

SCRIBE NOTES
OALP Class 15, Seminar 5
“Regional Perspectives of Agricultural Industries, Credit/Finance and Agribusiness”
May 11-13, 2011

Alisa Hines

Wednesday, May 11, 2011 A.M.

American AgCredit

Byron Enix, the Regional VP for America AgCredit, spoke to the group about the merger with Farm Credit of the Heartlands. He told the group that they serve all agriculture and they are not a bank but a coop and their money comes from their members. They have seven associations in Oklahoma and the owners get to decide how the associations are shaped. They are the fourth largest Farm Credit Association and their owners are the ones who decide whether or not to merge. American AgCredit is a government-sponsored enterprise and they only loan to agriculture producers. They have consolidated from 900 associations down to 95 to be able to lend more money to producers. Their income is very diverse due to consolidations with other states. Dennis Williams, Board of Directors, also spoke.

ADM Milling

Stan Miller, Health and Food Safety Coordinator, and Kelvin Woods, Plant Manager of ADM Milling spoke to the group. We first watched a video on the flour milling process and passed around the stages wheat goes through to be processed into flour. We were unable to tour the plant due to regulations. Stan told the group that after 2005 when an explosion rocked the mill, safety became extremely critical. The mill was started in 1928 by Pillsbury and they currently process around 35,000 bushels of wheat per day between two mills. They are building a third mill that will handle 3,000 bushels per day. They use hard red winter wheat from Oklahoma and Kansas, but mostly from Oklahoma. The mill will run seven days a week during peak seasons and will use 11 million bushels of wheat per year. They produce not only flour but feed, too. They are co-packers for Pillsbury and JM Smucker. While they produce five pound sacks of flour, they mainly produce 50 pound sacks for hotels and restaurants.

The process to create flour goes something like this: Wheat has to be cleaned first then it is graded, classified, and blended. It's tempered with water to harden before grinding. It is also blended with different types of wheat to get different flavors. They grind the wheat five times then it is sifted through different sizes of screens and purified. The process is repeated until they get to the flour they want to produce. They fill the warehouses in July with wheat for the baking season which is fall into winter and early spring (holiday seasons). They supply three bakeries with flour which amounts to about 10-15 railcars per week at 200,000 pounds per car.

Amy Brown

Wednesday, May 11, 2011 P.M.

Equity Marketing Alliance

The afternoon of May 11, 2011 began with a tour of Equity Marketing Alliance (EMA) with Tom McCreight. He explained they provide a new concept over the old marketing structures of grain production.

EMA was formed in 2000 to handle all grains by accumulating large blocks of grain that are 100% hedged. Currently, they have 67 small country elevator members with 35 that mill wheat and 10 that mill other grains spread throughout Oklahoma, Texas, and Kansas, and 42 million bushels of total storage. The EMA is 100% owned by the elevators. They take title of the grain from the producer which allows arbitrage and freight benefits to each of the 67 elevators while also allowing small elevators to avoid tying up large sums of money.

In 2002, six owners of the EMA contributed their growth to the payback of the plan. The EMA also differs from the regional cooperatives as they pay back 100% of their profit to the members resulting in a \$0 balance at the end of each year.

Mr. McCreight explained that EMA creates revenue in three ways: a) storage; b) lease of the grain at \$0.10 per bushel and; 3) the year-end earnings. As all this income goes back to the member companies, EMA accumulates cash flow throughout the year for investments which then pays salaries and overhead for their employees and company.

Brent Smith then discussed with the group the advantages and disadvantages of seven basic types of contracts they utilize to manage their risk. Examples of contracts used by EMA include purchase price contracts, minimum-price contracts, offer contracts, and deferred contracts, just to name a few. Smith explained the IRS may audit deferment contracts to acquire legitimacy.

After hearing from Mr. Smith, we began a question and answer period.

Bryan Vincent asked about how grain rating and protein is standardized. Smith explained they try to establish grain ratings per region and if they receive a premium on the protein that is returned to the elevator. They also monitor five grading issues 1) quality; 2) transportation; 3) geographic area; 4) world markets and 5) other unknowns. However, Smith stressed that supply and demand are primary and the burden of applying grades fall upon each individual elevator.

Brian Arnall asked how this year's crop will affect EMA. Smith advised it will be a tough year due to a lack of grain and no new elevators joining the company.

Kurtis Sears asked if things begin converging, will that help EMA? McCreight answered that yes it would help and without convergence you lose sight and watch the true values rather than the hedge.

Bryan Vincent asked for clarification if EMA is increasing profit of grain from the time of purchase to time of sale. Smith answered yes. He has a computer network where he sees exactly what is being bought all of the time, then uses Google Docs to track offers and share the information. Hedging is an all-electronic system in which he can type in quicker than the Board of Trade can post.

W.B. Johnston Grain Company

On the next stop, OALP Class XV met with Montie Walton at the W.B. Johnston Grain Company. Walton explained that Johnston does not handle just grain, but they also handle bulk sand, steel, and other products. Started in Enid as a grain facility, they now handle 7-16 million bushels per year of traditional crops. Commodities are trucked in, auto-probed for a sample, protein and foreign material are determined, and percent dockage is assigned. Crops are stored and then hauled out by rail.

Johnston has 191 concrete elevators with a wall map of bins to keep quality of grains separated into similar bins. In September, wheat ships out based on the Kansas City Board of Trade. In the meantime, Johnston serves as the bank for the farmers with a storage fee at \$0.04 per bushel per month until ready to sell.

Monty Thornborough asked why Johnston does not participate in the Equity Marketing Alliance. Walton advised that EMA has proven to be successful for smaller elevators. However, the Enid facility owned by Johnston has 20 elevators feeding into it.

When asked about the hexagon shape of the silos on the wall map, Walton described the 'Oklahoma' story. A man named Mr. Puckett was a bee-keeper and thought the elevators would be stronger in a hexagon shape rather than in the most common round shape.

At Johnston Enterprises, we also heard from Andrea Metcalf, M.S. in Ag Economics. She had worked there for 4.5 years. Metcalf described that her merchandise position started as buying trucks that then go to Wichita or the river market. However, now Metcalf is buying wheat and managing the shuttle rails. She buys and sells 110-car unit trains for the Enid facility and for the two rails running between Shattuck and Enid. During the last fiscal year they loaded enough trains to sit across 51 miles.

Walton explained that it takes 8-9 hours to load a train and the railway offers incentives for rapid load out. To qualify as a shuttle train, it must also be loaded in less than 21 hours as trains want to turn around four times per month. Trains take 10 staff to load and 30 total employees at the Enid facility. The Shattuck facility was built in 2000 for a rail shot and is equipped so that 5-6 people can load a train. Each train will hold 400,000 bushels which is roughly equivalent to one of their steel grain bins.

Job Springer then asked what they see as the challenges over the next 10 years. Walton and Metcalf explained that the average age of a farmer around Enid is 62 and they are currently offering incentives to next-generation farmers to lower that average and keep the land in farming. Long term, Walton explained that corporate farming may become an issue they have to face.

Faith Farm

Next, OALP Class XV headed to participate in their community service project, however due to rain and lightning; we were unable to assist but were still able to visit the Faith Farm. Kate Morrison, Director, explained that the community garden was started to work with the homeless but has evolved into working with transitioning inmates. Morrison described that the garden is funded by donations and is completely self-sustaining other than her salary and one assistant. On Tuesdays they host a Farmer's Market, then they take products to one on Fridays. She explained the raised beds were designed above ground for people in wheelchairs and other handicaps so that all willing volunteers can assist in maintaining the garden.

Blackwell

After completing the tours in Enid, the bus loaded and headed for Blackwell. Alumni members Mary Steichen and Scott and Lisa Blubaugh organized and hosted a dinner at a store/diner in Blackwell. Class members were able to shop, and then enjoyed a pot roast dinner and some Oklahoma wine. During dinner, Jeff Seymour, economic development specialist for Blackwell, shared a presentation focused on marketing the strengths and identifying and building up the weakness of a small town to promote population and growth of rural Oklahoma towns.

Wichita

After dinner and we all spent our money, we loaded the bus once again and headed to the hotel in Wichita. While on the bus we had synthesis for the day with the following comments:

Job: Thanks for being here, feels like the family is altogether.

Kurtis: Enjoyed the morning's Farm Credit merger discussions.

Katie: How do you make a Kleenex dance? Put a little boogie in it.

Shari: Really appreciated the rural economic development discussion.

Orlin: We should all take the rural economic development tips home to our local communities.

Kurt: Faith Farm was a great example of community involvement.

Jessica: Johnston grain and the Faith Farm were great visits.

Dustin: Would have liked to have been able to tour the floor of ADM rather than just watch a video and hear speakers.

Todd: Enjoyed the lectures on economics, hedging, and futures.

Bryan V: Stressed how innovative EMA is and that is the future of grain marketing.

Shannon: Sang happy birthday to Kurtis.

Blayne: Was concerned about the Farm Credit attitude of 'bigger is better.' Also announced the import/export went to Governor's desk.

Rodney: Get excited and challenge the norm. EMA was great at innovation.

Amy: Appreciated the comments from Johnston of providing incentives to the next generation farmers.

Brian A: Too much economics that most did not understand. Need a precursor to all of the economic terms.

Monty: On Farm Credit and the 'go big or go home'...that is where things are headed whether we like it or not.

Alisa: Enjoyed the garden and economic development lecture.

Rhonda: EMA was good.

Vicki Jo: Enjoyed the economic development lecture. Get involved in your community!

Danielle: Get involved.

Kyle: Enjoyed the economic development lecture.

Shari Holloway

Thursday, May 12, 2011 A.M.

Cargill Meat Solutions

Welcome and Introductions – Dr. Glen Dolezal

Dolezal provided a history and overview of Cargill.

- Privately owned, founded in 1865

- Consists of 75 business units in 67 countries
- 1200 facilities worldwide
- 138,000 employees
- \$116.6 billion in annual revenue
- Headquarters in Minneapolis

The business units include:

- Ag Supply
 - Animal Nutrition, Animal Protein and Salt
 - Biofuels, Bio industrial & Emerging Business
 - Cargill Energy, Transportation and Industrial
 - Financial Services
 - Ingredients and Systems
 - Other business units maintained but not associated with above
 - Black River Asset Management
 - Cargill Land Management
 - Frontier Agriculture
 - NatureWorks LLC
 - North Star Steel Blue Scope JV
 - POLA
- Cargill produces 220 million metric tons of food per year = 35,000 semi truckloads per day worldwide
- Performance measures regularly include:
- Engaged employees
 - Satisfied customers
 - Enriched communities (local)
 - Profitable growth

Cargill's Vision

- Purpose is to be the global leader in nourishing people
- Mission is to be trustworthy, creative, and enterprising
- Goal by 2019 is to double in size (not necessarily in number of employees)
 - Grow and get larger to provide meaningful products to nourish people
- Foundation for product excellence is to strive for the best in food safety, quality, and order accuracy

The Oprah Winfrey Show

- Earlier this year Cargill invited the TV show into their Fort Morgan, Colorado processing plant
- Nicole Hoffman, plant manager (a former attorney), went on the Oprah Show with Michael Pollan, famous for the Food Inc. movie and several books about where our food comes from

Dolezal also showed us a video about Cargill Beef that was produced to show the public Cargill's good advocacy of Cargill and the meat industry.

The largest food safety challenge is: SAFETY – if cooked right, not a problem. Cargill will not deliver product until that batch is tested for bacteria

Currently, there is a 0.03% incident rate for bacteria – but not enough if one person becomes ill or dies.

Irradiated meat – discussed that the FDA label needs approval to name it differently because it often has a bad connotation with “radiation.”

Steve Molitor, former cattle buyer, now member of procurement team in Wichita Proposed GIPSA Regulations (Grain Inspection, Packers, and Stockyards Agency)

- Agency of USDA that governs sale barns and packers
- New regulations coming that were initially meant for poultry
- But went further:
 - Do not have to prove if you believe you have been mistreated, you can sue
 - Packer required to maintain written records of why one might have offered neighbor more for cattle than another neighbor had been offered
 - But cannot pay premium

- **No value-based marketing**
- Or can be sued
- Must justify EVERY premium for cattle
- Implications include reduction in number of premiums and discounts in payment programs one price fits all
- Buyers cannot justify all premiums – so would force packers to eliminate more of them
- Packer raises a rival's cost – so implications would be that one procurement method would be utilized for all producers for all livestock
- An example would be if the packer brings in starter cattle. Packer lines up producers to weigh up cattle at 2:00 a.m. and bring cattle in at 6:00 a.m. The producer gets a premium for this – only about 800 head of cattle can get that premium – but the new rule says that every producer MUST get that offer. That just is not possible to do for EVERYONE. So every special arrangement must be offered to every producer.
- Another example of an effect of the new rules would be that packers cannot sell to another packer. For instance, Premium Natural Beef, a small beef company in Oklahoma that sells their beef to Cargill, would not be able to do that anymore under the new proposed rules.

Summary of GIPSA

- Most aggressive and far-reaching regulations ever to be imposed on the livestock industry.
- Proposal goes far beyond the congressional Farm Bill mandate and includes provisions that were defeated at the congressional level.
- Proposal seeks to eliminate the findings of eight Federal Appellate level rulings.
- In seeking to “level the playing field” between producers and processors, GIPSA’s proposals would likely result in lower quality meat and the elimination of numerous consumer brands.
- Circumvents the system of checks and balances within the Federal government.

Beef Market Outlook – The Good, Bad, and Ugly

- Prices great
- Exports very good also
- U.S. not even exporting into Japan fully

Global Cattle Inventory

- Supply down for grain-fed beef, record high
- Very large export to Canada – strong Canadian dollar, weak U.S. currency – prices look good to Canada

Imports: We are importing very little, so cull cow prices are good for producer

Beef consumption: Down because it will cost more and is going elsewhere (export)

Average fresh look beef price

- Fall 2008 – down in price, then back up as beef prices were low and sold product so supply down, then export market has taken over to maintain current prices

Cargill Meat Technology Center

Curtis Cundith, Manager of Case Ready Research and Development

- Bringing primals into facility – cutting to wholesale and shipping to large retailers e.g. Target, Wal-Mart, etc.
- Strategy intent – taking breadth of Cargill and knowledge, and giving customers the benefit
- 1400 technical employees across the globe
- have state of the art lab, pilot plants, sensory centers, and culinary facilities
- **Key food innovation centers located:**
 - Wichita, KS
 - Monticello, MN
 - London, ON
 - Minneapolis, MN
 - Atlanta, GA – chocolate and cocoa
 - Spiritwood, ND – brewing
- **Development center – Wichita, KS**
- 65 science and support staff
 - Meat science
 - Food science

- Microbiology
- Regional affairs
- Culinary arts
- **State of the art USDA inspection pilot plant**
 - Raw processing
 - Injector
 - Tumbler
 - Grinder
 - Formax
 - Ingredients
 - Ingredient and/or spice combos in marinades and rubs
 - Cook capabilities
 - Natural and atomized smoke/steam/MPO
- **CANAP – Cargill Animal Protein Centers of Expertise**
 - Wichita, KS
 - Value-added red meat and poultry
 - Meat and poultry researched
 - Culinary center
 - Monticello, MN facility also
- **Innovation Center**
 - Culinary center – customers can watch as culinary staff prepares products
 - New building under construction – moving into it in three weeks
 - 75,000 sq. foot facility
 - increasing capabilities in virtually everything, including:
 - Food safety research
 - Customer interaction
 - Pilot plant capabilities
 - The Promise of the Innovation Center
 - Collaborate – ability to showcase customer applications of a variety of Cargill offerings
 - Create – increased technology developmental capabilities, training development, applications are available for customer
 - Succeed

Cargill Sensory Center - Susan Jaax

- **Sensory Center – opened September 10, 2010**
 - Capabilities to replicate any back of house preparation.
 - Support research groups
 - Bridge between research, new product development, marketing, and customers
 - Panelists are key in sensory
 - Must represent consumer
 - Use focus groups some
 - Visual room – primarily for retail, refrigerated case – to look at packaging, color, and position in tray
 - Kitchen
 - Built for functionality and flexibility
 - Use customer’s equipment to prepare and cook (e.g. McDonald’s, Burger King, etc.)
 - Odor – a bias of sensory, try to remove as much odor as possible in tasting area so it does not affect the senses
 - Tasting area
 - Consisted of 10 booths that are computerized - computer program calculates results and stats so scientists get results much faster
 - Have red/white lights in the booths
 - Red masks pinks or doneness of steak, so visual does not enter into bias of the taster

- Egg color does not show by using red lights
- White lights have a more overall effect
- Space is designed to enter and exit two different ways so testers do not see those waiting
- They run about seven panels per week in this facility

Consumer differences across cultures are given attention. We would not test product only in Wichita, KS if product is produced in other geographical areas. That product would also be tested in the geographical areas that it is to be sold.

Kurt Murray

Thursday, May 12, 2011 P.M.

International grains program (IGP)

- John Howard
 - Sold rice in Houston
 - Worked overseas in U.S. wheat for seven years
- 5 Million Dollar Facility
- have had 477 visitors from 43 countries
- IGP is thirty years old
- Provides educational and technical services – support market efforts of corn, grain sorghum, soybeans, and wheat to export markets
- Emphasis on technical assistance
- Do not get involved in trade negotiations
- K-State offers the following department options:
 - Ag Econ, Ag Ed, Ag Tech and Mgmt., Agronomy, ANSI, Biosystems, Ag engineering, Ag Com. , Entomology, Grain Science and Industry, Hort., and Plant Pathology
 - Department of Grain Science has the following degree options:
 - Milling science began 1905
 - Feed science began 1951
 - Baking science began 1963
 - Intergraded grain programs began 1978
- Farm Bureau helped get money: There are short courses offered in:
 - Flour milling
 - Grain marketing and management
 - Feed manufacturing
 - Specialized course in U.S. and outside
- IGP has many partners that help fund and support the program:
 - State wheat producer’s organizations for KS, NE, OK, CO, TX
 - ASA –American Soybean Associations
 - U.S. Grain Council
 - U.S. Wheat Associates
 - USDA
 - IAOM
 - AFIA
 - AEAPS
- The building was build 100% with producer’s money (including the mill)
- IGP is in the process of building a new feed mill and refinery – this is a \$15 million facility and fundraising began in 2007
- Teaching facilities-service research-feed for animals- This will be the only one in the world
Feed and food safety is more important

Leland McKinney

- Feed mills and bio refinery and teaching and research
- USDA has declared feed as food (because of food safety)
- The volatility of the grain markets has been very important to manage risk

- Distillers grain has been a big impact on animal nutrition
- Today's kids are very technical savvy- but they do not have a agricultural background
- Traceability- will become very important. We will be able to scan a carton of milk and know from what farm it came.
- Movies to watch - Food Inc. and King Corn

Feed efficiency

- 1.2 pounds feed – 1 pound fish
- 1.68 pounds feed – 1 pound poultry
- 2.8-3.0 pounds feed –1 pound pork
- 5-6 pounds feed – 1 pound beef
- Leland believes we will eventually eliminate medicated feed additives
- Traceability is the key: “Where did the feed come from and where did it go?”

Dr. Ron Madl

- Biological VAP
- Director of bioVAP facility
- BIVAP facility features
 - three pilot areas
 - six labs
 - two floors

Extrusion Lab

- The focus of the research is on the sorghum-based foods and sorghum proteins, all gluten free
- Nano composites-packaging
- Soy hull of wheat bran
- Cellulosic feed stocks for ethanol
- Biopolymer products
 - Soy meal converted to adhesives
 - Low density fiber bound

Bio processing lab

Bio fuels, bio chemicals, specialty chemicals (ferment and breakdown enzymes for ethanol)

Areas of research

- Defense of stored grain productions, harvesting, storage
- Developing fundamental knowledge, bio chemical components
- Energy independence
- New uses for grain and grain processes
- Some research is conducted to improve digestion health, nutrition, and weight concerns

Center for sustainable energy

- KBA Centers of Innovations
- Kansas biosecurity authority

Eric Maichel BioVAP Building

- Cooling Extrusions
- 70 % of extrusion products is pet food
- Every space shuttle mission has something for K-State

Bio materials

- Straw boards
- Biodegradable feed tubes and gun plugs
- Packing peanuts

Bio processing

- Bio fuels, bio diesel, oil, value-added products
- Looked at extension process: (they have a twin screw and single screw extruder)

Hal Ross Flour Mill – toured with the assistance of Mark Fowler - 5th floor

- 55,000 pounds of wheat at one time
- Use air to separate - gravity on big tubes; air on small tubes
- 7200 pounds per hour of flour
- Wheat leaves storage and goes to cleaning bin on fourth floor
- Put wheat at 16-16.5 % moisture to the mill
- Wheat cleaning
- Good wheat goes back to five to tempered (moisture added)
- 16 grinding passes and sifting is on the 4th floor (It is one of the few mills that can grind all six classes of wheat.)
- 2nd floor-color sorting
- Grinding on 1st floor
- Back up to sifter on 4th floor
- Cleaning on 3rd
- Tempering on 5th
- Sorting 2nd
- Grinder on 1st
- Sifter on 4th

We then went to Little Apple Brewing Company for dinner. Jack Lindquist, director of the Kansas Agriculture and Leadership Program, spoke briefly about their program.

Notes from KCBT

- KCBT 42% of wheat in U.S. is HRWW
- Two main purposes
- Price discovering
- Transfer of price risks
- Pit only accounts for 7% of trade
- Most trading is electric now
- China grows 108 million metric tons
- India 81 million tons

U.S. 55 million metric tons and export 35 million

Katie Reim

Friday, May 13, 2011

The Oklahoma Agricultural Leadership Program began their day at the Kansas City Board of Trade, where they met with Deb Bollman who is in charge of marketing. The group learned the KCBT is the benchmark institution for the price of hard red winter wheat. It is a place where buyers and sellers trade commodities, known as a commodity exchange. Trades of the futures and options contracts can lock-in a purchase price or sale price for a commodity in advance, reducing the business risks faced as a result of volatile prices, known as hedging.

The prices at the KCBT are determined by supply and demand. Many factors can affect the amount of buyers and sellers including weather, major world news events, and other outside markets.

Jeff Borchardt, President of the KCBT, discussed the history of the company, which was founded in 1856 by a group of Kansas City merchants. Wheat was not the main focus until 1870. The KCBT is the largest marketplace in the world to trade hard red winter wheat. Borchardt said in 2006, the option to talk on the phone or trade electronically was introduced. In 2011, 61,000 contracts went through in one day, setting a record high.

Steve Campbell, Louis Dreyfus Corporation, LLC First Vice-chairman, spoke about the company and how it works. He also talked about the regional, national, and worldwide market for hard red winter wheat. This year it will take \$600 million to buy the U.S. wheat crop and the U.S. will export approximately 800 million bushels of wheat; this is down 30 percent from last year. Exports are what drives the Oklahoma and U. S. wheat prices. Campbell also discussed the markets, limits, and inflation issues farmers are facing. He stated this is a dynamic time to be in the market place.

Following the discussions with Bowman, Borchardt, and Campbell, the group went and observed the opening markets on the trade floor. Each day the markets open at 9:30 and close at 1:15. The OALP learned that traders are required to wear a jacket on the floor and most firms wear the same color. Since the electronic market started, more volume is traded here. On Friday May 5, the July market was being traded. Around 25,000 to 35,000 contracts are traded per day.

The next stop was the Federal Reserve. Dr. Alison Felix, an economist, gave the economic outlook for the U.S. and Oklahoma. She stated the U.S. and Oklahoma economies will recover gradually over the next few years. In addition, because of weak construction activity and high unemployment, this is preventing a robust economic recovery. But the manufacturing, energy, and agricultural industries will continue to provide a boost to the economy.

After the presentation, a short video on the history of the Federal Reserve was shown. The Federal Reserve has been in its current, more secure location since 2008. Last on the agenda at the Federal Reserve was a self-guided tour.

The last stop on the tour was at the John Deere Company in Lenexa, KS. They provided a BBQ lunch and also gave the class members desk clocks with the OALP Class XV inscription. Following lunch, Bruce Iverson, research operations, gave an overview of the company information; agriculture and turf division; and market and customer research.

He stated that John Deere's direction has changed to more of a global nature than before and they have had significant change in the last 20 to 30 years. There has been an evolution of technology in agriculture with more guidance systems, precision farming, and coordination enabled by telematics. John Deere is approaching their customer base by market and research analysis to develop a deeper understanding of the customer, which will increase their insight into what drives customer choices and behavior.

Iverson said it's easier to do research in traditional markets, but difficult for nontraditional customers.

Research areas include:

- Primary research which focuses on qualitative (customers); quantitative (statics); insight generation; and a deep customer understanding.
- Advanced analytics includes data acquisition/integration; complex models; geospatial tools; customer privacy and compliance.
- Economic analysis includes drivers' analysis; economic models; legislation impacts; and industry forecast models.
- Competitive intelligence to understand strategic direction; tactical plans and programs; product differences; and ethical guidelines.

Iverson said this is a good time to be involved in the agriculture industry.

Synthesis for the trip took place on the bus following the visit to John Deere on the return trip to Stillwater. Each member got up and gave a positive and negative response about the trip. It was concluded this trip had a lot of great information, but we would have liked to get out of lectures more and check out Kansas agriculture in more of a hands-on fashion. The group made it back to the Wes Watkins Center in Stillwater at 8:30 p.m. Session was adjourned.