

**ECON 394CI**  
**THE ECONOMICS OF COOPERATIVE ENTERPRISES**

Spring 2015  
TuTh 2:30-3:45 in Machmer W-24

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**Overview of Course:**

The Economics of Cooperative Enterprises is designed as a challenging integrative experience (IE) course for undergraduates. Students will be asked to retrospectively analyze their experiences as workers and consumers, evaluating the impact of organizational forms and industry structure. How do cooperative enterprises (including those on campus such as the People's Market, Earthfoods, and Campus Design and Copy) differ from other enterprises? Students will also be asked to explicitly bring material they have learned in other classes to bear on these issues. The final project requires students to work in small teams of up to 4 students to develop a business plan for a cooperative enterprise that builds upon their own interests and expertise.

The integrative experience requirement is designed to enhance integrative learning through upper division courses in students' major fields. Integrative learning comes in many forms; connecting skills and knowledge from multiple sources and experiences, applying theory to practice, using diverse points of view and understanding issues and arguments contextually.

The three central learning objectives of the integrative experience are to reflect on and to integrate their learning and experience from General Education courses and their major, to practice General Education learning objectives such as oral communication, collaboration, critical thinking and interdisciplinary perspective-taking, at a more advanced level and to offer a shared learning experience for applying prior learning to new situations, challenging questions, and real-world problems

Core assignments are three short papers and a final project. The three short papers ask students to relate their own personal experience to the material covered in the course, and cover 30 % of the grade. The final project requires students to work together in small teams to develop a practical business plan for a cooperative enterprise, and counts for 40% of the grade.

First, the objective of all these assignments is to directly to integrate learning and experience from General Education courses and the economics major. The structure of these assignments also directly addresses the objectives of collaboration, oral communication and shared learning experiences.

The nature of the writing projects requires critical thinking and interdisciplinary perspective-taking at a more advanced level. The business plan, in particular, is based on the objective of applying prior learning to new situations and real world problems.

## **Course goals and guiding questions:**

The basic course syllabus was designed by the University of Massachusetts Cooperative Enterprise Collaborative, including faculty and graduate students from the Economics Department and other academic departments, and members of the Valley Alliance of Worker Cooperatives (VAWC) with on-the-ground experience in social entrepreneurship. The course is required for the Applied Economic Research Certificate in Cooperative Enterprise, which is built around a summer research internship with a VAWC member firm or other cooperative business.

Our goals are to provide the best possible learning experience for students and also to foster more effective collaboration between students and cooperative enterprises in the local community. We believe this collaboration can promote relevant research, develop new work opportunities, and contribute to local economic development.

Discussion assignments and short quizzes are organized around consideration of five central questions that should also inform the final business plan for a cooperative enterprise:

- 1) How can cooperative enterprises lead to better outcomes for workers, consumers, the environment, and society as a whole?
- 2) How can cooperatives and worker-owned businesses successfully compete with capitalist firms?
- 3) Do cooperatives and worker-owned businesses challenge or complement the capitalist system?
- 4) Are worker-owned businesses significantly different from other forms of “shared capitalism” such as Employee Stock Ownership Plans (ESOPs)?
- 5) What kinds of improved education, networking and collaboration could successfully promote cooperative enterprises?

As part of the Integrative Experience, students will be asked to write short papers (2-3 pages) addressing the following self-reflective questions and summarize them in class:

- 1) What has my experience as a worker and as a consumer taught me about the possible benefits of cooperative enterprises? (Paper 1)
- 2) What has my experience in collaborative efforts—ranging from athletic teams to study groups—taught me about the difficulties of democratic decision-making? (Paper 2)
- 3) What have other aspects of my education at this University have taught me that might be relevant to understanding the potential successes and failures of cooperative enterprises? (Paper 3)

## **Requirements and grading:**

The assignments in this course are designed to reward consistent effort and conscientious participation. Attendance will be taken. If you anticipate missing class for a good reason (such as illness) please let the instructor know in advance, and you will be excused. You may take ONE unexcused absence. Five (5) points will be deducted from your FINAL grade for every other unexcused absence. If you come to class late, be sure to check with the instructor to determine whether your attendance will be counted. Consistent lateness will definitely be penalized. The assigned readings average about 100 pages per week. This is a lot! Plan your schedules to effectively prepare in advance.

Each student will also be required to make a presentation (15 min) on at least one reading and identify questions to facilitate class discussion. This will be graded on a pass/fail basis. Failure to fulfill this

requirement will result in a deduction of 10 points from your final grade.

30% of grade: Three short papers based on the self-reflective questions above (10% each) that must be handed into the instructor and also presented to the class.

30% of grade: 3 quizzes (10% each) in the first part of the semester. These are scheduled quizzes (dates specified below) to which no more than thirty minutes of class time will be devoted. They will ask for short responses to questions regarding the readings relevant to the five questions outlined above. If you have done the readings and participated fully in class discussion, you should be fully prepared for these quizzes. You will be allowed to use one page of your own notes during quizzes.

40% of grade: A final project, consisting of a detailed business plan for a cooperative enterprise that is both anticipates and seeks to resolve possible challenges by drawing from the assigned readings. You should work collaboratively on this final project with at least one other but no more than three other students.

The final project must be presented in two forms: as a brief (no more than 10 page) paper and as a ten-minute Powerpoint presentation.

This project will be broken down into four components for grading: 15% for the business plan itself, 10% for discussion of relevant assigned readings, 10% for quality of final in-person presentation, and 5% based on ratings given you by other members of your group.

All grades will be scaled to 100. A final score of 95-100 represents an A; 91-94 an A-, 85-90 a B+, 80-84 a B, 74-80 a B-, 69-73 a C, 60-68 a D, below 60 an F.

## Required and Recommended Readings

All the required readings will be available on the course website or other digital access with two exceptions:

Available at the UMass Textbook Annex:

Joseph Blasi, Richard Freeman and Douglas Kruse, *The Citizen's Share. Putting Ownership Back into Democracy*. 2014. Yale University Press. (\$38.00)

John Restakis, *Humanizing the Economy. Cooperatives in the Age of Capital*. 2010. New Society Publishers (\$19.95).

One of the major texts for the course, Gregory Dow's *Governing the Firm*, is available in electronic form through the UMass library. If you prefer a hard copy, you can order one online.

## Schedule of Readings and Assignments

### Module 1: Introduction to the course

#### Required Videos:

"Evergreen Cooperatives Introductory Video." The promotional video for Evergreen Cooperatives in Cleveland, Ohio. [6 min] <http://www.blip.tv/file/2749165/>

"The Mondragon Cooperative." Short introductory video.

Part I [6 min] - <http://www.youtube.com/watch?v=NORmQ8zaL1c>

Part II [8 min] - <http://www.youtube.com/watch?v=TpdoNzXGmxM&feature=related>

#### Required Readings:

Excerpts from 2 resources that we'll refer to throughout the semester:

- Kimberly Zeuli and Robert Cropp. *Cooperatives: Principles and Practices in the 21st Century*. Fourth revision of Marvin A. Shaars, *Cooperatives Principles and Practices*. Madison: University of Wisconsin Extension. Publication A1457, 1980. Chapters 1 & 4. (Pages 1-4, 27-38)
- Northcountry Cooperative Foundation's *Worker Cooperative Toolbox*, Pages 9 – 10

Roderick Hill. "The Case of the Missing Organizations: Co-operatives and the Textbooks." *The Journal of Economic Education* V 31, N 3 (2000)

J. K. Gibson-Graham. "A Diverse Economy: Rethinking Economy and Economic Representation." <http://www.communityeconomies.org/Home/Key-Ideas>. [8 pp]

Dow, Gregory. *Governing the Firm: Workers' Control in Theory and Practice*. Cambridge, UK: Cambridge University Press, 2003, chs. 1-2.

#### Supplemental Readings:

University of Wisconsin's Research on the Economic Impact of Cooperatives.

Harry Braverman, *Labor and Monopoly Capital*, ch 2 (pp. 59-69).

Community Economies Collective. "Imagining and Enacting Noncapitalist Futures." *Socialist Review*, V 28, N 3, 4 (2001): 93-135. [32 pp]

Ethan Miller et al. "Other Economies Are Possible." In *Dollars and Sense*, Grassroots Economic Organizing Special Edition, July/August, 2006.

Neva Goodwin, Julie A. Nelson, Frank Ackerman, and Thomas Weisskopf. "The Business Sphere: For-Profit Firms." Chapter 16 in *Microeconomics in Context*, 370-393. M.E. Sharpe, Inc., 2008. [24 pp]

## **Module 2: History of cooperatives**

### **Required Readings:**

John Restakis, *Humanizing the Economy*, chs 1-2 (pp 7-54).

John Curl. Chapters 1 [13pp] and 5 [25 pp] in *For All the People: Uncovering the Hidden History of Cooperation, Cooperative Movements, and Communalism in America*. Oakland: PM Press, 2009.

### **Supplemental Readings:**

Jessica Gordon Nembhard. "Cooperative Ownership in the Struggle for African American Economic Empowerment." *Humanity and Society*, Vol. 28, No. 3, August 2004.

[www.federationsoutherncoop.com/coopinfo/H&S%20AA%20coop%20strategy%20Nembhard.pdf](http://www.federationsoutherncoop.com/coopinfo/H&S%20AA%20coop%20strategy%20Nembhard.pdf)

J. Birchall. "The Philosophy of Co-operation" [17 pp] in *Co-op: the People's Business*. Manchester: Manchester University Press, 1994.

John Curl. Chapters 9 [28 pp] in *For All the People: Uncovering the Hidden History of Cooperation, Cooperative Movements, and Communalism in America*. Oakland: PM Press, 2009.

Joyce Rothschild and J. Allen Witt. "Cooperatives in the Late Twentieth Century: The Democratic Impulse and the Challenge of Oligarchy." In *The Cooperative Workplace*. Cambridge: Cambridge University Press (1986), pp. 7-24. [17 pp].

Molly Merritt. *Food for People, Not for Profit: Cooperative Grocery Stores in the Upper Pioneer Valley*. Hampshire College Division III Project, 2005.

## **Module 3: Management, Authority, and the Labor Contract**

### **Required Videos:**

"Democracy in the Workplace." Highlights Rainbow, Inkworks, Cheeseboard and Arizmendi cooperatives.

<http://video.google.com/videoplay?docid=-4765137760763676264&q=democracy+in+the+workplace&total=14&start=0&num=10&so=0&type=search&plindex=1#> [30 min]

"The Mondragon Experiment." Feature length BBC documentary of Mondragon.

Part I [54 min] - <http://video.google.com/videoplay?docid=-4765137760763676264&q=democracy+in+the+workplace&total=14&start=0&num=10&so=0&type=search&plindex=1#docid=7565584850785786404>

Part II [13 min] - <http://video.google.com/videoplay?docid=-4765137760763676264&q=democracy+in+the+workplace&total=14&start=0&num=10&so=0&type=search&plindex=1#docid=-7725698018832368909>

### **Required readings:**

Excerpts relevant portions of “nuts and bolts” resources (OK to skim):

- *Worker Cooperative Toolbox*: [http://www.ncdf.coop/documents/worker\\_coop\\_toolbox.pdf](http://www.ncdf.coop/documents/worker_coop_toolbox.pdf). Pages 14, 20-25, 35-41, 52-60.
- Zeuli & Cropp, *Cooperatives: Principles and Practices in the 21st Century*: Chapter 6: “Cooperative roles, responsibilities, and communication.”

Dow, Gregory. *Governing the Firm: Workers’ Control in Theory and Practice*. Chapter 5.

George Benello. “The Challenge of Mondragon.” In *From the Ground Up Essays in Workplace Democracy*, edited by Len Krimerman, F. Lindenfeld, K. Kerty, K, and G. Benello, 89-99. Boston, MA: South End Press, 1992.

Robert Jackall and Joyce Crain. “Paradoxes of Collective Work: A Study of the Cheeseboard, Berkeley, California.” In *Worker Cooperatives in America*, edited by R. Jackall, and H. Levin, 109-135. Berkeley: University of California Press, 1984. [26 pp]

### **Supplemental Reading:**

Balaren Bakaikoa et al, “Governance of the Mondragon Corporacion Cooperativa,” *Annals of Public and Cooperative Economics* 75:1, 2004, pp. 61-87.

Amato Zinno, “The Story of People’s Market” Senior Thesis, History Department, University of Massachusetts, 2009.

Erbin Crowell. “Making the Case for a Uniquely Co-operative Form of Management: History, Structure and Principles,” Unpublished Manuscript, 2005. Pages 1-17. [17 pp]

Harry Braverman, *Labor and Monopoly Capital*, ch 4 (pp. 85-124).

John Abrams. *The Company We Keep: Reinventing Small Business for People, Community, and Place*. Appendix 1, “South Mountain Employee Ownership Particulars,” and Appendix 2, “Meeting Facilitation and Consensus Decision Making.” White River Junction, VT: Chelsea Green Publishing Company, 2005. [9 pp]

Janis Mara. “Worker-Owned Co-ops Growing.” *Oakland Tribune*, Jan 2, 2007. Business Writer, Bay Area-ANG Newspapers. [2 pp]

*No Bosses Here-A Manual on Working Collectively* by Vocations for Social Change: Sections III (“Decision Making in Collectives”) and IV (“Dividing of Collective Work”)

## **Module 4: Behavioral and Experimental Approaches [2 Weeks]**

### **Required Readings:**

Robert H. Frank. “Beyond Self Interest?” Chapter 7 in *Microeconomics and Behavior, First Edition*, New York: McGraw-Hill, 1991: 252-280. [27 pp]

Elinor Ostrom. “Collective Action and the Evolution of Social Norms.” *The Journal of Economic Perspectives*, Vol. 14, No. 3 (Summer, 2000): 137-158. [22 pp]

Margaret Lund. “Some field observations on the applicability of Elinor Ostrom's work to contemporary cooperative practice”. *Grassroots Economic Organizing (GEO) Newsletter*, Volume 2, Issue 9, 2011. <http://geo.coop/node/678>. [5 pp]

Phil Mellizo. “An Experimental Investigation of Performance Under Hierarchical and Participatory Decision-Making Procedures.” PhD diss., University of Massachusetts Amherst, 2010. [30 pp]

Ran Abramitzky, “The Limits of Equality: Insights from the Israeli Kibbutz” (December 2005 ms.)  
[http://www.aeaweb.org/annual\\_mtg\\_papers/2006/0108\\_1300\\_0703.pdf](http://www.aeaweb.org/annual_mtg_papers/2006/0108_1300_0703.pdf)

### **Supplemental Games:**

Vecon Lab Volunteer's Dilemma Experiment  
<http://veconlab.econ.virginia.edu/vd/vd.php>

Vecon Lab Minimum Effort Coordination Experiment  
<http://veconlab.econ.virginia.edu/cg/cg.php>

### **Supplemental readings:**

Restakis, Chapter 10: “The Crisis of Community”

Anita Williams Woolley, et al., “Evidence for a Collective Intelligence Factor in the Performance of Human Groups,” *Science* 330 (29 October 2010), 686-9.

## **Module 5: Productivity, Efficiency, & Theory of the Firm [2 Weeks]**

### **Required Readings:**

Dow, Gregory. *Governing the Firm: Workers' Control in Theory and Practice*. Cambridge, UK: Cambridge University Press, 2003, Chapter 6. [26 pp]

Henry Hansmann, “When Does Worker Ownership Work?” *The Yale Law Journal*, Vol 99, No. 8, 1990. Read Section V: “The Costs of Collective Governance,” and Section VI: “Evidence of Governance Costs,” pp. 1779 – 1796.

Richard B. Freeman, Joseph R. Blasi, and Douglas L. Kruse. Introduction to *Shared Capitalism at Work: Employee Ownership, Profit and Gain Sharing, and Broad-based Stock Options*. Chicago: University of Chicago Press, 2010, 1-37. [37 pp]

Daniel Weltmann. “Wages vs. Ownership: Which is more efficient for the firm?” MA Thesis, Rutgers University.

Joseph Blasi, Richard Freeman and Douglas Kruse, *The Citizen's Share. Putting Ownership Back into Democracy*. 2014. Yale University Press. [read the whole book]

### **Supplemental Readings**

John Logue and Jacquelyn Yates. “Productivity in Cooperatives and Worker-Owned Enterprises: Ownership and Participation Make a Difference!” Background paper for the International Labor Office’s World Employment Report 2004-2005. Read pages 1 – 33.

Dow, Gregory. *Governing the Firm: Workers' Control in Theory and Practice*. Cambridge, UK: Cambridge University Press, 2003, Chapters 7, 11

- If you’re presenting on this, choose one of these chapters.

Douglas L. Kruse, Joseph R. Blasi, & Rhokeyun Park. “Shared Capitalism in the US Economy: Prevalence,

Characteristics, and Employee Views of Financial Participation in Enterprises.” Chapter 1 in *Shared Capitalism at Work: Employee Ownership, Profit and Gain Sharing, and Broad-based Stock Options*. Chicago: University of Chicago Press, 2010, 41-75. [35 pp]

Richard B. Freeman, Richard B., Douglas L. Kruse, & Joseph R. Blasi. “Worker Responses to Shirking under Shared Capitalism.” Chapter 2 in *Shared Capitalism at Work: Employee Ownership, Profit and Gain Sharing, and Broad-based Stock Options*. Chicago: University of Chicago Press, 2010, 77–103. [27 pp]

Henry Hansmann. “Cooperative Firms in Theory and Practice.” *LTA* April 1999, 387-403. [17 pp]

## **Module 6: Markets, Competition, and Values**

### **Required Readings:**

J.K. Gibson-Graham. “Surplus Possibilities: The Intentional Economy of Mondragon.” Chapter 5 in *A Postcapitalist Politics*. University of Minnesota Press. 2006. [26 pp]

Joel Schoening, “The rise and fall of Burley Design Cooperative,” *Oregon Historical Quarterly*, 111.3, Fall 2010. [17 pp]

Anjel Mari Errasti et al. “The Internationalisation of Cooperatives: the Case of the Mondragon Cooperative Corporation,” *Annals of Public and Cooperative Economics* 74:4, 2003, pp 553 – 584.

David I. Levine and Laura D'Andrea Tyson. “Participation, Productivity, and the Firm’s Environment.” In *Paying for Productivity: A Look at the Evidence*, edited by Alan Blinder. Washington, D.C.: Brookings Institution, 1990. [53 pp]

### **Supplemental Readings:**

Ian J. Seda-Irizarry, “Crisis, Class, and Cooperatives: Some Comments on the United Steelworkers–Mondragón Alliance,” *Rethinking Marxism*, 23:3, 374-383.

Matt Hancock. “Competing By Cooperating in Italy: The Cooperative District of Imola.” Chapter 13 in *Solidarity Economy I: Building Alternatives for People and Planet*, edited by Emily Kawano, Thomas Neal Masterson, Jonathan Teller-Elsberg. Amherst, MA: Center for Popular Economics, 2010. [12 pp]

John Restakis, *Humanizing the Economy*, Chapter 8: “Fair Trade and the Empire of Tea,” pp. 161 – 190.

## **Module 7: Legal Aspects and Financing**

### **Required Video:**

Video: “Alternative Financing Example: Black Star Coop.” <http://www.youtube.com/watch?v=5RylATdL564> [4 min]

Video: “Black Star Founders Interview.” <http://www.youtube.com/watch?v=QUGJb4kUZZM> [10 min]

### **Required Readings:**

See relevant portions of “nuts and bolts” resources:

- Worker Coop Toolbox: Pages 15 – 19 and 26 - 34.
- Zeuli & Cropp: Chapters 5 and 7, and pages 23 – 26: a list of federal laws covering cooperatives in the U.S.



Christopher Gunn. "Co-op Success and Failure: Finance Remains an Issue." Paper prepared for the 2004 Conference of the International Association For the Economics of Participation Saint Mary's University Halifax, Nova Scotia July 8 – 10, 2004. [24 pp]

David Ellerman and Peter Pitegoff, "The Democratic Corporation: The New Worker Cooperative Statute in Massachusetts," *Review of Law & Social Change*, Vol XI: 441, 1983, pp. 441 – 473.

Dow, Gregory. *Governing the Firm: Workers' Control in Theory and Practice*. Chapter 10. [27 pp]

### **Supplemental Readings:**

Virginie Perotin. "Entry, Exit, and the Business Cycle: Are Cooperatives Different?" *Journal of Comparative Economics* 34, no. 2 (2006): 295-316. [21 pp]

David Ellerman. "Democratic Theory" and "The Democratic Firm." Chapters 2 and 3 in *The Democratic Worker-Owned Firm*. Winchester, Ma: Unwin Hyman Inc, 1990. [25 pp] See pages 56 – 66 in particular.

Robert C. Hockett. "What Kinds of Stock Ownership Plans Should There Be? Of ESOPs, SOPs, and 'Ownership Societies.'" Cornell Law Faculty Working Papers, 2006. Pages 1-109. <http://scholarship.law.cornell.edu/clsops/papers/19>. [109 pp]

## **Module 8: The Lived Experience of Work**

### **Required Video:**

Green cleaning co-op in the San Francisco Bay Area, organized by Women's Action to Gain Economic Security (WAGES). Mission: to build worker-owned green businesses that create healthy, dignified jobs for low-income women. This quick video shows first-hand how this green cleaning co-op is transforming the lived experience of work. [4 mins] <http://youtu.be/8zJ93QeSHAY>

"Drive: The Surprising Truth About What Motivates Us" – 10 minute, animated lecture by Daniel Pink, summarizing the key points of his book (one of this week's required readings.) <http://www.youtube.com/watch?v=u6XAPnuFjJc>

### **Required Readings:**

John Restakis, *Humanizing the Economy*, Chapter 9 (pp 191-218).

Adam Trott. "The Story of Collective Copies: growing a transformative business." In *Solidarity Economy: Building Alternatives for People and Planet Papers and Reports from the 2007 US Social Forum*, edited by Jenna Allard, Carl Davidson, and Julie Matthaehi, 224-27. Chicago, Illinois: Change Maker Publications, 2008. [3 pp]

Daniel H. Pink. *Drive, the Surprising Truth About What Motivates Us*. New York, New York: Riverhead Books, 2009. Pages 1-60.

Richard Sennett and Jonathan Cobb, *The Hidden Injuries of Class*, Chapter 5. [30 pp]

### **Supplemental Readings and Video:**

Richard Sennett and Jonathan Cobb, *The Hidden Injuries of Class*, Chapter 4.

Studs Terkel, *Working: People Talk About What they Do All Day and How They Feel About What They Do*. Selections by Mike Lefevre, Phil Stallings, Nancy Rogers, and Therese Carter.

- If presenting on this, choose 2 out of the 4 short segments

Richard Layard. Chapters 4, 5, 9, 10, 14, in *Happiness: Lessons from a New Science*. New York: Penguin Press, 2005 [36 pp].

*No Bosses Here*, Sections V (“Dealing with Feelings: Personal and Collective Growth”) and VI (“People Issues: Hirings, Firings, and Salaries”). (OK to skim.)

Video: “The Take.” Documentary on the Worker Takeovers in Post-Crisis Argentina. [85 min]

## **Module 9: Measuring success?**

### **Required Readings and Video:**

Video: Little glimpse into Union Cab in Madison. <http://www.youtube.com/watch?v=TFYdVfp9Nj0> [3 min] Clip from Michael Moore’s “Capitalism: A Love Story.”

Jessica Gordon Nembhard. “Non-Traditional Analyses of Cooperative Economic Impacts.” *Review of International Cooperation* 97, no. 1 (2004): 6-21. [www.ica.coop/publications/review/2004-issue1.pdf](http://www.ica.coop/publications/review/2004-issue1.pdf). [15 pp]

Laurie Mook, Betty Jane Richmond, and Jack Quarter. “Social Accounting for Social Economy Organizations.” Research Bulletin. Center for Urban and Community Studies, University of Toronto (Based on a chapter in *What Counts: Social Accounting for Nonprofits and Cooperatives* (Prentice Hall, 2003), available at [http://www.urbancentre.utoronto.ca/pdfs/researchbulletins/CUCS\\_RB\\_27\\_Mook\\_et\\_al\\_S.pdf](http://www.urbancentre.utoronto.ca/pdfs/researchbulletins/CUCS_RB_27_Mook_et_al_S.pdf) [6 pp]

Norma Babineau, April Bourgeois & Erbin Crowell. “Measuring & Communicating Social Impact in a Worker Cooperative Fair Trade Organization” Unpublished Manuscript. [19 pp]

Charles Turner. “Worker Cooperatives and Community Development.” Chapter 4 in *Beyond the Market and the State*, edited by Severyn T. Bruhn and James Meehan, 64-78. Temple University Press, Philadelphia: 1987. [15 pp]

John de Graaf. “What’s Productivity For?” Chapter 12 in *Solidarity Economy I: Building Alternatives for People and Planet*, edited by Emily Kawano, Thomas Neal Masterson, Jonathan Teller-Elsberg. MA: Center for Popular Economics, 2010. [4 pp]

### **Supplemental Readings:**

New Economics Foundation. “How the efficiency agenda erodes local public services and a new public benefit model to restore them,” New Economics Foundation website. <http://www.neweconomics.org/publications/unintended-consequences>. [20 pp]

Kimberly Zeuli and Jamie Radel. “Cooperatives as a Community Development Strategy: Linking Theory and Practice. 35(1): 43-54. <http://www.jrap-journal.org/pastvolumes/2000/v35/index351.html>. [12 pp]

Wilson Majee. “Cooperatives, the Brewing Pots for Social Capital! An Exploration of Social Capital Creation in a Worker-owned Homecare Cooperative.” <http://www.community-wealth.org/articles/coops.html>. [33 pp]

New Economics Foundation. “Tools for You,” 12-14. New Economics Foundation website. <http://www.neweconomics.org/publications/tools-you>. [3 pp]

Cooperatives UK. “Cooperative, Environmental and Social Performance Indicators Guidance.” Cooperatives UK website. <http://www.uk.coop/resources/documents/co-operative-environmental-and-social-performance-indicators-guidance>. [35 pp]

## **Module 10. Cooperation among Cooperatives**

### **Required Readings:**

John Restakis, *Humanizing the Economy*, Chapters 3 & 4 (pp 55-86).

John Logue. "Economics, Cooperation, and Employee Ownership: The Emilia Romagna Model." Kent, Ohio: Ohio Employee Ownership Center, 2006. <http://www.community-wealth.org/articles/outside-us.html>. [15 pp]

Charles Sabel and Jonathan Zeitlin, "Historical Alternatives to Mass Production: Politics, Markets and Technology in Nineteenth-Century Industrialization," *P&P* no. 108 (Aug. 1985), pp. 133-76. [44pp]

### **Supplemental readings:**

Joseph Cortright. "Making Sense of Clusters: Regional Competitiveness and Economic Development." Washington, DC: Brookings Institution Metropolitan Policy Program, 2006. [55 pp]

Ethan Miller. "Solidarity Economy: Key Concepts and Issues." Chapter 2 in *Solidarity Economy I: Building Alternatives for People and Planet*, edited by Emily Kawano, Thomas Neal Masterson, Jonathan Teller-Elsberg. Amherst, MA: Center for Popular Economics, 2010 [18 pp]

Marguerite Mendell and Nancy Neamtan. "The Social Economy in Quebec: Towards a New Political Economy." <http://www.ssc.wisc.edu/~wright/Social%20Economy%20PDFs/Quebec%20Social%20Economy/Mendell%20Neamtan%202008.pdf> [16 pp]

## **Module 11. Cooperative Development**

### **Required readings:**

Jessica Gordon Nembhard, Michael Johnson, Jim Johnson, Len Krimerman, and Ajowa Nzinga Ifateyo (2011). "Worker Cooperative Development Models and Approaches: A Brief Overview." *Grassroots Economic Organizing (GEO) Newsletter*, Volume 2, Issue 8. <http://geo.coop/node/627> [4 pp]

Gar Alperovitz, Ted Howard, and Thad Williamson. "The Cleveland Model." *The Nation* (March 2010). <http://www.community-wealth.org/articles/coops.html>. [2 pp]

Carl Davidson. "'One Worker, One Vote:' US Steelworkers to Experiment with Factory Ownership, Mondragon Style." Chapter 9 in *Solidarity Economy I: Building Alternatives for People and Planet*, edited by Emily Kawano, Thomas Neal Masterson, Jonathan Teller-Elsberg. Amherst, MA: Center for Popular Economics, 2010, 125-130. [6 pp]

### **Supplemental Readings and Video:**

John Restakis, *Humanizing the Economy*, Chapter 5. [19 pp]

Video: to be viewed in conjunction with Restakis ch5. This short segment (part of a 40-minute documentary) introduces CNAs and clients of Cooperative Care, a home health care co-op in Wisconsin. <http://youtu.be/Kd9GmpUSBtU>

Patrick Develtere. "Co-operatives and Development: Towards a Social Movement Perspective." Centre for the Study of Co-operatives University of Saskatchewan: 1992. <http://www.usaskstudies.coop/pdf-files/publications/1992/Co-ops%20%26%20Development.pdf> [121 pp]

Yvon Poirier. "Labour Unions and the Solidarity Economy: The Quebec Experience." Chapter 7 in *Solidarity Economy I: Building Alternatives for People and Planet*, edited by Emily Kawano, Thomas Neal Masterson, Jonathan Teller-Elsberg. Amherst, MA: 2010, 99 – 113. [15 pp]

Adeler, Monica Juarez. "Enabling Policy Environments for Co-operative Development: A Comparative Experience - A research report prepared for the Northern Ontario, Manitoba, and Saskatchewan Regional Node of the Social

Economy Suite.” Download at: <http://www.ccednet-rcdec.ca/en/node/6089>.

Hazel Corcoran & David Wilson. “The Worker Co-operative Movements in Italy, Mondragon and France: Context, Success Factors and Lessons.” 2010.

[http://canadianworker.coop/sites/canadianworker.coop/files/CWCF\\_Research\\_Paper\\_International\\_16-6-2010\\_fnl%5B1%5D.pdf](http://canadianworker.coop/sites/canadianworker.coop/files/CWCF_Research_Paper_International_16-6-2010_fnl%5B1%5D.pdf)

Erbin Crowell. “The Valley Alliance of Worker Co-operatives: Exploring the Potential of Co-op Led Development.” Masters Thesis. St. Mary’s University, 2010. Pages 1-48.

For more articles on worker cooperative development, see the GEO archives at <http://www.geonewsletter.org/node/638>.

## **Module 12: Prospects for a more cooperative future?**

### **Required:**

John Restakis, *Humanizing the Economy*, Chapter 11 [26 pp]

Gar Alperovitz, “The Old Economy’s Not Coming Back. So What’s Next? Meet the people and ideas on the cutting edge of the movement for a new economy.” May, 2011, Yes Magazine. <http://www.yesmagazine.org/new-economy/the-new-economy-movement>

Video: “Conversations with Great Minds – Prof. Gar Alperovitz, ‘America Beyond Capitalism’” (each video approx.. 15 min each)

Pt I: <http://www.youtube.com/watch?v=JOC2swwD38U&feature=relmfu>

Pt II: [http://www.youtube.com/watch?v=rM\\_pw5mFKtI](http://www.youtube.com/watch?v=rM_pw5mFKtI)

### **Supplemental Readings:**

Erik Olin Wright. “Social Empowerment and the Economy.” Chapter 7 in *Envisioning Real Utopias*. New York, New York: Verso Books, 2010. [82 pp]

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Peter Hough. “Succession Planning Using the Worker Co-op Option.” Ottawa, ON: Canadian Worker Co-op Federation, March 2005. <http://www.community-wealth.org/articles/coops.html>. [44 pp]

Gregory Dow. “Getting There From Here.” Chapter 12 in *Governing the Firm: Workers’ Control in Theory and Practice*, 260-289. Cambridge, UK: Cambridge University Press, 2003. [30 pp]