



**AgEcon** SEARCH  
RESEARCH IN AGRICULTURAL & APPLIED ECONOMICS

*The World's Largest Open Access Agricultural & Applied Economics Digital Library*

**This document is discoverable and free to researchers across the globe due to the work of AgEcon Search.**

**Help ensure our sustainability.**

Give to AgEcon Search

AgEcon Search

<http://ageconsearch.umn.edu>

[aesearch@umn.edu](mailto:aesearch@umn.edu)

*Papers downloaded from **AgEcon Search** may be used for non-commercial purposes and personal study only. No other use, including posting to another Internet site, is permitted without permission from the copyright owner (not AgEcon Search), or as allowed under the provisions of Fair Use, U.S. Copyright Act, Title 17 U.S.C.*

# Journal of Cooperatives

Volume 15

2000

## ARTICLES

---

- Cooperative Directors: Perspective and Leadership ..... 1  
*John L. Adrian Jr. and Stephen L. Kiser*
- Suburban Sprawl and Market Segments Facing Supply Cooperatives ..... 14  
*Joan R. Fulton, Susan Hine, and Dennis Black*
- Do Agricultural Marketing Cooperatives Advertise Less Intensively  
Than Investor-Owned Food-Processing Firms? ..... 31  
*Jennifer E. Gruber, Richard T. Rogers, and Richard J. Sexton*
- The One Member-One Vote Rule in Cooperatives ..... 47  
*Bruce J. Reynolds*

## INVITED PAPER

---

- High Modernity, New Agriculture, and Agricultural Cooperatives:  
A Comment ..... 63  
*Thomas W. Gray*

## BOOK REVIEW

---

- Historical Dictionary of the Cooperative Movement, by Jack Shaffer ..... 74  
*John R. Dunn*

**The National Council of Farmer Cooperatives**

Waite Library  
Dept. of Applied Economics  
University of Minnesota  
1994 Buford Ave - 232 ClaOff  
St. Paul, MN 55108-6040 USA

# Journal of Cooperatives

Editor: John R. Dunn, United States Department of Agriculture  
Associate Editor for Case Studies: Joan R. Fulton, Purdue University  
Managing Editor: Thomas W. Little, National Council of Farmer Cooperatives  
Editorial Consultant: Patricia L. Poupore, Poupore Editing and Publishing  
Production Manager: Judith Pikely Tibbs, Publications By Tibbs  
Editorial Board:

Bruce Anderson, Cornell University  
Robert Cropp, University of Wisconsin  
Joan R. Fulton, Purdue University  
Roger Ginder, Iowa State University  
Thomas W. Gray, Rural Business Cooperative Service, USDA  
David E. Hahn, Ohio State University  
Mahlon G. Lang, University of California-Davis  
Jeffrey S. Royer, University of Nebraska

The *Journal of Cooperatives* is a refereed journal published by the National Council of Farmer Cooperatives. Its purpose is to encourage research on issues of importance to U.S. cooperatives and to provide a forum for the review and exchange of research results among individuals in universities, cooperatives, and government.

Permission to reprint is granted by the National Council of Farmer Cooperatives with appropriate acknowledgement.

The Editorial Board offers its sincere thanks to the following individuals who reviewed manuscripts considered for this issue.

David Stallings	Joan R. Fulton	Mahlon G. Lang
Sanjib Bhuyan	Julie Hogeland	Lawrence E. Haller
James Wadsworth	Dave Hahn	Daryl Hobbs
Lawrence R. Haller	Roger G. Ginder	Gary Goreham
Thomas W. Gray	Jeffrey S. Royer	

The *Journal* invites manuscripts of practical interest to U.S. cooperatives for its sixteenth annual issue. Papers should report results of applied or basic research on economic, legal, or sociological aspects of cooperation. Format of submission is found on the inside back cover of any recent issue.

Four copies of manuscripts should be submitted before October 15, 2000 to John R. Dunn, Editor, *Journal of Cooperatives*, Rural Business-Cooperative Service, U.S. Department of Agriculture, Stop 3253, Washington, D.C. 20250-3253. Phone: 202/690-1374. E-mail: JOHN-DUNN@usda.gov. Early submission is encouraged to ensure consideration for the issue.

Reviews will be conducted anonymously by members of the respective professions. Articles will be selected on the basis of interest to cooperatives and researchers, originality, and effectiveness of presentation. Articles published will be subject to a page charge of \$50 per printed page. Authors without financial support from an employer may petition for an exemption.

## A Message from the Publisher

With the new millenium, NCFC brings forth its fifteenth issue of the *Journal of Cooperatives*. This issue contains research contributions with practical application from academic, government, and business professionals to help improve cooperative agricultural practice.

In this issue, Jennifer E. Gruber, Richard T. Rogers, and Richard J. Sexton explore the common belief that agricultural marketing cooperatives advertise less than their investor-owned counterparts. They present both a conceptual and an empirical analysis that questions this conventional wisdom. Bruce J. Reynolds examines ways cooperatives can achieve better business decisions, and he looks at the merits of committing to member consensus in decision making. With data obtained from rural electric directors, John L. Adrian Jr. and Stephen L. Kiser analyze cooperative directors' perceptions of their roles, knowledge, and abilities in implementing cooperative principles. He examines their self assessments of skills in business decision making, financial analysis, cooperative law, and dividing responsibility with management.

Joan Fulton, Susan Hine, and Dennis Black look at the challenges cooperatives face today when serving different customer groups at the same time. The results of a survey of customers of farm supply cooperatives along the front-range region of Colorado are analyzed and presented in this paper. An invited paper by Thomas W. Gray examines how the industrialization of agriculture extends the dynamics of high modern society to further fragment more grounded aspects of the larger culture, including family farms and rural communities. He explores ways cooperatives uniquely mollify some of the disruptive aspects of high modernity. Finally, Editor John Dunn reviews Jack Shaffer's new book, the *Historical Dictionary of the Cooperative Movement*.

For the third year running, John Dunn has served as volunteer editor to this issue, shepherding the process of bringing to publication this unique and valuable compilation. We are indebted to him for his commitment to improving the research base in cooperative agriculture. NCFC is also grateful to the *Journal's* eight editorial board members and to fourteen reviewers who ensured the high quality of papers accepted for publication. Thanks are also due to the authors published here who worked hard to examine important cooperative issues and share their findings with our readers.



David Graves  
President  
National Council of Farmer Cooperatives

# Journal of Cooperatives

Volume 15

2000

---

## ARTICLES

- Cooperative Directors: Perspective and Leadership ..... 1  
*John L. Adrian Jr. and Stephen L. Kiser*
- Suburban Sprawl and Market Segments Facing Supply Cooperatives ..... 14  
*Joan R. Fulton, Susan Hine, and Dennis Black*
- Do Agricultural Marketing Cooperatives Advertise Less Intensively  
Than Investor-Owned Food-Processing Firms? ..... 31  
*Jennifer E. Gruber, Richard T. Rogers, and Richard J. Sexton*
- The One Member-One Vote Rule in Cooperatives ..... 47  
*Bruce J. Reynolds*

---

## INVITED PAPER

- High Modernity, New Agriculture, and Agricultural Cooperatives:  
A Comment ..... 63  
*Thomas W. Gray*

---

## BOOK REVIEW

- Historical Dictionary of the Cooperative Movement, by Jack Shaffer ..... 74  
*John R. Dunn*