

QUENTIN BURDICK CENTER FOR COOPERATIVES

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301 Morrill Hall , NDSU, Fargo, North Dakota 58105

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"If you are not involved today in creating tomorrow's markets, or knowledgeable about what's happening in these markets, you are unlikely to find yourselves competing in them."

Ken Blancard
Author of
Mission Impossible

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PROGRAMS FOR SUCCESS

QBCC is presenting three Executive Training programs for new generation cooperative members and directors.

Roles and Responsibilities of Cooperative Directors: The Do's and Don'ts

This 1 & 1/2 day session focuses on the proper relationship between members and directors, directors and management, and directors and directors in performing the appropriate roles and responsibilities of directors. Areas to be covered include conflict resolution, policy vs. management, responsibilities of the director on the winning/losing side, confidentiality, conflict of interest, outside directors, etc.




Date & Time: December 10th - 11:00 am to December 11th - 2:30 pm

Location: Doublewood Inn, 3333 - 13th Ave. South, Fargo, ND

Cost: \$200 for the first representative from an organization, \$375 for two, \$525 for three, \$650 for four and an additional \$100 for each person beyond 5. The fee includes all materials, one breakfast, two lunches, one dinner and two coffee breaks, but excludes lodging. Limited to 60 persons.

The Keys to Starting and Operating A Successful Value-Added Cooperative

 This session held on January 9th will precede the Marketplace of Ideas, which is held on Jan 10th, 2002, at Grand Forks, North Dakota. It will cover the organizational steps in starting a successful "New Generation Cooperative" from the vision through the startup phase. Panelists will share their experiences, successes, failures and strategies implemented during this time of their cooperatives development.

Date & Time: January 9th, 2002; 1:30 pm to 8:30 pm

Location: Alerus Center, 1200 S 42nd St, Grand Forks, ND

Cost: \$50 per person includes two coffee breaks and dinner. Limited to 100 persons.

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DIRECTOR'S REPORT



These are tough times and uncertain times. Prior to September 11th, we were worried about farm policy, cooperatives struggling to survive and the daily routine of life. After September 11th, priorities changed and what was most important became very obvious, family and faith, friends and neighbors, a sense of community and cooperation. Listening to the stories of people sharing, helping, and giving their lives for strangers makes one proud to be an American and proud to share the values of America.

These values are the same values of cooperatives; equity, equality, trust, sharing and individual sacrifice for a common good. Sometimes we forget that cooperatives are more than a business, cooperatives are based upon the best values of mankind. Cooperatives are a form of human interaction to achieve common goals, only one of which is economic.

I doubt if we can ever make sense of the insanity of September 11th, but we can remember the heroes, and their values, that made us proud.

LOUGHEED JOINS QBCC STAFF

Margaret Lougheed first met Bill Nelson as he instructed her in an agriculture marketing class she was taking at NDSU. She never thought that 3-½ years later that she would be working with him.

Lougheed came to NDSU the summer of 1998 to inquire about returning to school. After 21 years of farming she needed to find other work, and found herself lacking the skills employers were looking for. She applied and received the Career Alternative for Farmers/Ranchers Scholarship and she began her studies in Agricultural Economics. The last semester of college she



took Agricultural Economics 374 Cooperatives taught by Nelson and Olson. In late April, Nelson stopped Lougheed in Morrill Hall as she was heading for class. He asked her what she knew about fish. Her reply was, "I catch them, clean them and eat them and used to have an aquarium, what is it you want to know?" He told her to meet him in his office after her class if she was interested in the marketing research assistant position at QBCC.

She understands the difficulty agriculture is facing first hand. "With my farm knowledge and what I learned since coming to school, I am able to understand and relate to the need and reasons cooperatives exist. Agriculture is changing and farmers/ranchers must change with it with innovative ideas and out of the box thinking to keep on top. Cooperatives in the U.S. have only started seeing their potential. A producer needs to be vertically integrated from production to consumption."

Her duties, at QBCC, include research, the newsletter, helping with the different training sessions and designing presentations for the cooperatives class. She is currently researching areas in aquaculture, and gathering information for a leadership training session with an area cooperative. She is updating the website with Katie Erickson, and plans to add more information and pictures.

Creating Effective Marketing Channels through Strategic Alliances and Joint Ventures

This session will cover topics including the dynamics of competition within practiced product markets (for every action there is a reaction), application of SWOT (strengths, weaknesses, opportunities, and threats), analysis in expansion and investment decisions, the role of strategic planning in determining marketing strategies, and the pro's and con's of strategic alliances versus joint ventures.

Date: March 13-15, 2002

Location: Arrowwood Radisson, Alexandria, Minnesota

Cost: \$425, includes all meals and coffee breaks, excluding lodging. The fee decreases by \$25 per additional cooperative representative, four and beyond are \$350 per person. Limited to 60 persons.

More information can be obtained by calling Bill Nelson at 701-231-1016 or emailing him at bill.nelson@ndsu.nodak.edu

MINNDAK AND QBCC TEAM UP

Leadership, Discovery, and Development Through Strategic Analysis

Through the decades there has been debate on whether a leader is born or taught to become a leader. One view believes that a leader's style is determined by their genetic makeup, the other believes leadership style is acquired by study, emulation and experience.

This past year MinnDak Farmers Cooperative and QBCC have joined forces with 26 members of the cooperative to form a leadership training task force. These members will, for the next year, research four different areas of their cooperative; sugar policy, sugar industry development, membership development and Internet development. At the end of the year, each group will submit their findings to a committee. Those with merit will be presented to the board by each group. Patricia Keough-Wilson, Director of Corporate and Public Relations at MinnDak, feels the skills these members are learning and will learn such as team work, out of the box thinking and presenting, are skills they will be able to use outside of the cooperative as well.

This is a pilot program and QBCC is hopeful there will be other cooperatives with the want and need to do the same as MinnDak. Such programs not only create the opportunities for members to become more informed about the business of their cooperative, but the opportunity to take the skills they have learned into other situations.

Research has indicated the more interest a member has in his/her cooperative the more involved they are by participating on committees, boards etc. and visa versa.



"Vision without action is merely a dream. Action without vision just passes the time. Vision and action can change the world."

Joel A. Barker

MIKE WARNER - "VALUE ADDED A PROGRESS REPORT"

*7th Annual
Al Bloomquist
Lecture Series*

Why do we want to add value to raw commodities?

How have we progressed so far?

What are our challenges going into the future?



These are the questions addressed by Mike Warner at the Annual Al Bloomquist Lecture Series, April 4, 2001. Mike Warner, Agribusinessman, initiator of new generation co-ops, and Red River Valley farmer was this year's featured speaker. His interest in farming and his belief in the possibilities of value added agriculture has motivated him to devote his life to fostering food cooperatives within the region.

Warner explained why farmers must want to add value to their products. The farmers that are involved in doing this are seeing added profits. He went on to say, "Never bet against the money, you can sure see signs that the money is headed towards more and more farmer ownership."

Over time, Warner feels farmers/ranchers will own more of the food business. The main reason is the consumers will continue to demand quality and value. Warner is very optimistic about the future of value added ventures. He feels the most important ingredient for success is courage and farmers/ranchers must not lose it.

"We must have the courage in us to know that we will try and fail as well as try and succeed. We need to be owners of more of the food chain. Not just the farmers but also the people that rely on them, and any risk taker willing to step up to the plate. The more of it the better, better for us, better for the food business and better for the consumer." Mike Warner

The entire speech of Mike Warner can be found on the QBCC website on the Bloomquist Lecture page.

"Many producers are finding ways to participate in the changing market for food products, while improving their bottom lines. These farmers are taking the lead in more efficiently synchronizing farm production with market demand by recognizing higher value production and value-added processing businesses. "

Secretary of Agriculture

Ann M. Veneman – April 2001

Three men were laying brick.

The first was asked, "What are you doing?"

He answered, "Laying some brick."

The second man was asked, "What are you working for?"

He answered, "Five dollars a day."

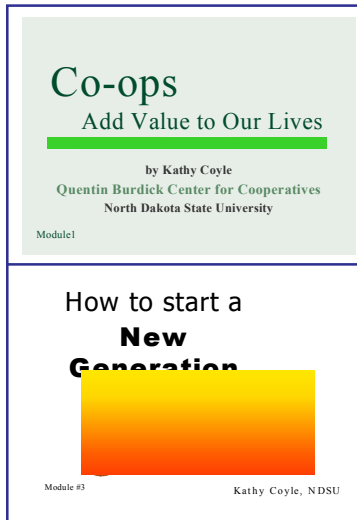
The third man was asked, "What are you doing?"

He answered, "I am helping build a great Cathedral."

Which man are you?

Charles Schwab

Learning Modules about Cooperatives are now available at QBCC

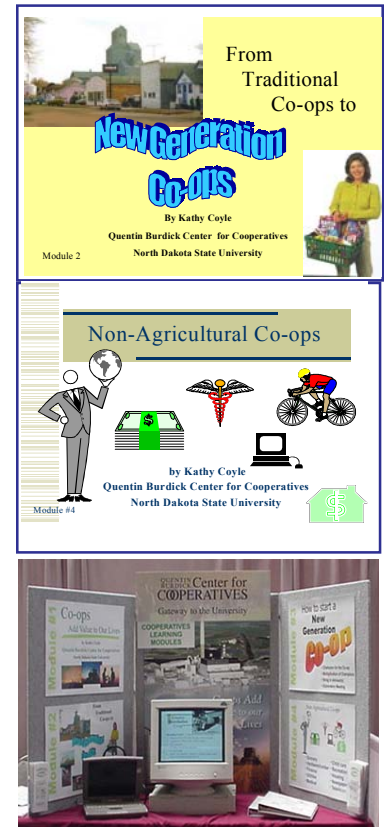


Four powerpoint learning modules used in a Cooperatives class at NDSU, are now being offered for \$20 to anyone interested. They are designed to help instructors and others teach about cooperatives. These modules, on CD and narrated by Kathy Coyle, are sold with an instructor's notebook. More powerpoints and information about cooperatives can be found on the class website at: <http://www.ndsu.nodak.edu/instruct/swandal/AGEC374s/notes2000.htm>

Marge Lougheed set up a booth at the ND All-Service Conference sponsored by the North Dakota State Board for Vocational and Technical Education, on Aug 6 & 7, to spread the word of the learning modules. Questions

ranged from how to find material for teaching about cooperatives, to the process for starting a New Generation Cooperative.

If you are interested in obtaining more information about the Learning Modules, Marge Lougheed can be reached at 701-231-6370 or e-mail her at Margaret.Lougheed@ndsu.nodak.edu.



The Mondragon Cooperative System

“Nothing differentiates people as much as their respective attitudes to the circumstances in which they live. Those who opt to make history and change the course of events themselves have an advantage over those who decide to wait passively for the results of the change.”

Father Don Jose' Maria Arizmendiarieta

Conceptual Creator of the Mondragon Cooperative System

There are many success stories of cooperatives all over the world, but are you aware of the story of the Mondragon Cooperative? With the visions of one man, Father Jose' Maria, this worker owned cooperative with its meager beginnings has grown to be the leading industrial group, consisting of 120 cooperatives, in Basque Country and 8th in the ranking in Spain. It was reported, in 1999, sales were \$5.318 million and they had a workforce of 46,861, 3.2% of working population of Basque Country, Spain.

Mondragon Cooperatives' achievements have been studied throughout the decades. They have continued to grow even during recessions and now have international presence. The cooperative continues to meet the needs of their members by participating in a system where information is accessible, genuine commitment to providing security for their workers and families, and an increasing community educational standards, health, cultural participations and wealth. More information can be found at: <http://www.mondragon.mcc.es>.

Research and Training Services Available at QBCC

In this day and age, every advantage needs to be taken for the success of your cooperative. QBCC meets this need by offering research and training services dedicated to the future success of your cooperative. Please contact Bill Nelson at 701-231-1016 or bill.nelson@ndsu.nodak.edu if any of the following interest you and your cooperative.

Research: Dedicated QBCC staff conducts marketing studies and feasibility analysis for start-up and expanding cooperatives. We can arrange for impact assessment studies by Dr. F.L.Leistritz and his team. These services are provided on a partial fee basis.

Training: QBCC presents Executive Training programs each year for the “New Generation” processing cooperatives. We also individualize training sessions to the needs of your cooperative for your members and directors or related groups of cooperatives. These are on a partial fee based.

More information can be found at QBCC website: (<http://www.ag.ndsu.nodak.edu/qbcc>).

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