

# The NASCO Family of Associations

2003-04 Annual Report



*“The NASCO Family organizes and educates affordable group equity co-ops and their members for the purpose of promoting a community-oriented cooperative movement.”*

*-- Adopted February, 2004 by the  
combined boards of the NASCO  
Family of Associations*

# A letter from the Presidents

*Dear Members and Friends,*

*We are excited to present you with this annual report for the NASCO Family. The family grew over the past year, and our ability to work towards our mission of providing cooperative education and developing new cooperatives grew as well. We have a new affiliate organization in Lots In Common (LINC)—a partnership with Riverton Community Housing in Minneapolis—which will develop more housing co-ops. We will also update you on the work of and changes within North American Students of Cooperation (NASCO), the Campus Cooperative Development Corporation (CCDC), and NASCO Properties.*

*A year and a half ago the NASCO Family went through a significant change. We restructured staff responsibilities to create a unified teamwork approach for our organizations, with an objective of improving and expanding programs and services. CCDC is assisting a record number of groups hoping to develop their own co-ops. NASCO Properties is celebrating the successful renovation of its co-op in Buffalo and the post-fire reopening of one of its co-ops in Santa Cruz. NASCO is recruiting new members, planning a new Co-op Camp, and updating its website to strengthen communication and connection in our growing cooperative world. We have all worked together to unify our vision and our daily tasks to make the NASCO Family more efficient and effective.*

*Our membership is also creating change in NASCO. Through the development of the caucus system in NASCO, our members are participating in NASCO more than ever. Last year the People of Color Caucus and the Community Co-op Caucus, along with Madison Community Co-op, proposed a Plan for Inclusion to our Annual General Meeting. The proposal sparked serious dialogue about NASCO's purpose and policies, and we hope our members continue to be active in NASCO issues through caucuses at Institute and continued discussions on our website forum throughout the year.*

*With the 28<sup>th</sup> annual Cooperative Education & Training Institute, we are eager to focus on the 7<sup>th</sup> Rochdale Principle: "Concern for Community". We believe that housing and worker co-ops have great power to affect individuals and communities. Oftentimes we focus on the needs of our internal communities, the conflicts and challenges within our own co-ops. But this year we want to look at the role co-ops can play beyond the walls of their own houses and businesses. How do different co-ops build community on their block, in their neighborhood, in their city? We look forward to being inspired by the awesome potential our members have, and daily actions they take, to create positive change in our communities.*

*In cooperation,*

*Sara Keenan  
NASCO President*

*Sheila Ritter  
CCDC Presiden*

*Jeremy Fredericksen  
NP President*

*Dave Rugg  
LINC President*

# Building on a Strong Foundation

This has been our first year as a jointly-managed group of affiliated organizations. During this year, we have taken a number of steps to lay groundwork for the future of NASCO, the Campus Cooperative Development Corporation, NASCO Properties, and our latest affiliate, Lots in Common.

Among our new foundation stones are:

1. A joint vision statement
2. A new team approach to management
3. A joint strategic plan (draft)
4. Several property transactions which will strengthen our affiliates
5. A greatly expanded potential for development work
6. Strengthened international recognition and visibility



*The Boards of NASCO, NASCO Properties and the Campus Cooperative Development Corporation at their joint visioning meeting in Berkeley in February, 2004.*

Our Mission Statement is the foundation for our draft strategic plan, which emphasizes the revenue generating potential of development and asset management to create a strong economic base for education. Our staffing structure, and increasingly our board structures will be built around this joint statement.

But we have done more than put a set of words on paper. Our new team approach to management has certainly had its ups and downs during this first year, but we have learned from our experience and restructured both job descriptions and staffing structure. A year ago, almost all of our staff members were new to NASCO; today they are experienced and enthusiastic about their jobs. We expect the next year to be much more productive and fulfilling.

NASCO Properties, is also well positioned for growth in the coming years. During 2003-04, we greatly strengthened our mutual ownership system by forming Lots in Common, a new joint venture with Riverton Community Housing. As reported in more detail later in this report, this joint venture brought NASCO Properties an influx of cash equity which was used to reduce debt and improve our cash flow position.

### **Vision**

#### **Statement:**

The NASCO Family organizes and educates affordable group equity co-ops and their members for the purpose of promoting a community oriented cooperative movement.

We have also successfully completed reconstruction work on Chavez House in Santa Cruz. This house was almost totally destroyed by the fire in February of 2003, but we were able to reconstruct the building in such a way that it has become a much better structure, while covering nearly the whole cost through the insurance settlement. We were also able to finish the massive rehabilitation work on Nickel City Co-op in Buffalo, which was purchased out of tax court. Both are now shining examples of what co-ops can be.

Equally important, we now have more contracts for co-op development than at any time in our history. We believe that there is an increasing demand for our model of group equity cooperatives, and we look forward to continued success in our development and refinancing assistance programs.

*-- Jim Jones, Executive Director*

# The NASCO Family of Associations

## **North American Students of Cooperation (NASCO):**

The North American Students of Cooperation is a non-profit organization dedicated to strengthening and expanding the cooperative movement across the United States and Canada. NASCO was conceived to help educate new generations of co-op members about the principles and practices of cooperation, to forge alliances between existing co-ops, and to act as an advocate for group equity cooperatives serving students and others. 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 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 co-op movement by assisting groups who want to start new co-ops using the group equity model.

## **Campus Cooperative Development Corporation (CCDC):**

Providing technical resources and direct development assistance for new and expanding cooperatives, the Campus Cooperative Development Corporation was started in 1987 to reaffirm our 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 and refinancing. CCDC works closely with existing groups, providing technical advice, financial advice, generating loan applications, networking with lending sources and coordinating development efforts to whatever extent is necessary. The success of CCDC's work has led to our reputation as one of the most aggressive supporters of development in the North American cooperative movement.

## **NASCO Properties:**

NASCO Properties was created in 1988 as a property holding and management corporation to assist new student housing cooperatives financing and management. Since then, NASCO Properties has become an important development tool for student and other groups that want to start group equity co-ops but do not have access to sufficient resources. NASCO Properties uses equity from buildings it owns to provide collateral and equity for these new groups. It also operates as a support network for its member co-ops, offering training and asset management assistance. In turn, these member co-ops form the governance structure for



*Steven Kelly, Director of Education and Training, working with the NASCO Board of Directors*



*Staff for 2003-04: Holly Jo Sparks, Jim Jones, Anjanette Bunce, Adrien Vlach, Steven Kelly.*

NASCO Properties. NP now owns buildings in Austin, Santa Cruz, Buffalo, Urbana, and Athens (OH).

**Lots in Common:**

Lots in Common was formed in 2004 as a joint venture between NASCO and Riverton Community Housing, based in Minneapolis. It is designed to be very similar to NASCO Properties, holding title and assisting with operations in various locations around the United States. To begin operations, three buildings leased by Qumbya cooperative in Chicago will be transferred from NASCO Properties to Lots in Common.

**Kagawa Fund:**

Named for the Japanese co-op visionary, Toyohiko Kagawa, the Kagawa Fund was established in 1989 as a joint project of CCDC and the Cooperative Development Foundation (CDF) in Washington. Initially capitalized by a substantial grant from the Japanese Consumer Cooperative Union, the Fund now has over \$300,00 in capital that is used to provide down-payment assistance to fledgling student co-ops. Structured as a revolving loan fund, Kagawa accepts investments from co-ops and individuals.

# NASCO's Education Program

## **NASCO Institute 2003**

354 people came to the NASCO Institute at the end of October, attending a record 79 workshops. The keynote speaker was Tim Wise, who has been called "the foremost white anti-racist intellectual in the nation" and has emerged as one of the country's leading young social critics. His banquet address highlighted the theme of the conference: "Facing Ourselves – Examining Power and Privilege in Our Co-ops."

## **Member Visits**

NASCO staff visited nearly all members, regardless of size in 2003-04 and were able to visit some more than once. On these visits, staff generally conducted training sessions and consulted on a variety of subjects.

## **Co-op Staff and Managers Conference**

The annual NASCO conference for co-op managers and staff was held in Chicago. There were excellent workshops on a variety of topics, including maintenance and development planning.

## **Networking and Representation**

NASCO maintains relations with a number of cooperative organizations in the United States and Canada. In 2002-03, we participated in conferences and events sponsored by the Co-operative Housing Federation of Canada, the National Association of Housing Cooperatives, the National Cooperative Business Association, the Ontario Co-operative Association, and the Ontario Student Co-operative Association. We also attended a worker co-op conference and acted as resource people for a youth conference in Alberta, Canada.

## **Career Development**

NASCO again placed a number of interns with both local and national cooperative organizations. The members of NASCO co-operatives are increasingly recognized as knowledgeable and motivated workers who can bring a new level of competence to their efforts.

## **Atlanta initiative**

Working with the assistance of several cooperatives and foundations, NASCO has made efforts to organize a new housing co-op at the historically Black college campuses in Atlanta. This effort is ongoing and will continue in 2003-04.

## **Regional conferences**

In the spring of 2003, NASCO became increasingly involved with organizing regional conferences from coast to coast. We participated in the annual Westco conference, held this year in Santa Cruz, and assisted with the Midwest Bash in Urbana, Illinois.

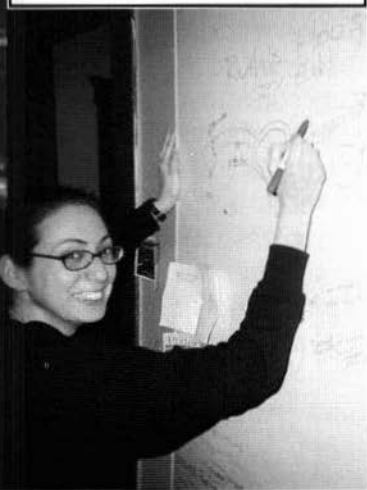
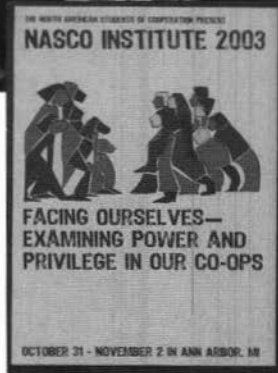




Left, caucus meeting at the NASCO Institute; below, poster for regional conference



Above, Adrien Vlach with River City Housing Collective in Iowa City; right, Institute brochure; far right, making things clear in Ann Arbor.



# North American Students of Cooperation

(unaudited)

## Savings and Loss

<u>Income</u>	<u>2003-04</u>	<u>2002-03</u>
Dues income	88,128	91,907
Other Core Program	21,356	22,948
NASCO Institute	57,238	68,656
Product sales	465	459
Managers Conference	7,419	8,407
Training and consulting	2,736	4,676
Co-op Organizing grants	9,795	0
Affiliate management contracts	122,466	88,645
Regional conferences	50	2,000
Other income	15	4,740
<b>Total income</b>	<b>309,668</b>	<b>292,439</b>
<u>Expense</u>		
Payroll and contract assistance	196,164	171,599
Governance	6,107	10,531
Administrative	28,275	23,444
Representation	5,109	4,417
Manager's conference	7,478	7,991
Institute	34,550	41,465
Member services	7,772	9,194
Organizing and development	6,866	2
Asset management	4,034	141
Other programs and expense	1,785	7,182
<b>Total Expense</b>	<b>298,140</b>	<b>275,967</b>
<b>Net Income</b>	<b>11,528</b>	<b>16,721</b>

## **Balance Sheet, July 31, 2003**

<b><u>Assets</u></b>	<b><u>2003-04</u></b>	<b><u>2002-03</u></b>
Cash accounts	27,003	44,067
Accounts receivable - general	600	33,559
Accounts receivable - dues	13,007	2,940
Accounts receivable - affiliates	29,381	660
Accounts receivable - Mgrs. conf.	2,699	0
Other current assets	994	352
<b>Total current assets</b>	<b>73,684</b>	<b>81,578</b>
Office Equipment	4,963	2,379
Other assets	972	315
<b>Total assets</b>	<b>79,619</b>	<b>84,272</b>
<b><u>Liabilities</u></b>		
Accounts payable	10,365	1,802
Revenue in advance	27,805	52,550
<b>Total Liabilities</b>	<b>38170</b>	<b>54,352</b>
<b><u>Equity</u></b>		
Net Income, current year	22,063	5,592
Net Income	11,528	16,721
Retained earnings (general)	7,857	7,857
<b>Total equity</b>	<b>41,448</b>	<b>29,921</b>
<b>Total liabilities and equity</b>	<b>79,619</b>	<b>84,272</b>

## **Campus Cooperative Development Corporation**

The Campus Cooperative Development Corporation (CCDC) has engaged in a record number of projects during the past year. Most of these were still in process at the end of the fiscal year, however.

Holly Jo Sparks, our development coordinator, has been working heavily with the Boston Community Cooperative/Millstone Cooperative to identify and purchase their first building. She is also working with Sherwood Cooperative in Seattle to refinance the home which they purchased two years ago with owner financing.

Other projects include the refinancing of DeCleyre Cooperative in Memphis and Chavez in Santa Cruz, and the transfer of ownership of the three Chicago houses leased by Qumbya Cooperative from NASCO Properties to Lots in Common. The most exciting project, however, was in Austin, Texas, where cooperation among cooperatives resulted in the purchase of Sasona Cooperative by NASCO Properties.

This extremely complex transaction involved sale of another property, the House of Commons to the Austin Inter-Cooperative Council, involved an ICC loan guarantee, a line of credit from Riverton Community Housing, a second loan guarantee from College House Cooperatives, and even fire insurance through the ICC. After a struggle, the deal was successfully closed and Sasona will be able to continue under the NASCO Properties umbrella.

In this past year, CCDC has identified new sources of financing for cooperatives and has engaged in research on innovative financing opportunities. Hopefully, we will soon find a way of successfully developing larger projects. The demand for group equity housing is definitely out there, and growing!

## **Kagawa Fund for Cooperative Development**

2004 marks the 15th anniversary of the establishment of the Kagawa Fund. It currently has more than \$489,000, of which 57% is from social investment loans from some of the larger NASCO members. Roughly \$188,000 was loaned for seven different projects as of January, 2004. The Kagawa Fund is administered by the Cooperative Development Foundation in Washington, DC, with Trustees appointed by CCDC.



## ***CCDC Consulting in England***

*In May of 2004, Jim Jones traveled to Manchester, England to be a resource person for a conference on student housing cooperatives sponsored by the National Union of Students and the Co-operative Group. There are currently no student housing co-ops in England, but there is great interest in starting them.*



*Upper left, at a student housing construction site in Leeds; middle and lower left, a family housing co-op suggested as a prototype; lower right, Jim Jones with organizing group.*

# Campus Cooperative Development Corporation

(unaudited)

## Savings and Loss

<u>Income</u>	<u>2003-04</u>	<u>2002-03</u>
Supporting Member dues	2,875	2,175
Investing Member dues	55,578	48,260
Former Members	0	117
Interest	314	592
Success fees	<u>1,500</u>	<u>2,447</u>
<b>Total Income</b>	<b>60,268.20</b>	<b>53,591</b>
<u>Expense</u>		
Management contract	53,641	0
Governance expenses	736	2,921
Administrative expenses	1,209	1,901
Program Expenses	3,654	4,300
Federal Income taxes	430	0
Other administrative	<u>0</u>	<u>41,969</u>
<b>Total Expense</b>	<b>59,669.81</b>	<b>51,091</b>
<b>Net Income</b>	<b>598</b>	<b>2,500</b>

## Balance Sheet

<b><u>ASSETS</u></b>	<b><u>2003-04</u></b>	<b><u>2002-03</u></b>
<b>Current Assets</b>		
Cash accounts	59,245	52,700
Accounts Receivable	<u>505</u>	<u>148</u>
<b>Total Current Assets</b>	<b>59,750</b>	<b>52,848</b>
<b>Fixed Assets</b>		
Office Equipment	3,726	3,726
Accumulated Depreciation	<u>(3,726)</u>	<u>(3,726)</u>
<b>Total Fixed Assets</b>	<b>---</b>	<b>--</b>
<b>TOTAL ASSETS</b>	<b>59,750</b>	<b>52,848</b>
<b><u>LIABILITIES &amp; EQUITY</u></b>		
<b>Liabilities</b>		
<b>Current Liabilities</b>		
Accounts Payable	<u>39,030</u>	<u>32,727</u>
<b>Total Liabilities</b>	<b>39,030</b>	<b>32,727</b>
<b>Equity</b>		
Retained Earnings	20,121	17,621
Net Income	<u>598</u>	<u>2,500</u>
<b>Total Equity</b>	<b>20,719</b>	<b>20,121</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>59,750</b>	<b>52,848</b>

# NASCO Properties

The year started out with a great deal of trauma for NASCO Properties. Because our fiscal year begins May 1, a full two months before the fiscal years of NASCO and CCDC, we had almost half of the year to deal with the sale of Dubois. That sale, planned for the end of the summer, was finalized in November of 2003. Because of the delay, we made less money on the sale than we expected, but it was still enough to cover our operating losses from the time of purchase.

Even after the sale, there still were other huge projects to deal with. One was the reconstruction of Chavez House in Santa Cruz, which was substantially destroyed by fire in February of last year. Holly Jo Sparks, our West Coast staff member worked long and hard to make sure the construction was done well and that we received a fair amount from the insurance settlement. In the end, we were able to cover nearly all of the half-million dollars in costs from our insurance.



*Chavez under reconstruction to the left; Holly Jo Sparks with contractor above.*

We also spent the entire year trying to complete work on the Nickel City co-op in Buffalo. This house was purchased at a tax auction and was in very poor condition. The members deserve much of the credit, both for living in a construction zone and also for doing much of the work themselves. We never could have brought the house up to code without their volunteer "sweat equity."

Toward the end of the year, we were asked by the Cooperative Housing Expansion of Austin to help them save their first and only house, Sasona, from potential failure. The house had been purchased by CHEA two years earlier with owner financing, and the loan was due at the end of July.

After investigating the alternatives, CHEA asked NASCO Properties to purchase the house and lease it back to them. This transaction was under way at the end of the fiscal year and has since been finalized.





*Our house in Buffalo, Nickel City, has undergone massive rehab work. To the left is scaffolding for roof and gutter work, and above is a good picture of this beautiful mansion in the summer.*

## Lots in Common

Another opportunity came along in the fall of 2003, when NASCO and NASCO Properties were approached by Riverton Community Housing in Minneapolis with the possibility of a joint venture to establish new cooperatives in other cities. After much negotiation, we decided to incorporate a partnership between NASCO and Riverton to be called "Lots in Common," or LINC.

To get off to a good start, we decided to transfer ownership of the three houses in Chicago, which are leased by Qumbya cooperative, from NASCO Properties to Lots in Common. Riverton was willing to put \$200,000 in equity into this project, which would be like a "starter set" for LINC. This transfer was also in process at the end of the fiscal year.

All of this work will reposition NASCO Properties with a much better debt to equity ratio, which will be of great help for future expansion. While Lots in Common was only a gleam in our eye during the last fiscal year, we all recognized it's potential for becoming large and well established over time. Next year, we will have a full report on LINC and the transactions which are now making it a reality.

All of these efforts greatly will greatly strengthen NASCO Properties, which will end up with houses that are in better condition with less debt and stronger community support. While 2004-05 may still reflect the last phases of some problems, the future is promising.

# NASCO Properties

## Profit and loss

<u>Income</u>	<u>2003-04</u>	<u>2002-03</u>
Lease income and lost rents insur.	585,307	689,765
Interest Income	3,367	3,876
Donations	0	9,434
Miscellaneous	419	706
<b>Total Income</b>	<b>589,093</b>	<b>703,780</b>
<u>Expense</u>		
Administrative Expenses	83,613	85,887
Mortgage interest	323,122	361,038
Property taxes	42,969	68,753
Insurance	58,582	35,958
Maintenance	15,846	36,220
Utilities	6,112	10,215
Misc. property expenses	545	948
Bad debt expense	26,979	19,575
Depreciation	114,962	115,071
Amortization expense	9,016	8,876
9000 - Misc. Expense	508	481
<b>Total expenses</b>	<b>682,253</b>	<b>743,025</b>
<b>Net Ordinary Income</b>	<b>-93,160</b>	<b>-39,244</b>
<b>Extraordinary income from fire</b>	<b>133,898</b>	<b>24,094</b>
<b>Gain on sale of property</b>	<b>131,653</b>	<b>76,246</b>
<b>Net Income</b>	<b>172,391</b>	<b>61,096</b>

## **Balance Sheet**

<b><u>Assets</u></b>	<b><u>2003-04</u></b>	<b><u>2002-03</u></b>
Cash accounts	177,654	209,313
Accounts Receivable	48,840	59,242
Other Current Assets	<u>27,536</u>	<u>10,207</u>
Total Current Assets	254,030	278,763
Land	907,769	1,210,772
Buildings less depreciation	1,327,125	2,317,704
Building improvements, less depreciation	353,896	936,930
Fixtures less depreciation	17,914	42,279
Other assets	<u>21,740</u>	<u>37,431</u>
<b>Total assets</b>	<b>3,519,756</b>	<b>4,452,069</b>
<b><u>Liabilities</u></b>		
Current liabilities	176,432	66,026
Mortgage loans payable	<u>3,188,193</u>	<u>4,403,303</u>
<b>Total liabilities</b>	<b>3,364,625</b>	<b>4,469,329</b>
<b><u>Equity</u></b>		
Restricted reserves	40,932	40,932
Retained earnings	(58,192)	(119,289)
Net Income	<u>172,391</u>	<u>61,096</u>
<b>Total Equity</b>	<b>155,131</b>	<b>(17,260)</b>
<b>Total liabilities and equity</b>	<b>3,519,756</b>	<b>4,452,069</b>

# Members and Supporters

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## Active Members

- Blessed Realm  
Berkeley, CA
- Boston Community Co-op (Millstone)  
Somerville, MA
- Brown Association for Cooperative Housing  
Providence, RI
- Chateau Student Housing Cooperative  
Minneapolis, MN
- Ché Café Collective  
San Diego, CA
- Chrysalis Co-op  
Boulder, CO
- Cooperative Housing at the University of  
Virginia, Richmond, VA
- 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
- Cooperative Roots  
Berkeley, CA
- Davis Campus Cooperatives  
Davis, CA
- Ferry House  
Poughkeepsie, NY
- Franklin Student Housing Co-op  
Minneapolis, MN
- Groundwork Books  
San Diego, CA
- Heiwa House  
Ann Arbor, MI
- Inter-Cooperative Council at the U. of Mich.  
Ann Arbor, MI
- Inter-Cooperative Council at the U. of Texas,  
Austin, TX
- Kent Cooperative Housing, Inc.  
Kent, OH
- Kresge Food Co-op  
Santa Cruz, CA
- Madison Community Cooperative  
Madison, WI
- Marcy Park Student Housing Co-op.  
Minneapolis, MN
- Marshall Student Housing Co-op  
Minneapolis, MN
- Maryland Food Collective  
College Park, MD
- Masala Community Housing  
Boulder, CO
- MOSAIC  
Evanston, IL
- MSU Student Housing Corporation  
East Lansing, MI
- Nickel City Housing Cooperative  
Buffalo, NY
- Nottingham Co-op  
Madison, WI
- Oklahoma Cooperative Housing Assoc.  
Norman, OK
- Portland Collective Housing Syndicate  
Portland, OR
- Qumbya Cooperative  
Chicago, IL
- River City Housing Collective  
Iowa City, IA
- Rochdale Cooperative Association  
New Haven, CT
- San Francisco Students for Community  
Housing Organizaiton, SF, CA
- Santa Barbara Student Housing Co-ops  
Santa Barbara, CA
- Santa Cruz Student Housing Co-ops  
Santa Cruz, CA
- Sasona Co-op  
Austin, Texas
- Sherwood Cooperative Assn.  
Seattle, WA
- Stone Soup Cooperative  
Chicago, IL
- Students' Cooperative Association  
Eugene, OR
- Students Cooperative Inc.  
Minneapolis, MN

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Student Cooperative Organization  
Athens, OH  
UCSD Food Co-op  
San Diego, CA  
U Mass Student Controlled Businesses  
Amherst, MA  
University Cooperative Housing Ass'n  
Los Angeles, CA  
U.of Kansas Student Housing Assoc.  
Lawrence, KS  
U. Students Cooperative Association  
Berkeley, CA  
Von Cramm Cooperative  
Ithaca, NY  
Whitehall Co-op  
Austin, TX

## Associate Members

Ontario Student Co-  
operative Association  
National Association of Housing  
Cooperatives

## Supporters and Sponsors

Jim Jones  
Stewart Kohl  
Ralph Nadar  
National Credit Union Foundation  
National Cooperative Business Ass'n  
National Cooperative Bank Development  
Corporation

## Individual Members

### Bronze Members

James Cassels	Eric Guetschoff
Faye LeFever	Jonathan Klein
William Meacham	Richard Lynch
James Cassels	Michael McInyre
Peter Reilly	Michael Elph Morgan
Howard Robinson	Ann O'Brien
Therese Ruffing	Sheila Ritter
Robert Russell	James Robertson
Matthew Slepín	Tom Welsh
Billy Thogersen	George Yasukochi
June Tichinin	Frank Schwartz in memory of Jack McLanahan
Edward Yaker	
Karen Zimbelman	

### Gold Members

Michael Burton  
James W Canup  
Megan Case  
Lottie Cohen  
John & Laureva Cox  
Robert Cox 1  
John Colborn  
Natalie Dahringer  
Leon Despres  
Steve Dubb  
John Eberhardt  
Dave Friedrichs  
Francie Ferguson

### Platinum Members

Luther Buchele  
Stewart Kohl  
Paul Merrill

## NASCO Board

Sara Keenan, President Chicago, Illinois	Susan Caya Ann Arbor, Michigan
Julie Pennington, Vice Pres. Austin, Texas	Yev Garif Toronto, Ontario
Petr Bakus, Sec/Treasurer Waterloo, Ontario	Silas Kulkarni New Haven, Conn.
Cary Hubbard, Secretary Waterloo, Ontario	Max Krochmal San Francisco, Cal.
Lincoln Miller, Devel. Officer Boulder, Colorado	David Lambert Amherst, Mass.
Marc DeGiere, AMR Berkeley, California	Ricardo Guerrero Austin, Texas
Lisa Calhoun Saline, Michigan	Yung-Chi Sung Minneapolis, Minnesota

## NASCO Properties Board

Jeremy Fredericksen, Pres. Santa Cruz, Cal.	Lincoln Miller Boulder, Colorado
Joan Bulmer, Treasurer East Lansing, Michigan	Dave Rugg St. Paul, Minnesota
Kevin O'Sullivan, Vice-Pres. Buffalo, New York	Emily Coogan Urbana, Illinois
James Braten Chicago, Illinois	Ben Phillips Los Angeles, California
Chris Barcroft Athens, Ohio	Billy Thogersen Austin, Texas
Ricardo Guerrero Austin, Texas	Jim Jones, Secretary (ex- officio), Ann Arbor, MI
Billy Thogersen Austin, Texas	

## CCDC Board

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