



**North American Students of Cooperation
Annual Report
May 01, 2013 - April 30, 2014**

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President's Letter

02 October 2014

Dear members and friends of NASCO,

I would like to take this opportunity to introduce myself to you and share some of the major strides NASCO has made in the past year. My name is Mingwei Huang, and I have been involved with housing co-ops since I moved into the Audre Lorde Co-op within Madison Community Cooperative over eight years ago. I have been involved with NASCO in multiple capacities since 2008: Institute faculty, People of Color Caucus Chair, appointed and elected board member, Director of Education and Training, and currently as the board president.

In our recent history, NASCO has experienced organizational fluxes oscillating between periods of major organizational change and turnover in leadership and also periods of stable rebuilding. While these changes have been challenging, our organization is proving to be dynamic and resilient, and this past year NASCO has made major progress in becoming more sustainable, primarily in the areas of governance, personnel, and membership.

NASCO implemented a change in the election cycle this fiscal year (May 2013-April 2014) in order to streamline turnover of board members. Rather than holding elections in the spring and having two major board turnovers a year, the elections happen around the same time of Institute. As such, board members elected in the general election and appointed at Institute will be seated together, which creates a stronger cohort and mitigates the impact of the constant turnover within our board leadership.

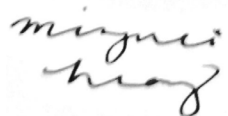

In this current fiscal year (May 2014-April 2015), NASCO is in the process of overhauling two fundamental organizational areas: election policies and the dues structure. The proposed election procedure potentially enhances democratic representation on the board and simplifies implementation. Moreover, the board is opening a conversation with NASCO members about proposed changes in dues rates and structures.

Two years in the making, NASCO formally instituted the staff collective and a new set of personnel processes. NASCO experienced some staff turnover earlier this year, but is now fully staffed with staff members located in the Chicago main office, San Antonio, and New York City. This July, NASCO welcomed Rek Kwawer (Director of Operations), who joined Corrigan Nadon-Nichols (Director of Development), Morgan Crawford (Director of Educational Programs), and Daniel Miller (Director of Properties). Working at full capacity, NASCO staff are visiting and assisting members, building up education programs, developing new co-ops, and promoting NASCO within the co-op movement.

To better engage with and serve members, NASCO has launched a newly designed, more user friendly website and shared resource library, including video resources, in addition to establishing a stronger social media presence and starting up Co-op Voices, NASCO's monthly newsletter. This year NASCO's flagship educational program, the Cooperative Education and Training Institute, "Co-ops for Life: Owning Our Future," builds on the International Cooperative Alliance's "Blueprint for a Cooperative Decade" (2013) and aims to inspire participants to think about co-op involvement in multifaceted, cross-sector, movement-level, long-term ways. In other words, this year's Institute emphasizes being life-long students of cooperation toward realizing our dreams of collective liberation and alternative economic worlds.

NASCO continues to grow and be responsive to the needs of its members and the larger cooperative movement. We always welcome member feedback in how we can best provide services and improve communication. Through your participation in NASCO governance and programs, you are helping us further our mission and movement. NASCO is not only "the board," rather each and every one of us.

Yours in cooperation,

Mingwei Huang, NASCO President

Letter from NASCO Staff

21 October 2014

The 2014 Fiscal Year has been a challenging and productive year for the NASCO staff.

Early in the year, NASCO held a well-received Staff and Managers Conference in Chicago. The conference planning started late because it was just a few months after NASCO was fully staffed for the first time in nearly a year. Despite lower attendance, participants felt positively about the content and the opportunity to connect with other co-op staff and managers.

NASCO's Cooperative Education and Training Institute was held in November, 2013, with the theme "A Fire In Our Bellies: Food Justice and Cooperatives," and co-sponsored by CoFED. Nearly 400 co-op members attended workshops, intensives, and caucuses, as well as a keynote by Malik Yakini. Thanks to generous donations from a variety of community organizations and individuals, 81 people received funding through NASCO's Low Income Scholarship Fund. All member cooperatives had the opportunity to attend NASCO's Annual General Meeting.

The NASCO Properties Board announced a Request for Proposals for a new NASCO Properties cooperative. This project may expand an existing NP cooperative or may bring a new cooperative into the NP family. NASCO Development Services had a dedicated staff person for the full year, which enabled it to consult with a number of organizations interested in expansion or new development, and to negotiate the closing on the Horizontal Housing Collective in Baltimore, MD.

NASCO staff did a lot of hard work on the internal operations of NASCO this year, putting in a lot of effort to increase efficiency and transparency, and ensure a strong organization for years to come. As part of NASCO's commitment to anti-oppression work, all staff participated in a training on creating an anti-oppressive workplace. Staff also overhauled and updated NASCO's staff policies, which will bring clarity to the role of staff and improve operations. In order to better serve our members, staff have integrated more reporting into our database, allowing us to track communications and stay connected. And, staff have implemented a new consistent time reporting method which allows the NASCO board to see where staff time is being spent.

In Cooperation,

Corrigan Nadon-Nichols, Director of Development
corrigan@nasco.coop or 630-890-3165

Rek Kwawer, Director of Operations
rek@nasco.coop or 734-678-1821

Morgan Crawford, Director of Education
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Daniel Miller, Director of Properties
daniel@nasco.coop or 734-945-2424

NASCO Family Overview

Mission: The North American Students of Cooperation (NASCO) Family organizes and educates affordable group equity co-ops and their members for the purpose of promoting a community oriented cooperative movement.



NASCO Education

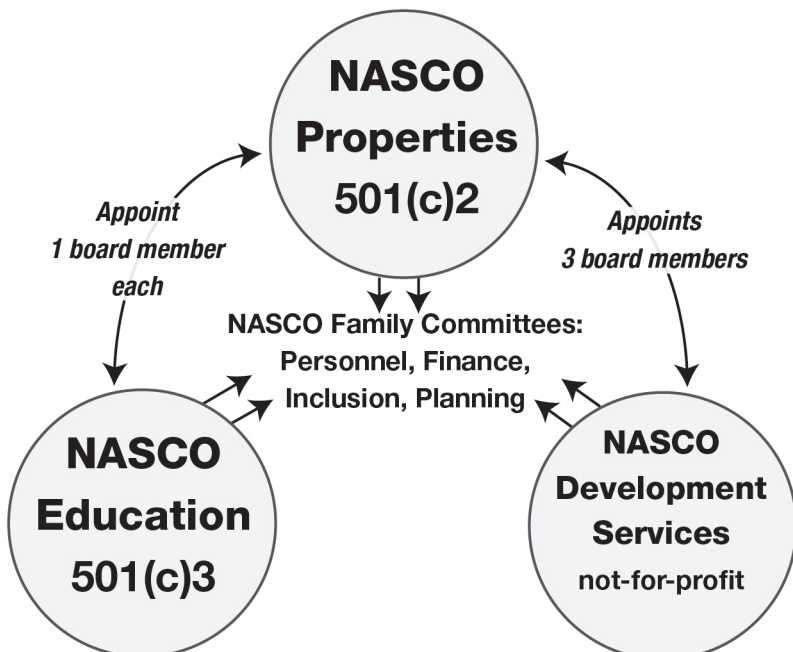
Since 1968, NASCO and its affiliates have been working with students, worker-owners, activists, and community members who are interested in applying cooperative principles to meet their needs and fulfill their mission. NASCO provides education and technical assistance to its members and co-op organizing groups. NASCO also assists its members in communicating with each other and acts to educate the public on cooperative principles and practices.

NASCO Development Services

NASCO Development Services (formerly known as Campus Cooperative Development Corporation, or CCDC) is the arm of the NASCO family set up to help with the development of co-ops. NASCO Development Services was created in the 1980s with the goal of creating resident-controlled, affordable housing cooperatives - usually student, youth, or campus-oriented. NDS works to help co-ops get financing, and also provides technical training for people in the co-op development process.

NASCO Properties

NASCO Properties offers a stable foundation for local co-ops to build on by providing funding, planning, and technical support for local co-ops. Each NP co-op has its own mission, board, and market, and each co-op creates tools and policies to meet local needs. NP connects these co-ops into one coop-of-coops to share best practices. Co-op members are directly involved in operations, so that NP functions with about 1/3 of the staff levels of a similarly sized co-op.



NASCO Education, NASCO Properties, & NASCO Development Services make up the NASCO Family

Strategic Goals

Every part of the NASCO Family agreed to several important goals to make us more responsive to our members, and to be leaders within the co-op movement. Here are some notable points of progress NASCO has made on each of these goals.

Advance the cooperative movement by fostering leadership through education, training, and engagement

Shared Resource Library - We've completely overhauled and updated our Library to make it easier than ever to find technical resources.

Webinars - NASCO was awarded a grant to create webinar trainings, and the first of several have been created for future release.

Core trainings - To help our members get the most out of training visits, NASCO has created a menu of core trainings to help members plan for their local co-op's needs.

Improved member visit planning and followup - Every training visit is being tracked for planning purposes, and each co-op gets follow-up contact that includes additional resources.

Broaden access to cooperatives, develop new cooperatives, and expand existing ones

Complete development of La Reunion Co-op - This new apartment co-op is providing affordable housing to 20 low income households in Austin.

Closing on Horizontal Housing - This co-op was able to expand into an additional house after receiving technical assistance from NASCO Development Services.

NASCO Properties Request For Proposals - NP created an RFP process in order to help small and new co-ops expand by bringing new properties into the NP system.

Improve technical resources - New and improved resources for development budgets, sample policies and leases, and other specialized co-op needs have been created.

Increase the organizational capacity and stability of the NASCO Family

Overhaul of staff policies and contracts - NASCO now has very clear policies tying together each of our three boards and our staff, reducing duplicated effort and costs.

Improve governance coordination between boards - Cross-board committees and appointments have been clarified in order to help new board members become more involved.

Track staff hours by program and report on hours - All staff time is now consistently tracked and mapped to our budget, allowing the board to account for the total cost of any planned activity.

Created Operational Plan - This document orients new staff more quickly to their duties and NASCO's total workload, and allows board members to give meaningful oversight of staff.

Challenge systems of power that perpetuate privilege and oppression that operate within NASCO, member co-ops, and their communities

Harassment Policies - Drawing on many examples, NASCO now has a comprehensive policy to address and document harassment.

Training Requirements - Boards and key committees are required to have trainings on harassment and staff oversight to create a safe and consistent work environment.

Online channels have been created to report anonymous complaints about safer spaces or oppressive behavior, including anonymously.

Trainings for members on creating safer spaces, preventing discrimination, and supporting the needs of members of marginalized groups have been created, improved, and presented.

Membership

Active Member Co-ops

4th Street Co-op
Minneapolis, MN

Acorn Community
Mineral, VA

**Berkeley Student
Cooperative**
Berkeley, CA

Bitternut Collective
Syracuse, NY

**Bloomington Cooperative
Living (BCL)**
Bloomington, IN

Boulder Housing Coalition
Boulder, CO

**Cambridge Cooperative
Club**
Cambridge, MA

**Central PA Community
Housing**
State College, PA

**Chateau Housing
Cooperative**
Minneapolis, MN

**Co-op Housing University
of Maryland (CHUM)**
College Park, MD

College Houses
Austin, TX

**Community Housing
Expansion of Austin (CHEA)**
Austin, TX

**Community of Urbana
Cooperative Housing
(COUCH)**
Urbana, IL

**DeCleyre Cooperative
Housing**
Memphis, TN

Divine Cooperative
Brooklyn, NY

Endeavor Collective
Binghamton, NY

**Franklin Housing
Cooperative**
Minneapolis, MN

Genesse Valley Cooperative
Geneseo, NY

**Grand Rapids Alliance of
Cooperative Communities
(GRACC)**
Grand Rapids, MI

Green Worker Cooperatives
Bronx, NY

Horizontal Housing
Baltimore, MD

**Houston Access to Urban
Sustainability (HAUS)**
Houston, TX

ICC Ann Arbor
Ann Arbor, MI

ICC Austin
Austin, TX

**Kalamazoo Collective
Housing**
Kalamazoo, MI

Kent Cooperative Housing
Kent, OH

Lucy Stone Cooperative
Roxbury, MA

**Madison Community
Cooperative**
Madison, WI

Marcy Park Co-op
Minneapolis, MN

Marshall Housing Co-op
Minneapolis, MN

MOSAIC
Evanston, IL

**MSU Student Housing
Cooperative (MSU-SHC)**
East Lansing, MI

Nickel City Housing Co-op
Buffalo, NY

**Oberlin Student
Cooperative Association
(OSCA)**
Oberlin, OH

**Portland Collective
Housing**

Portland, OR

**Qumbya Housing
Cooperative**

Chicago, IL

Red Clover Collective

Baltimore, MD

**River City Housing
Collective (RCHC)**

Iowa City, IA

**Rosewood Housing
Cooperative**

Austin, TX

**Santa Barbara Student
Housing Cooperative
(SBSHC)**

Goleta, CA

**Santa Cruz Student
Housing
Co-ops (SCSHC)**

Santa Cruz, CA

**Seedpod Co-op - Boston
Community Cooperatives**

Boston, MA

Seven Acres Co-op

Soquel, CA

Sherwood Coöperative

Seattle, WA

**Solar Community Housing
Association**

Davis, CA

Steel House

Moscow, ID

Stewart Little Co-op

Ithaca, NY

Stone Soup Cooperative

Chicago, IL

Students' Co-op

Minneapolis, MN

**Students' Co-op
Association**

Eugene, OR

The Hive

Ann Arbor, MI

**The Life Center Association
(LCA)**

Philadelphia, PA

The Roost

Chicago, IL

The Steiner House

Cleveland, OH

The Vine Co-op

Athens, OH

Treehaus

Brooklyn, NY

**University of Kansas
Student Housing
Association (UKSHA)**

Lawrence, KS

**Weaver Community
Housing Association**

Carrboro, NC

Whitehall Cooperative

Austin, TX

Associate Members

**Riverton Community
Housing**

Minneapolis, MN

Seward Community Co-op

Minneapolis, MN

Individual Members

Rosina Andreou

Jerome Bauer

Anjanette Bunce

Celina della Croce

Steve Dubb

Sam Green

James Jones

Erynn Sosinski

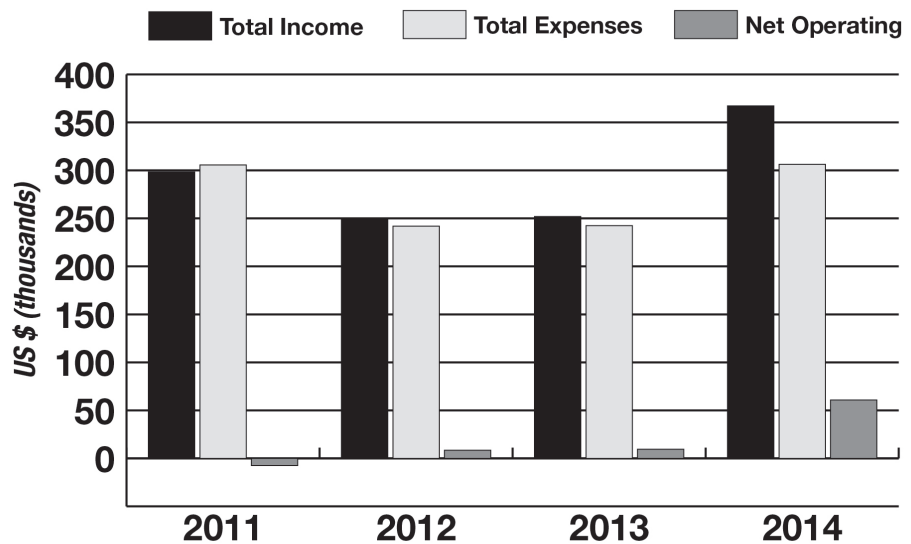
Lisa Tang

Michelle Week

Joe Zefran

Financial Report

NASCO has completed a strong year financially and is well positioned to take advantage of opportunities to grow in the future. Revenue and expenses were largely within budget, with a reconciliation of internal NASCO Family billings producing a one-time \$37,000 revenue increase. This has restored reserves to an acceptable level to allow NASCO to operate smoothly throughout the year, despite the concentration of dues income in the fall. NASCO staff also completed several significant reforms of accounting practices in the last year to ensure accurate reporting and budgeting.



Revenue & Expense by Year

Statement of Financial Position

	2013	2014
ASSETS		
Current Assets		
Cash	32,085	36,417
Accounts Receivable	1,334	18,317
Other Current Assets	23,493	57,234
Total Current Assets	56,911	111,968
Fixed Assets	1,956	389
Security Deposit	0	425
Total Assets	58,867	112,783
LIABILITIES		
CL	4,787	7,757
LTL	0	3,709
Total Liabilities	4,787	11,465
EQUITY		
Unrestricted	33,430	26,066
Board Restricted	17,233	17,233
Net Surplus	3,417	58,019
Total Equity	54,079	101,317
Total Equity+Liabilities	58,867	112,783

Statement of Activities

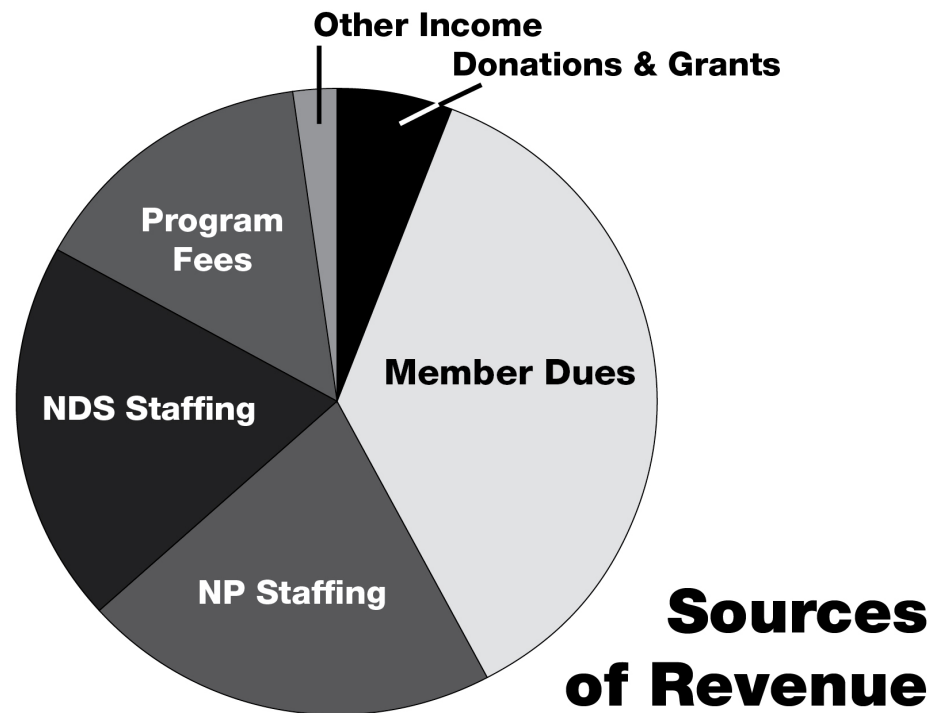
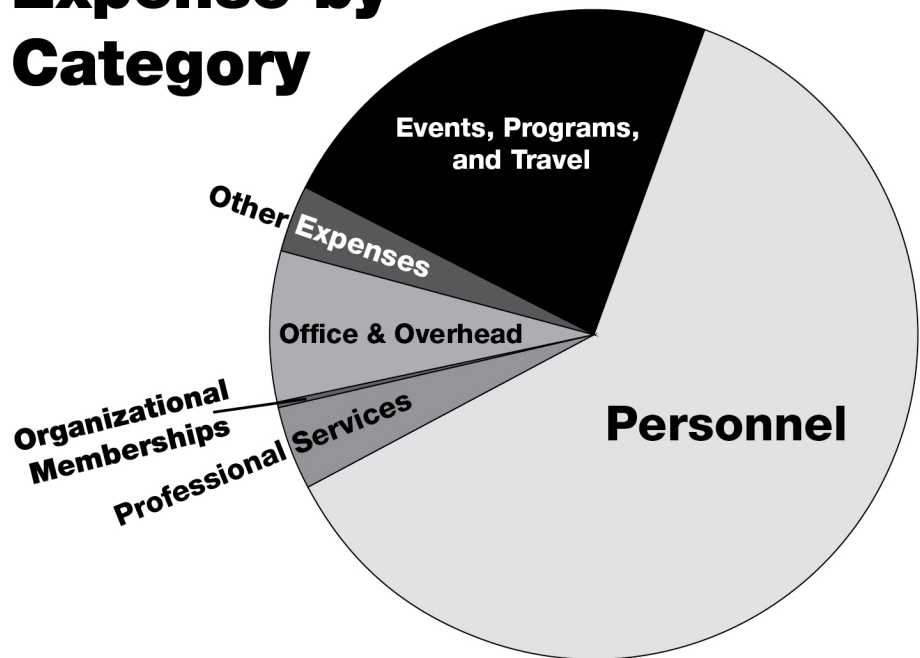
	FYE 2014
Revenue	
Donations & Grants	19,433
Member Dues	120,780
NASCO Family Contracts	175,114
Program Fees	48,805
Other Income	3,040
Total Revenue	367,172
Expenses	
Events, Programs, Travel	71,286
Personnel	191,152
Professional Services	12,806
Organizational Memberships	965
Office and Overhead	23,098
Other Expenses	9,846
Total Expenses	309,153
Net Operating Income	58,019

For the Fiscal Year 2013-14, dues collection was significantly improved, with several member co-ops catching up on unpaid dues. The dues rate of \$37/new-member in 2013 for housing cooperatives was unchanged for six years. In 2014, NASCO will resume inflation-based dues increases to allow cost-of-living adjustments for personnel and expected cost increases. NASCO increased donation and grant revenue last year, including a grant from the CHS Foundation to support development of online training resources.

All program costs were kept within budget. Several cost savings in administrative and overhead categories were realized this year, with lower office rent at our new office, a new teleconferencing system, and more cost effective printing solutions. Governance costs increased with rising travel costs for board meetings and two consultant engagements for personnel management development and anti-oppressive board leadership development.

While financial management has been stabilized in the last year, NASCO is still a small organization that takes on a very large and diverse scope of work. The NASCO board and committees will continue to work toward establishing sustainable workloads and compensation for staff in order to maintain consistent delivery of benefits for members.

Expense by Category



NASCO Properties

Expanding Opportunities for Leadership and Development in Affordable Housing

NASCO Properties continued to build on the recent record of successes in the 2013-14 year, with more resources available to support our local co-ops, housing that was more affordable, and improvements in the condition of our housing.

One major step forward for NASCO Properties was the creation of a Request for Proposals, building on a precedent set in 2006. NASCO Properties expected to be able to support the purchase of a new coop property, with an emphasis on co-op projects that are feasible, affordable for their members, and accessible.

NASCO Properties has also worked actively with each of the individual co-ops to make sure that they have the tools needed to decide when their organization is ready to expand. This includes providing tools to examine whether they have the financial stability needed to expand, as well as trainings available to determine whether they have or need the local staffing and officer roles that will ensure their success.

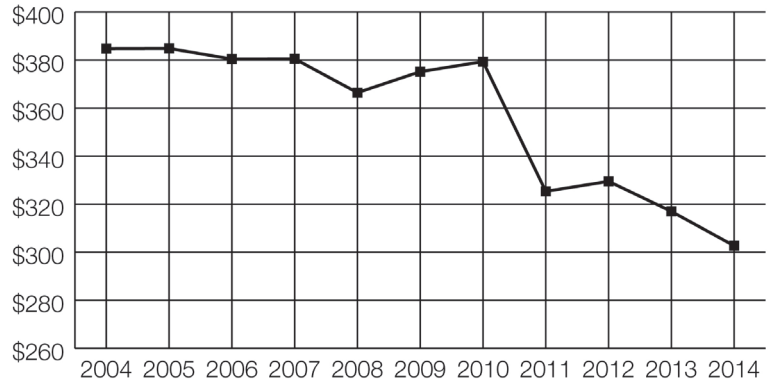
NASCO Properties also continued to refine the organization's policies, clarifying the role of staff, the relationship between NASCO and NASCO Properties, the financial relationship between NP coops and the central organization, and the types of assistance that NP can offer the individual co-ops.

One major step forward for NP was the doubling of our vacancy reserve levels. These funds are the difference between a brief rough spot and a major crisis that can take years to grow out of, and the NP co-ops are now setting aside 10% of a year's lease expenses as a buffer against unexpected drops in revenue.

NASCO Properties is continuing to work to reduce the rents paid by the members of our participating co-ops. By keeping any change in lease charges to below inflation, and by making informed decisions about expansion and refinancing, the members of NP co-ops in 2014 pay 27% less than they did ten years before (adjusted for inflation). This has made cooperative housing an option for thousands of members in the last ten years who have too few options for housing in their communities.

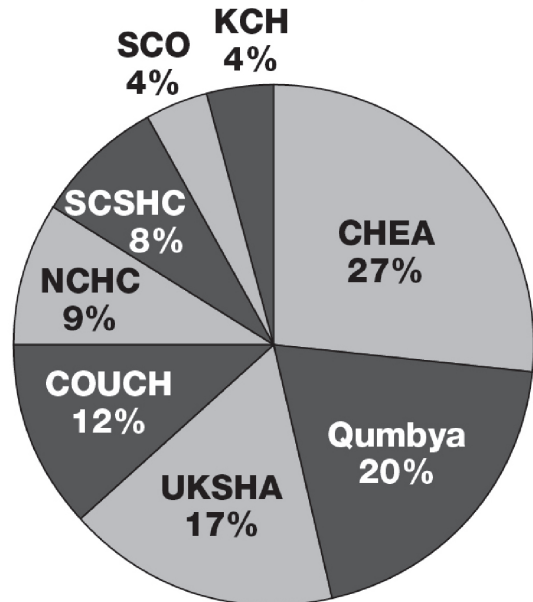
— **Daniel Miller** NASCO Properties General Manager, daniel@nasco.coop, 734.945.2424

Monthly Per Capita Rents to NP



[Note: All years adjusted for inflation - 2014 dollars]

NP Revenue by Co-op



NASCO Properties Board and Staff

Statement of Financial Position

ASSETS

Cash and Cash Equivalents	395,568
Accounts Receivable	13,603
Property & Equipment after Depreciation	4,825,945
Prepaid Insurance	10,488
Security and Other Deposits	1,687
NCDF Preferred Shares	20,000
Loans Receivable	98,394
Closing Costs, Net	<u>27,677</u>
Total Assets	5,365,685

LIABILITIES

Account Payable & Accrued Expense	28,175
Interest Payable	2,166
Property Taxes Payable	31,648
Member Vacancy Reserve	65,260
Member Deposits	41,921
Notes Payable	<u>4,259,828</u>
Total Liabilities	4,428,988

Net Assets 936,687

Total Liabilities and Net Assets **5,365,685**

Statement of Activities

Revenues and Support	
Lease Income	841,787
Interest & Other Income	<u>6,003</u>
Total Revenues and Support	847,790

Expenses

Property and Liability Insurance	58,561
Interest	279,182
Property Taxes	114,728
Maintenance and Repairs	45,526
Utilities	8,076
Professional & Management	68,797
Board Expenses	10,979
Dues	5,927
Scholarships	3,650
Depreciation	162,876
Amortization	27,677
Bad Debt Expense	10,981
Miscellaneous	<u>30,051</u>

Total Expenses **827,011**

Change in Net Assets 20,779

Net Assets

Beginning of the Period	915,908
End of the Period	936,687

Major Events for NASCO Properties in the 2013-14 Fiscal Year

Athens, OH – The Student Cooperative Organization recently experienced a complete turnover of all existing members, and came out of this experience with a complete overhaul of their policies. The co-op has since turned to look towards expansion beyond their current 8 members.

Austin, TX - Community Housing Expansion of Austin is attracting attention from both affordable housing developers and city policy makers for their innovative work in using cooperative group residences and apartments as a tool for preserving affordable housing and for their work with the Section 8 program.

Buffalo, NY - The Nickel City Housing Co-op is in the final stages of getting their tax-exempt status. The co-op has also successfully incubated one new worker co-op, and is working across sectors with other cooperatives to build a local Co-op Business Association. Members are also working on strategies to permanently reduce energy usage.

Chicago, IL – Qumbya Cooperative has operated their three houses with remarkable stability in recent years, and is looking to use this stability to expand their coop, bolster their local staff position, and invest in other cooperative organizations.

Kalamazoo, MI - Kalamazoo Collective Housing (KCH) is still operating the Fletcher Collective within NP, but is also growing outside of NP. Through a mix of grant funding, they have expanded into several other co-ops in central Kalamazoo, focused on affordable housing.

Lawrence, KS - The University of Kansas Student Housing Association (UKSHA) successfully navigated an expansion into a leasing co-op, providing affordable apartment housing to low-income individuals and families. The coop is now looking to clarify the role of their local staff while investigated further expansion.

Santa Cruz, CA - Santa Cruz Student Housing co-op (SCSHC) is continuing to do educational work in their community, especially around anti-oppression work and creating safer spaces.

Urbana, IL - Community of Urbana Cooperative Housing (COUCH) has worked to address long-term maintenance issues in order to preserve their cooperatives for future members.

NASCO Development Services

The student & community co-op housing sector is perhaps unique in the co-op world in the US as it has traditionally put a very strong emphasis on using the strength of established co-ops to help start and grow new co-ops. Using NASCO's educational and technical expertise, NASCO Development Services provides a wide variety of support for groups working to establish a new cooperative. This free and low-cost technical assistance accelerates co-op growth across the US and Canada by providing a "go to" resource for everything from figuring out how to start forming a vision to closing on a loan.

In 1988, the collective vision of the largest student coops led to the establishment of permanent development assistance capacity at the national level, and we have seen enviable growth of our movement since then.

In the past Fiscal Year, NASCO Development Services worked with nine co-ops on development projects. One group, Horizontal Housing in Baltimore, MD, crossed the finish line in January 2014, closing on the purchase of a building and firmly establishing their 7-member co-op and collective farm. Qumbya Co-op in Chicago, IL and UKSHA in Lawrence, KS successfully refinanced loans, and we helped wrap up the rehab/rezoning of Qumbya's Haymarket House. Treehouse, in Austin TX was able to find an "angel investor" to purchase and upgrade their property. We have also advised Cleveland Student Housing Association on its expansion project, attempting to rehab a historic, 16,000 sq.ft. Mansion near downtown.

We have also worked throughout the year with Steel House in Moscow, ID, a co-op established in 1954 which recently lost its university-owned building and has been seeking to find and develop a new property. They are on track to begin construction next year.

Developing new cooperatives is never easy, and we recognize that forces beyond our control often thwart the survival of even a long-running cooperative. This year we worked with the Lamont Street Collective in Washington, DC to try to purchase the building they have occupied since 1970. Despite winning significant concessions from a hostile landlord and friendly local lenders, the cost of real estate and construction in their neighborhood had increased too much to make ownership feasible for the group.

In addition to these projects, we have provided limited free consultations with at least 10 existing and forming groups and connected dozens of groups and interested individuals with knowledge and resources to begin their journey of building or improving their own co-op.



Statement of Activities

Jul 2013 - Apr 2014*

Revenues and Support	
Member Dues Income	50,367
Success Fee Income	<u>1,973</u>
Total Revenues and Support	52,340
Expenses	
Management Contract (NASCO)	46,893
Governance	0
Legal	0
Organizational Memberships	1,199
Donations	<u>2,548</u>
Total Expenses	50,640
Change in Net Assets	1,700

* NDS shifted its FY to match NASCO.

Statement of Financial Position

Apr 30, 2014

ASSETS	
Cash and Cash Equivalents	28,277
Accounts Receivable	0
Total Assets	28,277
LIABILITIES	
Accounts Payable	<u>3,921</u>
Total Liabilities	3,921
Net Assets	24,356
Total Liabilities and Net Assets	28,277

Cooperative Education & Training Institute

The annual Cooperative Education & Training Institute is widely recognized as one of the most important learning and teaching opportunities available to co-op members, directors, staff and managers. Held each November in Ann Arbor, Michigan, the Institute attracts hundreds of cooperators from the U.S., Canada, and beyond for two and a half days of comprehensive technical programs and discussions.

This year's Institute, held November 1-3, 2013, attracted 360 participants from across the United States and Canada, representing 50 cooperatives and organizations. 60 sessions were offered over the course of the workshop, led by 53 presenters from a variety of cooperative sectors and regions. By focusing the conference theme on Food Justice and Cooperatives, we were able to attract participants from groups and organizations that had not been represented strongly at Institute in recent years.

Theme

The Institute theme "A Fire in Our Bellies: Food Justice and Cooperatives" provided a space for cooperative members from all over Canada and the United States to explore the intersections of food justice work and the cooperative movement. Food brings us together around the co-op table, and because we all need to eat, food ties us together with every living being on earth. It is laden with cultural significance and surrounded by ritual. As aware consumers trying to build cooperative economies, our food choices require us to (re) consider labor, trade, and environmental concerns.

Programming

This year's keynote address was given by Malik Kenyatta Yakini, Executive Director of the Detroit Black Community Food Security Network (DBCFSN). Yakini is an activist and educator who is committed to freedom and justice for African people in particular and humanity in general. His keynote address focused on the theme of "Building Co-ops to Foster Community Self-determination," and was very well received by participants.

Courses were organized into seven thematic tracks, focusing on foundational cooperative skills, creating inclusive cooperative spaces, food justice literacy, cooperative development, and the needs of co-op staff and managers. Overall Institute participant satisfaction was high in 2013 - of participants polled about their satisfaction with specific courses, 98% stated that they would like to see both the same course and same presenter included in next year's Institute.

In an effort to serve a broad audience, we coordinated two distinct paths within the Development Track, led separately by NASCO and CoFED staff. Within the track led by NASCO staff and our organizational partners, multiple course blocks provided two housing development topics from which to choose. The CoFED led track focused on the successful development of campus food cooperative enterprises.

Scholarships

The NASCO Low Income Scholarship Fund supports low-income youth who would otherwise be unable to attend the Institute by offsetting their registration fees and travel expenses. In 2013, NASCO awarded \$9,240 in scholarships to 81 participants out of a pool of 119 applicants. In contrast, NASCO awarded \$8,350 in scholarships to 69 participants out of a pool of 81 applicants in 2012. We would not be able to provide scholarship funding to so many attendees without the generous support of our conference sponsors. We would like to recognize the 2013 Low Income Scholarship Fund donors:

CoFED
College Houses Cooperatives
Equal Exchange
ICC Ann Arbor

ICC Austin
Kronovet Realty Co.
NASCO Development Services

The Ralph K. Morris Foundation
Riverton Community Housing
Whole Foods Co-op
Wild Oats Market



Educational Programs

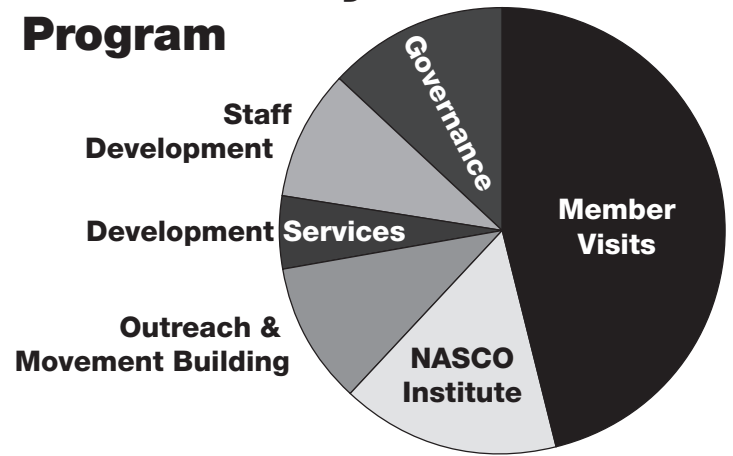
Member Training & Consultation

In the service of our members, NASCO staff visit each member co-op at least once every two years and must visit at least 75% of our members each year. In this fiscal year, we visited 43 out of our 56 Active Member co-ops (77%), and provided remote consultation to members on a per request basis. Visiting our members allows us to provide regular and necessary educational supports and interventions, assess the overall health of our member co-ops, and network our members with others who are facing similar issues. With a geographically dispersed membership, our staff are required to perform a significant amount of travel - in this fiscal year, NASCO staff spent a total of 232 days, or 29% of their time, on the road.

The range of trainings that our members request is quite extensive. This year, we began a project of reviewing our existing curricula, identifying gaps, creating new training materials, and generating a robust 'menu' of courses for our members to choose from. See below for a selection of workshops that were created or revised this year:

- | | | |
|----------------------------------|---------------------------------------|-------------------------|
| Anatomy of a Budget | Creating and Maintaining Safer Spaces | Meeting Facilitation |
| Board Roles and Responsibilities | Democratic Decision Making | Member Accountability |
| Building Community Agreements | Fair Housing Act and Your Co-op | Mental Health in Co-ops |
| Community Building | Financial Planning & Reporting | Staff Evaluations |
| Conflict Resolution | Intro to Housing Co-op Development | Strategic Planning |
| | Intro to Power and Privilege | |

Staff Travel by Program



Website & Shared Resource Library

The NASCO website saw a major rebuild which was planned and completed in 2013. Our website had been running for some time on software that was difficult for members to use and out of date. To create a foundation for improved online programming, NASCO's website was upgraded to current industry standards.

During the redesign process, NASCO completely rebuilt the online Shared Resource Library, a constantly growing collection of documents and files. Historically, access to this library has been restricted to NASCO members - in an effort to expand the reach of our educational resources, NASCO has opened the Shared Resource Library to the general public. Additionally, the Shared Resource Library is now capable of hosting/displaying videos and other forms of media - this will allow NASCO to create and share more robust video resources.

NASCO staff are actively visioning around what would make this resource more useful to members of co-ops in North America. In pursuit of this goal, NASCO has partnered with the Toolbox for Education and Social Action (TESA) to create video webinars and workshops to add to the library. This new video library, made possible through a grant from the CHS Foundation's 2014 Cooperative Education Grants Program, will serve as a platform for NASCO staff to pre-record and share workshops and trainings from a diverse set of new and existing curricula, allowing NASCO to provide cooperative educational resources to anyone with internet access.

NASCO's membership database was also completely overhauled, moving the database to a new platform, integrating it with our website, and thoroughly updating the information that it contains. This will allow us to better track our relationships with our members and outside constituents, and integrate our database with member services, Institute registration and development requests.

Cooperative Internship Network

NASCO's Cooperative Internship Network connects talented cooperators with opportunities at cooperative organizations, nonprofits, and businesses across the U.S. and Canada. The Cooperative Internship Network provides organizations with qualified interns while building the skills and knowledge of a new generation of leaders. After a one-year hiatus, the Cooperative Internship Network was revived in early 2014 and led to the successful placement of 10 interns with 6 organizations. NASCO staff intend to grow this program significantly in 2015.



Regional Conferences

Regional conferences allow a larger number of NASCO members to build community with other co-ops in their region and access quality cooperative education without incurring significant travel expenses. These gatherings are usually held at different co-ops each year, however they have traditionally faced a number of difficulties and often fail to occur.

In response to what appears to be a clear need for institutional support, NASCO is investigating its capacity to shepherd the organizing of regional conferences. As a pilot project, NASCO staff took a central role in assisting members of Davis, California-area cooperatives in organizing WestCo,

the Western Regional Co-op Conference. Staff worked with regional co-ops to identify a host site, attended regular organizers' meetings, provided guidance when appropriate, and supplied institutional resources such as event insurance, advertising, and an online registration system. Over 100 people attended WestCo this year, which was a significant increase over the year prior. In 2014, NASCO will continue to explore its role in supporting Regional Conferences.

Staff and Management

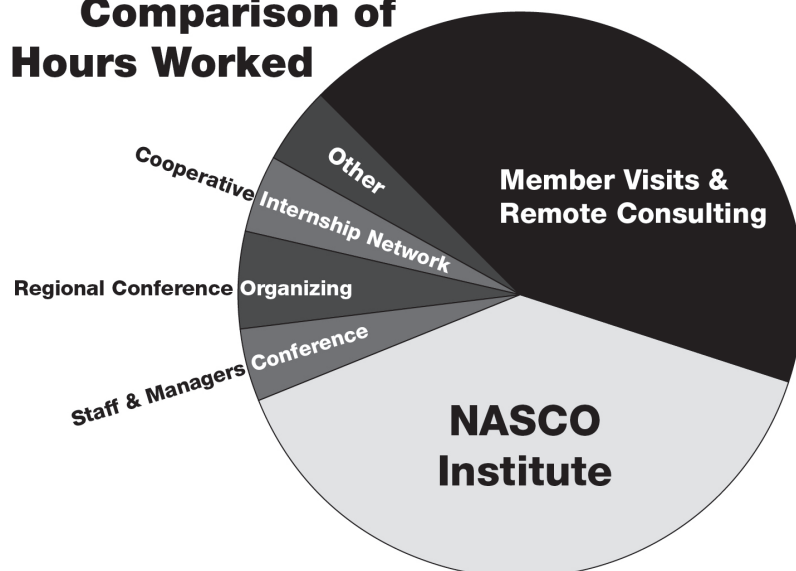
The issues faced by the staff, managers, and administrators of NASCO's member cooperatives are very unique and their cohort of peers quite small. For this reason, we organize two annual, in-person programs that are specifically for them so that they can network with their peers, share best practices and skills, and learn new ways to tackle the issues that they face in their day-to-day jobs.

In June of 2013, NASCO held a well-received Staff and Managers Conference in Chicago, IL. Due to personnel turnover, conference planning started late. Despite lower attendance sheet this setback, participants felt positively about the content and the opportunity to connect with other co-op staff and managers.

The Staff and Managers Track at Institute 2013

once again offered a day-long program for co-op staff and managers on the Friday preceding Institute, following the hiatus of this track in 2012. A group of 10 participants attended on Friday, with more having registered in advance. Following Friday's program, NASCO offered additional programming for staff and managers over the course of the weekend. In 2014, NASCO staff intend on both increasing attendance at the Friday Day-Long and offering a larger number of courses for staff and managers throughout the Institute.

Comparison of Hours Worked



Cooperative Movement Connections

As a bi-national, movement-level organization, the NASCO Family understands networking to be a key piece of its overall responsibilities. This work connects NASCO members to individuals and resources, communicates the stories and needs of NASCO member cooperatives, and supports to other cooperative organizations.

The NASCO Family maintains the following organizational memberships:

Association of Cooperative Educators (ACE) - ACE is a membership association of educators, researchers, cooperative members, and cooperative developers from the United States, Canada, and Puerto Rico. NASCO staff attended the 2013 ACE Institute in order to gain valuable tools from other cooperative educators and discover resources that would benefit NASCO members.

CooperationWorks! - CooperationWorks! is a national organization of cooperative development centers and practitioners that span the breadth of the United States. NASCO staff attended 3 in-person meetings of CooperationWorks! members, strengthening our ability to better serve developing and expanding co-op groups.

Co-operative Housing Federation of Canada (CHF Canada) - CHF Canada is the nation-wide umbrella organization for co-op housing and Canada's link with co-op housing around the world. CHF Canada provides management advice, education services, and other supports to housing co-ops and regional co-op federations in Canada.

Data Commons Cooperative - The Data Commons Cooperative is a movement-building organization, owned and controlled by cooperative development centers, federations, solidarity economy groups, and others, who want to maintain robust, accurate, useful platforms for sharing information. NASCO supports the mission of the Data Commons Cooperative and is exploring ways that this exciting, newly formed group can support NASCO in the execution of new and existing member services.

National Cooperative Business Association NCBA CLUSA International (NCBA CLUSA) - NCBA CLUSA is the apex membership organization for US-based cooperatives, supports US-based cooperatives, and engages in international cooperative development through CLUSA. In November 2013, a NASCO staff member participated as a panelist at the NCBA Annual Conference, discussing "The Role of Youth in Leading the Next Generation of Co-ops." In a March 2014 joint strategy session between NCBA CLUSA senior staff and the NASCO board, both groups engaged in active visioning on the ways that NCBA CLUSA can better serve NASCO's membership and youth cooperators in the United States, and potential programs that both organizations could collaborate on.



New Economy Coalition (NEC) - The New Economy Coalition is a network of individuals and organizations interacting with a shared commitment to working across differences to change the political economic system through mutual learning and collaborative action. NASCO staff led two sessions at NEC's July 2013 conference reRoute, focusing on housing cooperative development and workplace democracy. In 2014, NASCO provided guidance to NEC as they formed a set of identity-based caucuses for their upcoming conference CommonBound.

Northcountry Cooperative Development Fund (NCDF) - NASCO Properties is a member of NCDF and supports regional economic democracy and the cooperative sector by investing its assets in NCDF's loan fund. NASCO Development Services works



closely with NCDF on a number of projects, and recommends trustees to the Kagawa Student Reinvestment Fund.

US Federation of Worker Cooperatives (USFWC) - The United States Federation of Worker Cooperatives is the national grassroots membership organization for worker cooperative businesses. Up until 2013, NASCO fiscally sponsored the activities of the USFWC.

Additionally, during this year, the NASCO Family worked with:

Austin Cooperative Business Association by presenting at their second annual Austin Co-op Summit;

Students for Cooperation, a newly established national body created to help develop and support student co-operatives across the UK by connecting them with resources;

National Student Power Convergence, in partnership with **SolidarityNYC** and **CoFED**, by facilitating two sessions focusing on “The Solidarity Economy” and “Co-ops as a Vehicle for Student Power,” partnering with;

Co-Cycle, a youth-based organization that tours the United States by bicycle to enthusiastically spread the cooperative spirit, as we continued to provide administrative support and fiscal sponsorship to;

National Association of Housing Cooperatives as we partnered to co-present an NCBA CLUSA webinar on housing cooperative development;

Riverwest Cooperative Alliance, by presenting at Co-op Fest in Milwaukee, WI;

Chicago Co-ops & Communities Gathering by provided planning assistance for the conference;



New York City Network of Worker Cooperatives by testifying to the New York City Council, leading to the creation of the \$1.2 million, city-funded “NYC Worker Cooperative Business Development Initiative”;

Eastern Conference for Workplace Democracy (ECWD) by participating in the ongoing organizing of the 2015 ECWD conference;

Toolbox for Education and Social Action (TESA) in the creation of online cooperative educational resources;

Cooperative Food Empowerment Directive (CoFED), **Aynah**, and the **USA Cooperative Youth Council** in order to actively strengthen relationships with other cooperative youth organizations.



Board Members

As of April 2014

NASCO Education

Charlie DeTar
Gabriela Palavicini Dominguez
Brian Donovan – *Development Co-Officer*
Trio Harris – *Diversity Congress Co-Chair*
Nick Harvey – *Secretary*
Ben Hasan
Mingwei Huang
Daniel Kronovet
Maria Langlois
Tyler Miller
Sneha Narayan – *Active Member Rep*
Layla Oghabian – *People of Color Caucus Chair*
Vivian Onuoha – *Vice President*
Jenn Scott – *Diversity Congress Chair*
Devlin Seymour - *President*
Arthur Smith
Brian Van Slyke – *Development Officer*
Lana Wong – *Treasurer*

NASCO Properties

Cola' Bickford, Nickel City Housing Co-op
Michael Eugenio, Qumbya – *President*
Jason Hering, Community Trustee
Shala Hill, Student Cooperative Housing
Gatlin Johnson, Community Housing Expansion of Austin
Rek Kwawer, NDS Rep
Lincoln Miller, NDS Rep
Tyler Miller, UKSHA
Emily Ng, NDS Rep
Arthur Smith, NASCO Education – *Treasurer*

NASCO Development Services

Jeff Bessmer, Santa Barbara Student Housing Cooperative – *President*
Nick Coquillard, ICC Ann Arbor
Jeremy Fredericksen, at-large
Jason Hering, NASCO Properties
Rek Kwawer, Madison Community Cooperative – *Secretary*
Lincoln Miller, at-large
Emily Ng, at-large
Tony Sanny, at-large
Bek Saunders, MSU Student Housing Cooperative – *Treasurer*
Holly Jo Sparks, at-large – *Vice-President*



Testimonials

“The work NASCO has put [in] to help my 5-year old co-op has been above and beyond. [NASCO staff have] helped CHUM tremendously by providing resources and advising support for financial issues and problems that could have collapsed our organization. ... NASCO has a very special place in our heart ... ”

—*Rebekka Paisner, President, Co-Op Housing University of Maryland*

“NASCO continues to make crucial connections between cooperative sectors and develop today’s youth leadership for a stronger solidarity economy. We’ve been grateful to work with [NASCO staff] to connect with co-op youth and elders as we organize in NYC and NY state for greater economic and political power. NASCO’s values, history, and strong analysis make them a logical partner for movement building! Keep up the good work!”

—*Cheyenna Weber, SolidarityNYC*

“Our members in Austin benefit from education and training opportunities offered by NASCO through member visits, the annual Cooperative Education and Training Institute, as well as the chance to serve on a bi-national Board of Directors. Personally, I’ve grown in my career by participating in the Staff and Managers Conference, planning and facilitating workshops at Institute, and being invited to share my experiences with other cooperators.”

—*Kim Garmany, College Houses*

“NASCO staff and programs have been instrumental in getting our cooperative beyond the point of late night dorm conversations towards a structured group that is planning on purchasing a property within the next several years. When our coop began, we were six people meeting irregularly in dorms, traveling to local coops in Rochester and Buffalo to get a feel for what the cooperative living experience was like and how we could apply it to our town.

When [a NASCO staff and board member] were in Rochester two years ago they took time out of their schedule to drive into Geneseo and sit down with us for several hours to give us advice on how to proceed as group. Following that conversation we officially joined NASCO and received funding to attend Institute, which was one of the most formative moments for our group in terms of direction and energy.

We are incredibly grateful to NASCO staff for answering all of our frantic emails, providing much needed guidance,

and helping us get to Institute two years running. This project has become incredibly important to so many people and has brought with it a real sense of joy and empowerment. Without NASCO we wouldn’t be where we are today, thank you for everything you’ve done and continue to do.”

—*Tom Silva, Co-founder, Genesee Valley Cooperative*

“NASCO [Institute] was an amazing opportunity - both to see what the conversation is in the world of housing cooperatives around food justice, and to hear from and speak with members of housing coops and food cooperatives (I am a staff member at a food coop and a member at a housing coop, so it was a beautiful intersection!). I also found that NASCO provided the opportunity for me to think about facilitation and improve my own facilitation skills, as well as speak with organizers from across the country about their tactics and projects.”

—*Talia Tiffany, Mariposa Food Cooperative*

“The NASCO staff have been quick to respond to our co-op’s questions on policy. Their [Shared Resource Library] was able to give us a starting point with examples for writing policies specific to our co-op.”

—*Ellen Pearson, Board Member, Solar Community Housing Association*

“I am excited that NASCO [Institute] connected me to a vibrant community of co-ops. I did take away some skills from the conference, but more so extracted some of the vitality and energy from everyone there.”

—*Patrick Gantert, Boulder Food Rescue*

“I honestly feel that I learned more throughout the weekend of the NASCO Institute than I learn in some semesters of school. It was an invaluable experience to connect with people from across the country that are passionate about cooperative living and to learn about social justice, food solidarity, radical models of cooperative living, and facilitation.”

—*Emily Blessing, Madison Community Cooperative*

“The anti-oppression workshop and strategic planning workshops we got from NASCO, in addition the WESTCO workshops they offered about “Meetings that Rock” and consensus were all very well led and passed on knowledge effectively. Thank you!”

—*Jake Parkhurst, Secretary, Solar Community Housing Association*

The North American Students of Cooperation (NASCO) Family of associations organizes and educates affordable group equity co-ops and their members for the purpose of promoting a community oriented cooperative movement

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