

# A Legacy of Cooperation

NASCO INSTITUTE • NOVEMBER 2-4, 2018 • ANN ARBOR, MICHIGAN

# Welcome to NASCO Institute

Welcome to the 50th Anniversary NASCO Cooperative Education and Training Institute! This gathering would not be possible without the board of directors, presenters, volunteers, and, of course, you!

We hope that before you return home you will try something new, expand your cooperative skills toolbox, make lasting connections with fellow co-ops, and use this year's conference theme to explore the ways that you and your cooperatives are connected to a resilient, global movement.

Finally, we value your input and participation in NASCO's governance. We encourage you to dive in and take part in caucuses (Friday and Saturday evenings), run for a seat on the board as Active Member Representative (during the Saturday night Banquet), attend the Annual General Meeting (Sunday during course blocks 4 and 5), and commit to taking action to keep momentum rolling through the year.

Sincerely,  
Team NASCO



**Liz Anderson**  
*Director of Education*



**Ratih Sutrisno**  
*Director of Community  
Engagement*



**Brel Hutton-Okpalaeke**  
*Director of Development  
Services*



**Katherine Jennings**  
*Director of Operations*



**Daniel Miller**  
*Director of Properties*

## NASCO BOARD OF DIRECTORS

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NASCO Cooperative Education and Training Institute

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“It is not enough to have ideals.  
We must translate them into  
action. We must clear our own  
little corner of creation.”

**TOYOHIKO KAGAWA**

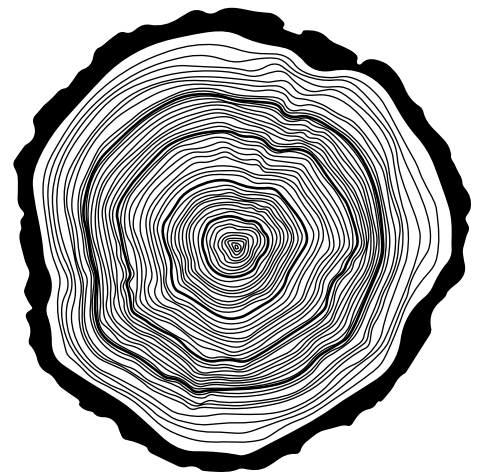


*Toyohiko Kagawa  
Robert Owen Co-op, Ann Arbor  
Cooperators on the stoop*

# A Legacy of Cooperation

Fifty years ago, North American Students of Cooperation was officially formed. This year, we celebrate our long legacy of cooperation. Over that time NASCO has supported the creation of new cooperatives and helped existing cooperatives continue to thrive. We are made up of the stories of our members who have made the student cooperative movement over the last half-century. Together we will be celebrating the accomplishments of cooperators that have come before us and the legacy they have left for each of us to build upon. Cooperative leader Toyohiko Kagawa once said, "It is not enough to have ideals. We must translate them into action. We must clear our own little corner of creation." Each new co-op that joins the NASCO community benefits from and adds to our collective cooperative knowledge over the years.

This year's art, designed by Ratih Sutrisno, features a cross section of a pine tree to represent NASCO's legacy of cooperation. In 1922, the National Cooperative Business Association originated and trademarked the twin pines symbol used to represent North American cooperatives. "The pine tree is an ancient symbol of endurance and immortality." Every growth season, a tree adds a new layer of wood to its trunk and limbs. There is one tree ring depicted for each of NASCO's 50 years.



# Get connected

## RESOURCES

To facilitate your continuing education, we're uploading all supporting materials from this year's courses to our online Shared Resource Library – check out these resources and explore the full library at [www.nasco.coop/resources](http://www.nasco.coop/resources).

## SOCIAL MEDIA

Find us on our Facebook, Twitter, and Instagram and tag us, *@nascocoop*! Use the hashtags *#NASCOInstitute2018* and *#ALegacyofCooperation* when you post on social media and we'll repost our favorites all weekend! Also, be sure to try out our custom Snapchat filters all across campus.

## SLACK

Did you know we also share a Slack workspace for all NASCO cooperators? Visit [bit.ly/nascoslack](http://bit.ly/nascoslack) to join the workspace. Use the #institute channel to connect with other NASCO Institute participants.

## ONLINE SCHEDULE AND MAP

NASCO Institute 2018 will take place in four buildings on the University of Michigan at Ann Arbor Campus. Visit our online scheduling tool, [nascoinstitute2018.sched.com](http://nascoinstitute2018.sched.com) or our Google Map, [bit.ly/nascomap2018](http://bit.ly/nascomap2018) to plan your weekend!

## MICHIGAN LEAGUE

911 N University Ave, Ann Arbor, MI 48104

## RACKHAM BUILDING

915 E Washington St, Ann Arbor, MI 48109

## MODERN LANGUAGES BUILDING

812 E Washington St, Ann Arbor, MI 48109

## INTRAMURAL SPORTS BUILDING

606 E Hoover Ave, Ann Arbor, MI 48104

### ONLINE SCHEDULE



[nascoinstitute2018.sched.com](http://nascoinstitute2018.sched.com)

### GOOGLE MAP



[bit.ly/nascomap2018](http://bit.ly/nascomap2018)

# Accessibility statement

NASCO actively strives to create an event that is fully accessible for all who wish to participate. We aim to avoid replicating the barriers in society that exclude and marginalize people. We are doing the following to ensure that NASCO Institute is accessible:

- Need-based scholarships
- Childcare support
- Safe(r) housing
- Physically accessible event spaces
- Disability accommodation
- Meeting food needs
- Gender-neutral restrooms
- Conference-wide community agreements
- Quiet/break room
- Free housing
- Identity-based caucuses
- Zero-tolerance of physical, sexual, & verbal violence
- Low-/no-scent spaces
- Presenters speaking clearly
- Event captioning
- Online workshop materials

All of our attempts to equalize access are made within the limits of current resources and therefore are not perfect. We welcome suggestions for improvement and will do our best to implement them. We appreciate your help in making the Institute an event that is welcoming and accessible to all who attend.

Much of the power to foster a safe and respectful atmosphere lies within you, the participants. For this reason, racist, sexist, classist, homophobic, transphobic, or other oppressive language or behaviors are unacceptable. Resources for allyship and interrupting oppression can be found beginning on page 65.

We appreciate your help in making NASCO Institute welcoming and accessible to all who attend.

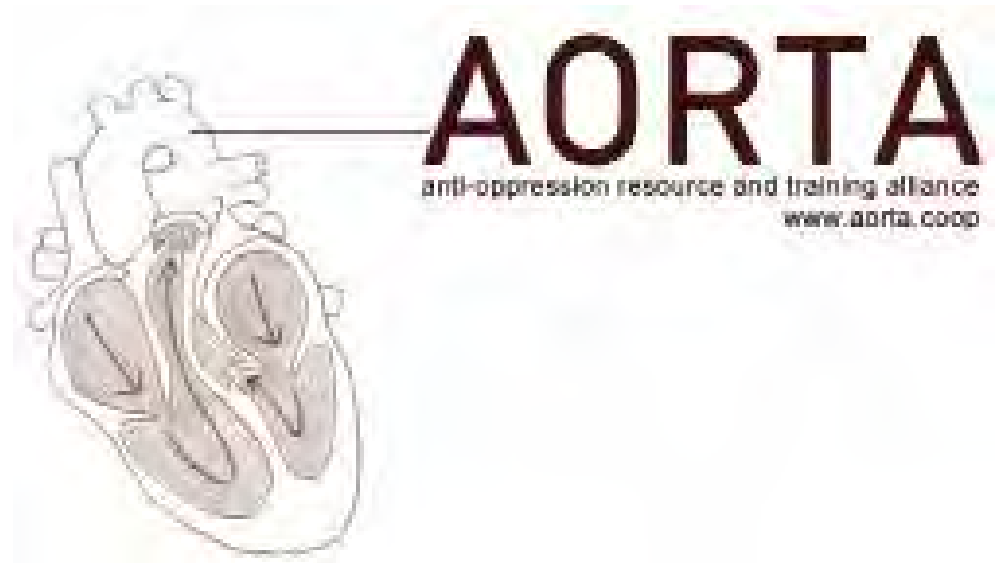
Conferences can be overwhelming. If you need to take a moment to get away from the crowd and sit quietly, meditate or take a nap, we will have a quiet space available all day Saturday and Sunday in Blagdon Room on the 1st Floor of the Michigan League.



# Community agreements

We ask that conference attendees use the following agreements as ground rules throughout the Institute. These are offered as tools for participants to hold themselves and each other accountable as we engage in a respectful and challenging educational process.

The framing and language for these community agreements were created in partnership with AORTA: Anti-Oppression Resource and Training Alliance. Most of these agreements were not created directly by AORTA and are borrowed from various people's movements for justice. Get in touch: [www.aorta.coop](http://www.aorta.coop).



### **ONE DIVA, ONE MIC**

In both large and small groups, one person speak at a time. It can also be useful to ask people to leave space in between speakers, for those who need more time to process words, or are less comfortable fighting for airtime in a conversation.

### **NO ONE KNOWS EVERYTHING; TOGETHER WE KNOW A LOT**

This means we all get to practice being humble, because we have something to learn from everyone in the room. It also means we all have a responsibility to share what we know, as well as our questions, so that others may learn from us.

### **MOVE UP, MOVE UP**

If you're someone who tends to not speak a lot, please move up into a role of speaking more. If you tend to speak a lot, please move up into a role of listening more. Listening is often seen as a passive skillset and is often less valued - when you choose to prioritize your listening skills, you help the whole group. This is a twist on the on the more commonly heard "step up, step back." The "up/up" confirms that in both experiences, growth is happening. (You don't go "back" by learning to be a better listener.) Saying "move" instead of "step" recognizes that not everyone can step.

### **RECOGNIZE INTENT AND ADDRESS IMPACT**

We recognize people's best intentions when unintentionally causing harm. The impact of someone's actions may not have been intended but nonetheless should be addressed.

### **WHAT'S SAID HERE STAYS HERE; WHAT'S LEARNED HERE LEAVES HERE**

Respect confidentiality. Don't share people's personal stories outside of a workshop, but do share the lessons that you learn. Also, don't use what you've heard to shape your full conception of a person or an organization.

### **WE CAN'T ALL BE ARTICULATE ALL OF THE TIME**

As much as we'd like, we just can't. Often, people feel hesitant to participate in a workshop or meeting for fear of "messing up" or stumbling over their words. We want everyone to feel comfortable participating, even if you can't be as articulate as you'd like, and create a space of learning and dialogue. This helps us move past the barriers of language, class, and institutional education access.

### **BE CURIOUS**

We make better decisions when we approach our problems and challenges with questions ("What if we...?") and curiosity. Allow space for play, curiosity, and creative thinking.

### **EXPECT AND ACCEPT A LACK OF CLOSURE**

The goal of this conference is to be learning new concepts, developing questions, making connections, and beginning ideas. With such a short amount of time and such diverse content, it is an unrealistic goal to expect closure on every topic. Move beyond a 'fear of missing out' and embrace the process.

# Schedule at a glance

Friday, November 2

- 9:00am – 10:00am **Pre-Conference Registration**  
*Michigan Room, 2nd Floor, Michigan League*
- 10:00am – 11:30am **Staff and Managers Pre-Conference: Morning Networking**  
*Koessler, 3rd Floor, Michigan League*
- 10:00am – 6:00pm **Detroit Tour**  
*Meet in Michigan Room, 2nd Floor, Michigan League*
- 11:30am – 5:30pm **Staff and Managers Pre-Conference: Bridging Divides**  
*Koessler, 3rd Floor, Michigan League*
- 1:00pm – 2:00pm **Inter-Cooperative Council at Ann Arbor Tour**  
*Meet at Michigan Room, 2nd Floor, Michigan League*
- 3:00pm – 4:00pm **Inter-Cooperative Council at Ann Arbor Tour**  
*Meet at Michigan Room, 2nd Floor, Michigan League*
- 6:00pm – 8:00pm **Staff and Faculty Dinner**  
*Ann Arbor Friends Meeting, by invitation only*
- 8:00pm – 10:00pm **Collective Liberation Caucus**  
*Koessler, 3rd Floor, Michigan League*
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Saturday, November 3

- 8:00am – 11:00am **Registration**  
*Michigan Room, 2nd Floor, Michigan League*
- 9:30am – 11:00am **Course block 1**
- 11:00am – 1:15pm **Keynote: Seizing Social History – How Co-ops and Movements Help to Build the World We Want**  
*Rackham Auditorium, Rackham Building*
- 1:15pm – 2:15pm **Lunch on the town**
- 1:30pm – 2:30pm **NASCO Development Luncheon**  
*West Conference Room, 4th Floor, Rackham Building*
- 1:30pm – 4:00pm **NASCO Properties Luncheon and Family Reunion**  
*East Conference Room, 4th Floor, Rackham Building*
- 1:30pm – 5:30pm **Registration**  
*Michigan Room, 2nd Floor, Michigan League*

|                  |   |
|------------------|---|
| 2:30pm – 4:00pm  | <b>Course block 2</b>   |
| 4:15pm – 5:45pm  | <b>Course block 3</b>   |
| 4:15pm – 5:45pm  | <b>NASCO Board Meet and Greet</b><br><i>Concourse, 2nd Floor, Michigan League</i> |
| 4:15pm – 5:45pm  | <b>Alumni Happy Hour</b><br><i>Hussey, 2nd Floor, Michigan League</i>             |
| 6:00pm – 8:00pm  | <b>Banquet &amp; Hall of Fame Ceremony</b><br><i>Intramural Sports Building</i>   |
| 8:00pm – 9:00pm  | <b>Identity-based caucuses</b><br><i>3rd Floor, Michigan League</i>               |
| 8:00pm – 10:00pm | <b>Cooperative Game Night</b><br><i>Hussey, 2nd Floor, Michigan League</i>        |
| 9:00pm – 10:00pm | <b>Diversity Congress</b><br><i>Henderson, 3rd Floor, Michigan League</i>         |

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Sunday, November 4

|                   |  |
|-------------------|--|
| 8:30am – 9:00am   | <b>Coffee &amp; warming up</b>   |
| 9:00am – 10:30am  | <b>Course block 4</b>  |
| 9:00am – 12:00pm  | <b>Annual General Meeting</b><br><i>Hussey, 2nd Floor, Michigan League</i>                                     |
| 10:45am – 12:15pm | <b>Course block 5</b>  |
| 12:15pm – 1:45pm  | <b>NASCO's History of Collective Liberation</b><br><i>Lecture Room 1, 1st Floor, Modern Languages Building</i> |
| 12:15pm – 1:45pm  | <b>Box lunch</b><br><i>Lecture Room 1, 1st Floor, Modern Languages Building</i>                                |
| 1:45pm – 3:15pm   | <b>Course block 6</b>  |
| 3:15pm – 4:00pm   | <b>Ciders &amp; goodbye</b><br><i>Michigan Room, 2nd Floor, Michigan League</i>                                |

# Friday programming

Friday, November 2nd

## **DETROIT TOUR**

*Friday, November 2nd, 10:00am-6:00pm @ Michigan Room, 2nd Floor, Michigan League (tour will depart from there at 10:00am)*

This tour is by registration only (an additional \$30 with conference registration). If you would like to join this tour on site, please see the registration desk. We cannot guarantee spots on the bus the morning of the tour. We will meet at the registration desk in the Michigan Room of the Michigan League at 10:00am. The bus will return by 6:00pm to the Michigan League.

This tour is brought to you by Boggs Educational Center. Their mission is to nurture the transformational leadership capacities of individuals and organizations committed to creating productive, sustainable, ecologically responsible, and just communities.

Tour Stops will include:

- Freedom Freedom Growers
- Boggs Educational Center
- Elmwood Cemetery
- Earthworks Urban Farm
- The Heidelberg Project
- The Packard Plant Project
- A drive past Hamtramck Assembly
- C.A.N. Arts Handworks

## **INTER-COOPERATIVE COUNCIL AT ANN ARBOR TOURS**

*Friday, November 2nd, 1:00pm-2:00pm and 3:00pm-4:00pm @ Michigan Room, 2nd Floor, Michigan League (tours will depart from there at 1:00pm and 3:00pm)*

The ICC Ann Arbor is made up of 19 houses with unique personalities and rich history. Born during the Great Depression, growing by leaps and bounds in the sixties and seventies, and still going strong, the ICC has a long history of student cooperation. Join us on a tour led by ICC Ann Arbor members to hear (and see) the dirt on the ICC.

## **COLLECTIVE LIBERATION CAUCUS**

*Friday, November 2nd, 8:00pm-10:00pm @ Koessler, 3rd Floor, Michigan League*

The Collective Liberation Caucus is a forum to examine how our movements for liberation intersect with each other and to build our work based on a common vision of a liberated world. How do our social justice efforts—fighting racism, working for gender justice or economic justice, creating collective access and creating economic alternatives to capitalism—support each other? What roles can we play to create more just institutions and a cooperative sector committed to justice?

## **STAFF AND MANAGERS PRE-CONFERENCE**

*Friday, November 2nd, @ Koessler, 3rd Floor, Michigan League*

This pre-conference is by registration only (an additional \$100 with conference registration). The problems faced by the staff, managers, and administrators of group equity cooperatives are unique and the number of peers is small. For this reason, we offer an all-day program which serves as a collective learning forum for co-op staff, managers, and administrators from across Canada and the United States. A staff-specific full-day program allows more space for participants to connect with one another and dig deeper into specific issues. The pre-conference will be held in the Koessler room at the University of Michigan League Building, followed by a catered dinner at the Ann Arbor Friends Meeting House.

- 10:00am – 10:30am Welcome, Overview of Program
- 10:30am – 11:00am Breakfast and Networking
- 11:00am – 12:00pm Auburn Seminary Introductions
- 12:00pm – 1:00pm Lunch
- 1:00pm – 5:30pm Bridging Divides
- 6:00pm – 7:45pm Staff and Faculty Dinner (provided, Ann Arbor Friends Meeting House, 1420 Hill St, Ann Arbor, MI 48104)

# Weekend highlights

## **GUERRILLA WORKSHOP & CAUCUS SPACES**

*Room 2, 1st Floor, Michigan League*

Is there something that you've always wanted to share or teach? Do you have a rad skill that you'd like to showcase in a skillshare? Are you looking to caucus with other attendees who share your identities and experiences? Would you like to present a workshop for your co-op, but need feedback from other cooperators first? Well, we clearly had you in mind when we chose to host the Guerrilla Workshop Spaces this year at the Institute. At any point on Saturday or Sunday, presenters are welcome to self-organize and use either of two rooms that are designated solely for Guerrilla Workshops. Sign up to lead a session at the Registration Desk.

## **THE COMMONS**

*Michigan Room, 2nd Floor, Michigan League*

Introduced in 2006, the Commons is the caffeinated haven of Institute. It serves as a space for networking, hanging out with friends, participating in skillshares, holding informal caucuses and meetings, relaxing, browsing the pop-up bookstore by PM Press, and drinking coffee & tea. Open from early morning to late at night, this will be the place to take a break from the packed weekend and connect with other co-ops.

## **NASCO PROPERTIES FAMILY REUNION**

*Saturday, November 3rd, 1:30pm-4:00pm @ East Conference Room, 4th Floor, Rackham Building*

Members of all NASCO Properties (NP) co-ops (PEACH, Qumbya, CHEA, Nickel City, SCO, KCH, COUCH, and POOCH) are invited for lunch and an information session. This is a great chance for every member of an NP co-op to meet your 'cousins' in the rest of NP and get to learn about each of the NP houses. You are invited to share short updates on recent events at your coop, and also bring any questions you have for the NASCO Properties board or staff. Lunch will be served at 1:30pm.

## **DEVELOPMENT SERVICES LUNCHEON**

*Saturday, November 3rd, 1:30pm-2:30pm @ West Conference Room, 4th Floor, Rackham Building*

Members of NASCO Development Services (NDS) investing member cooperatives, supporting members, potential members, former NDS clients, and former members will have the opportunity to learn about NDS's advocacy and development work. The luncheon is open to anyone interested in NDS's work.

## **NASCO BOARD MEET AND GREET**

*Saturday, November 3rd, 4:15pm-5:45pm @ Concourse, 2nd Floor, Michigan League*

The NASCO board is made up of members that have been elected or appointed. Meet current board members to learn more about what joining the board is all about.

## **ALUMNI HAPPY HOUR**

*Saturday, November 3rd, 4:15pm-5:45pm @ Hussey, 2nd Floor, Michigan League*

If you are an alumni member of a cooperative we would like to invite you to share a drink and light appetizers in the Michigan League before the banquet. As former cooperators, you helped build this legacy and we want to celebrate you. A cash bar featuring wine, Michigan beers & cider will be available at this 21+ only gathering.

## **BANQUET & HALL OF FAME**

*Saturday, November 3rd, 6:00pm-8:00pm @ Intramural Sports Building*

Every year, the Banquet is a time for all participants of the Institute to share the same space in reflection, over a hearty meal. We will celebrate our journey over the last 50 years as well as look toward the future. We welcome new members to the movement and, in the Hall of Fame Ceremony, recognize individuals who have shown outstanding commitment to the cooperative movement through their hard work and tireless enthusiasm for cooperation. This year's Hall of Fame ceremony honors the achievements of Anjanette Bunce, Sheela Mierson, and Howard Adelman. Those wishing to run for Active Member Representative and NASCO Board candidates will be introduced. They will have the opportunity to give a candidate speech at the Annual General Meeting Sunday morning.

## **COOPERATIVE GAME NIGHT**

*Saturday, November 3rd, 8:00pm-10:00pm @ Hussey, 2nd Floor, Michigan League*

Join us for a fun-filled evening as we play "Co-opoly: The Game of Cooperatives" and other games created by the Toolbox for Education and Social Action - we may even get to test-play their new game, "Rise Up: The Game of People and Power!" Make a new friend and sharpen your cooperative skills all at once!

## **ANNUAL GENERAL MEETING**

*Sunday, November 4th, 9:00am-12:00pm @ Hussey, 2nd Floor, Michigan League*

The Annual General Meeting (AGM) is where NASCO members can voice their opinions and engage in NASCO's governance. This get-together gives delegates a chance to think and speak together as a broad and diverse membership about the future we envision for NASCO's co-op education, development, and organizing. It is also the forum for active members to nominate and elect an Active Member Representative (AMR). The AMR is elected by active member co-ops at Institute and serves a one-year term on the NASCO board of directors.

## **CIDER & GOODBYES**

*Sunday, November 4th, 3:15pm-4:00pm @ Michigan Room, 2nd Floor, Michigan League*

Before heading home, stop by the Michigan Room for a cup of hot, spiced apple cider and a chance to close out the Institute in community with one another. Raffle prizes will be announced for the lucky few. Together, we'll take a moment to share highlights from the weekend, share our plans for next steps, and say goodbye to all of the people who we've connected with over the course of the conference.



# Seizing Social History

How Co-ops and Movements  
Help to Build the World We Want

Saturday, November 3rd, 11:00am-1:15pm  
Rackham Auditorium, Rackham Building



**ESTEBAN KELLY**

*Keynote*

Over the last half-century of cooperation of social movements, youth leadership, and economic democracy, cooperatives have been a resilient tool at the center. Esteban Kelly has participated in and been witness to the cooperative movement for over 20 years. This keynote will explore how all of those things are rooted in cooperative history and are ingredients for the social change we need to deal with the future of our planet and our society. Right now, movements for solidarity economics and workplace democracy are in an exciting stage of development. As cooperators, our experience with this model is a resource for the broader movement. NASCO member co-ops teach critical skills of interdependence. A lot of movements are focused on fighting the bad which can come all-consuming, but our work of building the new is an important offering. As we carry on the legacy of cooperation, we look back to the legacy of cooperation left for us.

Esteban Kelly is the Executive Director of the US Federation of Worker Cooperatives and is an important leader and creative force in solidarity economy and co-op movements. Formally introduced to cooperatives through student housing co-ops in Berkeley, California, he soon began organizing co-ops across Canada and the US with NASCO. Esteban was inducted into NASCO's Cooperative Hall of Fame in 2011, in recognition of his ten years of service—on NASCO's board and working as Director of Education and Training.

**"We must take responsibility for how well we pay ourselves, how connected our businesses are to the community and its needs, and how healthy our own workloads and quality of life truly are."**

**ESTEBAN KELLY**

# Identity-based caucuses

## **What are identity-based caucuses?**

Caucuses are spaces for participants with shared identities to raise issues, build connections, and organize for change: within NASCO, their own co-ops, and our larger communities. These sessions will be member led spaces for participants to guide the discussion as they see fit.

Identity-based caucuses are not spaces for people who do not share an identity to learn about issues affecting that group or offer their support (i.e. “be an ally”). Check out one of the workshops on these topics instead! Identity-based night caucuses will be followed by a Diversity Congress on Saturday, November 3 at 9:00pm.

## **PEOPLE OF COLOR CAUCUS**

*Saturday, November 3rd, 8:00pm-9:00pm @ Room B, 3rd Floor, Michigan League*

## **PEOPLE WITH DISABILITIES CAUCUS**

*Saturday, November 3rd, 8:00pm-9:00pm @ Room A, 3rd Floor, Michigan League*

## **QUEER & TRANS CAUCUS**

*Saturday, November 3rd, 8:00pm-9:00pm @ Henderson, 3rd Floor, Michigan League*

## **WOMEN'S CAUCUS**

*Saturday, November 3rd, 8:00pm-9:00pm @ Room C, 3rd Floor, Michigan League*

## **WORKING CLASS CAUCUS**

*Saturday, November 3rd, 8:00pm-9:00pm @ Room D, 3rd Floor, Michigan League*

## **Why isn't there a caucus for X identity?**

Would you like to attend a caucus that isn't listed above? Organize one! Participants are welcome to reserve the Guerrilla Workshop rooms throughout the weekend for any caucus that they'd like to hold. However, only the above recognized caucuses are currently able to make appointments to the Diversity Congress. Contact the NASCO board if you are interested in appointment.

## **What is the Diversity Congress?**

Diversity Congress connects caucuses to the governance of NASCO as a whole organization. The Diversity Congress is composed of two elected representatives (“chair” and “co-chair”) from each identity-based caucus, plus three current board members. It elects two representatives to the NASCO board (“co-chairs”) for two-year terms. The chair of the People of Color Caucus is also appointed to the NASCO board for a two-year term. This year, in total, three caucus chairs/co-chairs will be appointed to the NASCO board. The Diversity Congress is also an opportunity to share concerns, discuss solutions, and plan action steps for bringing issues to the NASCO Board and/or the Annual General Meeting the next morning.

**I'm interested in serving on the NASCO Board as a caucus representative.**

**What are the responsibilities of that?**

As a board director of NASCO, you will be responsible for the stewardship of a bi-national, educational non-profit with five full-time employees, serving over 50 co-ops and thousands of cooperators.

Board directors are expected to attend two, weekend-long board meetings per year which will take place in various cities around the US or Canada, typically in March and June. Travel and accommodation costs are covered by NASCO after a deductible (waivable), but food is not covered.

Directors are expected to attend a 2-hour video call board meeting in the fall.

Directors are expected to serve on at least one committee, which typically involves 1-2 hours of work per month, including phone meetings.

Directors are strongly encouraged to volunteer or present at the NASCO Institute conference each year, attend the Annual General Meeting, and support fundraising activities for the organization.

The board elects five officers who have additional duties.

You will need regular access to email and a phone. Regular communication is key! You will be given training on serving on a non-profit board of directors, as well as orientation to NASCO's history, programs, and governance.

**Where did this system come from?**

Various groups of co-op members began organizing caucuses at Institute beginning in the 1990s in order to build power and promote action within NASCO and member co-ops to address oppression of marginalized groups. In 2005, after years of hard work from many driven caucus leaders, the NASCO membership amended the bylaws to require that the People of Color Caucus Chair automatically be appointed to the NASCO board of directors. In 2006, the membership created two additional seats for to be filled by identity-based caucus chairs.

# Course tracks

Courses grouped by theme



## A LEGACY OF COOPERATION

These sessions all share lessons from past cooperative experiences. Some researched histories some lived experiences, either way, there is a lot to be learned from the decades of cooperative history in these sessions. Each new co-op that joins the NASCO community benefits from and contributes to our collective cooperative knowledge over the years.

- Co-op Archiving and Information Management
- The Roots of Cooperative Living: 1830s to 1950s
- Using Our Values: Stories and Strategies to Build Community Wealth
- A History of Cooperative Resistance at UC San Diego
- The Rise of Youth Culture and Cooperative Living: 1960s to the Present
- A Student Co-op Grows up and Grows Grey: History, Challenges and the Future of a Small Family Co-op
- Understanding Our Past, Building for Our Future
- We Are Not Alone: Student Housing Issues and Co-ops Around the World
- Learning from Our Mistakes: A Look Back to Bankruptcies and Other Co-op Failures
- NASCO's History of Collective Liberation
- In Context: Founding a Housing Cooperative



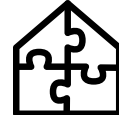
## STAFF & MANAGERS TRACK

The problems faced by the staff, managers, and administrators of housing co-ops are very unique and their field is quite small. For this reason, we offer a track of courses 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. The courses offered on Friday are for participants who register for the Staff & Managers Pre-Conference. The courses on Saturday and Sunday are open to general attendees, however they are specifically tailored for co-op staff, managers, and administrators.

- Staff and Managers Pre-Conference: Morning Networking
- Staff and Managers Pre-Conference: Bridging Divides
- Strategic Planning Through Collaborative Design: Drafting Your First Plan—or Your Next Plans
- Staff and Managers Peer Consultancy
- Money Talks: How to Demystify Your Co-op's Financials and Create Member Buy-In
- Chart of Accounts Q & A
- Delegation and Productivity
- Public Advocacy Strategies for Co-ops

## CREATING A NEW CO-OP

With the cost of living constantly on the rise, the demand for affordable housing solutions - like housing co-ops - is greater than ever. NASCO has pulled together a team of experts to take future co-op founders through the process of starting a new housing co-op, from clarifying the initial concept to drafting your business plan. Workshops in this series provide a comprehensive, step-by-step training program on the development process.



- Creating a New Co-op (1) – The Development Process
- Creating a New Co-op (2) – Strategies for New Co-op Organizers
- Creating a New Co-op (3) – Incorporation & Bylaws
- Creating a New Co-op (4) – Budgets & Feasibility
- Creating a New Co-op (5) – What’s in a Building? Finding a Property that Fits
- Creating a New Co-op (6) – Negotiating a Master Lease & Property Purchasing Clinic
- Getting Tax Exemption

## CONNECTING TO THE COOPERATIVE MOVEMENT

In building a stronger cooperative movement, we must first understand our collective past and present. This course track provides a foundation for such visioning by featuring the work of cooperators, past and present, across many sectors and many continents. Join us in these sessions to be inspired, expand your horizons, and dream big.



- Economic Democracy: An Introduction
- Co-ops Head to Camp
- Purchasing Food: A Cross-Pollinating Workshop to Create Just Food Environments
- Introduction to Worker Cooperatives
- Cooperative Banking as the Cornerstone of Capital Disruption

# Course tracks

Courses grouped by theme



## **BUILDING COOPERATIVE SKILLS**

Keeping your co-op running smoothly requires a wide range of skills and a wealth of collective knowledge. Workshops in this course track will focus on building essential tools for maintaining your cooperative—from maintenance planning to dynamic facilitation. This series is ideal for anyone who hopes to leave NASCO Institute with a new set of concrete skills to take back to their co-op.

- Cooperating with Computers: Our Use and Development of Software for Co-ops
- Cooperative Kitchen Management
- How Do We Want to Move Together?
- Spreadsheets 101: Designing for Cooperative Data Management
- Meetings: Not Just for Masochists
- Strategic Planning Through Collaborative Design: Drafting Your First Plan—or Your Next Plans
- Negotiating with Institutions
- Using Our Values: Stories and Strategies to Build Community Wealth
- Creating the Orgs We Wish to Thrive In: Disrupting Oppression in Organizing Spaces Part 1 & 2
- Co-op Governance Model Tryout – Policy Governance
- From Co-op Chores to Paid Jobs: How to Transfer Your Co-op Skills into Paid Employment
- How to Write Passive Aggressive Notes
- Co-op Staff Evaluations
- Conflict in Community
- Foundational Facilitation Skills
- Cottage Industries: Creating Live/Work Cooperatives
- Fair Housing and Your Co-op
- Member Accountability Roundtable
- What the Consensus Process Is and What It Isn't
- Money Talks: How to Demystify Your Co-op's Financials and Create Member Buy-In
- Governance and Management – Centralized vs Federation
- Surviving Massive Turnover Roundtable
- Delegation and Productivity
- Public Advocacy Strategies for Co-ops

## APPLIED ANTI-OPPRESSION

Creating an inclusive community means going beyond feel-good rhetoric about 'diversity awareness' or using targeted recruitment strategies—it means working hard to ensure that systems of oppression are not being reproduced in your community. The courses in this track focus on identifying and actively resisting institutional and interpersonal forms of oppression, as well as building alternative models of community that are rooted in the struggles for equality and justice.



- Displacing "Accessibility" as a Buzzword: A Workshop on Accessibility, Accountability, & Cooperation
- Keeping Yourself and Community Safe – Protest Health and Safety
- Meetings: Not Just for Masochists
- A Scientist's Guide to Effective Activism, Part 1: Anti-Oppression and Social Justice
- A Scientist's Guide to Effective Activism, Part 2: Tactics and Strategies for Social Change
- Responding to Harm; Interpersonal, and Organizational Growth
- Anti-Oppressive Facilitation – Advanced Skills for Guiding Co-op Groups
- Creating the Orgs We Wish to Thrive In: Disrupting Oppression in Organizing Spaces Parts 1 & 2
- Only You Can Prevent Dumpster Fires! How to Recognize and Address Issues in Your Cooperative



# Course block 1

Saturday, November 3rd, 9:30am-11:00am



## **CREATING A NEW CO-OP (1) – THE DEVELOPMENT PROCESS**

*Mark Fick, Brel Hutton-Okpalaek*

*Koessler, 3rd Floor, Michigan League*

This session is the first step on the co-op development track and provides an introduction and overview of the entire development process from initial ideas to buying your home. We will explore the common (and uncommon) ways to create a housing co-op, focusing on the initial steps: creating a collective vision, organizing your development team, and laying out the roadmap to success. Participants will leave the session with a basic understanding of the multiple layers of work involved in organizing the people, money, real estate and development partners. The session will include presented material, open discussion, and interactive activities.



## **COOPERATING WITH COMPUTERS: OUR USE AND DEVELOPMENT OF SOFTWARE FOR CO-OPS**

*Alli Nilles*

*Room A, 3rd Floor, Michigan League*

The software a cooperative uses affects the day-to-day life of its members, for better or for worse. This workshop will focus on networking and resource sharing for people with an interest in software and information technology for cooperatives. Everyone is welcome, no tech background required! We will have breakout discussions on topics such as unique needs for different types of cooperatives, the interplay of free and open-source development and cooperatives, and how to balance privacy and transparency. We will discuss applications to cooperative finance, bookkeeping, record keeping, event planning, meeting facilitation, and consensus building.



## **STRATEGIC PLANNING THROUGH COLLABORATIVE DESIGN: DRAFTING YOUR FIRST PLAN—OR YOUR NEXT PLANS**



*Nick Coquillard, Maggie O'Connor*

*Amphitheatre, 4th Floor, Rackham Building*

The ICC Ann Arbor's current president and general manager will engage participants on the strategic planning journey taken recently by its membership in developing its SECOND strategic plan. We will all discuss strategies anchored in Human Centered Design, Structured Scenario Building, and Community Driven Discovery. Maggie and Nick will review two very different paths to developing a cooperative strategic plan and adapt our journey to your needs and questions. Our outcome will result in the sharing of engagement ideas, tools, action plans, project plans, and other take-away's that will help you plan effectively and remarkably.

## **SPREADSHEETS 101: DESIGNING FOR COOPERATIVE DATA MANAGEMENT**

*Andy Rasmussen, Shining Li*

*Room B, 3rd Floor, Michigan League*

Co-ops generate and use a lot of information, but how should it all be organized? How do you make sure everyone can understand it? This skillshare will be a space for exploring common considerations for using shared spreadsheets in cooperative settings. We'll cover general best practices for spreadsheet maintenance as well as nerdy hacks for efficient analysis.



## **HOW DO WE WANT TO MOVE TOGETHER?**

*paige carlson, Afton Brooks*

*East Conference Room, 4th Floor, Rackham Building*

Bodies constantly communicate, often times without words. When we are together, which happens a lot in a co-operative setting, how are we noticing and tending to this unspoken bodily communication? What does it feel like to better listen and respond with more respect of boundaries and wants in spaces we share? We will approach these questions through embodied practices of contact improvisation, somatics, and dance/movement during this workshop. Loose clothing recommended but not required. Touch will be an optional part of this workshop. You do not consent to be touched just by entering the space. If you would like to go through this workshop without any touch we encourage you to come and will be happy to be with you.



## **KEEPING YOURSELF AND COMMUNITY SAFE – PROTEST HEALTH AND SAFETY**

*Noah*

*Assembly Hall, 4th Floor, Rackham Building*

By learning how to take care of one another we are helping to create the society we want rather than living within the framework of the existing oppressive system. We will be discussing and learning skills to help prevent and minimize harm while you are resisting fascism and racism as well as ways to help our friends in need. Topics will include what to bring to a protest, environmental concerns, responding to police weapons/tactics, eye flushes and more! The skills shared are all things you can teach to your friends too! The workshop includes cool zines!



# Course block 1

Saturday, November 3rd, 9:30am-11:00am



## **ECONOMIC DEMOCRACY: AN INTRODUCTION**

*Steve Dubb*

*Room D, 3rd Floor, Michigan League*

We know we are in a time of flux. This means old systems and assumptions are unlikely to hold, including traditional economic assumptions. But how do we go about building a more democratic economy? Our co-ops, of course, provide essential building blocks, but they are not the only ones. This session will provide an introduction to key strategies that can build wealth and power in communities—such as community land trusts, participatory budgeting, public banks, employee ownership, and collective management of common resources. It will also provide an opportunity to organize into small groups and map out strategies for converting theoretical concepts into actions you can take at home.



## **COOPERATIVE KITCHEN MANAGEMENT**

*Samuel Bean*

*Room C, 3rd Floor, Michigan League*

Have you been looking for a way to enhance the quality of your group's food services? Do you have code-related concerns re: said facilities? Are you looking for ways to enhance your group's overall quality of life? Are you seeking ways of presenting improved public health measures to your group without creating a restrictive environment? The solutions to these and all related concerns can be addressed during this workshop—in which participants will each be invited to share what food-related measures work and don't work in their respective communities.



## **MEETINGS: NOT JUST FOR MASOCHISTS**

*Clinton Parker*

*Henderson, 3rd Floor, Michigan League*



When run well meetings can be a rejuvenating force that brings people together and generates energy for groups and projects. Poorly run meetings can drain or chase away talented passionate people, acting like a regular dose of poison to the group. We'll talk about key principles, tools to take home and troubleshooting. There is always more to learn so "further reading" lists will be provided.

**DISPLACING "ACCESSIBILITY" AS A BUZZWORD: A WORKSHOP ON  
ACCESSIBILITY, ACCOUNTABILITY, & COOPERATION**

*Maya Colman, Hannah Tobin-Bloch  
Hussey, 2nd Floor, Michigan League*



Creating an inclusive community means going beyond feel-good rhetoric about 'diversity awareness' or using targeted recruitment strategies—it means working hard to ensure that systems of oppression are not being reproduced in your community. The courses in this track focus on identifying and actively resisting institutional and interpersonal forms of oppression, as well as building alternative models of community that are rooted in the struggles for equality and justice.

# Course block 2

Saturday, November 3rd, 2:30pm-4:00pm



## **THE ROOTS OF COOPERATIVE LIVING: 1830S TO 1950S**

*Jim Jones, Tristan Laing*

*Room D, 3rd Floor, Michigan League*

Did you ever wonder where the idea for our cooperative living came from, and how it grew over time? This workshop will explore some of the antecedents of our cooperatives, beginning with utopian socialist experiments in community living, the cooperative housekeeping movement and other threads related to our housing cooperatives. We will look at the feminist roots of student and community co-ops, the early college-sponsored efforts, the explosive cooperative growth during the Great Depression, post-World War II expansion, and the start of regional associations and the North American Student Cooperative League, which evolved into today's NASCO.



## **NEGOTIATING WITH INSTITUTIONS**

*Corey Walters*

*Room B, 3rd Floor, Michigan League*

Negotiating with institutions can be prohibitively difficult for many reasons. They tend not to understand the needs of cooperative institutions, they have a tendency to not take students seriously as negotiating adversaries, and sometimes it's not apparent why or how to negotiate with the institutions you are associated with. However, by failing to present a strong case for our co-ops and by not recognizing diversionary tactics being used against us, we stand to lose financial and operational ground. We will consider strategies and tactics such as preparation, building coalitions, how to bring the other party to the table, framing, identifying oppositional tactics, and reaching an agreement.



## **STAFF AND MANAGERS PEER CONSULTANCY**

*Katherine Jennings*

*Room A, 3rd Floor, Michigan League*

Co-op staff have unique jobs and regularly face very unique problems. With so few colleagues and peers, it can be difficult to gain insights into the issues that you encounter. Additionally, giving and receiving feedback can be perilous if not done artfully. In an effort to create a positive space for the solicitation of meaningful feedback, moving us from a gathering of peers to a community of practice, NASCO staff will facilitate Peer Consultancy sessions to allow participants to collaboratively provide guidance to one another.

## **CREATING A NEW CO-OP (2) – STRATEGIES FOR NEW CO-OP ORGANIZERS**

*Mark Fick, Brel Hutton-Okpalaek*

*Koessler, 3rd Floor, Michigan League*

A successful housing cooperative needs the support and participation of a community of people, but it takes individual effort to organize that support and participation. In this workshop, we'll explore community organizing strategies to get new co-ops up and running and the skills you need to effectively deploy these strategies. We'll focus on building a shared vision, a committed team, and a network of support. This workshop is designed for people currently or planning to be involved in starting a new co-op.



## **A SCIENTIST'S GUIDE TO EFFECTIVE ACTIVISM, PART 1: ANTI-OPPRESSION AND SOCIAL JUSTICE**

*Nico White*

*Amphitheatre, 4th Floor, Rackham Building*

Do you know how to transform your passion for human, environmental, or animal rights into real impact? A Scientist's Guide to Effective Activism is a multi-year project in the making to summarize hundreds of scientific publications on activism and social movements. Come to learn how to be an effective activist and arm yourself with scientifically-proven strategies for creating change.

In Part 1, Anti-Oppression and Social Justice, we will learn about the real causes of prejudice and practice the most effective ways to promote inclusion and safety in our organizations, plan prejudice-reducing educational programs, confront oppression, and persuade and inform others about social justice.



## **CO-OP ARCHIVING AND INFORMATION MANAGEMENT**

*Noel Larcher, Henrik Tucker*

*Room C, 3rd Floor, Michigan League*

It's hard to maintain a legacy without an archive. Hear from co-ops with experiences helping two different organizations dust off their old documents and how you can do the same. Learn why archives are important, history about College Houses and Madison Community Co-ops, a couple of co-op archiving practices, CH & MCC's archives' content, and co-op information management practices.



# Course block 2

Saturday, November 3rd, 2:30pm-4:00pm



## **USING OUR VALUES: STORIES AND STRATEGIES TO BUILD COMMUNITY WEALTH**

*Steve Dubb, Esteban Kelly, Mohamed Al Elew, Kim Garmany*



*Assembly Hall, 4th Floor, Rackham Building*

How can we apply cooperative principles and build community wealth beyond the confines of our own co-ops? This moderated panel brings together people who are using a range of strategies including coalition building and organizing, community-based enterprise, co-op development, and community finance, to build and anchor wealth in communities. Come and learn more about a wide range of methods for building a democratic economy (while displacing corporate capitalism at the same time!). Who knows? You may even find a career option you hadn't considered. Audience participation is encouraged, so please bring your best community-building questions with you.



## **RESPONDING TO HARM; INTERPERSONAL, AND ORGANIZATIONAL GROWTH**

*Cha Cha Spinrad*

*Hussey, 2nd Floor, Michigan League*

Cooperative living provides an opportunity to learn more about ourselves, others, and organizations. Learning at each of these levels often involves experiencing or witnessing pain. This hands-on workshop utilizes various approaches at multiple levels to heal from many forms of harm. When somebody feels hurt, there are multiple levels acting on that pain, including institutions and individuals. In this session, we'll discuss and put to use strategies for repairing harm including ethical communication, restorative justice, and transformative justice. Participants will practice repairing relationships, holding individuals and groups accountable to harmful behavior and norms, and building more equitable organizations.



## **CREATING THE ORGS WE WISH TO THRIVE IN: DISRUPTING OPPRESSION IN ORGANIZING SPACES – PART 1**

*Maxwell Evans, Sariah Metcalfe*

*Henderson, 3rd Floor, Michigan League*

In this training, we will provide a guided reflective space for cooperative and organizing spaces. With racism, sexism, homophobia, and numerous additional intersecting types of oppression impacting our daily lives, we should be able to look to our organizing spaces as safe havens where we can build community and take collective action. In this session, we'll examine the organizing spaces we engage in and evaluate their anti-oppressive practices. Then, we will work to identify tools to disrupt oppression as it arises so that we can build organizations that emulate the type of liberatory world we are striving to live in.



*Co-op kitchen living*



# Course block 3

Saturday, November 3rd, 4:15pm-5:45pm



## **CO-OPS HEAD TO CAMP**

*Emily E Nail*

*Room A, 3rd Floor, Michigan League*

Do you remember your Cooperative Principles? #5: Education, training, and information. Ready, set, go Co-op Leadership Camp! Get involved and use your current cooperative knowledge to build a training session for your staff, volunteers or community. This workshop will provide you with the tools to do an hour-long workshop or host a week-long camp for teens/adults to experience a worker/owner cooperative.



## **FROM CO-OP CHORES TO PAID JOBS: HOW TO TRANSFER YOUR CO-OP SKILLS INTO PAID EMPLOYMENT**

*Rek Kwawer*

*West Conference Room, 4th Floor, Rackham Building*

Cooperatives are educational experiences. Whether your cooperative experience is campus-based or community-based, we all learn a lot as members. This workshop is about taking that experience and having it lead to paid employment (whether that's employment at a co-op, in the co-op movement, or in a completely different sector). We will look at samples of résumé and cover letters and practice translating our co-op experiences into language that others can easily understand and that shows how talented co-ops are. Bring your own cover letter and résumé if you'd like.



## **A HISTORY OF COOPERATIVE RESISTANCE AT UC SAN DIEGO**

*Mohamed Al Elew*

*Assembly Hall, 4th Floor, Rackham Building*

UC San Diego has a rich history of cooperative resistance where at its peak the student government was briefly organized utilizing cooperative principles and a worker co-op won a restraining order against administrators. Today, the four remaining campus co-ops are relegated to a niche. Learn more about UCSD's history of collective resistance and how we plan to reimagine co-ops for a new generation.

## HOW TO WRITE PASSIVE AGGRESSIVE NOTES

*Corrigan Nadon-Nichols*

*Room C, 3rd Floor, Michigan League*

Somebody forgot to clean out the drain catch in the shower. Who could have committed this atrocity? And what can be done about it? There are many breakdowns in a co-op where we might feel powerless, but the Passive Aggressive note is the time-tested method to inspire cooperative, compassionate action in ne'er-do-well comrades and restore the cosmic balance. In this workshop, we will discuss some of the common pitfalls of first-time note writers, examine the finer points of the craft, and explore some new opportunities that digital technology is creating in this field.



## A SCIENTIST'S GUIDE TO EFFECTIVE ACTIVISM, PART 2: TACTICS AND STRATEGIES FOR SOCIAL CHANGE

*Nico White*

*Amphitheatre, 4th Floor, Rackham Building*

Do you know how to transform your passion for human, environmental, or animal rights into real impact? A Scientist's Guide to Effective Activism is a multi-year project in the making to summarize hundreds of scientific publications on activism and social movements. Come to learn how to be an effective activist and arm yourself with scientifically-proven strategies for creating change.

In Part 2, Tactics and Strategies for Social Change, we will learn what conditions are necessary for social movement success and how to use the most effective tactics to build strong movements, prevent burnout, create messaging strategies, protest, boycott, conduct behavior change campaigns, mobilize voters, and influence elected officials.



## CREATING THE ORGS WE WISH TO THRIVE IN: DISRUPTING OPPRESSION IN ORGANIZING SPACES – PART 2

*Maxwell Evans, Sariah Metcalfe*

*Henderson, 3rd Floor, Michigan League*

In this training, we will provide a guided reflective space for cooperative and organizing spaces. With racism, sexism, homophobia, and numerous additional intersecting types of oppression impacting our daily lives, we should be able to look to our organizing spaces as safe havens where we can build community and take collective action. In this session, we'll examine the organizing spaces we engage in and evaluate their anti-oppressive practices. Then, we will work to identify tools to disrupt oppression as it arises so that we can build organizations that emulate the type of liberatory world we are striving to live in.



# Course block 3

Saturday, November 3rd, 4:15pm-5:45pm



## CO-OP GOVERNANCE MODEL TRYOUT – POLICY GOVERNANCE

*Lana Wong*

*Room B, 3rd Floor, Michigan League*

The Policy Governance model provides a framework to help boards focus on organizational long-term vision and ensure accountability towards their membership. What is unique about Policy Governance that guides good governance? What is it like to be in an organization that uses Policy Governance? In this session, we will cover the theory of the model, its application and impact on an annual calendar at a co-op, contrast with other governance practices, touch on misconceptions and gaps, and then actually try out the model in Acme Co-op. Attendees will reflect on governance practices at their co-op, and create a governance structure under the Policy Governance model in this workshop.



## CREATING A NEW CO-OP (3) – INCORPORATION & BYLAWS

*David "Rosebud" Sparer, Brel Hutton-Okpalaek*

*Koessler, 3rd Floor, Michigan League*

Incorporation is the process of taking your idea of a co-op and making it into a legal entity which can own property, take out loans, and enter into contracts. But there are often many choices that can stymie a group's progress: Corporation or LLC? Which tax-exemptions do we want? We will discuss the why and how of incorporating a co-op, with particular attention to creating bylaws for the new organizations.



## ANTI-OPPRESSIVE FACILITATION – ADVANCED SKILLS FOR GUIDING CO-OP GROUPS

*Esteban Kelly*

*East Conference Room, 4th Floor, Rackham Building*

A good meeting can leave participants filled with energy and inspiration rather than exhaustion or discouragement. While many co-op facilitators strive for "great process," groups can't truly achieve inclusive, dynamic meetings without incorporating a power analysis of how systems of oppression operate in the world, in our co-ops, and in our lives. Join Esteban Kelly of the US Federation of Worker Cooperatives (USFWC) and AORTA (Anti Oppression Resource & Training Alliance) to strengthen your skills in facilitating meetings that help build strong, effective leaders, projects, and co-ops in a comprehensive way. Facilitators, whether skilled or novice, will discover tools and practices for creating inclusive meeting spaces, designing agendas, delegating meeting roles, preparing for facilitation, and evaluating meetings. We will also collectively troubleshoot how to facilitate in light of challenging scenarios from power dynamics and low group energy to interpersonal conflicts and passive-aggressive communication. Come with questions, and leave with a trove of ideas in your back pocket. But seriously, bring your questions!

## **THE RISE OF YOUTH CULTURE AND COOPERATIVE LIVING: 1960S TO THE PRESENT**

*Jim Jones, Tristan Laing*

*Room D, 3rd Floor, Michigan League*

What caused an explosion of cooperative living in the 1960s and 70s, and what did it have to do with the Student Power movement? Why was NASCO started, and why is it bi-national? What about NASCO Development Services and NASCO Properties? This workshop examines government programs in Canada and the United States and the social and economic factors that led to unparalleled growth in co-ops. After the dark days of the 1950s, we will look at the youth revolution of the 1960s and 70s, the challenges and triumphs of the next decades, the Great Recession, and where we are today.



## **NASCO BOARD MEET AND GREET**

*Concourse, 2nd Floor, Michigan League*

The NASCO board is made up of members that have been elected or appointed. Meet current board members to learn more about what joining the board is all about.

## **ALUMNI HAPPY HOUR**

*Hussey, 2nd Floor, Michigan League*

If you are an alumni member of a cooperative we would like to invite you to share a drink and light appetizers in the Michigan League before the banquet. As former cooperators, you helped build this legacy and we want to celebrate you. A cash bar featuring wine, Michigan beers & cider will be available at this 21+ only gathering.

# Course block 4

Sunday, November 4th, 9:00am-10:30am



## **PURCHASING FOOD: A CROSS-POLLINATING WORKSHOP TO CREATE JUST FOOD ENVIRONMENTS**

*Zach Goldberg*

*Room A, 3rd Floor, Michigan League*

Are you responsible for the food in your cooperative? Are you interested in food purchasing as a vehicle for change? Are you frustrated with food in your cooperative? Being one of the key parts of a housing cooperative, food can bring people together or split people apart. This discussion will be a place to exchange ideas, contemplate challenges, and formulate possibilities for cooperative food purchasing. Sample topics to be covered: board dues and budgets, certification and standards, dietary inclusivity and ethics, choosing suppliers and vendors. Come for this highly interactive discussion in order to build a more just food system.



## **CONFLICT IN COMMUNITY**

*Clinton Parker*

*Room 2011, 2nd Floor, Modern Languages Building*

Whether it's interpersonal clashes of personality or style all the way down into dealing with unacceptable behavior within communities and organizations, things can get scary. Simultaneously this work is crucially important to maintaining and growing healthy and safer world. Let's develop skills and talk about building dynamically adjustable frameworks to bravely dig in.



## **A STUDENT CO-OP GROWS UP, AND GROWS GREY: HISTORY, CHALLENGES AND THE FUTURE OF A SMALL FAMILY CO-OP**

*Wilfred Gadsden*

*Room 2106, 2nd Floor, Modern Languages Building*

Participants will be asked to discuss issues at the start and the end of this presentation. This session will trace the organization, growth, and struggles of a student eating and housing co-op as its members grew older, attracted new families and developed needed affordable housing options. The presentation relies on both oral and documentary history. United Co-operative Projects was organized in 1938. It continues as Evergreen House, providing family housing today. Its history will illustrate how social, cultural and economic forces have shaped the family co-op that now exists. Finally, we'll consider the impact of these factors on planning for the future of family co-operatives in general, and for Evergreen in particular.

## CO-OP STAFF EVALUATIONS

*Daniel Miller*

*Room C, 3rd Floor, Michigan League*

This session provides an overview of the various reasons to perform staff evaluations, best practices for creating a just and effective evaluation process, and tips to create a positive culture around evaluations.



## UNDERSTANDING OUR PAST, BUILDING FOR OUR FUTURE

*Steve Dubb, Tristan Laing, holly jo Sparks, Morgan Crawford*

*Lecture Room 1, 1st Floor, Modern Languages Building*

What is NASCO anyway? Where has our movement been and where are we going? This session will explore key moments in NASCO's past to generate discussion of key decision points and the impacts those decisions have made to our present. Using a panel format, this panel will discuss such matters as: 1) the development of NASCO as an organization (e.g., the creation of NASCO Properties, the creation of the "NASCO Family" structure), 2) the emergence of the caucus system and the movement's complicated relationship with racial equity, and 3) broader trends within the movement (e.g., the emergence of community co-ops). The goal here is not a recitation of key facts, but rather to build an understanding of key moments in our movement's past, with an eye to guiding future growth and development.



## FOUNDATIONAL FACILITATION SKILLS

*Shay O'Reilly*

*Room B, 3rd Floor, Michigan League*

Dynamic, empowering meetings do exist! Good facilitation makes them happen. Whether you are new to or have practiced facilitating co-op meetings, we will share tools and practices for creating inclusive meeting spaces, designing agendas, delegating meeting roles, preparing for facilitation, and evaluating meetings. We will also collectively troubleshoot how to facilitate in light of challenging scenarios such as power dynamics, low group energy, interpersonal conflicts, and passive-aggressive communication in groups. Workshop participants will leave with a trove of resources as well as a few more facilitation strategies in their back pocket.



# Course block 4

Sunday, November 4th, 9:00am-10:30am



## **CREATING A NEW CO-OP (4) – BUDGETS & FEASIBILITY**

*Brian Dahlk, Brel Hutton-Okpalaeke*

*Koessler, 3rd Floor, Michigan League*

Would you like to feel more empowered to understand and participate in housing co-op development projects? This workshop attempts to demystify the financial aspects of co-op development. Designed for those without much experience, attendees will gain higher levels of comprehension and reduce the feelings of confusion around their co-ops' development and expansion initiatives. It's applicable to those in established co-ops that might consider expanding as well as folks looking to start up a first house.



## **WE ARE NOT ALONE: STUDENT HOUSING ISSUES AND CO-OPS AROUND THE WORLD**

*Audrey Smith*

*Room D, 3rd Floor, Michigan League*

All over the world, the number of students keeps rising. Furthermore, this population is increasingly mobile and open to studying further away from home. This leads to a rise in student housing demands and the development of various models of housing. Most notably, many countries experience a boom in private for-profit student accommodation, while others favor a public or a co-op model. Exploring a few countries, we will draw a picture of different situations regarding these types of housing, the problems they bring and the solution that student cooperative housing represents.



Meetings in action



# Course block 5

Sunday, November 4th, 10:45am-12:15pm



## GETTING TAX EXEMPTION

*David "Rosebud" Sparer, Brel Hutton-Okpalaek*

*Room A, 3rd Floor, Michigan League*

What does it mean to be a "nonprofit"? What are the benefits and drawbacks of 501(c)3 status and other tax exemptions for co-ops? Is it worth it? We will discuss the systems of nonprofit incorporation, federal tax exemption, and local tax exemptions. We will also cover the 501(c)3 application (IRS Form 1023) in detail.



## CHART OF ACCOUNTS Q & A

*Brian Dahlk*

*Room 2104, 2nd Floor, Modern Languages Building*

Cooperatives organize their financial records in different ways to respond to their local needs, but this can make it difficult to compare co-ops to their peers. This session will focus on potential changes to the Charts of Accounts used by local co-ops and will allow cooperative staff to ask questions of professional accountants who are experienced in working with co-op accounting.



## COTTAGE INDUSTRIES: CREATING LIVE/WORK COOPERATIVES

*Matthew Keesan*

*Room 2011, 2nd Floor, Modern Languages Building*

Building a cooperatively-run business into your housing cooperative can promote sustainability, socioeconomic diversity, and personal development, not to mention liberate you from your day job or reduce your student debt burden. We added a bed and breakfast into our housing cooperative, which covers our room, board and a small stipend in exchange for about 10 hours of work per week. We'll give an overview of successful living cooperatives with cottage industries; explain the benefits, challenges, and best practices; and share our open source model for replicating anywhere!

## **FAIR HOUSING AND YOUR CO-OP**

*Daniel Miller*

*Room D, 3rd Floor, Michigan League*

We frequently talk about the need to build inclusive and anti-oppressive cooperatives and discuss ways to broaden our outreach. The Fair Housing Act was enacted with the idea that as long as housing discrimination exists, we will not be able to create a society without oppression. Rather than looking at Fair Housing law as a restriction on our communities, this workshop will examine how we can connect legal housing practices to our own anti-oppression work in our homes and communities. We will also discuss best practices and policy recommendations for ensuring that your cooperative complies with Fair Housing law.



## **LEARNING FROM OUR MISTAKES : A LOOK BACK TO BANKRUPTCIES AND OTHER CO-OP FAILURES**

*Cleopatra Boudreau*

*Lecture Room 1, 1st Floor, Modern Languages Building*

Not all student co-ops live long enough to turn 50. Failure can take many shapes and sizes, from a loss of vision to outright bankruptcy and sale of the assets. This workshop will look back to different examples from Canada to identify the reasons, good or bad, that led these co-ops to hardship. Together, we will explore ways to prevent these situations from repeating themselves in the future of our own co-ops.



## **MEMBER ACCOUNTABILITY ROUNDTABLE**

*Rek Kwawer*

*Room 2106, 2nd Floor, Modern Languages Building*

We like to talk about the importance of accountability in co-ops. But what does accountability actually mean, and how do we achieve it? In this roundtable, participants will share their experiences with what has worked, and will have the opportunity to discuss things that haven't worked, and will leave with ideas from other co-ops.



# Course block 5

Sunday, November 4th, 10:45am-12:15pm



## **WHAT THE CONSENSUS PROCESS IS AND WHAT IT ISN'T**

*Samuel Bean*

*Room C, 3rd Floor, Michigan League*

Many of us slip into the belief that eliminating voting will automatically produce consensus (or at least encourage it). The reality is that effective consensus requires a cultural shift that is a bigger reach for most of us than is commonly assumed.

This workshop will provide your group the means to overcome common obstacles to consensus through role-playing each of the six consensus steps (presentation, questions, discussion, proposal, decision, implementation).



## **CREATING A NEW CO-OP (5) – WHAT'S IN A BUILDING? FINDING A PROPERTY THAT FITS**

*Jim Jones*

*Koessler, 3rd Floor, Michigan League*

Sure, you found the perfect house. But can you buy it, or even rent it, given your local zoning codes? And how does cost factor in, not to mention community?

What you can buy or should buy may be very different from what you want to buy. Figuring out what to look for in advance will help to keep you from many a heartache! This workshop will look at the interactions between city requirements, cost, community building, location, size, sources of funding, political support, and many other factors that influence the nature of the building you should be looking for.



## **MONEY TALKS: HOW TO DEMYSTIFY YOUR CO-OP'S FINANCIALS AND CREATE MEMBER BUY-IN**

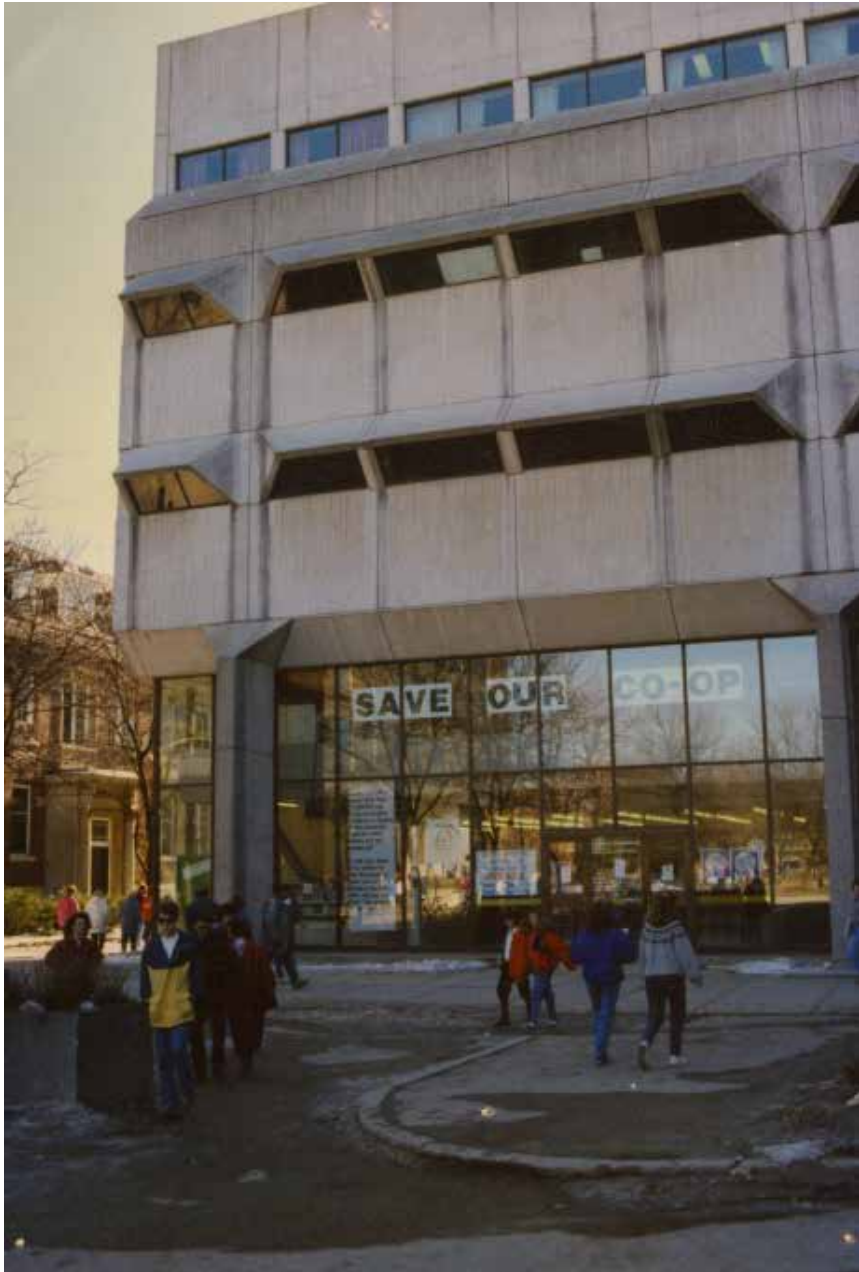


*Brigid Maniates*

*Room B, 3rd Floor, Michigan League*

Democratic control of the cooperative's finances by members requires a financially literate membership. In this workshop, we'll discuss techniques, policies, and ongoing educational opportunities to engage your cooperative around finances.

This session hopes to demystify and to democratize cooperative financial practices in an engaging manner through activities. We'll look at policies and best practices used at housing co-ops across the country, the participatory budgeting process, and ways to educate and engage members throughout the year. Finally, we'll examine how a strong budget and financial policies support anti-oppression practices. No prior knowledge required; all skill levels are invited to participate



"SAVE OUR CO-OP"

# Course block 6

Sunday, November 4th, 1:45pm-3:15pm



## **COOPERATIVE BANKING AS THE CORNERSTONE OF CAPITAL DISRUPTION**

*Arlin Wallace*

*Room 2104, 2nd Floor, Modern Languages Building*

Describing how and why cooperative banking can change the way capital moves and how it can support cooperative institutions and movements. A technical breakdown of how a cooperative banking system can be self-sufficient and self-sustaining by fostering a closed economy of shareholders, by creating and exchanging in its own stable cryptocurrency.



## **CREATING A NEW CO-OP (6) – NEGOTIATING A MASTER LEASE & PROPERTY PURCHASING CLINIC**

*David "Rosebud" Sparer, Daniel Miller, holly jo Sparks, Brel Hutton-Okpalaeke Koessler, 3rd Floor, Michigan League*

Real estate transactions can be complicated, and for co-ops trying to purchase or lease a property, there are unique considerations and obstacles. In this session, we will work with participants one-on-one to examine their current or planned cooperative housing development projects and offer advice on how to navigate the real estate purchasing or leasing process.



## **INTRODUCTION TO WORKER COOPERATIVES**

*Morgan Crawford, Esteban Kelly*

*Hussey, 2nd Floor, Michigan League*

Capitalism is trash, but what does everyday business look like in a just, sustainable economy? Though worker co-ops in North America date back 150 years, the model of worker-owned and democratically controlled businesses remains relatively unknown outside of a few hotspots, including student-run businesses. Only recently are worker co-ops, worker ownership, and workplace democracy gaining momentum— especially in the US among immigrants and in communities of color. Cooperative businesses anchor community wealth and stabilize local economies. For youth entering the workforce, worker co-ops offer a singularly compelling structure to match mission-driven impact with a democratic and participatory work environment. This session introduces the worker co-op model and demystifies how workplace democracy combines markets, business planning, and productivity with principled values and participation that centers people and communities.

## **SURVIVING MASSIVE TURNOVER ROUNDTABLE**

*Taylor Rhode*

*Room C, 3rd Floor, Michigan League*

This workshop has two components. In this session, a member of The Baltimore Free Farm will moderate a discussion between community leaders on the topic of surviving massive cooperative turnover. The goal is to consolidate the narratives of mass departure, learn from other communities and empower us to develop strategies to heal and rebuild our homes.



## **GOVERNANCE AND MANAGEMENT – CENTRALIZED VS FEDERATION**

*Tristan Laing, Lana Wong*

*Room B, 3rd Floor, Michigan League*

There are a number of medium to large co-op systems in the NASCO community. The governance of these systems are organized in two main ways—single board elected from general membership (“one co-op”) and board members represent different “co-ops” in the organization (co-op federation). Management is correspondingly organized by single centralized professional staff has nearly all management and operations responsibilities (no member labour, or member labour centrally managed) and centralized staff carries out some responsibilities, and supports management staff in each co-op in the carrying out of their responsibilities. Each co-op hires/elects its own management staff. Each co-op elects its own leadership internally and representation to a federation board. What are the advantages of each? What are successful examples of each? What are examples of co-ops that transitioned from one system to another? How did that go? We will look at structures of large systems in the NASCO community in this session.



## **PUBLIC ADVOCACY STRATEGIES FOR CO-OPERS**

*Alex Green*

*Lecture Room 1, 1st Floor, Modern Languages Building*

Co-ops are natural advocates: they get involved in fixing problems, understand working with others to find a middle ground, and they’re fantastic organizers. Furthermore, co-ops often have the meeting space and socially active communities needed to make advocacy effective. So, let’s learn how to use advocacy skills to demand solutions to co-op problems around campus, locally, state-wide/provincially, federally, or even internationally! In this session, you will learn professional advocacy tips that have been adapted to co-oper needs and circumstances. We will use our framework to practice developing and role-playing advocacy pitches and strategies. And we will hear first-person testimonials from co-op advocates on their experiences and lessons learned. If you’re looking to complement your personal or community’s skills for enacting change, please join us to learn and contribute.



# Course block 6

Sunday, November 4th, 1:45pm-3:15pm



## **IN CONTEXT: FOUNDING A HOUSING COOPERATIVE**

*Eric M Budd, Emily Black*

*Room A, 3rd Floor, Michigan League*

After 20 years of effort, cooperative housing advocates in Boulder passed legislation to allow the creation of new housing co-ops in the city. Ingram Co-op in Boulder was created with the new law and several members wanted to share the history, challenges, and learnings as Boulder's cooperative housing system grows into a new era.



## **ONLY YOU CAN PREVENT DUMPSTER FIRES! HOW TO RECOGNIZE AND ADDRESS ISSUES IN YOUR COOPERATIVE**

*Ester Lee, Anbareen Shefa*

*Room 2106, 2nd Floor, Modern Languages Building*

Is living in a cooperative weighing down on your mental health? Have you ever felt co-op burnout? Are your house finances a mystery? Do you even know what your staff members do? Join us as we discuss common problems that plague cooperatives and come up with solutions and frameworks to address these issues.



## **DELEGATION AND PRODUCTIVITY**

*Clinton Parker*

*Room D, 3rd Floor, Michigan League*



Delegation isn't just feast or famine. Plenary time is a precious commodity. Using it to the utmost potential requires intention and tools. Paying attention to how power and responsibilities are distributed throughout an organization or group is part of this. When we look at the ways that delegation usually fails (as well as the reason that some people loathe meetings) we can find large rooms for improvement. We'll talk about how to use meeting time productively and how groups often but heads with officers or committees. Tools to take home!



*NASCO Institute bookstore memories*



# Presenter bios

## **LIZ ANDERSON**

*NASCO, she/her/they/them*

Liz (she/her/they/them) was first introduced to cooperatives as a worker-owner at Rose City Coffee Co-operative at Earlham College. They majored in Business and Nonprofit Management with a minor in Women's, Gender and Sexuality studies. Before working at NASCO, Liz's time working with the U.S. Federation of Worker Cooperatives spurred their dedication to grassroots movement building in the cooperative sector. Liz is the staff liaison to the NASCO Internal Affairs Committee.

## **SAMUEL BEAN**

*Community Housing Expansion of Austin, he/him*

Samuel Bean is a nine-year veteran of cooperative living. Born in New York City and raised in Brooklyn and New Jersey, he attributes his fondness for community largely to his years of living at working at wilderness camps in New England (1996 to 2000). Having recently completed the eight-part "Integrative Facilitation" course, he's currently exploring ways of making it available in Central Texas where he's been living since 2008. An avid musician, cook, and nature photographer, Bean enjoys hiking and swing dancing in his spare time.

## **EMILY BLACK**

*Ingram Cooperative, she/her/hers*

Emily Black is an artist born in Cambridge, MA and a founding member of Ingram Court housing co-operative in Boulder, CO. Passionate about social and environmental justice, she was a youth activist for queer rights, Americorps volunteer in Boston public schools, and has worked for the last seven years in healthcare access, most recently with Mental Health Partners and the Sutherland Center for Bipolar Disorder. She holds a BA from Buddhist inspired Naropa University in Interdisciplinary Studies and is currently pursuing a masters degree in Transpersonal Art Therapy.

## **CLEOPATRA BOUDREAU**

*Woodnote Co-op, she/her/hers*

Cleopatra Boudreau is a recent graduate of Theatre Performance of Concordia University of Montreal, Canada. She was previously the General Coordinator of the Fine Arts Student Alliance, and is passionate about multiple social causes including the right to housing. She is a member of the provisional Board of Directors of Woodnote Co-op : Montreal's first student housing co-op.

## **AFTON BROOKS**

*Students' Cooperative, she/her/hers*

A movement enthusiast living at the Students' Cooperative, Afton aspires to bring movement explorations to all from the tiniest cilia on a cell to the most spacious stretching of a limb. She is co-founder/facilitator of "In movement", a group of people inspired to explore various forms of moving together. After taking a life-changing contact improvisation class with Minneapolis teachers Hijack, she has continued contact improv as a lifelong practice. As a yoga teacher with a passion for dance, Afton continues to host yoga classes and explore dancing as a way to connect with self and others.

## **ERIC M BUDD**

*Boulder Housing Coalition, he/him*

Eric Budd is a community builder, political organizer, and has a passion for connecting people. As a former candidate for Boulder City Council, he ran on a platform of building sustainable housing and transportation systems and creating a more inclusive, open city. Eric joined Ingram Cooperative in March 2018, was appointed to the Boulder Housing Coalition board in June. He serves as the chair of the Expert Cooperative Housing Organization committee (ECHO), which helps to certify housing cooperatives under the City of Boulder's new cooperative housing ordinance.

**PAIGE CARLSON**

*Students' Cooperative, they/she*

paige is a performance artist, co-op liver and visitor, and queer. they come mostly from Minneapolis where they spent almost two tender years living at the Students' Cooperative and one year living with a performance artist collective they co-founded, along with their co-facilitator Afton. paige has been studying contact improv and other movement forms in Minneapolis for over two years and is now working and traveling with hopes to build relationships, skills, and healing focused community along the way.

**MAYA COLMAN**

*Oberlin Student Cooperative Association, she/her/hers*

Maya Colman is a second year at Oberlin College from Boston, Massachusetts and is also a History major! She's currently the Accessibility Committee Coordinator for OSCA where she heads a team of people working to keep OSCA welcoming for all its members. In her free time she loves to play guitar, listen to podcasts, and go hiking. As this is her first NASCO institute, she is eager to hear about the cooperative network extending outside of Oberlin and to see how different cooperatives function.

**NICK COQUILLARD**

*Inter-Cooperative Council at Ann Arbor, he/ him*

Nick Coquillard was named full-time General Manager of the Inter-Cooperative Council at Ann Arbor in September of 2014 and brings almost 20 years of student housing and nonprofit management experience to the cooperative movement. Nick's philosophy is to work together with staff to constantly grow as leaders and work as a cooperative team in support of the ICC's mission, vision, and principles. He provides leadership in maintaining a productive, cost-effective, safe, and legal workplace. It is his goal to work in full partnership with the members, alumni, and the greater community to help the ICC be the beacon for student housing cooperatives.

**MORGAN CRAWFORD**

*US Federation of Worker Cooperatives, he/him*

Morgan Crawford is the Programs Manager for the U.S. Federation of Worker Cooperatives. First introduced to cooperatives through living in student and community housing co-ops in California and Iowa, he served as Director of Education for NASCO for over four years before joining the USFWC. Morgan strives to support the development of a cooperative movement that is universally accessible, socially just, economically democratic, and environmentally sound. He is a governance nerd, a passionate educator, and a lover of effective and supportive meeting facilitation. Morgan also serves on the board of the Association of Cooperative Educators. In his free time, Morgan can be found sailing a historic tall-ship around the New York Harbor, singing with the NYC Gay Men's Chorus, and spending time with his family.

**BRIAN DAHLK**

*Wegner CPAs, he/him*

Brian is a CPA who works with several dozen cooperative organizations all across the country. Brian was a member of Madison Community Cooperative - he has clear memories of feeling financially clueless while serving on the board - and later worked there for nine years as the co-op's financial coordinator. He also served on the boards of NASCO Properties and NASCO Development Services and became a member of the Santa Cruz Student Housing Cooperative. Brian now works for Wegner CPAs in Madison, serving the co-op movement by providing financial advice, conducting financial audits and reviews, and preparing tax returns.

**STEVE DUBB**

*Nonprofit Quarterly, he/him*

Steve Dubb is a senior editor at NPQ in Boston, Massachusetts, where he writes, edits and curates discussions about economic democracy, co-ops, community wealth building and the nonprofit sector. Steve has worked with cooperatives and nonprofits for over two decades, including twelve years at The Democracy Collaborative and three years as executive director of NASCO. As an undergraduate, Steve was a member of the Berkeley Student Cooperative. While in graduate school, Steve spent eight years as a member of the Groundwork Books Collective.

**MOHAMED AL ELEW**

*The General Store Cooperative, he/him*

Mohamed Al Elew: Member at UC San Diego's General Store Worker's Cooperative and former representative to the cooperative union. Assisted in university negotiations for the latest 8 year lease.

**MAXWELL EVANS**

*MSU Student Housing Cooperative, he/him*

Maxwell Evans is a senior studying journalism at Michigan State University. He was a 2017 Michigan Student Power Network summer fellow, an experience that ignited his passion for organizing. Since then, he has worked to develop the Anti-Oppressive Organizing Training and has been a part of MSPN's Reclaim Higher Ed campaign. Maxwell is the East Lansing city reporter and former Diversity & Inclusion Representative for The State News, wishes he could figure out how to become D'Angelo, and names all of his streets on SimCity 4.

**MARK FICK**

*Shared Capital Cooperative, he/him*

Mark Fick is the Director of Lending with Shared Capital Cooperative where he leads the business development, loan underwriting and portfolio management functions of the organization. Shared Capital works to build economic democracy by providing financing to cooperatively owned enterprises of all types across the US. Over the past 25 years, Mark has been an active leader with a variety of community-based organizations focused on building a democratic and equitable economy. This has included work with the Chicago Community Loan Fund, the Chicago Mutual Housing Network, NASCO Development Services, Stone Soup Cooperative, and Northside Community Federal Credit Union.

**WILFRED GADSDEN**

*Evergreen Co-operative House, Inc., he/him*

Wilfred Gadsden is president of Evergreen Co-operative House, a family co-op in Chicago. It began life in the 1930s as United Co-operative Projects, a student eating and housing co-op on Chicago's South Side. We are now working to adapt our affordable housing group to today's world. Our story of perseverance and our challenges, we hope, will inform the work of others.

**KIM GARMANY**

*College Houses, NCBA CLUSA, she/her*

Kimberly Garmany currently serves as the Executive Director at College Houses, a group equity non-profit cooperative student housing organization that serves 532 members in Austin, TX. It was during Kim's time as a student co-oper at 21st St. Co-op that she discovered and fell in love with the versatility and benefits of the cooperative business model. While earning her Master's degree in Organizational Leadership & Ethics, Kim served as the Development Officer on NASCO's board of directors. In 2012, Kim's term ended on the NASCO board and she joined a local effort that was already in motion called the Austin Co-op Think Tank, which began as a cross-sector discussion and action group focused on creating more opportunities for cooperation among co-ops in Austin. That organization transitioned into the Austin Cooperative Business Association, where Kim served as the founding Board President for two years. Since 2015, Kimberly has served as a Director for NCBA CLUSA while continuing to stay active in the local co-op movement.

**ZACH GOLDBERG**

*Houseasaurus/Central Pennsylvania Community Housing, he/him/they/them*

Zach lives at Houseasaurus and studies geography at Penn State. His food curiosity took a spin visiting an urban farm ten years ago, and he started contemplating our food system. Living and working in Barbados, Colorado, Israel, Montreal, Morocco, and New York, Zach has since had diverse experiences learning about food systems across three continents, mountains and islands, cities and rural landscapes. Motivated to live in co-ops because of their conscious and communal food purchasing practices, he has twice taken on the role of bulk food buyer. He is happy to be able to contribute at his second NASCO conference.

**ALEX GREEN**

*NASCO, he/him*

Alex has worked as the Finance Director at ICC Ann Arbor and is a four-year alumnus of the cooperative, having served as President and VP of Finance/Treasurer while there. Alex is in his fifth year on the NASCO Board, also sits NASCO Development Services Board, and has visited many student housing co-ops. He currently works for Human Rights Watch in New York City.

**BREL HUTTON-OKPALAEKE**

*NASCO, they/he/him*

Brel began their co-op journey in 2014 in Madison, Wisconsin as a member of Madison Community Cooperative, Madison Area Cooperative Housing Alliance, and the United People of Color Caucus. In their free time, Brel teaches at and serves on the board of the Madison Freewheel Bicycle Co. and is in the process of converting it to a worker-owned co-op. Brel sees cooperatives as one of the best ways to affect social change and actively fight gentrification and extractive economic practices. Brel strives to make sure that people of color in cooperatives are represented, supported, and respected by our co-ops. Brel believes in strategic, continual expansion of the co-op sector because we can change the world for the better with these things! Brel has served on all three NASCO Family Boards and is the staff liaison to the NASCO Development Services board.

**KATHERINE JENNINGS**

*NASCO, she/her*

Katherine discovered her love for cooperatives started in 2011 when she moved into Ad Astra, a POOCH cooperative and NASCO property in Lawrence, KS. Within her first week at Ad Astra, she knew that she had happened upon something special, but had no way of knowing how big of an impact it would have on her life. Over the next six years, she served on the POOCH Board of Directors in various roles before becoming one of two Executive Staff. In addition to her work with cooperatives, Katherine's professional experience has focused on food justice and non-profit management. Katherine is an aspiring artist, a dedicated writer, and an accomplished daydreamer. Katherine is the Director of Operations for NASCO and serves as the staff liaison to the NASCO Executive Committee, Planning Committee, and Personnel Committee

**JIM JONES**

*Collective Seeds Consulting Co-op, NASCO Development Services, he/him*

Jim Jones has worked professionally with cooperatives since 1971, working with the MSU Student Housing Cooperative, College Houses Cooperative, the ICC at the University of Michigan, the University of Texas ICC, NASCO, NASCO Properties, and NASCO Development Services. He is now assisting the Grand Rapids Alliance of Cooperative Communities and writing a book on the history of group equity cooperatives, scheduled for publication in 2019. Jim is in the national Cooperative Hall of Fame, the NASCO Hall of Fame, the College Houses Hall of Fame, and is a recipient of the Jerry Voorhis Award of NAHC.

**MATTHEW KEESAN**

*3B: The Downtown Brooklyn Bed and Breakfast, he/him*

Matthew grew up in a Buddhist community in Rochester, New York, and has lived cooperatively more or less ever since. A serial entrepreneur, Matthew has helped start businesses ranging from internet software to craft chocolate. In 2010, with seven other cooperative members, he co-founded 3B, a bed and breakfast in downtown Brooklyn named one of the Best New Affordable Hotels In The World by Budget Travel. He currently is helping create cooperative hotels in Mississippi and Louisiana.

**ESTEBAN KELLY**

*US Federation of Worker Cooperatives, he/him*

Esteban Kelly is the Executive Director for the US Federation of Worker Cooperatives (USFWC) and is a worker-owner and co-founder of AORTA (Anti-Oppression Resource & Training Alliance), a worker co-op that builds capacity for social justice projects through intersectional training and consulting. Esteban is a compassionate leader and visionary strategist who inspires organizers by drawing on science fiction and social theory for collective liberation. He serves on numerous local, regional, and national cooperative boards and previously worked at NASCO and the New Economy Coalition. As a mayoral appointee, Esteban Co-chairs the Philadelphia Food Policy Advisory Council, following 8 years as a worker-owner in Mariposa Food Co-op's Staff Collective.

**REK KWAWER**

*Former NASCO Staff, she/he/they*

Rek Kwawer is the former Director of Operations at NASCO. Rek got involved with cooperatives as a student in the Oberlin Student Cooperative Association and later left school to live cooperatively and develop an affordable housing cooperative with Boston Community Cooperatives. Prior to joining the NASCO staff, Rek was the Member Services Coordinator at Madison Community Cooperative and was a member of both the NASCO Development Services and NASCO Properties Boards. Rek loves talking about cooperatives, creating organizational systems, and vegan baking. Also, cats.

**TRISTAN LAING**

*Waterloo Co-operative Residence Inc., Campus Co-operative Residences Inc., NASCO, he/him*

Tristan Laing is Toronto based graduate student studying Student Co-operative History at the Ontario Institute for Studies in Education. A veteran co-op leader, in 2018 he retired from two years as President, and ten years as a director of Campus Co-operative Residences Inc. In 2016 he was elected to the NASCO board, where he currently serves as secretary of the executive, chair of the Governance Committee and NASCO board representative to the NASCO Properties board. Technically he is still the president of the Ontario Student Co-op Association, but only because his attempts to dissolve the organization have been unsuccessful.

**NOEL LARCHER**

*Madison Community Cooperatives, ICC Austin, they/them*

Noel Larcher began their co-op tenure as member of College Houses (21st Street Co-op) for one year. Then they lived at MCC (Phoenix Co-op) as the Archivist Intern through the NASCO Internship Network. And now lives in ICC Austin (Royal House.) They are interested in information science.

**ESTER LEE**

*Santa Barbara Student Housing Cooperative, she/her*  
Ester is a current member of SBSHC in Goleta, California and former Accounting Intern at SCO Athens. She has since then leveraged her Treasurer experience into employment as an accountant. Ester joined the cooperative movement in 2014 as an undergraduate student and hasn't looked back.

**LAURENT LEVESQUE**

*UTILE / Unité de travail pour l'implantation de logement étudiant, he/him*

Laurent is a co-founder of UTILE and responsible for its management. He is a social entrepreneur experienced in real estate, team management, and democratic governance and is passionate about graphic design, best practices, participative leadership and public relations.

**SHINING LI**

*Qumbya Housing Cooperative, she/her*

Shining Li is a double agent studying social work and business administration at the University of Chicago. She spends a lot of time thinking about equity, efficiency, and how / whether both can co-exist in one big happy social system. Shining is a member of Qumbya Housing Cooperative (where she is a treasurer and proliferator of spreadsheets at Haymarket House) and serves on the NASCO Properties Board. Her previous lives include stints in radio journalism, EFL education, management consulting, and startup hell.

**BRIGID MANIATES**

*Qumbya Housing Cooperative and Lots in Common, she/her*

Brigid Maniates serves as the general manager for Qumbya Housing Cooperative and Lots in Common. She also consults with cooperatives, small businesses, and museums in the Chicago area. Previous to joining the cooperative world, Brigid worked in museum education.

**SARIAH METCALFE**

*MSU Student Housing Cooperative, Michigan Student Power Alliance, she/they*

Sariah Metcalfe is a writer, facilitator and self-identified Blerd (Black Nerd) studying Arts and Humanities and History at Michigan State University. They are a member of the Student Housing Cooperative at MSU and they will be finishing up their degree in May of 2019. Sariah is currently a trainer and former fellow of the Michigan Student Power Alliance (MSPA) Fellowship program and has been working as a part of the Anti-Oppressive Organizing Team since 2016. In their free time they like to listen to podcasts and share photos of dogs via social media.

**DANIEL MILLER**

*NASCO, he/him*

Having worked with coops at various stages of development as a volunteer, board member, and staff member for 20 years, Daniel (he/him) now serves as the Director for NASCO Properties. As liaison to the board, he works to coordinate maintenance, governance, and budgeting for co-ops in the NASCO Properties system. Daniel also helps co-op organizers in the initial stages of development, gives guidance to co-ops on how to operate successfully, identifies potential co-op development projects and assesses their feasibility, and helps co-ops with management issues for NASCO. Daniel is the staff liaison to the NASCO Properties Board.

**CORRIGAN NADON-NICHOLS**

*Corrigan Consulting, he/him*

Corrigan got bit by co-ops in 2006 when he moved into Qumbya Housing Co-op in Chicago. He worked for Qumbya for three years as their first employee and NASCO for five years as the Director of Development. He now provides independent consulting and bookkeeping services to co-ops, non-profits, and small businesses.

**EMILY E NAIL**

*Cooperative Council of NC, she/her*

Emily Nail is the Executive Director of the Cooperative Council of NC. Her tasks cover everything from the communications, event planning, and board relations to member service and social media. But those are only the big jobs that are covered in the ED Role. Emily is also the Cooperative Leadership Camp Director for the summer program and the training director for the Cooperative Dynamics Workshop.

**ALLI NILLES**

*Community of Urbana Cooperative Housing (COUCH), she/her/hers*

Alli Nilles is a member of the Community of Urbana Cooperative Housing (COUCH) organization in Urbana, Illinois. She has also served as president and secretary of COUCH, as well as a house-level finance coordinator and membership coordinator. Alli is a PhD student in Computer Science at UIUC, and is very interested in exploring how technologies and softwares can help cooperatives become more efficient and organized, as well as empowering people to understand and create technologies for themselves.

**SHAY O'REILLY**

*Sierra Club, he/him/his*

Shay O'Reilly is an organizer for the Sierra Club, where he works to secure a just transition to 100% clean energy in NYC and New York state. He graduated from Union Theological Seminary in 2015, where he helped start the Center for Earth Ethics, and was involved in struggles against pipelines and extractive industry. He lived in River City Housing Collective for 2.5 years, and maintains memberships in food co-ops, credit unions, and consumer co-ops; he now lives in Brooklyn with his husband and two cats.

**CLINTON PARKER**

*CJP Facilitation, he/him/his*

My goal is to help organizations create greater social change through healthy sustainable structures and to develop in myself and others a critical eye applying anti-oppression not just to the work that we do but how we do it throughout our lives. I will do this by teaching facilitation, conflict work, and leadership in ways that center historically disinvested communities. I have experience with cooperatives, nonprofits, cohousing groups all of different sizes and stages in their lives as well as with community organizing.

**ANDY RASMUSSEN**

*Qumbya Housing Cooperative, he/him/his*

Andy Rasmussen loves to solve puzzles, make things out of wood, and learn languages. He is a former chemist who now spends his days delocalized across the city of Chicago, working to incorporate computer science education into the Chicago Public Schools. He is a two-time coop dweller, at Escher/O'Keeffe House in Ann Arbor (ICC), and at Haymarket House in Chicago (Qumbya).

## **TAYLOR RHODE**

*Baltimore Free Farm, they/them*

In an attempt to find queer safe housing, Taylor Rhode unintentionally ended up in community - a small urban housing co-op. With less than a year of experience of living in communally, a membership overhaul has asked them to step up as a leader. They are constantly educating themselves in the theory and strategy of community and know that others share their experience. Their goal is to help empower new leaders to heal and rebuild their homes.

## **NOAH**

*MSU Student Housing Cooperative ; North Star Health Collective, he/him/his*

Noah grew up in the occupied Anishinaabe territory known as southeastern Michigan and has since moved to the southern shores of Anishinaabe Gitchi Gummi (also known as Lake Superior). Noah works locally to promote decolonial education and regionally to help protect ceded Ojibwe territory from environmental destruction. Noah has helped to coordinate and provide first aid across the Great Lakes region to communities that are resisting colonialism and state violence.

## **ANBAREEN SHEFA**

*MSU Student Housing Cooperative, she/her/hers*

Anbareen is a recent Michigan transplant from southern California. Her cooperative experience includes over four years as a member of the Santa Barbara Student Housing Cooperative, three years as staff at the Isla Vista Food Cooperative, and her current position as an AmeriCorps VISTA member serving with the MSU Student Housing Cooperative. She is passionate about all things food related and is actively working towards a sustainable food future.

## **AUDREY SMITH**

*UTILE / Unité de travail pour l'implantation de logement étudiant, she/her*

Audrey Smith is currently perusing her Masters in Environmental Engineering from Concordia University of Montreal, Canada. Her interests include getting involved in initiatives with social, environmental and creative aspects. This has pushed her to work on projects that focus on drinking water quality in an indigenous community, to work as a Managing Editor for the art and literature magazine *The Void*, and to work on a Cooperative Student Housing project from her University.

## **DAVID "ROSEBUD" SPARER**

*Herrick & Kasdorf LLP, he/him*

David "Rosebud" Sparer is an attorney who works in Madison, Wisconsin. He has been involved with co-ops for 40 years. A significant part of his legal practice involves working with co-ops. He works with all sorts of co-ops - housing co-ops, worker co-ops, grocery co-ops, etc. This involves everything from helping them create their organization, to issues related to successful operation, including member relations, to litigation. He also works with non-profits helping them obtain non-profit status, and has successfully done this with dozens of housing co-ops around the country. He lived in a housing coop in the 70s through the 90s in Madison. His other primary area of practice is tenants' rights litigation. He has also been a serious Buddhist and Tai Chi practitioner for over 40 years.

## **HOLLY JO SPARKS**

*MSU Student Housing Cooperative, she/her*

Holly Jo Sparks is Executive Director for MSU Student Housing Cooperative and a community development consultant with Collective Seeds Consulting Cooperative, which advises independent groups nationally on new cooperative development, strategic research, management, and planning. Previously, she was the Executive Director for NASCO, where she liaised with housing cooperatives nationally for ten years. She studied city and regional planning at UNC Chapel Hill, and graduated with a Master in City Planning degree from MIT; and a BA in History of Art from the University of Michigan. She is conducting research with NCB Capital Impact that explores the existing environment, opportunities, and challenges for cooperative development in the US.

## **CHA CHA SPINRAD**

*Former member of the Beet and Rad-ish Collectives, she/her*

Cha Cha has spent five years living in co-ops in Boulder, Colorado. While there, she taught cooperative skills in preschools, led workshops on consent, and engaged in political work to increase the legality and accessibility of cooperative living. She recently moved to Portland, Oregon, where her activism has led her to #OccupyICEPDX, organize with the Portland chapter of the Democratic Socialists of America, and write about activism, social justice, and harm repair. She is determined to reduce violence and repair harm in as many communities as she can reach. You can read some of her works at <https://www.patreon.com/chaspinrad>

**RATIH SUTRISNO**

*NASCO, she/her*

Ratih hails from Saint Paul, MN, where she grew up deeply rooted in her family's Indonesian culture. Having spent the majority of her life focused on issues of environmental and social justice, Ratih is passionate about the efforts underway to build a cooperative movement that puts people and communities over profits. She believes that effective communication is vital to broadening the movement to build a just and equitable economy that works for ALL people and the planet. Ratih works for NASCO from Chicago, IL where you can usually find her throwing frisbees or cooking brunch at her housing co-op. Ratih is the staff liaison to the NASCO External Affairs Committee and loves fundraising and all things design.

**HANNAH TOBIN-BLOCH**

*Oberlin Student Cooperative Association, they/them/theirs*

Hannah Tobin-Bloch is a senior at Oberlin College from Oakland, California! Their majors are Gender, Sexuality, & Feminist Studies and Law & Society. As current President and former Accessibility Coordinator for OSCA, they have a deep love for cooperatives and the kind of people that they attract. An avid baker, they have successfully maintained their most recent sourdough starter for over four months and have strong opinions on good quality butter. They love yoga, their plants, and strong coffee. They're very excited to attend this year's NASCO institute and hear about all the amazing student cooperatives across the country!

**HENRIK TUCKER**

*College Houses, they/them (he/she acceptable)*

Henrik Tucker has been involved in co-ops from age 18. Since then, they have held several leadership positions at 21st Street Co-op in Austin, and on the NASCO and College Houses boards. Today, Henrik is a staff person at College Houses, where they work in administration, operations, and membership.

**ARLIN WALLACE**

*NLEH, Inc. and A.N.D. Direct, LLC, he/him/his*

Arlin J. Wallace Sr. is a holder of a bachelor's degree in finance with 13 years of experience in small business development, including business planning, marketing, and financing. He has also started and currently the Executive Director of Cooperative NLEH, Inc. (Neighborhood Leadership for Environmental Health) where he offers his business development and financing services to other nonprofits and cooperatives.

**COREY WALTERS**

*UMass Center for Student Business, he/him/his*

Corey Walters is currently the Director of the Center for Student Business at the University of Massachusetts. He works with seven student-run cooperative businesses consulting with and training student co-managers in areas such as financial management, long-range planning, operations and democratic leadership. He holds an MBA from the Isenberg School of Management and as an undergrad, he attended Oberlin College, where he was the Membership Director of the Oberlin Student Cooperative Association and served on the OSCA board of directors.



**NAOMI WASHINGTON-LEAPHEART**

*Auburn Seminary, She/ Her*

Naomi Washington-Leapheart, a daughter of Detroit, is the Faith Work Director for the National LGBTQ Task Force, the country's oldest national LGBTQ justice and equality group. In that role, she coordinates the Task Force's public faith messaging and advocacy and leadership development work in faith communities. Naomi is also an adjunct professor of Theology and Religious Studies at Villanova University. Before joining the Task Force, Naomi was a faith organizer for POWER, a multi-faith, multi-racial network of congregations in metro Philadelphia. She also served as Co-Pastor and Minister of Music at the Wisdom's Table at St. Peter's United Church of Christ. She earned the Master of Divinity degree from Lancaster Theological Seminary in 2016 and is affiliated with the Fellowship of Affirming Ministries and the United Church of Christ. Naomi delights in singing with the Philadelphia Threshold Singers, a choir whose mission is to bring audible comfort and kindness at the bedsides of people living in hospice care. She is a board member of the Pennsylvania Religious Coalition for Reproductive Justice. In 2016, Naomi was invited to serve as a member of the Faith and Spiritual Affairs Advisory Board of the City of Philadelphia Department of Behavioral Health and Disability Services. In 2017, she was appointed by Mayor John Kenney to the Philadelphia Commission on LGBT Affairs. Naomi's work is included in the volume, *From Generation to Generation: A Commemorative Collection of African American Millennial Sermons from the Festival of Preachers 2010-2015* (Chalice Press, 2015). Her writing can also be seen on Medium, Religion Dispatches, and Rewire. News. She regularly preaches and teaches in diverse faith communities around the country. Naomi shares her life with her wife, Kentina, a chaplain and religious educator. Together, they are raising a curious, energetic, future Oscar-winning middle-schooler.

**NICO WHITE**

*NASCO Properties, Santa Barbara Student Housing Cooperative*

Nico originally hails from the root vegetable conglomerate of co-ops in Boulder, CO, and now lives in Santa Barbara, CA. She has been on the NASCO Properties board since 2015 and currently serves as NP's Vice President. Nico works on many projects related to housing and food co-ops, youth organizing, research, and activism that she hopes will help make a difference in the world.

**LANA WONG**

*NASCO, Waterloo Co-operative Residences Inc., they/them*

Lana Wong is a board member at NASCO and WCRI. Typically, Lana is a financial analyst on weekdays, co-oper on evenings and weekends, and student always. Grew up with no exposure to co-operatives until living at Waterloo Co-operative Residence Inc. (WCRI), Lana went on to dig deeper about the model and become a co-op and governance nerd.



*Presenters from the past*

# Getting around

NASCO Institute 2018 will take place in four buildings on the University of Michigan at Ann Arbor Campus. Visit our online scheduling tool, [nascoinstitute2018.sched.com](http://nascoinstitute2018.sched.com) or our Google Map, [bit.ly/nascomap2018](http://bit.ly/nascomap2018) to plan your weekend!

## **MICHIGAN LEAGUE**

*911 N University Ave, Ann Arbor, MI 48104*

## **RACKHAM BUILDING**

*915 E Washington St, Ann Arbor, MI 48109*

## **MODERN LANGUAGES BUILDING**

*812 E Washington St, Ann Arbor, MI 48109*

## **INTRAMURAL SPORTS BUILDING**

*606 E Hoover Ave, Ann Arbor, MI 48104*

### **ONLINE SCHEDULE**

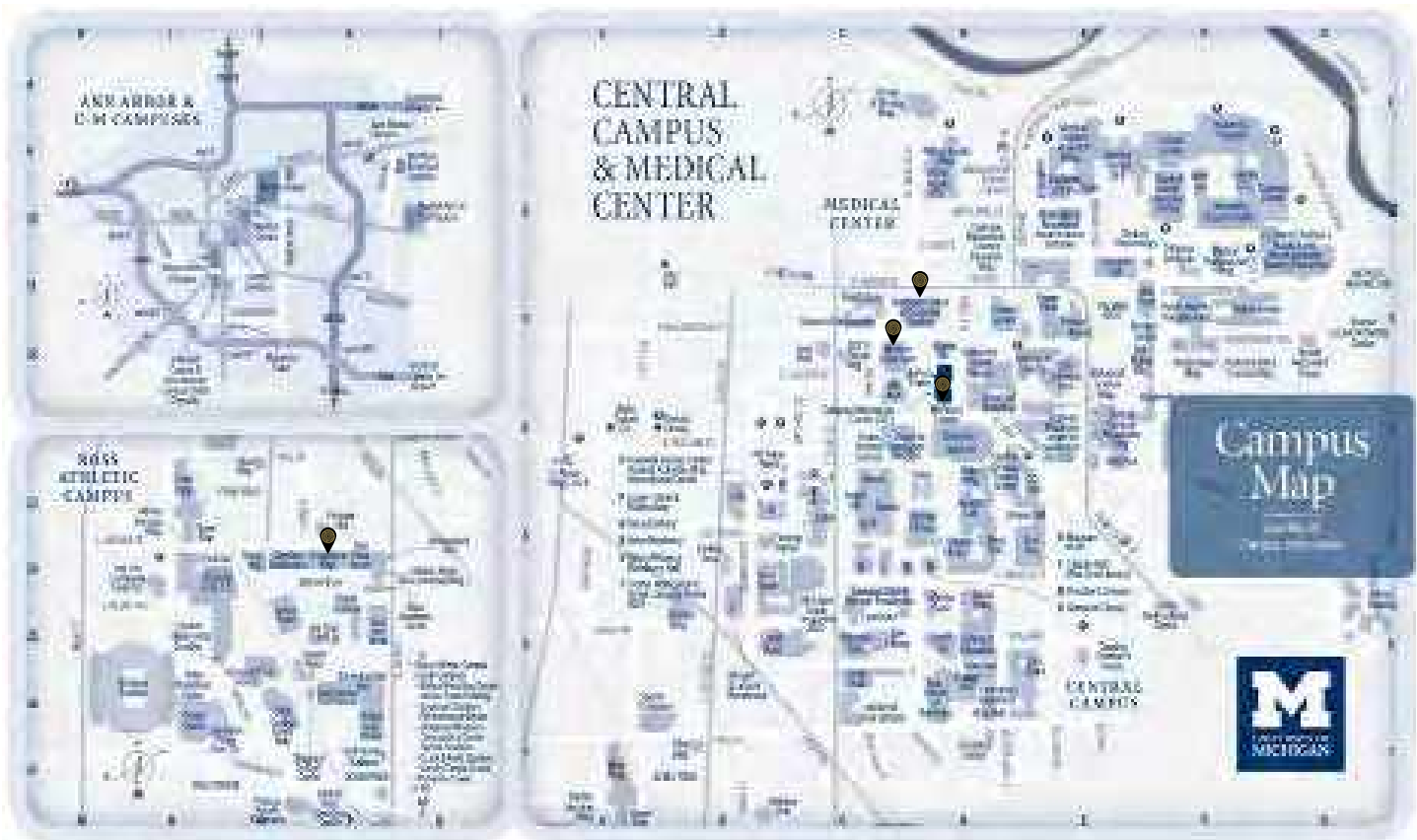


[nascoinstitute2018.sched.com](http://nascoinstitute2018.sched.com)

### **GOOGLE MAP**



[bit.ly/nascomap2018](http://bit.ly/nascomap2018)



## BUILDING DIRECTORY

Some names are provisional, subject to change and confirmation with the appropriate department.

### CENTRAL CAMPUS

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# Michigan League

## First Floor



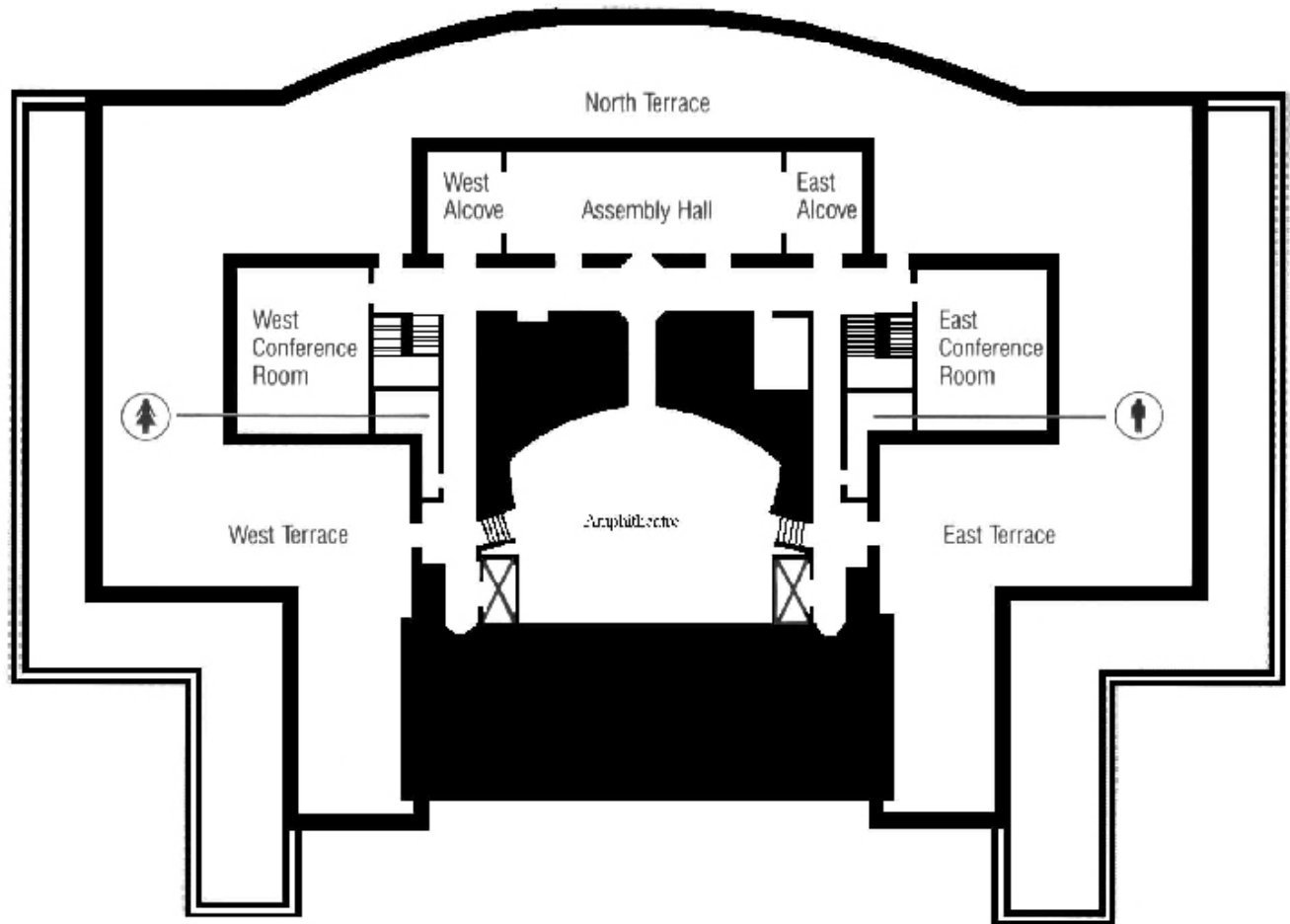
## Second Floor



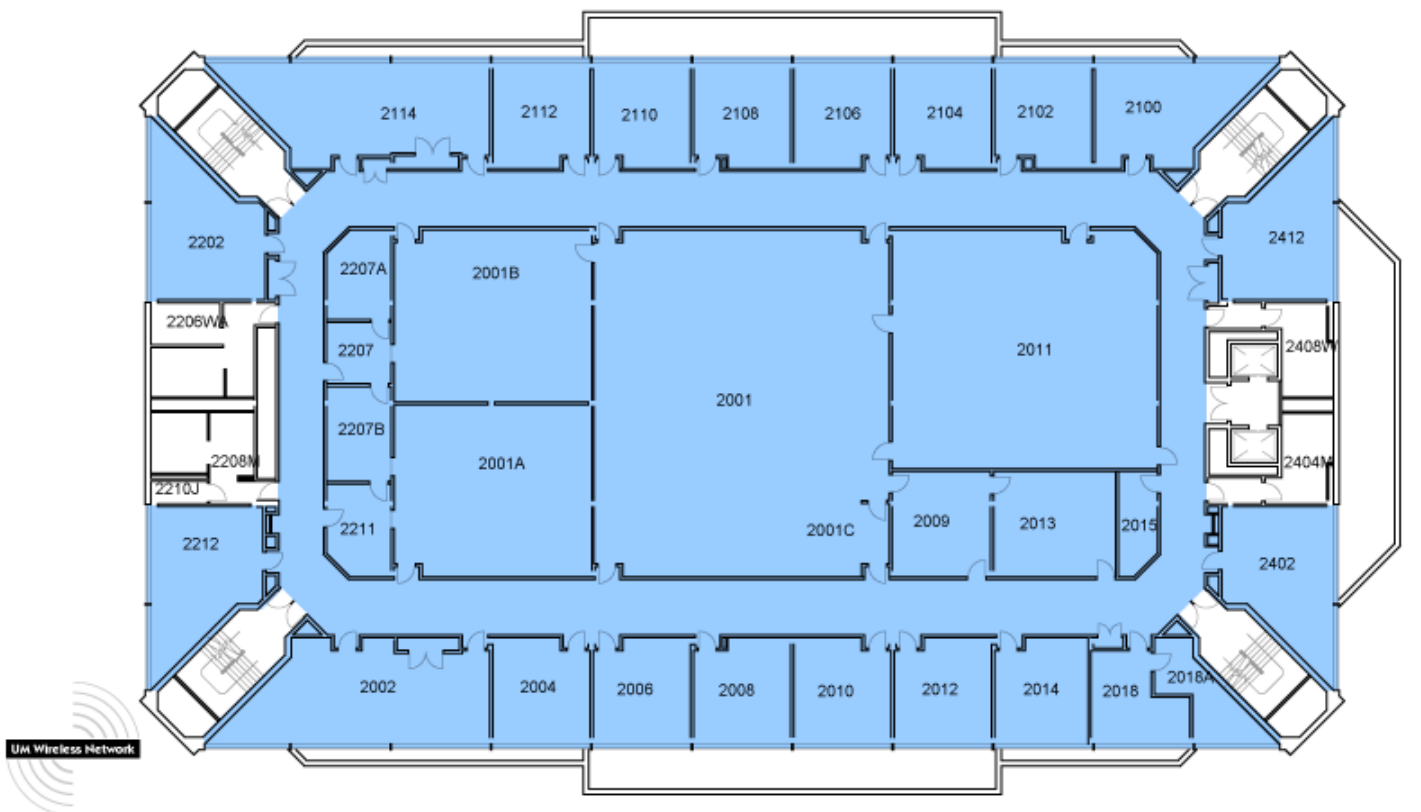
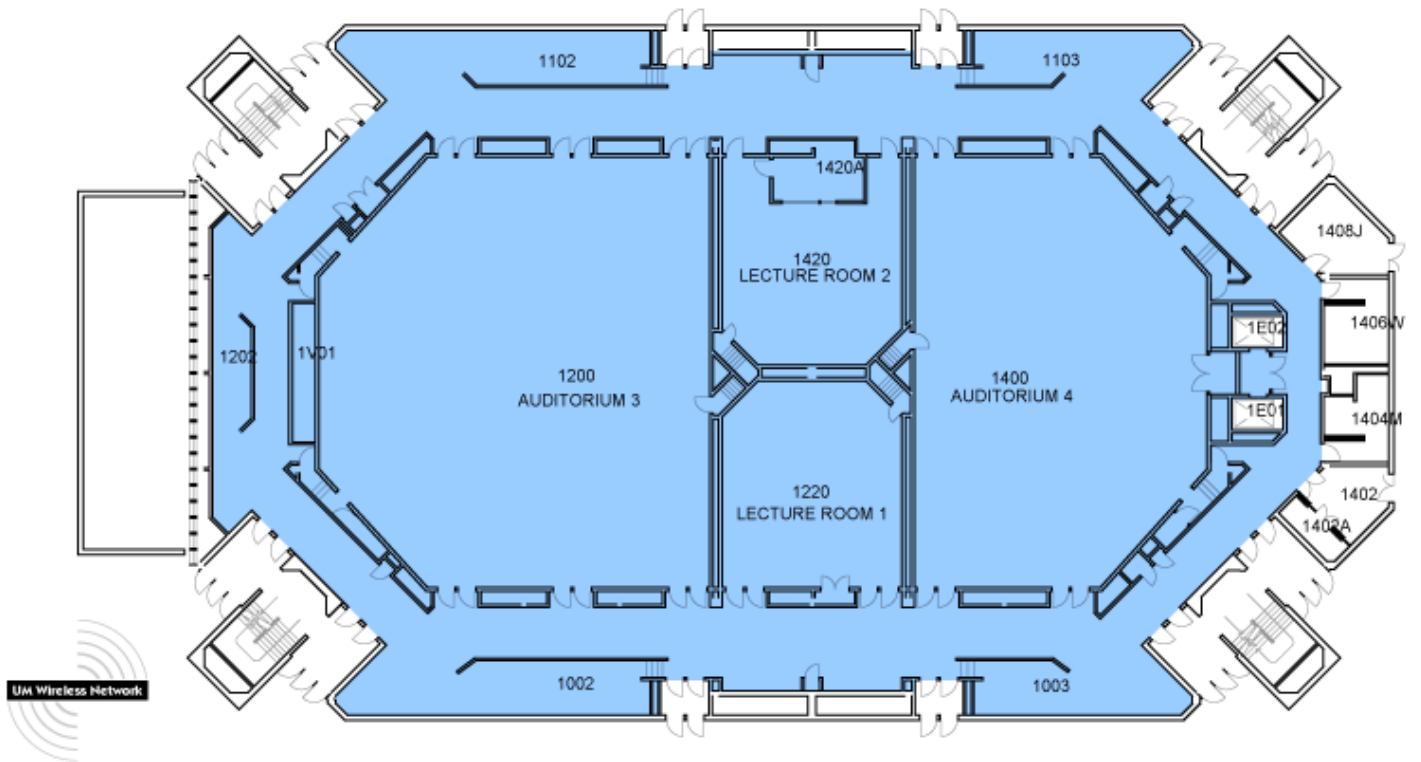
# Third Floor



# Rackham Building



# Modern Languages Building





# Seven cooperative principles

## **1ST PRINCIPLE: VOLUNTARY AND OPEN MEMBERSHIP**

Cooperatives are voluntary organizations, open to all persons able to use their services and willing to accept the responsibilities of membership, without gender, social, racial, political or religious discrimination.

## **2ND PRINCIPLE: DEMOCRATIC MEMBER CONTROL**

Cooperatives are democratic organizations controlled by their members, who actively participate in setting their policies and making decisions. Men and women serving as elected representatives are accountable to the membership. In primary cooperatives members have equal voting rights (one member, one vote) and cooperatives at other levels are also organised in a democratic manner.

## **3RD PRINCIPLE: MEMBER ECONOMIC PARTICIPATION**

Members contribute equitably to, and democratically control, the capital of their cooperative. At least part of that capital is usually the common property of the cooperative. Members usually receive limited compensation, if any, on capital subscribed as a condition of membership. Members allocate surpluses for any or all of the following purposes: developing their cooperative, possibly by setting up reserves, part of which at least would be indivisible; benefiting members in proportion to their transactions with the cooperative; and supporting other activities approved by the membership.

## **4TH PRINCIPLE: AUTONOMY AND INDEPENDENCE**

Cooperatives are autonomous, self-help organizations controlled by their members. If they enter to agreements with other organizations, including governments, or raise capital from external sources, they do so on terms that ensure democratic control by their members and maintain their cooperative autonomy.

## **5TH PRINCIPLE: EDUCATION, TRAINING AND INFORMATION**

Cooperatives provide education and training for their members, elected representatives, managers, and employees so they can contribute effectively to the development of their cooperatives. They inform the general public - particularly young people and opinion leaders - about the nature and benefits of cooperation.

## **6TH PRINCIPLE: COOPERATION AMONG COOPERATIVES**

Cooperatives serve their members most effectively and strengthen the cooperative movement by working together through local, national, regional and international structures.

## **7TH PRINCIPLE: CONCERN FOR COMMUNITY**

Cooperatives work for the sustainable development of their communities through policies approved by their members.

# Allyship resources

## BECOMING AN ALLY

### Who is an Ally?

An ally is a member of a dominant social group who uses their position of privilege to work against social injustice directed at a group targeted by discrimination. (For example, heterosexuals who address heterosexism, white people who speak out against racism, men who oppose sexism.) An ally works to be an agent of social change rather than an agent of oppression.

### Characteristics of an Ally

- Feels good about own social group members; is comfortable and proud of own identity.
- Takes responsibility for learning about own and the target group's experience, culture and how oppression either benefits or disadvantages one group in everyday life.
- Listens to and respects the perspectives and experiences of target group members.
- Acknowledges unearned privileges received as a result of dominant group status and works to change privileges into rights that target group members also enjoy.
- Recognizes that unlearning oppressive beliefs and actions is a lifelong process, not a single event, and welcomes each learning opportunity.
- Is willing to take risks, try new behaviors, act in spite of own fear and resistance from other dominant group members.
- Is willing to make mistakes, learn from them and try again.
- Is willing to be confronted about own behavior and consider change.
- Learns and takes direction from target group members and encourages their leadership.
- Persuades other dominant group members to work to change unearned privileges.

*Adapted from Teaching for Diversity and Social Justice, ed. M. Adams, L. A. Bell and P. Griffin. New York: Routledge, 1997.*

# GUIDELINES FOR BEING STRONG WHITE ALLIES

Adapted from *Uprooting Racism: How White People Can Work for Social Justice* by Paul Kivel

Every situation is different and calls for critical thinking about how to make a difference.

1. **Assume racism is everywhere, every day.** Just as economics influences everything we do, just as gender and gender politics influence everything we do, assume that racism is affecting your daily life. We assume this because it's true, and because a privilege of being white is the freedom to not deal with racism all the time. We have to learn to see the effect that racism has. Notice who speaks, what is said, how things are done and described. Notice who isn't present when racist talk occurs. Notice code words for race, and the implications of the policies, patterns, and comments that are being expressed. You already notice the skin color of everyone you meet—now notice what difference it makes.

2. **Notice who is the center of attention and who is the center of power.** Racism works by directing violence and blame toward people of color and consolidating power and privilege for white people.

3. **Notice how racism is denied, minimized, and justified.**

4. **Understand and learn from the history of whiteness and racism.** Notice how racism has changed over time and how it has subverted or resisted challenges. Study the tactics that have worked effectively against it.

5. **Understand the connections** between racism, economic issues, sexism, and other forms of injustice.

6. **Take a stand against injustice.** Take risks. It is scary, difficult, and may bring up feelings of inadequacy, lack of self-confidence, indecision, or fear of making mistakes, but ultimately it is the only healthy and moral human thing to do. Intervene in situations where racism is being passed on.

7. **Be strategic.** Decide what is important to challenge and what's not. Think about strategy in particular situations. Attack the source of power.

8. **Don't confuse a battle with the war.** Behind particular incidents and interactions are larger patterns. Racism is flexible and adaptable. There will be gains and losses in the struggle for justice and equality.

9. **Don't call names or be personally abusive.** Since power is often defined as power over others—the ability to abuse or control people—it is easy to become abusive ourselves. However, we usually end up abusing people who have less power than we do because it is less dangerous. Attacking people doesn't address the systemic nature of racism and inequality.

10. **Support the leadership of people of color.** Do this consistently, but not uncritically.

11. **Learn something about the history of white people who have worked for racial justice.** There is a long history of white people who have fought for racial justice. Their stories can inspire and sustain you.

12. **Don't do it alone.** You will not end racism by yourself. We can do it if we work together. Build support, establish networks, and work with already established groups.

13. **Talk with your children and other young people about racism.**

# CLASS: POWER, PRIVILEGE, AND INFLUENCE IN THE UNITED STATES

## **Classism Defined**

The criteria for determining class membership or identity can be easily debated. Class has been variously defined by origins, workforce status, income, and educational background. The primary emphasis is on the economics of class. Some consider all who derive their income from wages as members of the working class; others exclude professionals and managers whose incomes are high enough to provide a stake in the capitalist system. Depending on the breadth of the definition, 70-85% of the population can be considered working class. This is true despite the fact that the individuals may identify themselves as members of the middle class.

Classism is the systematic oppression of subordinated groups (people without endowed or acquired economic power, social influence, and privilege) who work for wages for the dominant group (those who have access to control of the necessary resources by which other people make their living). Classism is held in place by a system of beliefs that ranks people according to economic status, family lineage, job, and level of education. Classism says that dominant group members are smarter and more articulate than working class subordinated groups. In this way, dominant group members (uppermiddle class and wealthy people) define for everyone else what is “normal” or “acceptable” in the class hierarchy.

Class affects people not only on an economic level, but also on an emotional level. “Classist” attitudes have caused great pain by dividing subordinated group members from one another and suppressing individual means for personal fulfillment or survival. It is not unusual to find a level of collusion between subordinated group members and dominant group members as a means of survival by gaining access to some of the privilege retained by the dominant group. There is also a fair amount of internalized oppression experienced by some subordinated group members, i.e., a disdain or shame about traditional patterns of class in ones family and a denial of heritage.

## **What Dominant Groups Can Do About Classism**

A major feature of the “classist” mindset is the stereotype that suggests that poor and working class people are unintelligent, inarticulate, and “overly emotional.” A good ally (a dominant group member willing to partner to eliminate classism) will contradict these messages by soliciting the knowledge and histories of impoverished and working class people (members of the subordinated groups). Dominant group allies can also engage subordinated group members by being a thoughtful, considerate listener. When subordinated group members talk about their experiences, it is most helpful for an ally to resist becoming defensive and expressing their own guilt. It is also extremely helpful for dominant group members to refrain from criticizing how the message is being presented. Some ways of becoming an ally include:

- Claim your identity. Learn all you can about your history as a dominant group member.
- Learn the history and experience of all working and impoverished people (particularly people living in your neighborhood or community).
- Raise your children to be anti-classist rather than merely being non-classist in their own behavior. This means becoming active allies with subordinated group members to improve the quality of life for all.
- Give yourself and your children exposure and experience of the language and culture of working peoples.
- Listen with compassion when a member of the subordinated group relays experiences and feelings. Ask for clarification when needed and respond.

# WHAT EVERY SUPER-RAD STRAIGHT ALLY SHOULD KNOW

## TEN WAYS HOMOPHOBIA AFFECTS STRAIGHT PEOPLE

1. Homophobia forces us to act "macho" if we are a man or "feminine" if we are a woman. This limits our individuality and self-expression.
2. Homophobia puts pressure on straight people to act aggressively and angrily towards LGBTQ people.
3. Homophobia makes it hard to be close friends with someone of the same sex.
4. Homophobia often strains family and community relationships.
5. Homophobia causes youth to become sexually active before they are ready in order to prove they are "normal." This can lead to an increase in unwanted pregnancies and STDs.
6. Homophobia prevents vital information on sex and sexuality from being taught in schools. Without this information, youth are putting themselves at a greater risk for HIV and other STDs.
7. Homophobia can be used to hurt a straight person if they "appear to be gay."
8. Homophobia makes it hard for straight people and LGBTQ people to be friends.
9. Homophobia along with racism, sexism, classism, etc. makes it hard to put an end to AIDS.
10. Homophobia makes it hard to appreciate true diversity and the unique traits that are not mainstream or "normal."

For more info, see [Homophobia: How We All Pay the Price](#), edited by Warren J. Blumenfeld, Boston: Beacon Press: 1992.

## "HOMOWORK": WAYS TO FIGHT HOMOPHOBIA AS A STRAIGHT ALLY

1. Organize discussion groups to talk about the "Ten Ways Homophobia Affects Straight People" and ways to be active as LGBTQ allies.
2. Always use neutral labels like "partner" or "significant other" instead of "boyfriend," "girlfriend," etc. when writing or talking to others.
3. Bring up LGBTQ issues in conversations with friends or discussions in class.
4. Interrupt anti-LGBTQ jokes, comments or any other behaviors that make homophobia appear OK.
5. Put LGBTQ-positive posters in your spaces and communities or wear shirts, buttons, etc. that promote equality.
6. Don't make assumptions about peoples' sexual orientations or gender identities. Assume there are LGBTQ people in all of your classes, groups, teams, meetings, etc.
7. Don't assume that "feminine-acting men" and "masculine-acting women" are not heterosexual.
8. Don't assume that "macho males" or "feminine females" are heterosexual.

# Be an Ally to Disabled People

Disabled people are everywhere, and yet are mostly invisible to the non-disabled world. Everyone grew up learning stereotypes about disabled people. Some of these stereotypes are negative (“helpless,” “dependent,” “useless”). Others seem positive but are just as limiting (“cheerful,” “inspiring,” “brave”). In order to end disability oppression, nondisabled people need to learn how to be allies to disabled people.

## respect

- **Recognize** that disabled people are inherently worthwhile.
- **Listen** to disabled people’s stories, experiences, and perspectives.
- **Understand** that having a disability does not make our lives any more inspirational, pitiful or tragic than yours. Our disabilities are ordinary and familiar parts of who we are.
- **Ask before you offer help** to a disabled person. What you assume is helpful may not be. Start with a friendly but non-intrusive question: “Can I provide assistance?” or “Can I get that for you?” Be aware that your offer may not be accepted. Disabled people are the experts about our own lives and what we need.
- **Don't ask** intrusive questions, however well-intentioned. Because of how disabled people are separated from society, many of us deal with daily curiosity about our bodies and lives. This can be irritating, exhausting, and demeaning.
- **Challenge** your own assumptions. Many people have disabilities that might not be apparent to you. Everyone has a right to request and use the accommodations they need without being criticized or questioned.
- **Ignore** service dogs while they’re working. Don’t pet, feed, or interact with them.

## language

- **Don’t use** the words “cripple,” “defect,” “spastic,” “lame,” “retard,” and “crazy.” These words have long been used to bully and oppress disabled people. You may hear disabled people calling each other “crip” or “gimp,” This is "insider" language, akin to LGBT people calling each other “queer,” but isn’t appropriate language for non-disabled people to use.
- **Use** the phrase “disabled people” or “people with disabilities.”
- When you hear other people use ableist language, **take the opportunity** to challenge and educate.
- **Don’t ask**, “What’s wrong with you?” Disabled people have many different relationships with our bodies/minds. Don’t assume you know what’s right or wrong.

a community resource—please distribute widely

created by disability rights activists

for more info: [eclare@gmavt.net](mailto:eclare@gmavt.net) or [www.elicclare.com](http://www.elicclare.com)

## access

- **Work to create** accessibility in your community, workplace, and place of worship. Ramps and elevators are vital, but access doesn't stop there.
- **Access means** creating an inclusive and welcoming space for all members of your community:
  - Ensure** that people with mobility aids and/or personal attendants can use the bathrooms.
  - Minimize** the presence of scented products and other triggers for people with chemical sensitivities with the goal of creating scent-free space.
  - Offer** printed materials in alternative formats, such as Braille, large print, and audio.
  - Provide** sign language interpreters and real time captioning.
  - Choose** locations for community events near public transportation.
  - Offer** sliding scales at events that cost money.
  - This is not an exhaustive list, only a starting place.**
- **Understand** that no single accommodation will work for all disabled people. One solution doesn't fit all, but increased access does benefit everyone.
- **Take your lead** from disabled people. We know what works best for us.
- **Be creative.** Don't use lack of money as an excuse not to create access.

## activism

- **Educate yourself.** Read about the disability rights movement. Attend disability culture events.
- **Recruit** members of the disability community to leadership positions within your organizations.
- **Confront** disability stereotypes and oppression ableism wherever you encounter them.
- **Integrate** disability issues into your understanding of racism, classism, sexism, homophobia, and transphobia. These systems of oppression are all interrelated.

## resources

- Fleischer, Doris Zames and Zames, Frieda, *The Disability Rights Movement: From Charity to Confrontation* (Philadelphia: Temple University Press, 2001).
- Linton, Simi, *Claiming Disability: Knowledge and Identity* (New York: New York University Press, 1998).
- *Ragged Edge Magazine Online* ([www.raggededgemagazine.com](http://www.raggededgemagazine.com))

a community resource—please distribute widely  
created by disability rights activists  
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# Action Steps for Being a Trans Ally

by Samuel Lurie, Transgender Training and Advocacy; [www.tgtrain.org](http://www.tgtrain.org)

“Transgender” encompasses many different gender presentations and identities. From Male-to-Female and Female-to-Male to Femme Queen, Boi, Trannyfag, Female-born man, Transwoman, Tomboy, Butch, Crossdresser and many more.

Many people may not identify as “transgender” but still face discrimination based on their gender expression and for not conforming to traditional gender presentations.

## **Don’t make assumptions about a trans person’s sexual orientation.**

Gender identity is different than sexual orientation. Being gay doesn’t mean you’re trans and being trans doesn’t mean you’re gay. Sexual orientation is about who we’re attracted to. Gender identity is about how we see ourselves. Trans people can identify as gay, straight, bisexual, pansexual or asexual.

**If you don’t know what pronouns to use, ask.** Politely and respectfully. Then use that pronoun and encourage others to do so also.

**Confidentiality, Disclosure and “Outing.”** Some trans people “pass” and some do not. Knowing a trans person’s status is personal information and up to them to share with others. Gwen Araujo and Brandon Teena were both murdered when others revealed their trans status. Others routinely lose housing, jobs and friends. Do not casually share this information, or “gossip” about a person you know or think is trans.

**Don’t assume what path a transperson is on regarding surgery or hormones.** Affirm the many ways all of us can and do transcend gender boundaries, including the choices some of us make to use medical technology to change our bodies. Some trans people wish to be recognized as their gender of choice without surgery or hormones; some need support and advocacy to get respectful medical care, hormones and/or surgery.

**Don’t police public restrooms.** Recognize that gender variant people may not match the little signs on the restroom door—or your expectations! Encourage businesses and agencies to have unisex bathrooms, and offer to accompany a trans-person to the bathroom so they are less vulnerable.

**Don’t just add the “T” without doing work.** “GLBT” is now commonplace to show support for queerness. To be an ally for Transpeople, Gays, Lesbians and Bisexual people need to examine their own gender stereotypes and transphobia and be willing to defend trans people and celebrate trans lives.

**Listen to trans voices.** The best way to be an ally is to listen to trans people themselves. Check out websites and books by trans people. Talk to trans folks in your community. All trans people are individuals. They are the experts on their own lives!



# How to Ask for Consent

## Creating a culture that is consent positive and supportive of survivors of sexual assault

Consent is a vital aspect of engaging in sexual activity. A thorough understanding of what consent looks like is not only necessary in sexual situations, it can and should be applied to all other areas of interpersonal life, including cooperative living.

### Defining Consent

There are four things that consent needs to be:

1. **Verbal:** consent needs to be a verbal “yes.” Anything less than a yes is insufficient.
2. **Freely given**, meaning it is not coerced. For information on coercion, see below.
3. **Not given in a state of mental incapacitation.** Incapacitation includes being under the heavy influence of drugs, very strong emotions, threats, and coercion.
4. **Enthusiastic!** Everyone involved should be having a great time!

### What is coercion?

- Definition: a strategy used to intimidate, trick, or force someone to have sex not necessarily using physical force.
- Power differentials, when one person has seniority over another, have an impact on the ability to give consent because they create a situation in which it is more difficult to ensure that consent is freely given.
- Coercion also includes pressuring someone to give consent even after they have said “no.”

### What consent could look like in daily life...

- Asking people before touching them, hugging them, etc.
- Checking in with anyone if they seem uncomfortable in any situation
- Being aware of power differentials and how they impact relationships
- Believing and supporting survivors of any violent crime.

### To remember...

- The lack of a “no” does not constitute a “yes.”
- Consent should be obtained every time the level of sexual activity is increased, not just before having intercourse. The person escalating the level of intimacy is responsible for asking for consent.
- Consent in the past does not automatically mean consent in the future; one must obtain consent every time one engages in any form of sexual activity.
- Make sure everyone is excited! Continue being aware of your partner(s) and whether or not they are comfortable.
- Consent can be retracted at any time.
- Refrain from saying “consent is sexy.” Consent is not sexy; it is necessary. Sexualizing consent only puts pressure on people to give consent.

### What to do if someone discloses:

- **Believe** them – survivors are constantly forced to justify their experiences. According to the FBI, the false report rate for sexual assault is the same as for any other violent crime – 2%.
- **Ask** them what they need and offer your continuing support. Each survivor’s experience is different so what each person will need is different.
- **Direct** them to resources on your campus relevant to their expressed needs – the sexual assault prevention center, the student psychological services center, the office of conflict resolution, etc. Offer to accompany the survivor to any of these resources.
- When referring to the incident, use the survivor’s **terminology** (ex. do not call it “rape” or “sexual assault” if the survivor calls it “the incident”). Let the survivor decide how they want to refer to it.
- **Do not** use the term “victim” when referring to survivors; such a term leaves little space for empowerment and does not look towards a happier, healthier future.

# 10 THINGS MEN CAN DO TO PREVENT GENDER VIOLENCE

- 1** Approach gender violence as a MEN'S issue involving men of all ages and socioeconomic, racial and ethnic backgrounds. View men not only as perpetrators or possible offenders, but as empowered bystanders who can confront abusive peers.
- 2** If a brother, friend, classmate, or teammate is abusing his female partner -- or is disrespectful or abusive to girls and women in general -- don't look the other way. If you feel comfortable doing so, try to talk to him about it. Urge him to seek help. Or if you don't know what to do, consult a friend, a parent, a professor, or a counselor. **DON'T REMAIN SILENT.**
- 3** Have the courage to look inward. Question your own attitudes. Don't be defensive when something you do or say ends up hurting someone else. Try hard to understand how your own attitudes and actions might inadvertently perpetuate sexism and violence, and work toward changing them.
- 4** If you suspect that a woman close to you is being abused or has been sexually assaulted, gently ask if you can help.
- 5** If you are emotionally, psychologically, physically, or sexually abusive to women, or have been in the past, seek professional help NOW.
- 6** Be an ally to women who are working to end all forms of gender violence. Support the work of campus-based women's centers. Attend "Take Back the Night" rallies and other public events. Raise money for community-based rape crisis centers and battered women's shelters. If you belong to a team or fraternity, or another student group, organize a fundraiser.
- 7** Recognize and speak out against homophobia and gay-bashing. Discrimination and violence against lesbians and gays are wrong in and of themselves. This abuse also has direct links to sexism (c.g. the sexual orientation of men who speak out against sexism is often questioned, a conscious or unconscious strategy intended to silence them. This is a key reason few men do speak out).
- 8** Attend programs, take courses, watch films, and read articles and books about multicultural masculinities, gender inequality, and the root causes of gender violence. Educate yourself and others about how larger social forces affect the conflicts between individual men and women.
- 9** Don't fund sexism. Refuse to purchase any magazine, rent any video, subscribe to any Web site, or buy any music that portrays girls or women in a sexually degrading or abusive manner. Protest sexism in the media.
- 10** Mentor and teach young boys about how to be men in ways that don't involve degrading or abusing girls and women. Volunteer to work with gender violence prevention programs, including anti-sexist men's programs. Lead by example.

This poster was produced by MVP Strategies, a gender violence prevention, education and training organization.  
Email: MVPStrategies@aol.com

# Partner messages



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# Thanks to our donors

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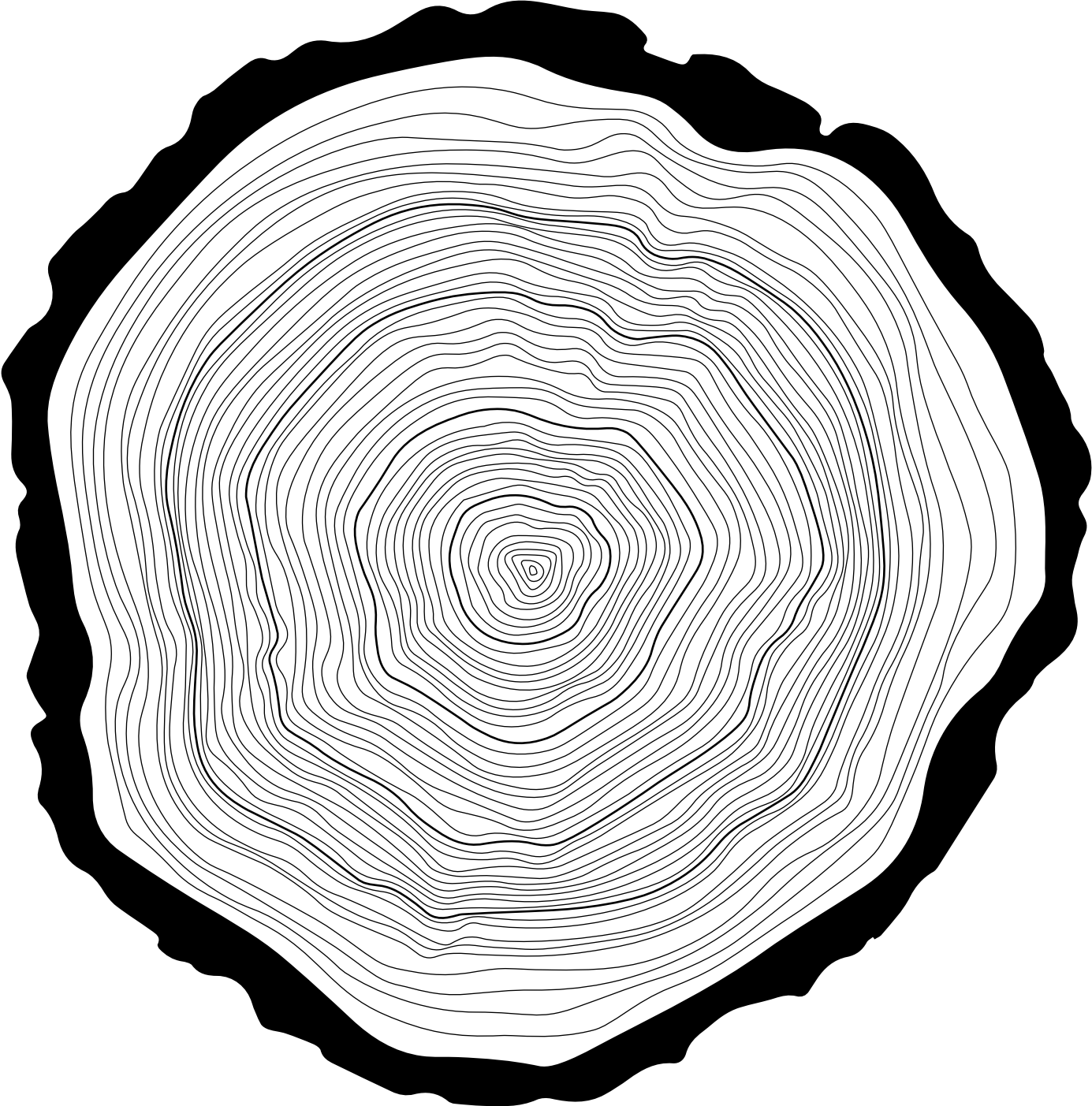
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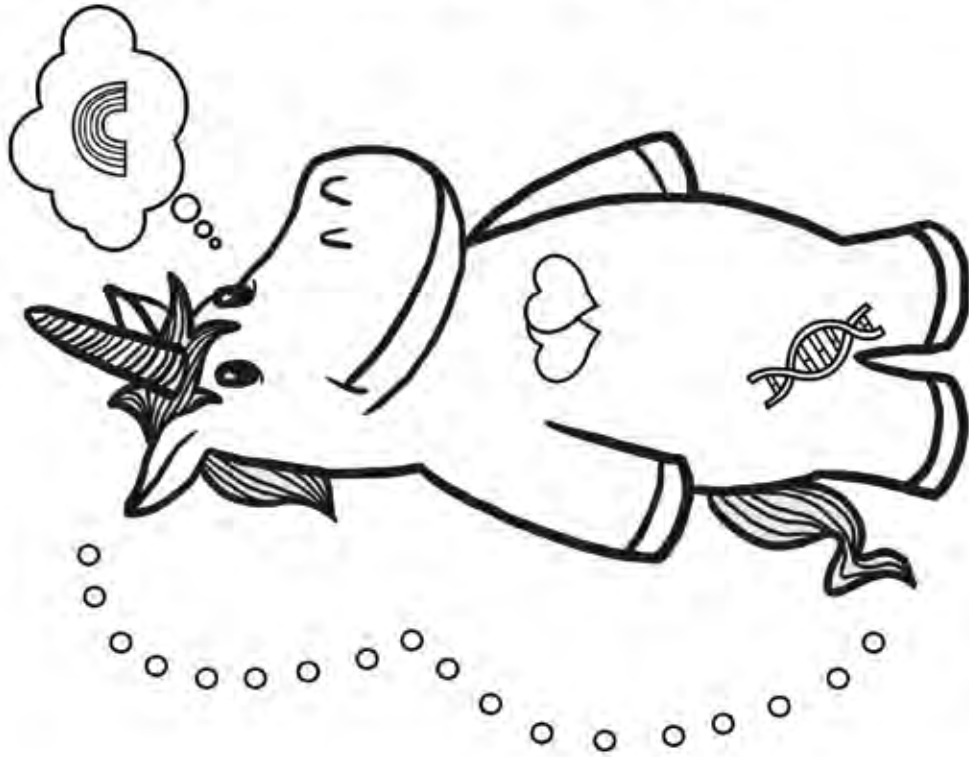
# Coloring pages



# The Gender Unicorn

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Trans Student Educational Resources



## Gender Identity

Female/Woman/Girl  
 Male/Man/Boy  
 Other Gender(s)

## Gender Expression

Feminine  
 Masculine  
 Other

## Sex Assigned at Birth

Female  
 Male  
 Other/Intersex

## Sexually Attracted To

Women  
 Men  
 Other Gender(s)

## Emotionally Attracted To

Women  
 Men  
 Other Gender(s)

To learn more go to:  
[www.transstudent.org/gender](http://www.transstudent.org/gender)

Design by Landyn Pan  
Illustration by Anna Moore



