



NAICC NEWS

OFFICIAL PUBLICATION OF THE NATIONAL ALLIANCE OF INDEPENDENT CROP CONSULTANTS

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The Voice of the Professional Crop Consultant

October 1996

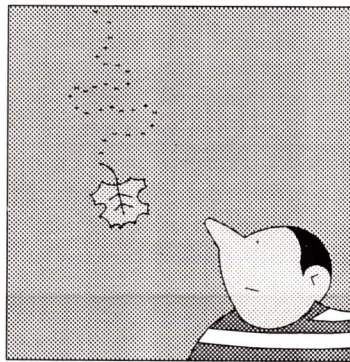
It may not be a well-known fact, but crop consultants seem to have an allergy to planning. Fall is usually the time of year it hits; the growing season is over (for the most part), and winter is coming, finally, after a long summer of hard work. Around this time of year, coincidentally, is when NAICC annual membership fees come due. The two most common reasons for not renewing are (drum roll, please!) time and money. That shouldn't come as a surprise to anyone, because these two harmless little words are the two biggest challenges of most human beings today. "I don't have time to get involved." "I can't afford to renew." They say the love of money is the root of all evil, and Ralph Waldo Emerson believed that "the surest poison is time." We won't give you a lecture on time management (maybe next month!), but we can share with you some ways to be sure that important professional resources like association memberships and convention and seminar attendance don't have to be neglected.

If being a part of NAICC is a priority for you, it can be a simple matter of money management. Many of you probably use a computerized bookkeeping system in order to make sure you get paid for the work you do, assure adequate cash flow, determine your business' profitability, and figure your tax liability. How many of you, however, actually develop a long-term financial plan? To do this, many people attend money management seminars, read books and publications, or hire financial consultants to learn to manage their money. It's not necessary, however, to invest in any of these strategies. Managing money is relatively simple. The first thing you must do is set your

goals, then develop a plan, or a budget, to help you achieve them.

A budget, or projected cash flow statement, helps you plan for the future and control your performance. Without a budget, you will not know if you are making the right decisions at the right times. Here are some essentials:

Allergy Season Hits NAICC Members



The first thing you should do is choose a budget period. A yearly budget is best. Remember, past financial statements give a history, not a forecast. Use these records only as a basis for your projections. To assist in your planning, prepare two worksheets: Cash to be Paid Out, to include variable expenses (advertising, freight, travel), fixed expenses (insurance, license/permits, office salaries, rent, utilities), owner draws, materials, labor, interest expense, income tax, loan payments, etc; and Sources of Cash, to include cash on hand, cash flowing in, projected revenues, receivables, sales of assets, cash from lenders, and owner equity. For each budget period, subtract payments from receipts and add to any loan payments you may be receiving. Voila!

Your budget is born.

Try to be as realistic as possible. Don't overstate revenues and/or understate expenses. This is a deadly error frequently made during the planning process. Also, be sure your projected budget includes the amounts you need to set aside each month to pay major expenses such as quarterly insurance premiums and taxes when they fall due.

Keep in mind that conditions change during the year, and unforeseen things happen. Do a quarterly budget analysis to evaluate the performance of your company and measure against your projections. Adjust the budget based on these evaluations.

It's important to realize that a budget can help you keep track of key indicators such as decreasing cash reserves, declining accounts receivable, increasing liabilities, loan defaults. These are warning signals that your business is in trouble.

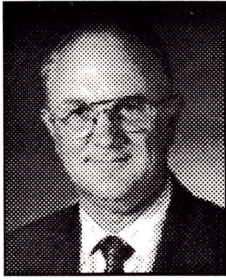
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PRESIDENT'S MESSAGE

JUST DO IT

by Don Jameson

The busy season is over for many of us, and now that I have time to sit down and breathe, I've taken a few minutes to reflect upon the value NAICC membership has brought to my own career and personal life, as it brings value to many others. I am grateful for the friendships, professional contacts, and knowledge I have gained through my association with this great organization, and have found that the key is participation.

Association membership results in both professional and personal growth in many ways-development of interpersonal skills by serving on committees, acquisition of valuable business contacts, expansion of professional knowledge. In addition, many times such an affiliation with other professionals raises the value of an individual's services in the clients' eyes.

There is no time like the present for the crop consulting and contract research professions. There is such an air of optimism and excitement about our future role in the farm production team. Being a part of the NAICC "team" makes it all so much more real.

Time for a pop-quiz:

Q: What is the only national convention tailored to the needs of contract researchers and crop consultants?

A: The NAICC annual meeting.

Q: What is the only certification program for professional independent crop consultants?

A: NAICC's CPCC/CPCC-I program.

Q: What exciting new source of information has recently been made accessible only to NAICC members?

A: An Internet web site.

Q: What organization represents the needs and interests of crop consultants and contract researchers with legislators, policy makers, university decision-makers, media, and the public?

A: The National Alliance of Independent Crop Consultants.

Despite the benefits of NAICC membership, however, it's sometimes difficult for independent practitioners and small business owners, who comprise the majority of our membership, to justify spending the money out-of-pocket for membership dues.

And, perhaps unfortunately for some, that time of year is upon us again. It's time for renewing memberships and registering for the upcoming annual meeting, which is sure to be a dynamic gathering. My only advice to you is: *Don't miss out!* Remember the English proverb, "The shortest answer is doing." In today's language, I would translate that to mean, "Don't think about it, just do it!"

NAICC Has Moved!

Please note new address and phone:

1055 Petersburg Cove
Collierville, TN 38017
Phone: 901/861-0511
Fax: 901/861-0512



("Allergy Season Hits NAICC Members" cont. from pg.1)

Successful budgeting and budget analysis is dependent on accurate record-keeping. Some tips to consider when choosing a record-keeping software (such as Quicken, Quickbooks, or Microsoft Money): Make sure there is a well-written, comprehensive manual. Make sure it actually performs the tasks you need done. For example, if you need to make bar graphs, make sure the software has the ability to create bar graphs. Also, find an easy-to-use program. Try to use the program before you buy it, or at least get recommendations from people who have used it.

The following books are suggested reading for details on business budgeting:

Finney, Robert G. *Basics of Budgeting*. New York: AMACOM, 1994.

Dickey, Terry. *Budgeting for Small Business, San Francisco*, Crisp Publications, 1993.

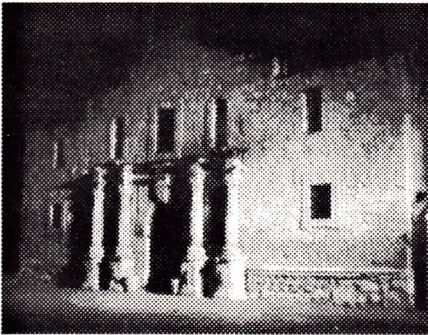
U.S. economist John Kenneth Galbraith has been quoted as saying, "Money...ranks with love as man's greatest source of joy, and with death as his greatest source of anxiety. Over all history it has oppressed nearly all people in one of two ways: either it has been abundant and very unreliable, or reliable and very scarce." A simple budget is the key to planning, and will provide the medication your business needs to combat your allergy.



BIG FUN

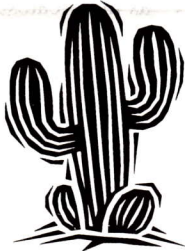
If it's true that everything in Texas is big, San Antonio is no exception. The tenth largest city in the U.S., the city named for St. Anthony is a colorful blend of Mexican, Southern, German, and other cultures-and an eclectic blend of old and new.

San Antonio is the site of NAICC's 1997 annual meeting, Jan. 22-25. It will be a jam-packed four days, no doubt, but if you're wondering what the city can offer in the way of fun, you won't be disappointed. Museums of every type, horseback riding, parks, Spanish missions-name your pleasure.



Remember the Alamo! Who can visit San Antonio without visiting the Alamo, the site of the Battle of Alamo, at which 189 Texans held out for 13 days before falling to Mexican forces during the Texas Revolution of 1836. The Alamo became such an inspiring symbol of dedication to freedom that Texans continued to fight, finally winning their independence from Mexico. Today's Alamo Plaza houses the remains of the fort as well as a museum highlighting portraits, photos, maps, weapons, and even personal items belonging to the heroes involved.

Another favorite San Antonio attraction for history enthusiasts is the



King William Historic Area, which is covered with beautiful Victorian mansions built by prominent German merchants in the 1800s. Some are open for tours, and many are still being restored. This area was zoned as the state's first historic district.

Get a bird's-eye-view of the city at the Tower of the Americas, a 750-foot tower originally constructed for the 1968 World's Fair. And speaking of birds, the renowned San Antonio zoo is open year-round and features over 3,600 animals from habitats around the world. Features include a tropical tour boat ride, an Everglades exhibit, a rain forest exhibit, and many barless cages and open pit displays.

The beautiful River Walk-or Paseo del Rio-is a famous San Antonio attraction. One level below the city streets, the cobblestone walkways stretch for 21 blocks along the San Antonio River, through the heart of downtown, leading the pedestrian to numerous shops and sidewalk cafes. River taxis carry the weary from stop to stop along the River Walk, and 35-40 minute tour boat rides are available, as well as several dinner boats. There's even a huge shopping mall-the River Center Mall-located along the River Walk.

For a unique shopping experience,

San Antonians recommend the Mexican Market, or "El Mercado," a stunning combination of color, culture, crafts, food, and music. We hear it buzzes with activity from sunrise until, well almost sunrise. El Mercado is also the site of various Hispanic festivals throughout the year.

There are so many things to do in San Antonio we couldn't possibly list them all here. We can, however, suggest that you take some time to explore a few of them while in the city for the 1997 NAICC annual meeting. See for yourself how much "big fun" Texas has to offer.

Don't miss out!

The deadline for annual meeting registration is December 1. Make your hotel reservations early, because space is limited. For reservation information, call the St. Anthony Hotel in San Antonio at 800/355-5153.



THE NAICC RECIPE

by Paul Groneberg, CPCC-I

People are the basic ingredient in the NAICC recipe. Without our knowledgeable, dedicated, and diverse membership, we would not exist. Those of us who are already members know why association membership, particularly with a group like NAICC, is so important. As a group, we can get more done. As a collective, our voice is much louder. And as individuals, we don't have to worry about details so much, because NAICC is worrying for us.

The Alliance represents the contract research and crop consulting professions with Washington policymakers and legislators, and our reach has stretched to



Senators, Congressmen, USDA officials, and other key players. Support for NAICC's objectives among these folks has deepened, as demonstrated by invitations to participate in programs such as the IPM initiative, and the payoff of our efforts to establish the CPCC and CPCC-I programs as acknowledged certification programs for WPS exemption. As the result of a written request from NAICC, EPA recommended to the individual states that these programs be accepted, and as of this writing, 19 states have done so. Four others have indicated approval. Approximately 22 percent of the NAICC membership is currently CPCC-I certified. This program is only one way in which NAICC lends professionalism to crop consulting and contract research. (We are professionals, and our certification program shows that we are serious about our work and want to be recognized as the best.)

As professionals, NAICC gives us information we need through coverage of Capitol Hill and newsletter articles by fellow members who have a particular area of expertise, and also through continuing education opportunities at the annual meeting, which is planned by a committee of NAICC members to specifically meet our information needs.

Our staff and members of the Membership Recruitment, Retention and Rules Committee work hard to increase and maintain our membership numbers, with membership processing, prospect mailings, and making decisions on important issues such as membership requirements and categories. The web page that has recently appeared on the Internet has resulted in a flood of requests for membership information, and looks to be a great tool for gaining new members as well as further increasing the awareness of the Alliance.

Back to the recipe. Our members are our most important ingredient, and NAICC relies on us to spread the word through:

- **Word of mouth** - Talk about NAICC. Encourage professional associates to join. Describe the benefits to them. Contact the NAICC office for copies of the membership brochure to share.

- **State Contacts** - These folks can help by encouraging state association members who are not NAICC members to join NAICC.

- **Buddy System** - For those who don't know, new members are now assigned buddies, veterans of NAICC who are asked to call the new member a couple of times a year to answer questions, encourage participation, etc. What a great way to help new folks get involved! If you are a buddy, please take the time to follow up with your new member!

- **Student Encouragement** - If you hire students as summer help or simply know students who are planning to go into either the crop consulting or contract research profession, please encourage them to join as student members.

- **Sustaining Member Contacts** - Sustaining members help finance the Alliance and play an integral role by adding needed industry support and providing for valuable information exchange. If you have contacts for potential sustaining members, please let a staff member or Board member know.

Paul Groneberg of Centrol, Inc., in Donnelly, Minn., is a voting member and Chairman of the Membership Recruitment, Retention, & Rules Committee as well as the New Member Subcommittee Chairman.

NAICC Welcomes New Sustaining Members

We are pleased to announce three recent additions to NAICC, new sustaining members **Griffin Corporation**, **Servi-Tech Laboratories**, and **Hydro Agri North America, Inc.**

Griffin Corporation, based in Valdosta, Ga., is a diversified chemical products company which manufactures herbicides, harvest aids, plant regulators, insecticides, fungicides, aquatics, and other specialty market products. The Valdosta office serves the Americas, while international clients are served by offices in Neuchatel, Switzerland; Belgium; and Honolulu, Hawaii.

Founded in 1935, Griffin specializes

in formulations, manufacturing, and distribution of agricultural and specialty chemicals. The company recently acquired Prochrom of Camacari, Brazil.

Griffin's cotton product line includes Early Harvest, Mepex, Cotton Quik, Super Boll, Cy-Pro, Cotton Pro, Direx, Meturon, Trilin, and Dicofol. In addition to these, Griffin also provides a long line of other fungicides, copper products, insecticides, and specialty market products to the industry. New products scheduled to emerge in 1997 include corn insecticides, copper formulation products, and new fungicides.

Griffin's Vice-President of Research, Jim Bone, expressed the company's interest in NAICC as "an opportunity to share information and support to not only our needed consultants but to our industry and its growers. Increasing the lines of communication between Griffin and consultants will ensure that both sides have a better understanding of the market and the industry. Griffin hopes to support the invaluable service independent crop consultants provide to growers by developing the quality crop protection chemicals needed in today's environment."

Servi-Tech Laboratories, based in Hastings, Neb., specializes in analysis of soil, feed, fertilizer, manure, plant, lime, water, and wastewater quality. The company employs specialists in analytical chemistry, soil fertility and plant nutrition, crop production, plant pathology, pest management, water quality and management, precision agriculture, livestock nutrition, environmental quality, turfgrass management, and horticulture.

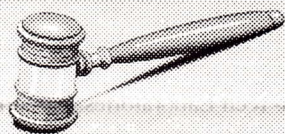
Servi-Tech began operation with a Dodge City, Kan., laboratory in 1977. A steady growth in sample volume resulted in a second laboratory in Hastings in 1988, with expansion of the Dodge City lab in 1990 and 1996. The company's current annual sample volume, according to a company spokesperson, is 100,000 soil samples, 35,000 feed and forage samples, 6,000 water samples, and 3,500 plant tissues. Clients include Mile High Stadium, Coors Field, Arrowhead Stadium, and Wimbledon, England.

Hydro Agri North America, Inc. (HANA), based in Tampa, Fla., is the

domestic wholesale marketing arm of the Norwegian company, Norsk Hydro, the world's largest nitrogen fertilizer producer. Under the Viking Ship brand, HANA markets a complete line of nitrogen, phosphate and potash fertilizers, plus specialty products, such as calcium nitrate, NPK hydro prills and micronutrients.

Norsk Hydro, a fertilizer manufacturer since 1905, this year is celebrating its 50th anniversary - "Growing with America Since 1946."

"Information transfer between HANA and NAICC will be beneficial to both," Bill Easterwood, HANA's National Manager of Agronomy, said, "because both are working to improve grower profitability and efficiency. Every year, HANA supports an ambitious program of soil fertility and fertilizer technology research with universities across North America to characterize the agronomic and economic impact of its products. Herein lies our mutual interest and benefit."



Annual meeting participants will have the opportunity to attend a unique event on Saturday, Jan. 25. NAICC's biennial auction in support of the Foundation for Environmental Agriculture Education is sure to be an exciting, rousing, and profitable affair judging from auctions of past years. Hand-made items or items indigenous to a particular state or region of the country are very popular (for example, apples from Washington). If you have an item you would like to contribute, or would like further information, please contact the NAICC office.

Meeting Review

Mike Freeberg, a voting member from Colfax, N.D., represented NAICC at the Alliance on Agriculture Information Technology at the USDA Research Center in Beltsville, Md. The following is his report:

Generally, it appeared that the conference had a good representation of individuals within the USDA and the Land Grant University system. Producers also had a good showing; several were there representing the Farm Bureau. While commodity groups had a poor showing overall, there was one representative in attendance from the National Cotton Council.

The meeting centered around breakout groups made up of 10-15 people, with each group discussing a different topic. My group's assigned topic was the role of research in information technology.

During our discussion, it became apparent that there is a lack of support and recognition for researchers following up on others' research or working in conjunction with other researchers. It seemed that publishing their data is still a primary necessity for researchers to maintain recognition and employment funding.

Another conclusion made by the group was that a more "systems" approach is needed in both interdisciplinary and intradisciplinary research between industry and university, and between researchers in the same discipline.

Our group further discussed ways for industry to get in touch with researchers and/or support needed research. An electronic bulletin board was suggested, where researchers looking for new ideas to work with and industry/producers looking to have topics researched could have announcements placed together.

It was fairly apparent that the producers in attendance felt that researchers were not keeping up to the technology advances, and that their only source for help is potentially biased industry sources.

While the producers present were early adopters of this technology, I think research (and an efficient way of transferring that research to the grower) can still aid the majority of the producers that will be using new technology in the future. Hopefully, NAICC members will be able to maintain a high level of education and experience with new technology in order to preserve their role in helping the average producer adapt to this technology in the future.

It appears evident that producers' input is more important than ever, as only the producer has the intimate relationship with his fields that can help explain some of the things that will be identified with the new technology/site specific data collection.

There is a great deal of technology evolving and being adopted into agriculture at an alarmingly fast rate. As professionals in the industry, we need to do the best we can to understand this technology and help our producers use it in the most profitable way possible.

Using the Internet

by David L. Ricke

Some months ago the computer guy at the laboratory asked for comments concerning something in the newsletter, so I e-mailed a reply. I received a stunned message back that I was the last person he expected on the Internet. That proves that I'm not the only person who thinks I'm a computer illiterate who has exhausted all his expertise in having found the button marked Power On."

I jumped on the Internet last November when a computer supplier began providing local access. There are several things I found very quickly. First, just because I was messing around with it, the entire system did not crash before my eyes. Second, there are more answers out there than I have questions. Third, if you have an acquaintance in New Zealand (I did) or anywhere else in the world for that matter, this is the quickest and cheapest way to communicate with them. Fourth, if you can think of it, it's out there somewhere and someone wants to talk about it.

Okay, what can the Internet do for us as crop consultants? Almost more than you can imagine. You can access pest & crop newsletters, agronomy publications, AG research, web pages of agricultural companies, banks...the list is almost never-ending. Web sites are being added every day and databases with mountains of information are available to anyone who takes the time to look. You can visit a Nebraska corn

CONTRACT RESEARCH ROUNDTABLE

This month, all our contract research members were too busy being successful professionals to contribute an article, so we decided to take this opportunity to find out what you would like to see in this space in future issues. Remember, this is YOUR newsletter, and we want it to serve YOUR needs. So please take a few moments to complete the following questionnaire and return it to the Memphis office by fax or mail.

Thank you for your help!

I would like to see an article on the following topics (check all those that apply):

- Equipment
- Putting projects out for bids
- GLP
- Innovative report writing
- NELAP
- Business management
- Worker protection/safety
- Technology trends for the future
- Liability
- OSHA

Other suggestions for articles might be (please list any of interest to you):

I have expertise in the following areas and would not mind contributing a short article in the future (please list all topics that apply):

("Using the Internet", cont. from pg.5)

field on a trip with a bunch of third graders, or a feedyard in Colorado, look up weather radar maps anywhere in the country or call up a campus map of Oklahoma State University. The list is truly endless. I have only one caution: This thing is a time eater. There is no such thing as, "I'll just sit down and browse for a few minutes." But don't let that stop you. Hook up, jump on the 'net, and you will never look at your computer quite the same way again.

David Ricke, of Greensburg, Ind., is a voting member of NAICC.

The Stewardship Model for Ethics in Crop Consulting

by Reuben B. Beverly, Associate Professor of Horticulture, University of Georgia

The following is excerpted from Dr. Beverly's presentation to the 1996 NAICC annual meeting in Orlando, Fla., which included an ethics workshop for consultants.

There is much interest in and discussion of ethics and ethical behavior, or unethical behavior, today. NAICC has its own set of ethical standards that members are required to subscribe to, and many speakers at the national meeting touched on various aspects of the need for ethics in agricultural consulting. I will deal with the basis for ethical behavior and propose some principles to guide in making ethical decisions.

The personal standards which guide a person's conduct are based on that person's own principles or character. Those internal values or principles are based on the person's paradigm.

I think of a paradigm as a worldview, or a fundamental belief system about how things are. Some examples might help to clarify the meaning of the term. From the world of politics, we might say that the classical Democratic paradigm is that government must assure social justice by regulation and redistribution of wealth, and that centralized government is good. The Republican paradigm might be summarized by saying that government should allow mar-

ket forces to prevail, and that decentralized government is good.

As an introductory exercise and to stimulate thinking along these lines, participants at the consultants' workshop were asked to fill out a survey on their paradigms. They were presented five pairs of statements and asked to indicate their agreement with one or the other of the statements. The statements involved choices between absolute truth vs. relativism, faith vs. empiricism, religion vs. humanism, creation vs. evolution, and theism vs. atheism. The results indicated that, among those responding, absolute truth, faith, religion, creation and theism were the dominant views. I was not surprised to find that this agricultural audience held fairly uniform and generally more traditional views than those ascribed to the general culture.

Every religion and professional organization has certain standards of acceptable behavior, and these may be very similar from one group to another. Over the last several years, the related issues of agricultural sustainability and stewardship have been widely discussed. A colleague, Stephen Ott, and I published a paper in the *Journal of Agronomic Education* in which we discussed this model as a basis for teaching ethics in agriculture at the college level. I will try to briefly summarize the principles here.

I use stewardship to mean, "taking care of somebody else's stuff." In the New Testament there are several examples where Jesus used parables to illustrate principles, including the principle of stewardship. I recognize that the parables had spiritual meanings, and I do not intend to subvert their greater significance by applying the teachings to a different set of issues. Nevertheless, I believe the parables are instructive in the issue of agricultural ethics.

To provide a basis for the following discussion, I will briefly summarize three sets of parables. The first parable is the story of the faithful and evil stewards (Matthew 24:45-51; Luke 12:41-48). In this story, a wealthy property owner is going on a journey, and charges his servants with care of his household. The faithful stewards are those that look after the owner's interests in his absence in the way that they

manage the affairs of the household. The evil stewards, in contrast, do not expect the owner's imminent return, so they do not faithfully discharge their assigned duties. Instead, they consume the food and drink and abuse their subordinate workers. Upon the owner's return, each steward gives an account of his activities, and is rewarded or punished accordingly.

In the parable of the talents (Matthew 25:14-30; Luke 19:11-27), the property owner again is going on a journey, and he entrusts to three stewards large sums of money to manage in his absence, each according to his abilities: to one steward ten talents, to another five, and to a third one talent. Upon his return, the stewards report their activities to the owner. The steward who received ten talents invested astutely, and doubled the owner's money, for which he was rewarded. Likewise, the second steward doubled the owner's money, and returned five talents above the five he initially received, and was rewarded. The third steward, however, was risk-averse, and buried the owner's money, rather than risk losing it. The owner was not pleased with this approach, took away that steward's talent, and gave it to the first steward who had received ten talents initially. The third steward was punished for his failure to manage the owner's resources appropriately.

The final parable for this model is the story of the wicked tenant farmers (Matthew 21:14-30; Mark 12:1-12; Luke 20:9-18). In this story, a landowner plants and equips a vineyard, then lets it out to tenant farmers to tend, for a percentage of the production. When the harvest comes, the owner sends his representatives to collect his portion. However, the tenant farmers refuse to pay their rent, successively beating, abusing, or killing those sent to collect. Finally, the owner sends his own son to collect the rent, reasoning that the farmers will surely respect him. Instead, the tenants kill the heir, reasoning that the vineyard will then be theirs. In response, the owner comes and destroys the evil tenants, and finds others to tend the vineyard in their place.

From these parables, I find several principles and elements of stewardship. First is the principle of free agency,

which refers to the opportunity for a steward to act independently according to his own free choice. Second is the principle of accountability. Each steward was personally accountable for his own actions, and could not blame his choices or actions on anybody else. Finally, the parables teach the principle of just reward. Each steward received consequences appropriate to his actions.

The first element of stewardship discussed in the parables is the physical estate. In agricultural or environmental terms, we think of the resources as the soil, water, trees, wildlife, and other physical resources. Often, poor stewardship is thought to be the profligate exploitation of resources, whereas good stewardship is the protection or preservation of resources. Notice, however, that both improper consumption and nonuse were condemned in these stories as poor stewardship. Thus, conservation or appropriate management, but not preservation against use, constitute good stewardship.

The next element of stewardship in the parables is the subordinate laborers. In the agricultural sense, subordinate laborers can include not only farm workers, but equipment and fertilizer dealers, manufacturing laborers, and other input suppliers. The stewardship ethic should dictate that workers and suppliers be treated fairly and paid a fair price for their inputs.

Third, notice that the stewards in the parables were charged with doing business with the owners' assets. Although not mentioned specifically, this implies that there were customers or clients involved in the transactions. Applied to agriculture, the customers might include the elevator operator or produce buyer, but ultimately the customer would include the final consumer. To behave ethically toward the customer, the farmer should not deliberately produce and sell poor quality or unsafe products.

Finally, a fourth element of stewardship which is sometimes overlooked is the steward's own legitimate personal interests. The problem arises when a steward puts too much emphasis on his own interests and neglects, exploits, or usurps the owner's interests. In agriculture, this would include a farmer trying to maximize short-term profit by

utilizing practices that result in soil erosion or water pollution, expose workers to unsafe working conditions, or produce unsound or contaminated products.

The challenge of stewardship is to balance the competing interests. To illustrate the conflict, I presented an attitude survey in which respondents were asked to indicate their agreement with conflicting statements concerning the environment, consumers, laborers, and personal interests. The statements ranged from exploitative to protective in each of the areas. A fifth statement, included only to stimulate interest and discussion, reflected opposing political rhetoric surrounding the budget debate in Congress going on at the time. As expected, the respondents indicated a moderate view toward each of the interests, even tending toward protectiveness of the environment, laborers and consumers, and neglecting personal interests.

While the application of these principles to farming is fairly apparent, the same principles can also apply to ethical conduct in agricultural consulting, or any other business, for that matter. In consulting, the elements of stewardship might include the building, equipment, vehicles and computers (physical estate), the hired scouts (subordinate laborers), the farmers (clientele), and the consultants' profits (personal interests). In a real sense, however, the consultant is a steward to the farmer, who represents the owner. The consultant's job as manager is to assist the farmer in managing the soil, water and crop, as well as fertilizer, irrigation, pesticides, labor, finances and marketing in order to meet the farmer's stewardship requirements. As a good subordinate laborer to the farmer, the consultant must help meet the farmer's personal needs; as a good steward, the ethical consultant must also consider the other interests involved (the environment, other laborers, and consumers) in recommending any cultural practice.



CALENDAR OF EVENTS

OCTOBER 14-17, 1996

SQA Annual Meeting, Baltimore Hyatt, Baltimore, Md. For more information call 703/684-4050.

OCTOBER 15-17, 1996

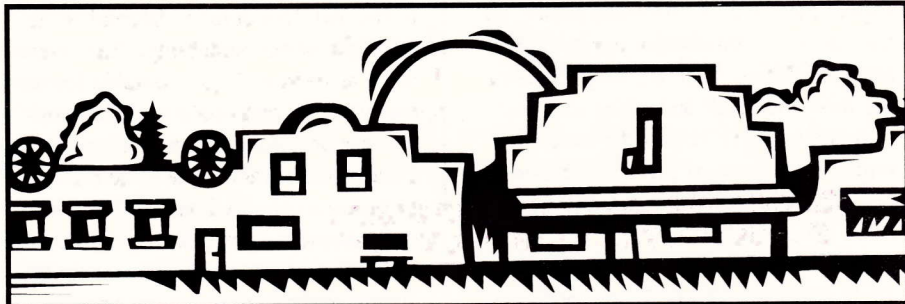
Sunbelt Agricultural Exposition, Moultrie, Ga. For more information, call 770/598-0654.

OCTOBER 16, 1996

California Department of Food and Agriculture's Fertilizer Research and Education Program Annual Conference, Red Lion Hotel, Modesto, Calif. For more information contact Kertrina Anderson or Casey Walsh Cady at 916/653-5340.

OCTOBER 27-29, 1996

California Agricultural Production Consultants Association's 22nd Annual Conference and Agri-Expo, Disneyland Hotel, Anaheim, Calif. For more information call 916/443-2476.



OCTOBER 28-29, 1996

Cotton Incorporated Crop Management Seminar, "Bt Transgenic Cotton: What Have We Learned?", The Harvey Hotel, Jackson, Miss. For more information, contact Pat O'Leary at 919/510-6198. CEUs will be awarded for attendance.

NOVEMBER 8-10, 1996

NAICC Executive Board Meeting, Memphis, Tenn. For more information call 901/861-0511.

DECEMBER 5-7, 1996

Agricultural Retailers Association Convention & Expo, Kansas City, Mo. For more information, contact Kim Graves at 800/844-4900.

JANUARY 22-25, 1997

NAICC Annual Meeting, St. Anthony Hotel, San Antonio, Tex. For more information call 901/861-0511.

AUGUST 2-7, 1997

U.S. Soil and Plant Analysis Council, 5th International Soil and Plant Analysis Symposium, Radisson Hotel South and Plaza Tower, Bloomington, Minn. For more information, contact Dr. Ann Wolf at 814/863-0841, or Dr. Robert Beck at 612/451-5383.

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