

# WORKING TOGETHER

# UWCC

## director's message

### Lessons in Corporate (or is that Cooperative?) Responsibility

The restructuring of cooperatives through bankruptcies, sales or conversions to stock companies, have frequented the headlines of the business media in recent months.

Farmland Industries of Kansas City, Mo., the nation's largest cooperative with interests in farm supplies, grain and meatpacking, filed for bankruptcy protection. Farm supply cooperative AgWay of Syracuse, N.Y., did the same. North Farm Cooperative, Wisconsin's oldest wholesale food co-op, which just a few years ago had \$30 million in sales, has closed its doors and filed for bankruptcy.

Members of Minnesota Corn Processors sold their farmer-owned assets to Archer Daniels Midland (ADM). Agrilink Foods, the largest manufacturer and marketer of frozen vegetables in the U.S. sold a majority equity investment to Vestar Capital. The investment firm Willis Stein Partners bought Roundy's, a 130-year-old Wisconsin-based wholesale and retail grocery cooperative that serves more than 800 supermarkets in 14 states and owns 12 Pick'n Save Stores and Copps Food Centers. United Natural Foods, Inc. bought Blooming Prairie Cooperative, the largest volume distributor of natural foods in the Midwest. The nine-year-old Dakota Growers Pasta Co., often used as an example of a successful new generation cooperative, changed its business structure to a public stock company. Cap Rock Electric Cooperative of Midland, Texas, converted to Cap Rock Energy, a public stock company.

These events have left some people asking whether the cooperative model is in trouble. Members of Congress are even questioning if cooperatives are too big, or lack proper management. The debate centers not just on traditional agricultural cooperatives, but consumer food cooperatives, electric cooperatives, credit unions and even the so-called new generation cooperatives.

While recent events may seem troublesome, they provide no evidence that the cooperative model is failing. To the contrary, there are many very successful cooperatives in business today. Cooperatives, like any other business structure, experience problems, failures or structural evolutions. Any number of major public stock companies have closed their doors or been purchased by other entities, yet there is little talk that the public stock company model has failed.

There is nothing magic about the cooperative model. No business is guaranteed success. Events of the past year highlight the critical responsibility of boards of directors—at cooperatives and public stock companies—to provide vision and direction, monitor key performance measures, ask hard questions of

AUTUMN 2002  
VOL 10 NO 1

Director's Message ..... 1

#### UPCOMING EVENTS

Farmer Cooperatives 2002 ..... 2  
Cooperative Education Alliance  
Educational Programs in 2003 ..... 2

#### ONGOING PROJECTS

Grant Project Highlights ..... 3  
Value Added Agriculture Leadership Development ..... 4  
Dane County Cooperative Forum: 2002 ..... 4  
Camp Co-op Video ..... 5  
Fox River Valley Organic Recycling Project ..... 5  
Current Co-op News on UWCC Website ..... 6  
UWCC Publications ..... 6

#### PEOPLE

Jody Padgham Moves On ..... 7  
Introducing Ashwini Rao ..... 7  
Introducing Philip Wells ..... 7  
Ed Brooks Receives Honorary Recognition Award .... 7

STAFF & INTERNET DIRECTORY ..... 8

**A PUBLICATION OF**  
UNIVERSITY OF WISCONSIN  
CENTER FOR COOPERATIVES

COOPERATIVE EXTENSION UW-EXTENSION  
COLLEGE OF AGRICULTURAL & LIFE SCIENCES  
UW-MADISON

Dawn Danz-Hale, editor  
Phone 608-262-3981  
Fax 608-262-3251

*Continued on page 2.*

# RESTRUCTURING FOR Troubled Times

## 5th Annual Farmer Cooperatives Conference

November 13-15, 2002  
Sheraton Westport  
900 West Port Plaza  
St. Louis, Missouri

To receive a complete conference brochure, call 608-262-3981 or check the UWCC web site: <http://>

### Major financial sponsors:

- The Farm Foundation
- CHS Cooperatives Foundation
- The Cooperative Foundation
- Land O'Lakes, Inc.
- Dorsey & Whitney LLP
- Badgerland Farm Credit Services

### Co-sponsors:

- Arthur Capper Cooperative Center at Kansas State University
- Cornell Cooperative Enterprise Program
- Midwest Cooperative Education, Research & Extension Consortium
- Minnesota Association of Cooperatives
- National Council of Farmer Cooperatives
- Northeast Cooperative Council
- University of Missouri Graduate Institute of Cooperative Leadership
- University of Saskatchewan Centre for the Study of Cooperatives
- USDA-RB-Cooperative Service
- Wisconsin Federation of Cooperatives

The Center has put together another exciting annual farmer cooperative conference, held November 13-15 in St. Louis, Missouri. The theme for the conference, "Restructuring for Troubled Times," reflects the fact that many cooperatives are looking at new organizational strategies to meet the challenges of today's business environment. Panel discussions led by cooperative managers, industry leaders and researchers will introduce various perspectives on innovative business approaches. A distinguished speaker list, case studies and presentations by legal advisors highlight this year's conference.

Conference participants will also have an opportunity to meet with members of NCR-194, a group of academics, representing universities and institutions across the U.S. and Canada, involved in research and education on cooperative issues. Bob Cropp serves as Vice-Chair and Kim Zeuli is past-Chair.

## director's message

(from page 1)

management, hold management accountable, protect members' equity, and make sure major decisions are made in the best interest of member-shareholders.

Cooperatives are sometimes considered harder to manage than public stock companies. Cooperatives must meet the needs of a diverse group of members, be profitable, and obtain necessary equity capital to maintain and grow the business. This is a real challenge, especially for cooperatives in the commodity business (known for its tight margins and capital intensity), or businesses with relatively fast changing markets.

In the wake of the business failure such as Enron, Congress enacted the Sarbanes-Oxley Act of 2002, a corporate responsibility statute directed at public

*Continued on page 3.*



## The Cooperative Education Alliance



## Educational Programs in 2003

### Director Leadership Workshops

January 30	Workshop #2	Green Bay, WI
February 11	Workshop #3	Wisconsin Dells, WI
February 13	Workshop #4	Richland Center, WI
March 27	Workshop #1	Barron, WI
June 23-24-25	Intensive (all 4)	LaCrosse, WI

### Board Officers & CEO Conference

March 19 & 20 Wausau, WI

### Dairy Directors Conference

(In conjunction with Milk Marketing & Policy Conference)

April 3 & 4 Minnesota

### Dairy Fieldstaff Conference

June 26 LaCrosse, WI

## grant project highlights

The Center has completed several important cooperative research projects this past year, while moving forward in a few new areas. This section highlights a few of our efforts.

The Center continues to look for new ways in which the cooperative model can help farmers survive. Bob Cropp is finishing a three-year multidisciplinary project with Rick Klemme (Associate Dean, UW-Extension) and others analyzing how the cooperative model can be used to increase the viability of alfalfa bio-farming (funded by USDA Hatch). The cooperative enables farmers to share equipment and marketing resources. Bob has also recently wrapped up another USDA-RBCS project that studied the feasibility of machinery cooperatives for dairy farms in the Upper Midwest.

Greg Lawless is just about finished with two large, multi-partner initiatives in this area. A project funded by SARE and IFAFS grants provides technical assistance to eight “marketing clusters” or groups of Wisconsin producers. In an effort to pass along the lessons learned from these groups, PowerPoint presentations of seven case studies illustrating successful strategies for producers wishing to cooperate in their marketing efforts are being created.

The Center is in the midst of completing two projects that analyze the impacts of cooperative consolidation. Kim Zeuli is looking at the implications of dairy cooperative mergers on member benefits in Wisconsin. Her research, in its second year, is funded by the USDA Hatch program. Kim and Bob have also sent out a survey to over 400 farm supply and grain marketing cooperatives in the Upper Midwest in an effort to better understand the future viability of the federated structure. A cooperative agreement with USDA-RBCS supports their project.

The Center is also continuing to study the relationship between cooperatives and rural development. In the second year of their four-year Fund for Rural America (USDA) project, Kim, Greg, and Anne Reynolds are studying cases of successful value-added ventures, which are strongly supported by their communities, and are trying to replicate that scenario in three communities in Wisconsin. They are partnering with Chris Merrett (Illinois Institute for Rural Affairs) and Curtis Stofferahn (University of North Dakota) as well as with local county and community representatives.

Bob is continuing his work on the USDA-RBCS project “Cooperative Dairy Production Models: A Means for Rural Development.” Working with Roger Ginder (Iowa State University), he is studying the feasibility and impacts of large-scale closed dairy cooperatives. In response to the growing concerns over affordable housing in both urban and rural areas, Anne is involved in several cooperative housing initiatives including studying the process of their creation so they can be replicated elsewhere. One of the projects, funded by the Wisconsin Division of Supportive Living, is a partnership with the Foundation for Rural Housing and Co-op Development Services to develop affordable senior co-op housing in a small rural Wisconsin community.

The Center attempted to quantify the economic impact of cooperatives in the state of Wisconsin with funding from USDA-RBCS. The final results can be found in “The Economic Impacts of Cooperatives in the State of Wisconsin.” USDA-RBS Research Report 196 (forthcoming 2002). Kim, Greg, and Bob co-authored the report with assistance from Steve Deller (UW-Madison) and Will Hughes (Wisconsin Department of Agriculture, Trade & Consumer Protection).

## director's message (from page 2)

companies registered with the Securities and Exchange Commission (SEC). Most cooperatives are not subject to this act as few register stock with the SEC. I would suggest, however, that all cooperatives consider the types of business conduct the Act mandates.

One example is an audit committee, which is required by the SEC. Some cooperatives have an audit committee; many don't. An active and responsible audit committee is a must in today's complex cooperative business world. An audit committee guards co-op members' interests, ensuring that fiduciary respon-

sibilities are met. It provides independent checks and balances for the internal audit function and in liaison with external auditors.

The cooperative model is still a very viable business alternative. It is the responsibility of members and boards of directors to keep their cooperative successful into the future. Boards of directors and management must be receptive to new and innovative business approaches. It may mean considering innovative methods to acquire needed equity capital or building strategic alliances with other cooperatives and public stock companies to gain access to modern technology, value-added products or markets.

Such new approaches can be controversial. Some would argue that cooperatives using such tools are abandoning the cooperative principles. But as long as the board of directors retains control and accountability of management, and is focused on the purpose of the business—to add value to the members in terms of products and services—the cooperative model remains solid.

In contrast, it is quite clear from recent events that a cooperative lacking a visionary board of directors and that is resistant to new ways of doing business is likely on a path of failure. If failure occurs, the member-shareholders lose.

— Bob Cropp

## value added agriculture leadership development

In 2001 UWCC partnered once again with Cooperative Development Services (CDS) to receive a grant from the USDA to promote new co-op development. One aspect of that grant involved the creation of a program to educate Wisconsin producers about the opportunities and challenges in the area of "value added agriculture".

In collaboration with CDS as well as the Wisconsin Department of Agriculture, Trade and Consumer Protection (DATCP), we created the Value Added Agriculture Leadership Development (VAALD) Program. It was designed to target a small and selective group of Wisconsin producers.

We worked through county agricultural agents and statewide farm organizations to locate traditional commodity producers who met the following criteria: (1) respected by their peers and their community, (2) interested in adding value to their commodities, (3) willing to invest in the right opportunity, and (4) willing to work with others in a collaborative effort.

From some one hundred names we finally selected about twenty-one producers who were interested in participating in the program. They come from all across the state, and raise cash crops, cranberries, vegetables, beef, lamb, and of course there are dairy farms represented.

Thus far, the VAALD training program has involved three meetings of the group, in April, June and August. The April program included an overnight stay in Madison, in conjunction with National Value Added Agriculture Conference.

At that conference, the producers heard an evening presentation by George Siemon, founder and CEO of CROPP Cooperative of La Farge, Wisconsin. Mr. Siemon conveyed the long hard route involved with starting a successful marketing cooperative, including the continuing challenges that come with success.

The next day, the producers received a contrast of perspectives from two conference presenters. Dr. Peter Goldsmith of the University of Illinois spoke of value added opportunities in a global marketplace, while Brad Zumwalt of the University of Nebraska presented research about consumer demand for "local" food products.

In the afternoon, the VAALD producers had a private session with Lynn Rundle, CEO of 21<sup>st</sup> Century Alliance of Kansas. Mr. Rundle explained how his member-producers have pooled money to fund exploration into potential value-added business opportunities, and how some of those opportunities have paid off. The producers also heard from Jim LeCureux of Michigan State University Extension, who has led a venture modeled after 21st Century.

In June the group reconvened in Wisconsin Dells and spent the day with one of the country's great leaders of the so-called

## dane county cooperative forum

Looking Back on 2002

**January:** Leta Mach, Director of Cooperative Education for the National Cooperative Business Association presented on their new "Co-opU" program, a web-based vehicle for public education on cooperatives.

**February:** A special preview showing of the Wisconsin Public Television episode of "Wisconsin Stories" that presented a 30-minute history of cooperatives in the state. (See story next page.)

**March:** Sonya Newenhouse gave an update on the effort in Madison to establish a Car Sharing Organization.

**June:** James Graham, CEO of the Scottish Agricultural Organisation Society (SAOS), and George Hendry, Chairman of North Eastern Farmers Ltd, provided an overview of agriculture and cooperatives in Scotland.

**July:** Darcy Mykytyshyn, a Senior Manager at Community Savings and Credit Union in Alberta, Canada, demonstrated a new computer-based board development product that includes simulation games, role plays, and other innovative designs.

**September:** Dr. Ann Hoyt and Dr. Kim Zeuli of the University of Wisconsin-Madison presented on "Co-op Development in Africa," based on their recent visits to various parts of that continent.

**October:** UWCC's Greg Lawless gave a presentation on the History of Co-ops in Wisconsin.

"new generation co-op" movement. Mike Warner is a North Dakota farmer who has played a significant role in several new co-op start-ups. Mr. Warner emphasized the critical issues that a board of directors needs to deal with when evaluating and pursuing business opportunities.

In August the VAALD program featured Ron Doetch from the Japanese firm, QTI, who shared his "big picture" perspective, focusing on ways that groups of producers could integrate themselves profitably into the "supply chain." Then Carl Kuehne, President and CEO of American Foods of Green Bay, explained why his company recently entered into a joint venture with a co-op of beef producers in Iowa. In the afternoon, Jeff Kistner Business Development Officer from the Omaha office of Co-Bank, discussed what he looks for when evaluating loans to farmer-owned, value-added enterprises.

For more information about the VAALD program, contact Greg Lawless at UWCC.



## camp co-op video

When Wisconsinites didn't have what they needed and couldn't find it anywhere else, they rolled up their sleeves and made it, found it or did it for themselves, forming cooperative businesses.

Produced by Wisconsin Public Television and The Wisconsin Historical Society, this documentary about the history of Wisconsin cooperatives marked the 50th anniversary of Kamp Kenwood, a summer camp sponsored by the Wisconsin Farmers Union that teaches kids how to run co-ops. Part of the popular "Wisconsin Stories" series, the program provides a glimpse into the lives of people who built the state's cooperative foundation. It also focuses on the self-proclaimed "Co-op City" of Westby, home to one of the state's oldest Norwegian dairy co-ops, the role of co-ops in bringing electricity to rural Wisconsin and the state of cooperatives in Wisconsin today.

For more about this video, and other "Wisconsin Stories" see: <https://secure.uwex.edu/wpt/videos/> or call Wisconsin Public TV at 800-422-9707 or 608-263-2121.

## fox river valley organic recycling project (FRVOR)

The Center began working with Phil Wells and Leslie Cooperband (UW Madison Department of Soil Science) on the Fox River Valley Organic Recycling (FRVOR) project in July 2000.

Northeast Wisconsin, particularly the Fox River Valley, is faced with increasing costs and obstacles to management of locally generated organic wastes. The Fox River Valley is home to vegetable and meat processors, municipal wastewater treatment and solid waste facilities, paper mills, wood manufacturers and livestock producers. The region also represents one of the fastest growing urban populations in Wisconsin. All of these entities produce large quantities of organic wastes. Restrictions on land spreading areas and landfilling, rising landfill costs and loss of agricultural land to urban development are forcing farmers, municipalities, and industries to seek alternatives to direct land spreading and/or landfilling of these wastes.

Initial funding was obtained through the University-Industry Relations Program at the University of Wisconsin and the project has several public and private entity participants. Current funding is being provided through the US EPA, the Wisconsin Department of Agriculture, Trade, and Consumer Protection, and private sources. Leslie Cooperband, a Soil Scientist and Waste Management Specialist, and Phil Wells, formerly with UW Soils, but since October 2002 an Outreach Specialist with the UW Center for Cooperatives, are managing the project.

FRVOR hopes to promote beneficial use of organic residuals from agricultural, agro-industrial and municipal sectors through development of agricultural and horticultural markets as well as soil amendment products. Organic residuals from agricultural, municipal, and food processing operations possess traits desirable for a variety of uses in the agriculture, horticulture, and landscape industries. However, despite their great potential for beneficial land use, most residuals are currently landfilled, incinerated or dumped on land as waste at great expense. FRVOR collaborators are working to establish a cooperative or other business arrangement between public and private organizations to jointly solve their waste management challenges, and to find more beneficial uses for the organic byproducts of their operations.

In 2000-01, FRVOR staff formed a core group of individuals and established a Steering Committee and Advisory Group, completed a preliminary feasibility study, and began product development work with two processing operations. Eight compost recipes were developed and produced using collaborator feedstocks. Testing of these soil amendment products is underway. The key collaborators included Agrilience (multi-state agricultural input dealer), Agrilink Foods (cannery), American Foods (meat packer), the City of Appleton's Division of Wastewater and Department of Public Works, Greenacres Landscaping (GLM) BioResource Products, LLC (a Division of GLM), Hillshire Farms (meat processor), Tinedale Farms Solutions, LLC (Large Dairy), WI DNR, UW Extension and county agency representatives. Tinedale Farms (anaerobic digestion, solids separation, electricity generation) and BioResource Products (composting) have been the two primary processors.

### Recent Initiatives

FRVOR staff and collaborators are currently working on a feasibility study (funded by key FRVOR members) to estimate the costs and revenues associated with forming a feedstock cooperative as a long-term solution to the growing waste management problems faced by food producers, municipalities and sewage districts located in this region.

*Continued on page 6.*

## current co-op news on uwcc website

[www.wisc.edu/uwcc](http://www.wisc.edu/uwcc)

The University of Wisconsin Center for Cooperatives' website offers hundreds of articles, reports, directory listings, and cooperative links from around the world. We also offer a free **e-mail News Service** that's updated at least once a week. To subscribe to **Co-op News from UWCC**, send a message to Anne Reynolds at [reynolds@aae.wisc.edu](mailto:reynolds@aae.wisc.edu)

## uwcc publications

**UWCC is excited to announce its new publication series.** Available on our website ([www.wisc.edu/uwcc](http://www.wisc.edu/uwcc)) and published every month, these short (four page) yet detailed bulletins provide information on a wide range of topics. From the rather general topic of "History of Cooperatives in Wisconsin" to the more specific "The Role of Cooperatives in Rural Community Development," the bulletins are a source of excellent and extensive information on cooperatives. A sample bulletin is enclosed with this newsletter.

Authored by the Center staff, four bulletins have been published so far, all in 2002:  
#1, July, *Sustainable Forestry Cooperatives in the Midwest* by Jody Padgham  
#2, August, *The History of Cooperatives* by Greg Lawless  
#3, September, *The Role of Cooperatives in Rural Community Development* by Kimberly Zeuli  
#4, October, *Dairy Cooperatives: Structural Change & Operations* by Robert A. Cropp

Other bulletins scheduled for the coming months include:

- Worker Cooperatives by Jody Padgham
- Housing Cooperatives: Several New Models by Anne Reynolds
- New Generation Cooperatives by Kimberly Zeuli
- Wisconsin Cooperative Statistics by Greg Lawless
- Why do Board Evaluations? by Robert A. Cropp
- Strategic Planning by Anne Reynolds
- Cooperative Finance Basics by Kimberly Zeuli
- Value Added Co-ops by Greg Lawless

**Cooperatives, Principles and Practices**, originally by Marvin A. Schaars, is being revised and will be available in 2003. Watch our web-site for publication news.

**Balancing Ecology and Economics: A Start-up Guide for Forest Owner Cooperation** is now revised and updated. The second edition, prepared by Cooperative Development Services, UWCC, Community Forestry Resource Center and Cooperative Development Institute, is available for \$10 +\$3 s/h from UWCC.

## fox river valley

(from page 5)

Presently, the following potential investors/members have expressed interest in this cooperative, and are participating in the feasibility study: A global food processing company, American Foods and Agrilink (both located in Green Bay), Tinedale Farms (Wrightstown), the Green Bay Metropolitan Sewage District and the City of Appleton. Other potential members in the Fox Valley region are currently being contacted to invite their participation.

A potential 20.5-acre processing and distribution site located in Green Bay has been identified that is owned by the Green Bay Metropolitan Sewage District. Another nearby 10-acre site owned by the District is also under consideration. The Feedstock Cooperative's potential investors/members have expressed

interest in making the necessary investment to lease and improve the site, purchase processing equipment, and hire staff. Also being studied is a satellite location near Appleton that would process organic feedstocks in the Appleton/New London/Oshkosh region. FRVOR staff and collaborators are continuing work on product development and marketing strategies. Product testing, research, and demonstration are being conducted with the Wisconsin Department of Transportation, commercial growers and golf courses. The results of the Feasibility Study on development of one or more of these sites and the associated business plan will provide the information the participants need to make decisions concerning equity investment and/or Cooperative membership.

The primary objective of the cooperative would be to transform current waste and liability costs into a revenue stream through the development of a line of premium quality, compost-derived, soil amendment products that can be marketed and distributed in the landscape, horticultural, and agricultural industries. Another important goal is to strategically position the feedstock cooperative to gain access and control over the organic materials needed for the manufacture of soil amendments, which will give the cooperative a competitive market advantage. The current vision for the feedstock cooperative is to operate initially in the Fox River Valley region with the potential for growing statewide, regionally, and possibly nationally with membership and product distribution.

## jody padgham moves on

Continuing to work with farmers and farm groups, Jody now works most of the time from home on her 60 acre farm in SE Chippewa County, and says "though the daily company is less stimulating than that of my former colleagues at the Center, the view has certainly improved." Keeping the co-op connection, she is teaching the "Co-ops 101" class at UW-River Falls for Dave Trechter, who is taking on additional

leadership duties at the college this year. She also continues her involvement with the "Bringing Profit Back to the Farm" Value Added Conference (5<sup>th</sup> annual in Eau Claire, Jan. 24-25, 2003) and hopes to see many familiar faces there.

The rest of Jody's time is spent on a diversity of projects, including acting as Education Coordinator for the Midwest Organic and Sustainable Education Services (MOSES) which hosts the Upper Midwest Organic Farming Conference and the Organic University (Feb. 27 through March 1, 2003).

In another exciting project she is helping to set up a business out of the Crossroads Community Kitchen in Menominee, developing locally-produced processed products for food co-ops in the Twin Cities and beyond.

Jody says "I very much enjoyed my tenure at the UWCC and the many good people I met through my work there. The transition to my northern life has been a dream come true. The base I was able to build at the UW was what made realizing the dream a possibility, and I will be forever grateful for that. Good luck to you all."

## introducing ashwini rao

In July, Ashwini Rao assumed a new position in the Center as Communications Outreach Specialist. This position fulfills an important need in the Center. Center staff are involved in a variety of grant projects, research and outreach activities. In order to fulfill its responsibilities in cooperative education and outreach activities the Center needs to effectively disseminate information on its projects and activities. Ashwini is working with other Center staff in writing or co-authoring new releases, research and project reports, educational materials, fact sheets, and the like. She will assist with developing education and outreach programs and related promotional materials and news releases.

Ashwini brings with her very strong qualifications as a communications specialist. She has a B.A. from Bangalore, India; holds a Post Graduate Diploma in Marketing and Advertising from New Delhi, India; and an M.S. in Public Relations from S.I. Newhouse School of Public Communications, Syracuse, N.Y. In addition to this formal education, Ashwini has experience working as a communications specialist with the U.W. Learning Innovations; as an intern with Wood Communications Group and with Kennedy Heights Community Center, both in Madison, WI; and as a consultant with Clea Public Relations where she coordinated media relations, organized news conferences and news interviews for Ernst & Young, Philips, Times Bank, CNBC India; and drafted news releases on subjects ranging from product launches to releases for various clients including Godfrey Philips India Ltd. and Modi Entertainment Network.

## introducing philip wells

Phil joined UWCC in October as an Outreach Specialist, but he actually began working with Center staff in July 2000 on the Fox River Valley Organic Recycling (FRVOR) project, an effort for public and private organizations to cooperatively manage organic waste streams from food processing, dairy, and municipal operations. Read more about this exciting cooperative initiative in this issue of our newsletter (p. 5). Phil, the FRVOR Project Coordinator, manages all activities with project participants, administers and analyzes market and attitudinal surveys, assists processors with market development and planning, prepares agendas and records notes for Steering Committee meetings, and guides strategic planning sessions with the project collaborators. FRVOR project coordination will continue to be one of Phil's primary assignments at the Center.

Phil has twenty years experience in strategic planning, sales, marketing, business development, and project management. He holds a B.A. in Management and Communication, an MS in Urban & Regional Planning, and devoted two years of study towards a Ph.D. in Development Studies at UW-Madison. He has worked extensively in the fields of energy management, environmental, and the green building design. His research interests include sustainable business/community development, quality management, and rural development. Phil owned and worked a small Wisconsin farm near Westby for 15 years, and when not on the job is usually in his organic garden or kitchen, enjoying his passion for international foods and cuisine.



*Ed Brooks, left, and Bob Cropp.*

## ed brooks receives honorary recognition award

On October 30th UWCC hosted a reception for Ed Brooks, recipient of an "Honorary Recognition Award," the highest honor bestowed by UW-Madison College of Agricultural & Life Sciences.

The Award recognizes people who have made outstanding contributions toward the development of agriculture, protection of natural resources, and improvement of rural living. Since 1909, nearly 500 people have received these awards.

A dairy farmer for over 30 years, Ed has earned the respect of his peers for his ability to build consensus and his understanding of agricultural issues and policy. He has served as Chairman of the Board for Foremost Farms USA, Wisconsin Dairies Co-op, and the Wisconsin Federation of Co-ops, and has been a board member or committee member for many state, regional and national farm and dairy organizations.

## uwcc staff

**Bob Cropp** ..... 229 Taylor Hall  
cropp@aae.wisc.edu Phone: 608-262-9483

**Dawn Danz-Hale** ..... 230 Taylor Hall  
danz-hale@aae.wisc.edu Phone: 608-262-3981

**Greg Lawless** ..... 224 Taylor Hall  
lawless@aae.wisc.edu Phone: 608-265-2903

**Mary Pothour** ..... 230 Taylor Hall  
pothour@aae.wisc.edu Phone: 608-262-3981

**Ashwni Rao** ..... 225 Taylor Hall  
rao@aae.wisc.edu Phone: 608-262-3382

**Anne Reynolds** ..... 222 Taylor Hall  
reynolds@aae.wisc.edu Phone: 608-263-4775

**Philip Wells** ..... 220 Taylor Hall  
wells@aae.wisc.edu Phone: 608-262-0705

**Kimberly Zeuli** ..... 329 Taylor Hall  
zeuli@aae.wisc.edu Phone: 608-263-3981

## uwcc mission & vision statements

### MISSION:

The University of Wisconsin Center for Cooperatives' mission is to study, promote and research cooperative action as a means of meeting the economic and social needs of people.

### VISION:

The University of Wisconsin Center for Cooperatives will be the leading source of information on cooperatives, cooperative research and educational programming geared to enhance cooperative action and enterprise.

## information services

### Cooperative Library:

608-262-5440, Room 106 Taylor Hall.

### UWCC Home Page:

<http://www.wisc.edu/uwcc>

### UWCC Cooperative Listserver:

e-mail subscription requests to: reynolds@aae.wisc.edu

*If you need this material in an alternative format, please contact the program coordinator or the UWEX Affirmative Action Office.  
If you no longer wish to receive the newsletter or seek additional copies, please let us know.*

