchase of the DuBois house in Chicago, a 52-person housing cooperative.
- In Buffalo, New York, NASCO Properties, with the support of the Kagawa Fund and the University Students Cooperative Association, is working with the Nickel City group to start up that city's first campus co-operative.

EXPANDING OUR SUPPORT

NASCO's staff, board and members recognize that building a strong cooperative movement requires both people and money. NASCO has aggressively worked to build both its funding and membership base.

- At NASCO's 2001 Annual General Meeting, NASCO's membership reviewed a draft of NASCO's Strategic Plan and overwhelmingly approved a 2-year, 25% increase in dues that will provide a large step towards making that Strategic Plan achievable.
- NASCO applied in 2001 and received grants from the Mutual Service Insurance Foundation to support our web site development efforts and from The Cooperative Foundation to support our expansion of Institute programming.
- NASCO has gained new members! Co-op joining in the past year include the Ché Café Collective (San Diego, CA), Hillsborough Street Co-op (Carrboro, NC), Kinder Meadow Cooperative (Olympia, WA), Nickel City Cooperative (Buffalo, NY), Portland Collective Housing Syndicate (Portland, OR), Rochdale Cooperative Association (New Haven, CT), The Trail (Ann Arbor, MI), and the University of Maryland Food Cooperative (College Park, MD). New associate members include the Cooperative Development Foundation (Washington, DC), the National Association of Housing Cooperatives (Washington, DC), Credit Union National Association (Madison, WI), and Rainbow Bookstore Co-op (Madison, WI).

- Alumni founded the Campus Co-op Alumni Network, which has led to a growing number of individual supporters. Led by Robert Cox, Natalie Dahringer Derwellis, and Meg Martin, the group created a listerv at nascoalums@umich.edu and has set ambitious goals to expand the network in future years.

CO-OP EDUCATION AND WEB SITE DEVELOPMENT

In the past year, NASCO has been working to use the Internet to increase member awareness and expand member access to the educational and training resources we have to offer.

- NASCO, which had been an active participant in the National Cooperative Business Association (NCBA)-led campaign for a “.coop” top level domain name, updated our web site to become a “.coop” user. NASCO now has the easy to remember web site location of www.nasco.coop.
- 2001 marked the first year that NASCO posted its Institute registration materials on line. NASCO has also added links to staff members from member co-ops on line, increasing member access to co-op expertise.
- To assist member communications and increase membership awareness of the scope of our movement, NASCO staff completed a comprehensive overhaul of our *Guide to Campus Co-ops*. Work done includes printing posters showing where all known North American campus co-ops are located, as well as a web-accessible directory of co-op contact information and web site links.
- NASCO used monies from a membership dues increase to expand its Ann Arbor main office staff from two to three. This allows for Member Service responsibilities to be shared between two staff members, which will facilitate future development of NASCO’s education programs and internet services.

GROWING THE MOVEMENT

As an association of co-ops from campuses and communities across North America, NASCO must constantly strive to represent the full scope of the campus cooperative sector. In particular, NASCO has chosen to focus on two areas: increasing the racial diversity of the campus co-op movement and improving representation of Canadian co-ops within our binational association.

PROMOTING DIVERSITY

- NASCO expanded Institute course offerings in 2001 to offer a broader range of diversity training courses and has further expanded offerings for 2002. Additionally, the role of caucuses has been greatly expanded to promote greater board, staff, and member responsiveness to diversity issues.
- NASCO’s board undertook a survey of the membership to get better data to establish a benchmark for diversity promotion efforts.
- NASCO has sought to give greater visibility to diversity issues, giving the topic prominent placement in its quarterly newsletter *Co-op Voices*.
- NASCO and CCDC staff have sought to expand NASCO’s outreach to expand alliances with other groups that have had success

in building multiracial coalitions, including the United States Student Association and the National Association of Housing Cooperatives.

- NASCO and the Atlanta Cooperative Development Corporation collaborated on a joint grant proposal to the Nationwide Foundation seeking funding to develop new co-ops at historically black colleges and universities in the Atlanta region.

IMPROVING CANADIAN REPRESENTATION

- NASCO formed a “NASCO Canada Committee” to serve as a liaison to assist in building the campus co-op movement in Canada. Led by Canadian members of the NASCO Board, the committee is working with campus co-ops in Canada to assist co-ops in developing a Canadian association of campus co-ops that can directly promote campus co-ops in Canada and work with NASCO to promote campus co-ops throughout North America.
- NASCO expanded Institute course offerings in 2001 to offer a broader range of courses taught by Canadian co-op instructors and has further expanded offerings for 2002.
- NASCO staff has promoted the campus co-op movement in Canada by participating in the Cooperative Housing Federation of Canada, the Canadian Co-operative Association, and the Ontario Co-operative Association.

LOOKING TO THE FUTURE

NASCO looks forward to furthering its work in the next year. Key goals include the following:

- Further expand our membership and funding base.
- Develop an Internet Information Clearinghouse section of the NASCO web site by August 2003. This section of the web site will enable NASCO members to access information about policies, procedures, and training materials from fellow campus cooperatives across North America.
- Create a comprehensive plan for updating our educational materials, with the ultimate goal of creating a “Train the Trainer” program for Institute in November 2003.
- Develop an alumni section of NASCO’s web site that allows former members to seek out fellow co-op alumni.
- Promote the consolidation of a board of Ontario campus co-operatives to build a more cohesive and co-op movement-oriented campus co-op sector in Ontario.
- Develop a caucus system that functions between Institute conferences, with caucus representatives making regular reports to the NASCO board and serving as active liaisons with NASCO’s membership.
- Create a new development model that allows the campus co-op sector to expand the scope and scale of growth.

The tasks ahead of us are great. But so is our record of accomplishment. While we face many challenges, together we will work to imagine a cooperative revolution and meet our ambitious goals.

FINANCIAL STATEMENTS

BALANCE SHEET *(June 30, 2002)*

Assets

Cash	26,285
Accounts Receivable	1,980
Other Current Assets	690
Fixed Assets (less depreciation)	2,633
Security Deposit	600
TOTAL ASSETS	32,188

LIABILITIES & EQUITY

Liabilities

Accounts Payable	2,080
Deferred Income	16,659
Total Liabilities	18,739

Equity

Retained Earnings	7,857
Net Income	5,592
Total Equity	13,449

TOTAL LIABILITIES & EQUITY 32,188

STATEMENT OF ACTIVITIES *(July 1, 2001-June 30, 2002)*

REVENUE

Dues Income	77,760
Grants & Miscellaneous Income	20,537
Institute Income	53,816
Other Member Service Income	9,634
NASCO Product Sales	963
CCDC & NP Personnel Contracts	78,428
Total Income	241,138

EXPENSES*

Payroll	146,737
Governance/Board Expense	7,939
General & Administrative	16,770
Representation 3,411	
Staff & Managers' Conference	8,322
Fundraising & Recruitment	1,013
Institute	38,029
Member Visits and Related Expenses	6,038
Co-op Intern Program	420
NASCO Product Purchases	1,110
Co-op Voices	2,919
Alumni	107
Guide to Campus Co-ops	604
Columbus Organizing Project	1,815
Prior Year Expenses	312
Total Expense	235,546

Net Income 5,592

*=because payroll is not divided into cost categories, all other expense categories contain non-payroll (i.e., direct) expenses *only*.

MEMBERS AND SUPPORTERS

ACTIVE MEMBERS

1614 Co-op

Lawrence, KS

ACME House

Athens, OH

Brown Association for Cooperative Housing

Providence, RI

Chateau Student Housing Cooperative

Minneapolis, MN

Ché Café Collective

San Diego, CA

Circle Pines Center

Delton, MI

CoLibri Urban Housing Collective

St. Louis, MO

College Houses Cooperatives, Inc.

Austin, TX

Community of Urbana Champaign Co-op Housing

Urbana, IL

Davis Campus Cooperatives

Davis, CA

deCleyre Cooperative

Memphis, TN

Franklin Student Housing Cooperative

Minneapolis, MN

Groundwork Books

San Diego, CA

Hei Wa Cooperative House

Ann Arbor, MI

Hillsborough House

Carrboro, NC

Inter-Cooperative Council - University of Michigan

Ann Arbor, MI

Inter-Cooperative Council - University of Texas

Austin, TX

Kent Cooperative Housing, Inc.

Kent, OH

Kinder Meadow Cooperative

Olympia, WA

Kresge Food Co-op

Santa Cruz, CA

Madison Community Cooperative

Madison, WI

Marcy Park Student Housing Cooperative

Minneapolis, MN

Marshall Student Housing Cooperative

Minneapolis, MN

Masala Community Housing

Boulder, CO

Millstone Cooperative

Somerville, MA

MOSAIC

Evanston, IL

MSU Student Housing Corporation

East Lansing, MI

Nickel City Cooperative

Buffalo, NY

Portland Collective Housing Syndicate

Portland, OR

Qumbya Cooperative

Chicago, IL

River City Housing Collective

Iowa City, IA

Rochdale Cooperative Association

New Haven, CT

Santa Barbara Student Housing Co-ops

Santa Barbara, CA

Santa Cruz Student Housing Co-ops

Santa Cruz, CA

San Francisco Student Community Housing

San Francisco, CA

Sherwood Cooperative Association

Seattle, WA

Steiner House

Cleveland, OH

Stone Soup Cooperative

Chicago, IL

Student's Cooperative Association

Eugene, OR

Student Heritage Houses, Inc.

Austin, TX

Sunflower House

Lawrence, KS

The Trail

Ann Arbor, MI

UCSD Food Co-op

San Diego, CA

U Mass Student Controlled Businesses

Amherst, MA

University Cooperative Housing Association

Los Angeles, CA

University Cooperative Housing Project

Tucson, AZ

University of Maryland Food Cooperative

College Park, MD

University Students Cooperative Association

Berkeley, CA

Von Cramm Cooperative

Ithaca, NY

Wayne Association of Cooperative Housing

Detroit, MI

Whitehall Co-op

Austin, TX

SUPPORTERS

Campus Co-operative Residences, Inc.
Toronto, ON

Guelph Campus Co-operative
Guelph, ON

Neill-Wycik Co-operative College
Toronto, ON

Science '44 Co-operative
Kingston, ON

Waterloo Co-operative Residences, Inc.
Waterloo, ON

ASSOCIATE MEMBERS

Cooperative Development Foundation
Co-operative Housing Federation of Canada
Federation of Egalitarian Communities
National Association of Housing Cooperatives
Rainbow Bookstore Co-op
Riverton Community Housing

INDIVIDUAL MEMBERS *(July 2001-June 2002)*

Donald Altman
Luther & Joan Buchele
James Cassells
John & Laureva Cox
Natalie Dahringer
Richard Dines
Karen Edwards
David & Kathy Friedrichs
Marjorie Greene
Michael Janson
Dennis Kissick
Richard Lynch
Brian Nagorsky
Paul Pratt
Howard Robinson
Deniz Tuncer

Alison Amdur
Michael Burton
John Colborn
Mark Creekmore
Leon Despres
John Eberhardt
Frances Ferguson
Shanti Fry
Eric Guetshcoff
Stephanie Kelly
Jonathan Klein
Michael McIntyre
Benjamin Phillips
Daniel Reitman
Holly Jo Sparks
Tom Walsh

Richard White
Edward Yaker
Judy Ziegler

Bruce Woodrow
George Yasukochi
Karen Zimbelman

GRANT FUNDERS AND SPONSORS

Cenex Harvest States
MSI Insurance Foundation
Nationwide Foundation
National Cooperative Business Association
National Credit Union Foundation
The Cooperative Foundation

LOW INCOME SCHOLARSHIP FUND DONORS (2001)

Alternatives Federal Credit Union
Ithaca, NY

Chicago Mutual Housing Network
Chicago, IL

Collective Copies
Amherst, MA

Community Mercantile
Lawrence, KS

Cooperative Development Foundation
Washington, DC

Cooperative Grocer
Athens, OH

Davis Food Co-op
Davis, CA

East Lansing Food Co-op
East Lansing, MI

Food for Thought Books
Amherst, MA

Food Front Cooperative Grocery
Portland, OR

French Broad Food Co-op

Asheville, NC

Green Field's Market
Greenfield, MA

Greenbelt Consumer Cooperative
Greenbelt, MD

Greenbelt Homes
Greenbelt, MD

Greenstar Cooperative Market
Ithaca, NY

Hanover Consumer Cooperative Society
Hanover, NH

Hendersonville Community Co-op
Hendersonville, NC

Kansas Cooperative Council
Topeka, KS

Land O'Lakes Foundation
Minneapolis, MN

LEAF and ICA Group
Boston, MA

Lexington Real Foods Community Co-op
Buffalo, NY

National Cooperative Business Association
Washington, DC

National Farmers Union
Aurora, CO

North Country Cooperative Grocery
Minneapolis, MN

Olympia Food Co-op
Olympia, WA

People's Food Co-op
Ann Arbor, MI

Peoples' Grocery Co-op
Manhattan, KS

State Employees Credit Union
East Lansing, MI

The Cooperative Foundation
St. Paul, MN

Twin Cities Natural Food Co-op
Minneapolis, MN

Wheatsville Food Co-op
Austin, TX

NASCO BOARD

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Eugene, Oregon

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Boulder, Colorado

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Delton, Michigan

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Jacob Stegenga
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Berkeley, California

Alan Robinson
Austin, Texas

NASCO STAFF

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Executive Director

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Gina Cárdenas
Conference & Communications

Tracie Citron
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Jim Jones
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