ASSOCIATION LEADERS PLAN FOR FUTURE

When twenty-three association leaders met in Moline, Illinois last month as the Alliance for Association Leaders, ideas for ways to further develop the independent crop consulting/contract research professions just kept coming. Sixteen state associations were represented at this meeting sponsored by John Deere Ag Group, and plans for a stronger relationship among the individual state organizations, their leadership, and NAICC were explored.

Attendees included:

- **Bob Atkins**, Virginia Crop Consultants Association; **Al Averitt**, North Carolina Agricultural Consultants Association;

The meeting began with a tour of the John Deere Harvester plant and dinner at Deere headquarters. Mark Fering, marketing manager, and Dale Johnson, manager, reviewed the results of their survey (see January News), which identified 1500 independent crop consultants across the country. Deere also presented their company’s business plan for the near future.

The remainder of the three day session was dedicated to defining the mutual concerns and unmet needs of the consulting and research professions. The group identified three key areas that need immediate attention: membership services, education, and the changing industry.

**Membership Services**

The need for group insurance, including liability and health insurance, was a topic of much discussion. While the group was not optimistic about finding affordable coverage based on previous years of research, they did agree that while the search continues, the best solution was for NAICC and the state organizations to educate their members on ways to avoid liability through business organization/structure and ways to avoid exposure. Also, the NAICC Membership Services Committee was asked to look into providing an avenue to access less expensive health insurance.

One of the best benefits of belonging to any organization is the opportunity to take advantage of group discounts. NAICC’s Membership Services Committee was asked to look into group discounts on Airborne Express and UPS shipping, equipment discounts, and cellular services. They were encouraged to continue with Crop Protection Reference Manual discounts.

Now that the age of technology has dawned, the AAL emphasized the importance of electronic communication. Some state organizations are in the process of developing their own home-pages. As state organizations become

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one night last year, I woke up from a dream in a cold sweat. I don’t remember all the details of the dream, but I remember the feelings that resulted. I felt like I had done the same things the same ways for so long at work, I was getting stale. I wasn’t having fun. I was on the verge of losing my business, and I was scared to death.

The conditions that existed in that dream were the opposite of reality at that time. In fact, business was going too smoothly, and it was scary waiting for the other shoe to fall. Worst of all, I felt like I was getting a little too smug and comfortable.

We have not had a major revolution at McLawhorn Crop Services, but after that night I’ve been more seriously examining and trying to fine tune the way we do business, tweaking our services before our customers demand it or, worse, vote with their feet.

Even though we are all entrepreneurs, complacency stalks all of us at times, and complacency is deadly. For those of you who are struggling with it, I have great news. Read on.

In one of the most refreshing speeches I have ever heard, Carlton Layne of the Environmental Protection Agency told us in San Antonio, “Change creates opportunity.” If Carlton is right, we have many opportunities ahead of us that we’ll have to really hustle to take advantage of.

Folks, we live in an incredibly complex world, and it’s not going to get simpler. Many of us are facing competition from multi-national companies with extensive resources, who have watched us and learned from our successes and failures over the past years.

That fact doesn’t scare me. In fact, I believe the opportunities in consulting (field and research) in the coming years will be like none we’ve ever seen. We will learn from our well-funded competition and fill the niches as well as the gaping holes that will always exist in the marketplace.

If we are to do that, we will have to stay current. The challenges of doing that are enormous, but new technology and the opportunity it brings are our job security.

Somewhere I read that there are four keys to success in any business. These certainly apply to us, so I’d like to share them:

1. Successful people are passionate about what they do. As Noel Coward said, “Work should be more fun than fun.”
2. Successful people have a sense of humor. Our NAICC group laughs a lot. That’s one of the healthiest activities we can engage in.
3. Successful people have chips on their shoulders. Living in a world where agriculture is poorly understood gripes me as much as the next person, but complaining about it doesn’t help. We have to concentrate on doing what we can to make sure our industry is above criticism and then get the word out to the critics.
4. Successful people understand. Many of the smartest people I know are members of NAICC. How else could we hope to make our living advising growers who have already proven they have the common sense, technical knowledge and business savvy to make a living farming? How else could we have carved a whole new profession—the GLP researcher—from a law that at the outset looked like it would put us out of business?

And I would like to add a fifth characteristic of successful people: they have the ability to work together to create synergism. Whenever we get together to tackle a problem, the outcome is invariably better and more productive than anything we might have figured out individually.

So as you might have figured out by now, I am very optimistic about our future. There will be no shortage of challenges, but I believe that meeting challenges is far superior to complacency.

As demand for our services increases there is small question that we will face tougher competition. There is small question that staying on top of technology will strain our resources. And there is no question in my mind that we will work together to find solutions.

And now finally I’ll explain the title of this article. Milton Berle said it, “If opportunity doesn’t knock, build a door.” Let’s do.

"Association Leaders Plan For Future" (continued from page 1)

cauced in the web", NAICC will have direct links to these sites. Suggestions were made concerning on-line newsletters, hyperlinks, newsgroups, and calendar of events.

Education

Consultants and researchers are forever hungry for training and education to maintain their knowledge base. Computer literacy to utilize new technology, more business training, and improved personnel training is needed. Also, finding qualified employees is a definite unmet need. Dan Bradshaw reviewed his and the Foundation for Environmental Agriculture Education’s efforts to help those at the University level see the need for more diverse training for potential research and crop consultants. The state leaders also agreed that regional meetings in conjunction with the
NAICC annual meeting would be a great way to provide more training opportunities. Several states are already planning joint meetings.

Also, it was recommended that NAICC make available a slide, video, or computer presentation that state organizations could take to local high schools and colleges for career day.

Also it was pointed out that research and crop consultants can obtain valuable information by attending commodity group meetings or meetings of other organizations similar to NAICC and the State Organizations. NAICC is looking into arranging registration discounts with these groups for NAICC members. Several key organizations were identified where NAICC needs to have a presence, especially in the exhibit hall, and in return invite these groups to be a part of our meetings. By networking with other professional groups, mutual benefit can be reached. Through alliances we can build political clout, share educational opportunities, affect education in primary, secondary, vocational agriculture schools, and universities to promote awareness of professional opportunities in agriculture, as well as present media with our concerns and views.

The Alliance of Association Leaders will meet again in 1998 to review progress made on these recommendations. NAICC would like to spotlight any state organization that has something they would like to share with other groups. (See Spotlight on the States, p. 5)

The Future of Crop Consulting

by Courtney Touchton

What is in store for the profession of crop consulting? Steven Hofing of Ag Education and Consulting has several ideas. According to Hofing, the future of crop consultation lies with the Internet, strategic thinking, and examining operations. During his talk at the NAICC Annual Meeting, Hofing showed how these areas are the prominent trends in crop consulting.

Hofing opened with some of the current trends in consulting, including formalization in absentee ownership, structural changes in farming, and the faster rate of technology adoption. He explained that the changes in absentee ownership mean landlords are further removed from their farms and more investor ownership is occurring. Also, growers are more concerned about conservation and environmental issues as well as more aggressive farm managers. Structural changes include increased integration, environmental defensibility and increased compression of farm numbers.

How will these trends affect growers? They will see larger operations, a focus on risk management and a greater reliance on technology. Furthermore, the growers will see tighter margins on commodities and an increased focus on risk management.

If growers will be relying on technology, consultants need the technological skill to guide their clients. Consultants may face some challenges along the information highway, however. According to Hofing, “Information consumes the attention of its recipients.” Before tackling the challenges, though, Hofing gave some background information on the Internet, the latest technological tool. Hofing said, “The Internet is global and in its infancy. It will be integrated with television soon.” Some basic Internet tools include e-mail, on-line chat groups, news groups, and Web pages.

Why is the Internet so important? One of the main reasons is that it is becoming one of the major information sources. Over 45 million people world-wide are using the Internet.

Hofing explained that having basic knowledge of the Internet allows consultants to use it for many business applications. It can be used to create a company image, distribute general marketing information, direct sales, cater to niche groups within your market, and provide customer support. Growers can use the Internet for product knowledge, including specification, trouble shooting, and technical support. They can also share data with suppliers and buyers, in particular gaining information about precision farming and specialty data.

Support services are also available from groups like farm managers, accountants, consultants, and veterinarians. The Internet also allows for personal communications and continued learning, along with continuing education and certification programs. With this technology, however, come some obstacles. Growers will see major crashes and violations of the Internet and there will be a new dimension of those who can have the technology and those who cannot.

Additionally, the Internet will redefine how growers and consultants do business. Besides showing ways to use the Internet, Hofing also demonstrated ways the Internet will affect farms, including farm size, product background, and having access to associates on-line.

Hofing clearly demonstrated a link between growers, consultants, and the Internet. What if, though, a consultant is not yet on the technological bandwagon? Some consultants may have the attitude of “Do I have to?” To this question, Hofing counters, “Information is power. Learn by doing.” To jump on, Hofing said, find someone who is using the technology. Get on-line yourself and do some exploring. Participate in on-line discussion forums. Also, said Hofing, keep in mind that your competition is tackling the Internet challenge as well. Remember, “The capability to learn faster than your competition is the only true source of competitive advantage.”

To benefit fully from the Internet, mental preparation is as important as any other step. To get the maximum out of the Internet, Hofing said it is important to think beyond stereotypes of the Internet, focus on functionality and be ready to change.

The Power of Strategic Thinking

by Courtney Touchton

The Internet is the biggest technological influence facing consultants and, according to Steven Hofing of Ag Education and Consulting, strategic thinking is the newest challenge in structuring your organization.

Hofing outlined some basic steps in creating a strategic plan for your organization. These steps included choosing a mission statement, doing marketplace
analysis, analyzing your internal capabilities, and evaluating alternative strategies.

One vital component of building a strategic plan is exploring your target market. This step, explained Hofing, helps to make a foundation for an organization's strategic plan. Exploring your target market involves asking three simple questions: What are you selling? Who is your market audience and where can your target audience get the services they are seeking? Can they get the services they seek from your organization?

Next, it is necessary to consider what value is being sought by your customers. Are they seeking technical information, interpretation, or knowledge? Perhaps they need access to proprietary data or resources. Or they might be looking for resource replacement.

Another essential task in the strategic planning process is knowing your firm's strengths. Does your firm have client trust, a good industry reputation, technical expertise, and personnel who can serve your clients? Just as importantly, your firm's weaknesses must be examined. Does your firm suffer from a lack of a shared vision or not knowing your market? Do your customers receive the response they are seeking?

Finally, a company must know its competition. Is the competition stronger? Can they bring more resources to your client? Are they more efficient? Hofing warns, "The more of these questions you answer in the affirmative, the more trouble you may be in..."

Hofing suggested some ways to restructure or invent a new strategic plan. The most obvious option is to "Keep on keepin' on." Your organization can also stabilize or re-focus. If your resources are strong, you may want to consider investing and expanding. As a last resort, you can exit via an internal transaction or an external sale.

After your organization researches these questions, the next logical step is to implement your strategic plan. Be aware, Hofing said, of the obstacles. Do all the employees know and share the company vision and goal? Is there a lack of inconsistent mental models? Hofing also gave some tools to assist with implementing your company plan. Have systems thinking. Use powerful, PC-based simulation programs and move toward a learning organization.

As an organizational leader, you must evaluate yourself as a strategist. From you, the vision for your company is born. Hofing gives a checklist of qualities to look for, such as being an entrepreneurial thinker, having an organizational philosophy and giving your employees the ability to act freely in the interest of the company.

When your strategic plan has been successfully implemented, your organization can join with another in a strategic alliance. Hofing defined a strategic alliance as "a collaborative agreement between two or more firms within an industry at two or more stages of production." Hofing also gave some incentives for forming an alliance, such as industry restructuring, cost reduction, and product development. In addition, Hofing showed some benefits of strategic alliances. Benefits such as: risk and uncertainty reduction, innovation synergy, rapid exploitation of technology, and flexibility.

After your organization conquers the Internet and has a working strategic plan, Hofing recommends that your group look at its operations. Hofing asked, "How do you charge? By the hour, by the acre, or for a bundled service?" He also addressed delivering value. "You deliver value," said Hofing, "One question at a time-the rest is just pizzazz." Another aspect of investigating operations is using your employees properly. Hofing spoke of two types of employee structures-leveraged and flat. In a leveraged structure, continual training takes place as employees move to the next level. Key turnover percentages are at 20 percent and 50 percent of total career path. This structure is not effective for a small organization.

The alternative is a flat structure, in which training is up-front; when the employees learn "your way" of doing things. A majority of new hires are experienced and turnover is high unless ownership opportunity is available.

Hofing also addressed the issue of equity for employees. Some of his thoughts included, "Providing good employees with an opportunity to own the business has been proven over and over to result in higher profits overall."

While acknowledging that giving employees equity participation is a difficult challenge for a sole proprietor to face, he stated that equity participation may be the least costly way to keep highly trained individuals on staff.

Hofing closed his talk with a crucial element for compensation and equity. "Your partners and staff remain your dearest asset. Treat them fairly and prosper!"

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**Adding Services Instead of Growers**

by Sidney W. Hopkins, Ph.D.

There are a number of ways to add services instead of growers. However, there are several things that a consultant needs to do in preparation for adding these services. Set short, mid, and long-term goals for your company. Many of the services that you may offer will become a permanent part of your business. Get a group of clients that you are comfortable with and a group that are comfortable with you and your ideas. Understand that there are a lot of unfilled niches in agriculture and agricultural changes, new niches will be formed. Finally, work with groups that are innovators and share your ideas with them.

Income opportunities arrive in a number of forms. For our purposes, these services will be considered as direct and indirect opportunities. Direct opportunities are services that can be sold directly. Indirect opportunities make a consultant very valuable to his client in a way that allows justification for periodic fee increases such as cost of living increases. Several of these services can fit in either category.

Direct income opportunities include recommendations on:

- Soil fertility
- Seed management
- Disease management
- Insect control
- Crop/computer modeling
- Financial/marketing management
- Complete ICM program
Opportunities that can be categorized as direct or indirect include:

- Newsletter
- Applicator/CCA continuing education classes
- Worker protection standard training
- Required record-keeping forms
- WPS information on locally used products
- Weather station data for applicator records

Indirect services tend to require more effort and some long term planning. They include:

- In-house research to answer local needs
- Joint meetings with university and Extension Service personnel
- Provide non-confidential field test results to county Extension agents (for inclusion in county handbooks)
- Stay active on local, state, and federal steering committees
- Maintain a high level of expertise by attending technical meetings and continued interaction with professionals in your field
- Maintain professional certifications
- Help provide some professional and financial support to local agricultural and community programs

Keep your eye out for new niches that are being created in our challenging agricultural world. Then figure out how to fill them in a way that will provide an increased profit to you and your client. But remember, only offer services that can be provided correctly and in a professional manner. Always do the best job that you can do for your client.

Sidney Hopkins of Hopkins Agricultural Services in Portland, Tex., is a voting member of NAICC.

**QUALITY NOT QUANTITY**

by Chuck Farr

Many people in business today feel that increasing the number of clients you service is the single most important way to increase profits. At Mid-South Ag Consultants we don’t feel that this is the case. We instead focus on a smaller number of clients, but offer more services to each client. We don’t solicit business. It comes to us by word of mouth—our clients telling others of the quality of service we provide. Our company has only taken on four new customers since 1988, but we have turned down lots of acres.

People who want to constantly add growers do this for a number of reasons. They may be trying to increase their profits. They may also be limited in the number of services they have to offer to their growers. Some may be just starting out and are trying to begin their client base.

At Mid-South we increase our profits by adding more services instead of more growers. Some of the services we offer include:

1. Consulting on a large variety of crops (milo, cotton, wheat, soybeans). We get a better overall farm picture and rotation of herbicides. This leads to better farm management.
2. We are the main information link between industry and our growers. We offer our growers information they can’t get from any other source. This is done by using the information tools at our disposal. We pass on information we receive from NAICC, such as vital information from Washington (EPA, WPS). We use CIIN to pass on information from other growers across the country. We attend other meetings to stay as up to date as possible.
3. Full consulting on all crops:
   - Soil samples
   - Fertility recommendations
   - Nematode samples
   - Varieties
   - Disease, weed, and insect recommendations
   - Harvest recommendations
   - Calibration
   - Minor equipment troubleshooting
4. We hold several grower meetings throughout the year. Mid-South offers our growers two information meetings per year. We gauge how well we are doing by the turnout at these meetings. In the summer we also hold a family style luncheon where we can bond with our growers. During the winter we meet with each grower once a week.

Even by offering growers all these services, how do we show them that these are the best services their money can buy? One way is to strive to be your best. Other growers will see the job you do and want the services that you offer. It is also important to be seen by your growers. Attend local meetings and let them know that you are looking out for their best interests. Treat your grower as a friend as well as a client. Stay accessible. This can be done easily by using portable phones or radios. We have taken this one step further by setting up a board of growers that tell us what they would like to see us add to our list of services.

How can you add services instead of growers? Over the years we have done this in several ways. One service our company has added in the past couple of years is hail insurance. We have become an agent to sell this type of insurance. An easy way to add a service is to add a crop you have never consulted on. Start with one field. Most growers will let you do this. Another good practice is to keep field records and periodically go back and review what has changed from year to year.

What conclusions should you draw from all of this? You will have to decide that for yourselves, but here are a couple of things that have helped to keep us successful. Remember to treat your small growers the same as your big ones. Also help all of your growers to accept that change is not a bad thing. Elevate the standard of service each year. Show your growers how hard you are working for them. Finally, remember that if you give your grower the shirt off your back, it shows that you truly care about him. This builds trust and he is more likely to do the same for you!

Chuck Farr of Mid-South Ag Consultants, Inc., in Crawfordsville, Ark., is a voting member of NAICC.

**SPOTLIGHT ON THE STATES**

LACA - Each year the Louisiana Agricultural Consultants Associations awards three $500 scholarships to worthy students attending any Louisiana university or college. This year, two scholarships went to undergraduates and one went toward a master or doctoral program.
SDICCA - The South Dakota Independent Crop Consultants donated a Powerpoint presentation they developed as a starting point for the high school/university education program recommended at the AAL meeting (See related story). SDICCA also voted to give the president a fixed amount of funding to attend the annual meeting of NAICC.

NICCA - As a direct result of the AAL meeting (see related story), the Nebraska Independent Crop Consultants Association voted to send their President and President-Elect to the NAICC Annual Meeting each year.

MACA - During their 1997 annual meeting at Mississippi State University, the Mississippi Agricultural Consultants Association elected officers. From left to right are: Tom Blythe of Senatobia, Miss., president; Dee Boykin of Yazoo City, Miss., director; Billy Price of Charleston, Miss., director; Herb Jones of Leland, Miss., president-elect; Phillip McKibben of Mathiston, Miss., secretary-treasurer; and Bert Falkner of Aberdeen, Miss., director.

SDICCA past president Kim Retclaff (right) congratulates incoming president Mark Stone.

Bt Corn. A Boon or a Dilemma?

by Earle S. Raun, Ph.D.

In 1958 I first became acquainted with the bacterium, Bacillus thuringiensis, a soil-borne pathogen of some insects. We researched this organism. Grew it in 30,000 gallon fermentation tanks. Used it, after drying, on cabbage production on Muscatine Island in the Mississippi River to protect the vegetable from cabbage worms. The growers loved it!

Subsequently we became involved in laboratory studies of how the organism killed European corn borers, and how best to use it in the field against that insect. It became available in the 1960's, labeled for control of the larvae of a few species of Lepidoptera, including European corn borer. It wasn't until the 1980s that the cost of commercial formulations of this biological "insecticide" became cheap enough to begin to compete against synthetic products for corn insect control. Its big advantage is the insect control it provides without any environmental problem.

Today, everyone knows it as Bt. Primarily because of the biotechnology and widespread information programs of seed companies, Bt corn seed is the current darling of corn borer control. Estimates are that 9 million acres will be planted to Bt corn varieties in 1997.

How does B. thuringiensis kill corn borers? The bacterium produces a crystalline toxin, within the organism's outer shell, or sporangium. The bacterium also has reproductive ability in the form of a spore. When a corn borer eats the bacterial crystal it is dissolved in the alkaline gut contents. This toxin attacks the stomach walls, allowing the organism to reproduce in the larva's body. Thus the bacterium has a dual mode of action. The toxin alone causes the insect to stop feeding, and if sufficient toxin is present, to eventually die. This toxin is harmless to warm blooded animals, and even to most insects.

Biotechnology has transferred the toxin producing gene into the corn seed. As the plant grows, toxin is produced which will kill corn borers. Of course the reproductive ability of the bacterium, through its spore, is not present. Thus, the Bt corn provides only the one mode of action against corn borers. If the level of toxin is high enough the larvae die when they feed on the plant.

What is the "Boon" of Bt corn? It promises "season long control" of the European corn borer, without use of synthetic insecticides. "Buy corn borer control with your seed!" Sounds good doesn't it! And tests have generally supported this view.

Why is it a "Dilemma?" I believe there are two important dilemmas. First, biological entities have remarkable resilience. There are more than 500 insect species that are resistant to one or more insecticides. The single mode of action against pest larvae makes Bt corn an excellent candidate to develop a population of corn borers resistant to the Bt toxin. That could happen within a very few years if a preponderance of the corn acres are planted to Bt corn.

There is a precedent for an insect to develop resistance to B. thuringiensis. The Indian meal moth, a pest of stored grain, developed resistance to the bacterium after only a few years of being exposed to it as a stored grain treatment. And that was with the organism itself and both modes of action present. Granted, the meal moth has more generations per year than does the European corn borer.

But the potential for development of resistance is so great that seed companies and entomologists are debating. What percent of the corn needs to remain unprotected by Bt toxin in order
to maintain a population of ECB that is susceptible to Bt toxin? They are calling the non-Bt acreage a “Refuge.” Whether the acreage should by ten percent of the total or as high as 50 percent, you will find advocates on both sides. The marketplace may well decide, because seed for Bt corn is not cheap!

The second dilemma relates to the frequency any one field of corn is attacked by the European corn borer. In my 22 years of crop consulting experience, in thousands of commercial corn fields in Western Iowa, across Nebraska, and in Northeast Colorado, any one field needs borer control about 20 percent of the time. Some years in some locations it runs as high as 50 percent. Other years practically zero.

The dilemma question is, how does a grower know which field should be planted to Bt corn? Of course he doesn’t know. A crop consultant with a thorough knowledge of European corn borer biology in the area of his/her practice can be of great assistance. For example, the tallest, most vigorously growing corn in an area will usually attract the bulk of the egg laying of first generation ECB. Later plantings, beginning to pollinate as the second or third generations are laying eggs, will attract those generations.

Insecticide control of first generation ECB is relatively easy to achieve with good results. Also many non-Bt hybrids have excellent resistance to first generation larvae. But few resist second generation ECB. One way for a grower to answer that dilemma question would be to plant his latest pollinating varieties to Bt corn, using the natural resistance available to his earliest pollinating varieties. If need be he can treat those non-Bt hybrids to control first generation ECB. Generally they’ll be too mature to attract much second or third generation egg laying.

Part of this second dilemma relates to other potential corn pests. The corn rootworms are a good example. They won’t be controlled by the Bt toxin. The two most common approaches have been soil applied rootworm larvacides, or adulticides at pollinating time. Often, the second generation ECB moth flight coincides with the time to apply corn rootworm adulticides. Applying “beetle bombing,” as it is colloquially called, to these Bt hybrid corns, negates their reduced environmental impact. A synthetic chemical had to be applied anyway. I don’t have all the answers to these and many other questions raised by Bt corn availability. I do know that each grower’s decisions are likely to be different from his neighbor’s. Those decisions can be greatly aided by a competent Ag Consultant.

Earle Raun of Pest Management Co., in Lincoln, Neb., is a voting member and past president of NAICC.

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**NAICC Welcomes New Sustaining Member**

McVeau Trading and Investments is a commodity futures brokerage company which specializes in grains and livestock. The largest part of the company is the research and analysis division. The philosophy of the company’s founder and President, Charles McVeau, has always been to do the statistical research and then go out to the country and talk with people who are involved in the real world activities which drive the futures markets. Then, if the anecdotal evidence from the country supports the statistical analysis, perhaps a legitimate trading opportunity exists. McVeau researchers talk daily with producers, elevators, agronomists, and commercials. Unlike some companies who publish and sell their research, McVeau Trading shares its research with those who have contributed information to the analysis, and then uses the ideas to make trading decisions. The crop researchers at McVeau have been very impressed with the information network which has been established in the cotton industry and are very excited about setting up something similar for grain and oilseed producers and consultants. If participation is sufficient, this type of information source could be extremely valuable to all involved. Details on the network will follow by way of direct mail, personal phone calls, and future newsletter articles. McVeau sees its involvement with NAICC as a key asset to this potentially invaluable tool.

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**NEW MEMBERS**

**VOTING**

Chris Bowley, B.S. (Envir. Chemistry)
ASA, CCA
Wheat Tech, Inc.
Box 1246
Russellsive, KY 42276
Office: (502) 726-8821
Home: (502) 684-5529
Fax: (502) 726-8829
E-mail: wheatchris@aol.com
Crops: Wheat, barley, canola.
Services: Year round service from variety planning; seedbed preparation; drill, sprayer, and spreader calibration; scouting for weeds, insects and diseases; nitrogen recommendations; contract research on wheat and soybeans.

Kevin Kiser, B.S. (Ag. Mechanization)
NCWSSA
Heartland Technologies, Inc.
12491 East 136th Street
Noblesville, IN 46060
Office: (317) 776-0034
Home: (317) 873-0696
Fax: (317) 773-5661
Crops: Corn, soybeans, wheat, fruits, vegetables, turf.
Services: Field residue trials

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**PROVISIONAL**

Don Brucker, B.S. (Agriculture)
PCCI, ISTA
Boehle Consulting, Inc.
1403 E. Lafayette
Bloomington, IL 61701
Office: (309) 663-5076
Home: (217) 388-2230
Fax: (309) 662-0426
Crops: Corn, soybeans, wheat.
Services: Fertility recommendations, insect scouting, GPS mapping, nitrogen testing, soil sampling.

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**SUSTAINING**

Uniroyal Chemical Company, Inc.
Contact: Bolton Jones, General Sales Manager
World Headquarters
Middlebury, CT 06749
Office: (203) 573-3774
Wheat Tech, Inc., is a group of independent crop consultants based in southern central Kentucky. The group's focus is on raising wheat and doublecrop soybean yields utilizing an intensive management program. Wheat Tech is also heavily involved in contract research in three states. They use this source of knowledge to lay a foundation for practices to be used in the varying areas where wheat is grown.

Currently, Wheat Tech has consultants in western Kentucky, the bootheel of Missouri, northeast Indiana, and northwest Ohio. As interest grows and the demand for intensive management increases, Wheat Tech is looking to train and place consultants in areas of rapid growth.

The group offers many benefits with compensation being commensurate with previous knowledge and education. Opportunities are developing in several mid-western states including Oklahoma, Illinois, western Tennessee as well as the expansion of existing business in Kentucky, Missouri, Indiana, and Ohio. Interested persons should send a resume to Wheat Tech, Inc., P.O. Box 1246, Russellville, KY 42276.