



# NCI

**Connecting in the Global Marketplace**



**20th Anniversary Celebration  
June 30, 2003**

## **Celebration 2003**

### **Steering Committee:**

Sally Sologuk, Chair  
Dr. Pat Berglund  
Linda Briggs  
John Crabtree  
Sherwood Peterson  
Jennifer Tesch

Celebration book  
designed and edited  
by Sally Sologuk

# Northern Crops Institute

## *Celebrating 20 Years of*

### Connecting in the Global Marketplace



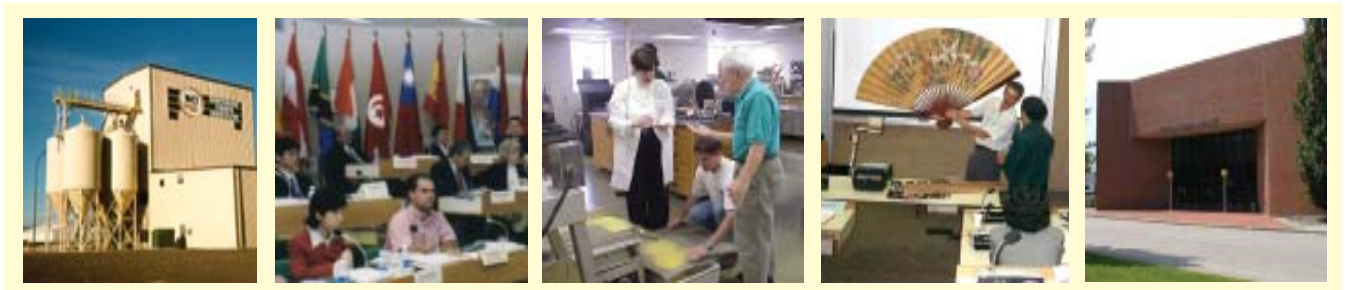
“Twenty years ago, the Northern Crops Institute was started on the campus of North Dakota State University. It was the dream project of a group of crop producers from the four-state region of Minnesota, Montana, South Dakota and North Dakota.

The Institute was dedicated to the presentation of technical and practical knowledge about crops grown in the northern region. Through the years, the Institute has gained a worldwide reputation because of its loyalty to its original mission and because of the quality of its programs.

People from 118 nations have come to the Institute with the assurance that what they learn there will be reliable and helpful in the understanding of the production values of crops grown in this region.

And they continue to come...”

*--Words by George Sinner*



# Dr. Patricia Berglund Director, Northern Crops Institute

# Welcome

Northern Crops Institute's 20<sup>th</sup> anniversary is a celebration of all who have walked before us, of those currently involved at NCI, and, as we look to the future, those who will follow us. I'd like to welcome you to our celebration and take this opportunity to recognize the many voices that have formed the Northern Crops Institute.

We celebrate the people who saw NCI as the glimmer of an idea. They not only set the bricks and mortar in place, but they converted their ideas into a philosophy and mission on which NCI continues to focus.

We salute Minnesota, Montana, North and South Dakota, the states that we represent, their commodity groups, the companies who use our technical services, and the people who come for training. A dedicated staff, the people who serve in leadership roles, the people who go to bat for NCI's funding, the people who bring buyers from overseas...these are the people we celebrate today. They share their ideas, give us support, and they are our best advocates.

The ND Legislature is a major contributor to NCI's success with well-thought-out legislation that created NCI

and continuing support that supplies NCI with half of its annual funding.

NCI's success is reflected in the faces of our returning customers...some are family members—sons and daughters sent by parents who look to the future, some are from companies that repeatedly send their employees, and some are people who return for an advanced course. Each one takes our message home and they spread the word about NCI.



We celebrate the whole gamut—the people who initiated our organization, NCI staff who continue the work, our overseas partners who identify buyers and in many cases support them to come here, participants who come to learn, the

legislatures and commodity organizations who help us financially, faculty at regional universities, and most of all, the producers who are integral in helping people understand our region, serve on our councils, and open their farms to our participants.

I believe that NCI will continue to be successful into the future as we develop new and innovative ways to carry on our mission...to create markets through education about northern-grown crops produced in this four-state region.

## Timeline: Growth and Development



**1979** Discussions begin about the need for a facility to promote spring wheat and durum wheat.

**1980** Proposal for a Spring Grains Institute is presented and approved by the Agricultural Experiment Station Facilities Committee. Later that year, the concept fails to gain approval from the ND State Board of Higher Education. United States Durum Growers Association passes a resolution to support a Spring Grains Institute. This action sets in motion a chain of events that results in legislative action.

# Sherwood Peterson Chair, Northern Crops Council

“Who Moved My Cheese?” is a book by Spencer Johnson about two mice—Sniff and Scurry, and two little people—Hem and Haw. They live in a maze, an area where you *look* for what you want out of life, and the cheese represents what you *want* out of life. The characters find themselves in change. The cheese has been moved.

Sniff realizes the cheese is not coming back and moves on looking for new cheese. Scurry scurries around and wastes a lot of energy before finding new cheese. Haw accepts that the cheese is gone and readily finds new cheese, but Hem thinks the cheese will return and will not adapt.

I use the above illustration to relate its message to your life. Some adapt readily, some waste energy and still others won't change. NCI has had its cheese moved several times and has readily adapted. Be it a new director, council leadership, projects, new commodities, new uses, new processes, new ways of merchandising, procurement procedures, and now, international business protocol and many others.

Our mission states in part that NCI was established to provide technical and marketing assistance to expand

sales of northern-grown crops. One hundred eighteen countries have visited NCI through guidance of the staff, council, advisory board and a newly created industry advisory board. NCI has world-wide recognition.

Let's follow a short course participant for awhile. Naturally he/she comes to Fargo from his or her country, comes to NCI where their country's flag is on display, becomes aware of the terrific facilities, gets to know our excellent staff and sits down to an outstanding and useful hands-on classroom program. They may grade commodities, visit a seed conditioning plant, an elevator, processors, our feed mill, markets in Minneapolis, Port of Duluth, and observe the loading of a unit train. A real treat is visiting a farm, talking to producers, walking the fields, and riding some of the equipment.

NCI has not only made a friend but, if northern-grown crops fit their needs, we have a customer. NCI has found the cheese many times and has shared it. The many benefits can't be added up as they are numerous and far reaching. That's why we are celebrating 20 years of success and NCI will have many more with your help and support. The cheese can and will be found regardless who moves it.



**1981** ND Senate Bill 2372 authorizes establishment of Northern Crops Institute. House Bill 1341 provides \$1.5 million for construction and equipment. Official ground breaking is held on December 16.

George Sinner is elected the first chair of the Northern Crops Council (NCC). At this point, NCC is composed of representatives from ND and MN.



**1982** Dr. Brendan Donnelly is hired as NCI's first director.

# Connecting

## Dr. Brendan Donnelly Northern Crops Institute Director, 1982-1995

When I arrived to begin my duties as the first NCI Director in July 1982, NCI was essentially a big hole in the ground. Construction was just getting underway, and we all put up with a year of jack hammers. We presented our first short course in September 1983.

My guiding principle during construction was: whatever we do, do it right; make NCI a showcase for agriculture in North Dakota and the Upper Great Plains states; make it a program that producers of the region will be proud of for a long time. I do believe that goal was accomplished, and I am proud of NCI and everyone who helped make it happen.

During the next few years, we approached MN, SD and MT for funding support to expand staff and programs. With the phenomenal help of the Wheat Commissions in those states, through their administrators, namely Merle Hedland, MN, Ben Handcock, SD, and Jim Christianson, MT, we were able to get legislative funding support from MN and SD, and funding support from the MT Wheat and Barley Committee. I believe getting that support and expanding the membership of the Northern Crops Council was one of the great successes of NCI.



Another success was getting a combination of federal and grain commission funding support for construction of the durum mill and feedmill. Again, ND Wheat Commission and ND Barley Council were major players in getting these projects funded and completed.

After 9/11, the world changed and it impacts how we carry out our business in light of terrorist activities domestically and overseas. I am encouraged by the fact that in spite of these situations, I still see a demand for our services. That tells me that the demand for NCI, IGP and WMC programs is still there and will continue.

I do believe we need to spend more time presenting aspects of our courses to industry overseas. Privatization is driving that demand. And we have to be involved with technology to make our services available through distance education.

Nothing beats providing our existing and potential customers the opportunity to visit the United States, participate in the programs, see our grain production capabilities, and meet our producers and grain traders. The one-on-one interactions in the United States are invaluable.

## Growth and Development

**1983** Construction of NCI is complete. First ribbon-cutting ceremony is held on April 29, attended by the first visiting trade delegation from Switzerland. Official ribbon-cutting ceremony takes place during the Harvest Bowl activities on October 22. Northern Crops Council, NCI's governing board, expands to 13 members when South Dakota and Montana begin to participate.

Ed Ross is elected NCC chair.

James Jacobs is employed as NCI's first technical director.



Course: NCI's first course, Grain Procurement Management for Importers, is presented Sept. 19-30. Nine people from Iraq, Oman, Yemen and China participated.

# Governor George Sinner

## First Chair, Northern Crops Council

When I was the president of the Red River Valley Sugarbeet Growers, I worked on the committee that replaced the NDSU greenhouses. After those buildings were funded, someone said there's another project that badly needs doing—an institute that will tell people about the virtues of northern grown crops. The more I listened, the more I knew he was right.

So, I decided to have one more adventure. NDSU President Laurel Loftsgard was supportive. "All I ask of you is to go after enough money to do it right," he said. I remember that very clearly, because it was a very good piece of advice.

We proceeded to get representatives from the other four states to be on the original board. They all shared the same crops and we knew the facility wouldn't have the clout and prestige that it needed if it didn't represent more than just North Dakota. The idea was clearly one of a kind and that added to our effort to get a good facility.

We had regular meetings about the building, and there were lots of discussions about the features in the

building. The decision to go with the language translations capabilities was a huge step, not only because of what it did on the practical basis, but it gave the facility a uniqueness that doesn't exist anywhere else in the region, and probably puts it on a plane of prestige that others will have trouble copying.

The Northern Crops Council became a four-state effort. We quit thinking in terms of borders; we need to think in terms of regions and community groups. We work with our neighboring states as a community of states with a community of interest in crop production and information.

NCI needs to be many things, but when it comes to the presentation of facts about the production that we do here, nobody can do it better than an institution like this. It has all the increments...the

mechanical increments, the simultaneous translation, the mill where you can show how things can be milled, it has the right tone and the right technology. The academic setting was important, the representation was important and, most important, NCI is a setting for the intellectual presentation of facts about what we do here.



**1984** John Crabtree is hired as NCI's first assistant director.

Demaco pasta extruder is installed.

NCI produces promotional film with a matching grant from the MN Department of Agriculture.

#### Courses:

Flour Mill Management, 27 participants

Grain Product Marketing: Wheat-flour Processed Products, 13 participants

Pasta: Raw Materials and Processing, 17 participants

Flour Mill Quality Control/Wheat Flour Quality Evaluation, 7 participants

Grain Procurement Management for Importers, 31 participants

ASBC Barley Malt/Beer Quality Evaluation, 6 participants

NPA Durum Wheat/Pasta Conference, 13 participants



# Dr. Bert D'Appolonia

## NDSU Cereal Science Department

*Connecting*

I was associated with NDSU's Cereal Chemistry and Technology Department before Northern Crops Institute existed. We began to realize as we hosted more trade team delegations that we needed more space. At that time, we met with trade teams in the Cereal Chemistry classroom, but it certainly didn't have the atmosphere that we needed. So, we talked about having a facility with an auditorium, a conference room and additional lab facilities.

One of the first names that we came up with for the new facility was Spring Wheat Institute. This was primarily because most of the work that we were doing at the time was in wheat, durum and spring wheat. Later, the concept was expanded and the title Northern Crops Institute came to realization. We also knew that as we went to the ND Legislature for funding that the plan would be better accepted if we covered all the crops grown in the region.

As NCI was built, I was asked to outline what equipment and instrumentation we should put in the baking laboratory. I had additional involvement later with the durum mill addition in the early 1990s.



Crop quality is very important in terms of marketing. The two go hand-in-hand. When trade teams come, we talk about the quality of the crops we have in the region. So, the work in quality that we did in the Cereal Chemistry Department tied in well with the mission of the Northern Crops Institute.

NCI definitely has had an expanded impact on some of the work that was already going on here. In the early 1960s, Japan was buying little, if any, wheat. Today, they are the major customer for wheat from this region. One of the reasons that Japan is such a big customer is a result of the early work done by the ND Wheat Commission and the Western Wheat Associates (now U.S. Wheat Associates). Northern Crops Institute had a foundation on which it could build, not only with wheat but other crops as well.

NCI's real addition is the courses that you offer. They are very well received throughout the world. Nothing replaces a one-on-one relationship in the export market. NCI's courses do something that is extremely important; they develop rapport with our customers. That's why after 20 years, NCI can see the fruits of its work.



**1985** Willard Pedersen is elected NCC chair.

- Courses:
- Grain Inspection, 10 participants
  - Flour Mill Management, 29 participants
  - Grain Product Marketing/Wheat-Flour Processed Products, 23 participants
  - Pasta: Raw Materials & Processing, 16 participants
  - Flour Mill Quality Control/Flour Quality Evaluation & Utilization, 22 participants
  - Grain Procurement Management for Importers, 29 participants

**1986** Orion Samuelson films his "U.S. Farm Report" in Fargo, highlighting the NCI and NDSU.

NCC reviews proposal for construction of a feed mill and durum mill.

- Courses:
- Grain Inspection, 11 participants
  - Flour Mill Management, 22 participants
  - Grain Product Marketing: Wheat-Flour Processed Products, 8 participants
  - Pasta: Raw Materials and Processing, 21 participants
  - Grain Procurement Management for Importers, 21 participants
  - Sunflower Oil Refining Seminar, 12 participants
  - ASBC Barley Malt/Beer Quality Evaluation, 8 participants
  - NPA Durum Wheat/Pasta Conference, 9 participants

# James Jacobs

## NCI's Technical Director, 1983-2001

NCI has never ceased to impress me, and I am certain it has had a similar impact on those who have been there to teach, to learn, to participate in functions or simply to visit. It is not the type of facility one might normally expect to find in a small Midwestern city out on the plains. Conceived as a state-of-the-art facility, it has continued to evolve in order to maintain that reputation.

In its early stages the laboratories were essentially empty. Equipping the labs was an extraordinary experience. When I asked Brendan how he wanted this project handled, he told me to do as I thought best. After studying catalogs and making up lists for two weeks, the requests were submitted. Boxes arrived through the next 3 or 4 months. This occurred during our busiest period of the year while we were introducing the first series of short courses. After accumulating boxes throughout the summer, my spouse finally joined me for a weekend of opening them and organizing the equipment in the labs.

Team work was emphasized in my first days at the NCI and continues to be an essential component. Limited staff numbers required a great deal of flexibility to

accomplish the sometimes multiple and varied activities.

NCI provided ample opportunity to travel and meet others. Simply being immersed in another culture was a life changing experience. Conducting seminars overseas under a broad variety of conditions certainly improved my ability to act or react under sometimes less than ideal conditions. Communication is always hampered when one is limited by a single language, as becomes evident from some of the responses to seemingly simple statements. As a case in point, one manufacturer destroyed a batch of pasta when it was recommended that modifying the dryer was essential before attempting to dry the product in question.



If imitation is the best form of praise, NCI can take pride in the number of facilities which have been equipped, evaluation

procedures installed, programs developed and purchases made based on exposure through NCI.

Director Pat Berglund's emphasis on input from the Northern Crops Council as well as stronger industry ties are essential ingredients for a vital NCI. Retaining a sense of what is truly important in this world of rapidly changing communication and technology will be a key to survival.



**1987** David Holter elected NCC chair.

Feed mill building committee and steering committee are appointed.

Courses:

- Flour Mill Management, 28 participants
- Grain Product Marketing: Wheat-Flour Processed Products, 22 participants
- Pasta: Raw Materials and Processing, 33 participants
- Flour Mill Quality Control/Flour Quality Evaluation & Utilization, 10 participants
- Sunflower Oil Refining Seminar, 15 participants
- ASBC Barley Malt/Beer Quality Evaluation, 7 participants

## *Growth and Development*

**1988** Fund-raising for feed mill and durum mill is in full swing.

High temperature-high pressure extruder is installed and operational.

Courses:

- Flour Mill Management, 20 participants
- Grain Product Marketing: Wheat-Flour Processed Products, 17 participants
- Pasta: Raw Materials and Processing, 34 participants
- Grain Procurement Management for Importers, 15 participants
- Barley: Feed/Food Utilization, 10 participants
- Sunflower Oil Refining Seminar, 15 participants
- Soybean Grading and Inspection, 23 participants
- NPA Durum Wheat/Pasta Conference, 25 participants

# John Crabtree

## NCI Assistant Director

# Connecting

I'd like to say Happy 20<sup>th</sup> Anniversary to the Northern Crops Institute. I congratulate the people who in the late 1970s and early '80s worked to put the Northern Crops Institute together. They had a vision, put it on paper, and brought it into existence. They envisioned a world-class facility and went all out to showcase agriculture from this region.

Anybody who has traveled overseas in a business environment knows that other countries or business cultures are sensitive to their guests' needs. People remember this. We want to make sure that our participants have a pleasant experience, not only at the Institute but also in the community. When they go back home, we're hoping that they have good things to say about the United States, because we're not only representing the NCI and agriculture, we are also representing the United States. For some of these people, it is the first time they have ever been to the United States. They come with certain perceptions about Americans. If we can change their negative perceptions to positive ones, they will remember.

We're also here to promote a better understanding of each other. We have many countries coming to the



Institute each year. When a course includes people from other countries, everyone gains an understanding not only of United States, but also of the other countries.

I think a good measurement of the success we've had here over the years is indicated by the number of companies that send repeat employees, or in the case of smaller, family-owned enterprises, the fathers and mothers send their sons and daughters. In some cases, the whole family has come here for programs. We've had a number of instances from South and Central America, Asia, and right here in United States. The Institute is especially well known in other countries. In my overseas travel to conferences, I always meet someone who's

been to the Institute, or has a relative or colleague who has been here. That's quite amazing.

What we're trying to do at NCI is increase the standard of living around the world. That's really our mission. We want to make sure that the people who come here are successful in their businesses and provide food or products for their countries. We strive to increase the livelihood of all people and to assist the producers in the four-state region to find a market for their product.

## Growth and Development

**1989** Jerry Kruger becomes NCC chair.

Ground breaking ceremony for feed mill is held August 17.

Construction of durum mill begins.

### Courses:

Flour Mill Management, 18 participants  
Pasta: Raw Materials and Processing, 21 participants  
Grain Procurement Management for Importers, 11 participants  
Feed Grain Quality Seminar, 5 participants  
Sunflower Oil Refining Seminar, 10 participants  
Soybean Grading and Inspection, 17 participants  
ASBC Barley Malt/Beer Quality Evaluation, 7 participants  
Wheat Grading & Inspection, 13 participants  
Northarvest Bean Quality Conference, 50 participants

**1990** NCI hires Dr. Kim Koch as first feed mill manager.

Feed Mill is dedicated during Harvest Bowl weekend.

### Courses:

Flour Mill Management, 16 participants  
Grain Product Marketing: Wheat-Flour Processed Products, 13 participants  
Pasta: Raw Materials and Processing, 16 participants  
Flour Mill Quality Control/Wheat Flour Quality Evaluation, 11 participants  
Grain Procurement Management for Importers, 16 participants  
Sunflower Oil Refining Seminar, 13 participants  
NPA Durum Wheat/Pasta Conference, 22 participants  
Northarvest Bean Quality Conference, 50 participants

# Giuseppe Rocco

## Rocco Giuseppee figli spa, Italy

Our company has been located in Naples, Italy since its foundation. The company is involved in the grain and oilseeds trading since more than one century. I am the Assistant Manager at the Grain Trading Desk.

For many years, ROCCO GIUSEPPE & FIGLI, and mainly my father Roberto Rocco, as General Manager, has enjoyed friendly relations with the U.S. Wheat Associates in order to be supported in the business from USA. I have to personally thank their Vice President, Mr. Vince Peterson, who invited me to attend my first NCI course, Grain Procurement Management, in September 2002.

During this course, I had the opportunity to gain a better knowledge of the U.S. wheat varieties and also learn about other interesting crops, such as soyabean, soyabean meal and canola commodities. Thanks to detailed reports, lessons and excursions organized by NCI, I began to understand the reality of the U.S. market by learning different marketing strategies and policies.

I think that the NCI has a crucial role in the international grain market as far as the U.S. origin grains training and distribution in the world is concerned.

Personally, I enjoyed the stay in Fargo and I can say that it has been a very interesting experience from both commercial and personal sides. I was very glad to meet with Italian colleagues and, mainly, to make acquaintance with new ones coming from many world countries.

I had also the opportunity to meet with the NCI staff, in particular with the Director Patricia T. Berglund, John Crabtree and Sally Sologuk. All of them played an important role in supporting me in this my first experience at NCI.

My sister Maria was the first one of my family who attended an NCI course. She has been actively involved in the business for ten years. After that first experience, my father realized that NCI had to be the first step for the younger generation to learn about the American grain business.



# Dr. Bill Wilson

## NDSU Agribusiness and Applied Economics

*Connecting*

When I became acquainted with NCI, I was conscious of growing demands by buyers, particularly importers, about grains and the marketing system in this part of the country. I thought it was important that the NCI program include grain procurement. Mel Maier from the ND Wheat Commission encouraged me to develop a proposal that evolved into the first grain procurement program.

In the mid '80s, we had a mixed audience—government people and commercial entities. That was a challenge, because the interests of those who were strictly commercial were very different than those who were strictly governmental. Over time, the government entities have diminished in importance, and the private sector has gained in importance. As a result, our grain procurement programs have a greater concentration on the private sector/commercial types of decisions.

There has been an escalation in the demand for this type of program, mostly due to growth in the private sector of imports in most countries of the world. Prior to the mid-1990s, we had domination by big trading agencies that have been largely replaced by private sector buyers. So



the composition of buyers has changed radically and become much more private sector-oriented.

In the U.S., our market system is free of the regulation that occurs in other countries of the world. Consequently, we rely on buyers and sellers interacting with each other—

about contract terms, quality terms, premiums and discounts, and logistical terms. My goal is that as buyers become more knowledgeable about these terms, they become better buyers and that allows them to more effectively interact with their suppliers. When they interact effectively, they are capable of reflecting their demands through their buyers, and their demands are transmitted all the way back to the farm

level with respect to quality, pricing, and logistical specificity. It makes smarter buyers; it helps us use market mechanisms more efficiently to regulate our system.

When I'm in other parts of the world, I often have people come up to me and introduce themselves as, "You may not remember me, but I was in your class at NCI in such and such a year." And then they talk excitedly about what they're doing now in their business as a result of that class. That's the reward.

## *Growth and Development*

**1991** George Howe becomes NCC chair.

Durum Mill is dedicated during Harvest Bowl weekend.

Congress approves USDA aquaculture project at NCI Feedmill.

Courses:

Flour Mill Management, 18 participants

Grain Product Marketing: Wheat-Flour Processed Products, 21 participants

Pasta: Raw Materials and Processing, 47 participants

Flour Mill Quality Control/Wheat Flour Quality Evaluation, 13 participants

Grain Procurement Management for Importers, 42 participants

Feedmill Management/Feed Processing, 10 participants

ASBC Barley Malt/Beer Quality Evaluation, 5 participants

**1992** Patent application process begins for NCI-developed couscous.

Richard Fugleberg is elected NCC chair.

NCI receives bids for feed mill classroom.

Courses:

Flour Mill Management, 10 participants

Pasta: Raw Materials and Processing, 23 participants

Flour Mill Quality Control/Wheat Flour Quality Evaluation, 19 participants

Grain Procurement Management for Importers, 31 participants

Durum Wheat Milling, 15 participants

Feedmill Management/Feed Manufacturing Technology, 24 participants

Feedmill Management/Feed Processing, 16 participants

NPA Durum Wheat/Pasta Conference, 22 participants

# Dariusz Kutzias

## DAKU International Sp. z o.o., Poland

I founded my own trading and consulting company in Warsaw, Poland in 2003 after working 9.5 years for Toepfer International in Hamburg and Warsaw. My company, DAKU, is a trading and consulting company focused on domestic and international grain and feedstuffs trading, brokerage and consulting in agribusiness.

I was invited by US Wheat Associates to participate in the 2002 Grain Procurement Management for Importers course at NCI. This was my first contact with NCI but I am sure not the last one. The course was perfectly organized. There were a lot of interesting lecturers like Dr. William Wilson, Art Boline, Darcy Rasmussen and very interesting excursions to Duluth, Minneapolis, and country elevators.

I learned a lot about grain trading, logistics, storage facilities, and commodity exchanges in the US. I realized for the first time how perfect the organization of the U.S. grain business is. This knowledge helps me to explain to people in my country how the grain business should be organized and how to improve it. This is an important issue especially in countries like Poland, which are still developing their free market economies.

Grain trading is not just to move grains. It is much, much more. My company is fully aware of the importance of grain quality, logistics and paper contracts. My attendance at the course gave me more self-confidence, which was very helpful in my decision to open my own business.

Visiting in North Dakota meant I could see the country, talk to the people like farmers, traders, elevator managers, processors, listen to them talk about problems they have, and how they manage them. My educational experience improved significantly by coming to Fargo, Duluth and Minneapolis.

It was great to meet the people from 21 countries at the course. I still have contact with some. This is also a very important role of NCI... to bring the people together.

Our group from Poland was invited to a barbecue at a farm near Enderlin, ND. I was impressed with how well the farm is organized and equipped with machinery and storage space. The level of the farmer's education is very high. He told us he watches the futures on CBOT or MGE every day in order to sell his goods at best prices. This situation is unbelievable for Poland yet!

We invited the family to Europe, especially Poland, and I hope they will come one day. Then I'm going to show them a piece of my country.



**1993** Jim Squires is elected NCC chair.

Feed mill classroom is dedicated.

Director Donnelly takes leave of absence from NCI to serve as interim Vice President for Agriculture and University Outreach.

#### Courses:

Flour Mill Management, 21 participants  
Grain Product Marketing: Wheat-Flour Processed Products, 15 participants  
Grain Procurement Management for Importers, 22 participants  
Durum Wheat Milling, 13 participants  
Grain Merchandising, 15 participants  
Feedmill Management/Feed Manufacturing Technology, 29 participants  
Sunflower Oil Refining Seminar, 12 participants  
ASBC Barley Malt/Beer Quality Evaluation, 7 participants  
Baking Short Course for Commercial Bakers, 11 participants

**1994** Terry Goerger is elected NCC chair.

NCI's administrative reporting line changes from Director of Agricultural Experiment Station to the Vice President for Agriculture and University Outreach.

Discussions begin on construction of feed mill reception/office area.

#### Courses:

Flour Mill Quality Control/Flour Quality Eval., 12 participants  
Grain Procurement Management for Importers, 18 participants  
Wheat Based Snacks Using Extrusion Technology, 11 particip.  
Feedmill Management/Manufacturing Technology, 32 particip.  
Livestock Production/Management On-Farm Feed Manufacture, 13 participants  
Feedmill Management/Feed Processing, 29 participants  
Russian Grain Merchandising, 13 participants  
NPA Grain Wheat/Pasta Conference, 14 participants

**Dr. Kim Koch**

## **NCI Feed Production Manager**

When I began at NCI in May 1990, the feedmill was under construction. I was hired to put the mill into operation and assist with nutrition research and educational programs. Today, the NCI Feed Production Center is an integral component of regional animal research. It is a full-service facility able to produce complete feeds, concentrates, supplements and custom premixes. We've provided in excess of 21,000 tons of feed since becoming operational in 1991.

In my twelve years at NCI, the biggest change I've seen is the variety of crops with which we work. When I first arrived, NCI was primarily a training facility for users of wheat. Over the years, our involvement has expanded into barley, corn, sunflowers, soybeans, edible beans and recently, into canola and flax. Utilization of regional co-products is of increased importance.

In 1991, barley was the primary cereal grain used in feed research. For various reasons, we shifted over to corn. Now we're seeing a comeback of barley. Soybean meal continues to be the primary vegetable protein used in our animal feed. We buy exclusively on bids from three soybean-crushing plants in MN and one at Volga, SD.

I've traveled throughout the world providing technical

consulting to feed manufacturers. I've done a lot of work in North Africa and the Balkans. In the early '90's, I started working with U.S. Grains Council in Samara, Russia. From that project, six Russian groups came to NCI. We had two additional groups that came from Russia through the American Soybean Association. With the Russians, we focused on how to make feed with the resources they had and how to conduct business. In the mid-to-late '90's, we did a lot of work with the Chinese in feed manufacturing. We had four feed-related groups come from China. We wanted to help them recognize the importance of quality and how starting with quality ingredients pays dividends.

Basically, that's what we do with all of our groups. We stress the importance of quality raw materials as they relate to the quality of the finished product. We feel strongly that U.S. commodity grains and soybean meal will stand the test of quality against anyone's product in the world. At NCI, we strive to create a win-win situation. Those who receive the training use their acquired knowledge to upgrade productivity, efficiency and quality within their systems, through the use of our region's commodities and products.



## *Growth and Development*

**1995** Terry Goerger re-elected NCC chair.

Quality control laboratory added to feed mill construction design.

Courses:

Pasta: Raw Materials and Processing, 11 participants  
Grain Procurement Management for Importers, 28 participants  
Advanced Feed Manufacturing Technology, 25 participants  
AACC Pasta and Noodles: Raw Materials and Processing,  
25 participants  
Wheat Quality Awareness for Grain Merchandisers,  
13 participants

**1996** Dr. Patricia Berglund is hired as NCI's second director.

Joel Dick is elected NCC Chair.

Feed mill reception area and quality control lab completed.

Courses:

Grain Product Marketing: Wheat-Flour Processed Products,  
7 participants  
Grain Procurement Management for Importers, 31 participants  
Grain Merchandising, 9 participants  
Indonesian Flour Millers Study Team, 4 participants  
Feedmill Manager Feed Technology Study Team,  
19 participants  
ASBC Barley Malt/Beer Quality Evaluation, 17 participants  
NPA Grain Wheat/Pasta Conference, 20 participants  
Durum/Pasta Quality Awareness, 13 participants

## Karima Ben Moussa Riahi Universal Partner, Tunisia

My Tunisian company started in the grain business nine years ago, thanks to a chance given to me by my friend Wayne Bacon, who is a representative of ORIC Overseas Egypt. Unfortunately, I was a very bad representative since I knew nothing at this stage in this huge world of grain. Day by day, contract by contract, we learn and I am still learning.

Today, I am not only selling in Tunisia but also in Libya, and developing the Algerian market. I trade corn, soya bean meal, soft wheat, durum, barley, corn oil, and wheat bran as a broker. I feel I am still in the beginning of a long road.

I believe, to be successful, we should always learn to be more efficient and professional. Again, my friend Wayne told about your Institute as one of the best in the world, and today I approve what he told me.

I attended the short course of "Grain Procurement Management for Importers" in September 2002. I never thought it would be as rich a program as it was. The first week in Fargo was theory, and visiting Duluth and Minneapolis was the practice of what we learned. Seeing farmers, terminals, storage, and the Minneapolis Exchange was very important, hearing exporters explaining their export strategies and risks they face every day. I often come back to my NCI book to check information.

I enjoyed each moment I spent with you in USA with such friendly people. I welcome any of you visiting Tunisia.



## Kenji Nakai Nippon Flour Mills, Japan

Nippon's main business is manufacturing and selling wheat flour, durum semolina, mix flour, corn grits, pasta, and frozen food. I attended Grain Procurement Management for Importers in 2002. I became acquainted with Northern Crops Institute through some others from our company who attended the course and recommended it. Nippon will send a new participant in the course this year.

Many participants, including me, were able to increase their knowledge - true information - about the U.S. wheat industry and wheat trading. "Seeing is believing." All the things that I learned were fresh to me and became knowledge. I don't think that I would have understood if I hadn't come to North Dakota, Minnesota and to your course.

We, at Nippon, think that Northern Crops Institute courses (especially the Grain Procurement Management for Importers course) are very useful for "beginners in using U.S. wheat" like us. We always want very exact, fresh information about wheat. Northern Crops Institute is a very important partner as a bidirectional source of information.

I transferred to United Flour Mill Public Company (UFM) in Bangkok, and started my new assignment in April. UFM is the largest flour milling company in Thailand. Nippon Flour Mills is one of the big shareholders.



## Brian Kaae

# Connecting Northern Crops Council, MT Wheat & Barley

I have noticed my truly profane thoughts usually come when I am out in the corral trying to get an animal to cooperate. But have you noticed that your truly profound thoughts come at 3 a.m. only to be lost in that misty last few hours of sleep before you wake?

About 20 years ago, someone had a truly profound thought that wasn't forgotten but was acted upon. That thought has evolved into what is today's Northern Crops Institute...a place where teachers impart knowledge to their students, but the students also educate their teachers...creating a "knowledge loop" that producers on the northern plains participate in to everyone's benefit...helping producers recognize and achieve the traits that are valued by our ultimate customers. As producers, showcasing our crops and educating our customers on the crop quality of what we produce is critical to our individual operations and to agriculture as a whole on the northern plains.

In the past 20 years, NCI has developed a reputation of honesty and integrity around the world. These relationships are the foundation for a mutually beneficial

association between the processors and producers of northern-grown crops. The qualities of our crops are known world-wide because of the efforts of NCI.

During the three generations that my home area has been under cultivation, there has been a change in technologies from horses to 4-wheel-drive tractors with satellite positioning. I fully expect the progress to accelerate rather than slow down. Site specific farming that targets crop traits to customers is also becoming a reality. As a producer, partnering with someone who can showcase this value will be critical to success.

I've never had a crystal ball. If I did, I could be earning a \$1.99 a minute while sitting on the beach in Hawaii. What I do know is that by meeting the challenges today, we will open doors tomorrow. If we are going to continue to live and farm on the plains, we can't take a narrow view and never look outside our own acreage. We need to be in the loop...meeting challenges and opening doors. NCI is our doorway into and our partner in that knowledge loop.



### 1997 Plans for construction of the Food Processing Pilot Plant are reviewed.

#### Courses:

AACC Pasta and Noodles: Raw Materials and Processing, 32 participants

Advanced Wheat Procurement Strategies, 18 participants

Flour Mill Management, 10 participants

AOM Durum Wheat Milling, 18 participants

Pasta: Raw Materials and Processing, 15 participants

Grain Procurement Management for Importers, 12 participants

### 1998 Charles Gunnerson elected NCC chair.

NCI receives contract for AACC check sample analysis.

NCC votes to transfer funds for the Food Processing Pilot Plant to the construction of NDSU's Small Animal Research Center.

#### Courses:

AACC Pasta and Noodles: Raw Materials and Processing, 24 participants

AOM Durum Wheat Milling, 9 participants

Durum/Pasta Quality Awareness, 12 participants

Flour Requirements for Frozen Dough, 12 participants

NPA Durum Wheat/Pasta Conference, 13 participants

Grain Procurement Management for Importers, 27 participants

ASBC Barley Malt/Beer Quality Evaluation, 12 participants

Marketing Opportunities for Food Quality Soybeans, 30 participants

Statistical Process Control and the Feed Industry, 21 participants

# Rick Vallery, NCI Lobbyist South Dakota Wheat, Inc.

My career in association management began in 1984 with South Dakota Farm Bureau. My affiliation with Northern Crops Institute started in 1991 when I was asked to perform the lobbying for Farm Bureau, and I was approached by Brenda Forman, who worked for SD Wheat Inc. She told me in no uncertain terms that Northern Crops Institute was GREAT and that Farm Bureau needed to support it. Who would have known that six years later, I would be the Executive Director of SD Wheat Inc and working hard to maintain that support.

I feel strongly about lobbying for NCI's funding because of NCI's unique purpose, which is both educational and technical in nature. These twin goals that unite into one purpose provide a win-win situation for both customers and consumers.



Anytime regions can cooperate in projects of any kind, the importance and value become apparent. If four states and twenty commodity organizations can agree on funding, its importance and value are HUGE!!

Northern Crops Institute's impact upon regional agriculture can be both directly and indirectly felt. Sometimes a sale of wheat can be attributed to NCI but more than likely, it is the indirect educational benefits that will produce long term impacts. NCI impacts the world directly but changes in technical aspects of millers around the world can be put to use immediately.

By far, the biggest challenge the wheat industry is facing is biotechnology. Biotech wheat is an opportunity that needs to be taken advantage of, but in a slow and responsible manner. From the wheat industry's point of view, a big challenge for NCI in the future will be telling and presenting to the world a truthful, accurate, and timely message concerning biotech wheat.



**1999** NCI Auditorium is equipped with multimedia equipment and Internet access at all desks.

Chinese Ambassador to USA visits NCI.

**Courses:**

- Specialized Durum Milling, 6 participants
- Advanced Grain Procurement Strategies, 15 participants
- AACC Pasta and Noodles: Raw Materials and Processing, 25 participants
- Grain Procurement Management, 34 participants
- Algerian Scientific Exchange on Durum Quality, 1 participant
- ASA Hungarian Feed/Poultry, 6 participants
- Pillsbury Extrusion Course, 25 participants
- On-Farm Feed Mixing, 4 participants
- Grain Procurement Management for Importers, 20 participants
- AACC Pasta and Noodles: Raw Materials and Processing, 26 participants
- USDA Macedonian Wheat Milling/Quality and Uses, 2 partic.

**2000** Maynard Satrom elected NCC chair.

Wheat Quality Council elects Berglund chair.

NDSU lets bids for the Small Animal Research Center.

**Courses:**

- International Business Protocol, 77 participants
- Country Elevator Managers Seminar, 35 participants
- Frozen Dough Development—Korea, 7 participants
- Feed Manufacturing Technology, 18 participants
- AOM Durum Wheat Milling, 5 participants
- Pasta: Raw Materials and Processing and Technology—Russia, 14 participants
- Pasta Manufacturing—Practices and Problems, Venezuela
- AACC Pasta and Noodles: Raw Materials and Processing, 30 participants
- Grain Procurement Management for Importers, 35 participants
- ASBC Barley Malt Quality Evaluation, 13 participants

# Staff of the Northern Crops Institute



*Left to right: Kim Koch, Sally Sologuk, Aaron Lamb, Brian Sorenson, Director Pat Berglund, John Crabtree, Will Robinson, Wes Twombly, Linda Briggs, Bonnie Jacobson.*

## NCI Staff

<b>Dr. Patricia Berglund</b>	<b>Director</b>
<b>John Crabtree</b>	<b>Assistant Director</b>
<b>Dr. Kim Koch</b>	<b>Feed Production Center Manager</b>
<b>Brian Sorenson</b>	<b>Technical Director</b>
<b>Sally Sologuk</b>	<b>Public Relations Specialist</b>
<b>Wesley Twombly</b>	<b>Extrusion Specialist</b>
<b>Bonnie Jacobson</b>	<b>Food Technologist</b>
<b>Linda Briggs</b>	<b>Office Manager</b>
<b>Will Robinson</b>	<b>Durum Milling Specialist</b>

**2001** Brian Sorenson is hired as NCI's second Technical Director.

NCI produces new promotional video.

NDSU dedicates the Animal Nutrition and Physiology Center.

#### Courses:

International Protocol, 31 participants  
 Pasta and Noodles: Raw Materials and Processing, 16 partic.  
 Advanced Grain Procurement Strategies, 19 participants  
 Pasta Doria: Blending of US Wheat Classes, 2 participants  
 Mexican Soybean Trade Mission, 8 participants  
 Chinese Sinograin Grain Procurement, 10 participants  
 Brazilian Pasta: Raw Materials and Processing Technology, 12  
 Chinese Corn Study Team, 11 participants  
 Chinese Soybean Procurement, 16 participants  
 Grain Procurement Management for Importers, 17 participants  
 Feedlot Management, 25 participants  
 Basic and Advanced Feed Microscopy, 18 participants

**2002** Sherwood Peterson elected NCC Chair.

NCI establishes Industry Advisory Board

#### Courses:

Grain Procurement Management for Importers, 41 participants  
 Quality Assurance/Quality Control Workshops-Morocco, 28 partic.  
 Pasta: Raw Materials and Processing Technology-Brazil, 11 partic.  
 Price Analysis and Risk Management Strategies-Tunisia, 45 partic.  
 Pasta and Noodles: Raw Materials and Processing, 14 partic.  
 Advanced Feed Microscopy with Emphasis on Animal Protein Products, 14 participants  
 Feedlot Management School, 20 participants

# Participants in NCI Programs Have Represented 118 Nations

## Africa

Algeria  
Angola  
Burkina Faso  
Cape Verde Islands  
Congo (DRC)  
Cote d'Ivoire  
Egypt  
Ghana  
Kenya  
Lesotho  
Libya  
Madagascar  
Mauritius  
Morocco  
Mozambique  
Namibia  
Nigeria  
Senegal  
South Africa  
Sudan  
Tanzania  
Tunisia  
Zimbabwe

## Asia

Bangladesh  
China (PRC)  
Georgia  
India  
Japan  
Kazakhstan  
Kyrgyzstan  
Pakistan  
Russia  
South Korea  
Sri Lanka

Turkmenistan  
Ukraine  
Uzbekistan

## Central America and the Caribbean

Barbados  
Belize  
Costa Rica  
Dominica  
Dominican Republic  
El Salvador  
Guatemala  
Haiti  
Honduras  
Jamaica  
Nicaragua  
Panama  
Saint Lucia  
Saint Vincent and the  
Grenadines  
Trinidad and Tobago

## Europe

Albania  
Austria  
Belarus  
Belgium  
Bosnia & Herzegovina  
Bulgaria  
Croatia  
Czech Republic  
Denmark  
Estonia  
Finland  
France  
Germany

Greece  
Hungary  
Italy  
Latvia  
Lithuania  
Macedonia  
Malta  
Netherlands  
Norway  
Poland  
Portugal  
Romania  
Serbia & Montenegro  
Slovenia  
Spain  
Sweden  
Switzerland  
United Kingdom

## Middle East

Bahrain  
Cyprus  
Iraq  
Israel  
Jordan  
Kuwait  
Lebanon  
Oman  
Syria  
Turkey  
United Arab Emirates  
Yemen

## North America

Canada  
Mexico  
United States

## Oceania

Australia  
New Zealand

## South America

Argentina  
Bolivia  
Brazil  
Chile  
Colombia  
Ecuador  
Peru  
Suriname  
Venezuela

## Southeast Asia

Burma (Myanmar)  
Hong Kong  
Indonesia  
Malaysia  
Philippines  
Singapore  
Taiwan  
Thailand  
Vietnam

Geographical Source: "CIA - The World Factbook 2002."  
Every effort was made to list all countries, but please accept our  
apologies if we missed any.

## Technical Services

Since its beginning, NCI has provided proprietary processing and technical assistance to food, feed and industrial companies, ranging from small family-owned and start-up companies to large multi-national corporations in utilizing agriculture products from the Northern Great Plains. NCI provides pilot-scale processing and technical assistance with:

- Pasta processing and quality testing
- Extrusion processing
  - o Expanded snacks
  - o Texturized foods
  - o Ready-to-eat cereals
- Milling and baking
- Animal and fish feed processing
- Industrial product development
- Ingredient evaluation

## 2003 20th Anniversary Celebration

### Renovation of NCI's Main Floor

Courses:

Processing Technology of Durum Wheat-Mexico,  
73 participants  
Pasta and Noodles: Raw Materials and Processing,  
12 participants  
Advanced Grain Procurement Strategies,  
18 participants  
AOM Durum Wheat Milling  
Pasta: Raw Materials and Processing Technology  
ASA Feed Microscopy  
Feedlot School  
Grain Procurement Management for Importers  
Flour Quality for Non-Millers  
International Business Protocol

## 2002-2003 Northern Crops Council



Danielson



Johnson



*Northern Crops Council at March 27, 2003 meeting. Left to right: Doyle Burkhardt, Matt Mechtel, Pres. Joseph Chapman, Brian Kaae, Jennifer Tesch, Sherwood Peterson, Richard Groven, Richard Kuecker, Dr. Phillip Mason (for Commissioner Roger Johnson.)*



Lottie



Pugh



Satrom

**Sherwood Peterson, Chair**  
Sabin, MN  
MN Soybean Growers Association

**Doyle Burkhardt**  
Guelph, ND  
ND Oilseed Council

**Dr. Joseph Chapman**  
President  
North Dakota State University  
Fargo, ND

**Ellsworth Danielson**  
Fosston, MN  
MN Wheat Research and Promotion  
Council

**Richard Groven**  
Northwood, ND  
ND Barley Council

**Roger Johnson**  
Commissioner of Agriculture  
ND Department of Agriculture

**Brian Kaae, Vice Chair**  
Dagmar, MT  
MT Wheat & Barley Committee

**Richard Kuecker**  
Webster, SD  
SD Wheat Commission

**Ray Lottie**  
Minneapolis, MN  
General Mills, Inc.

**Matt Mechtel**  
Page, ND  
ND Soybean Council

**Don Pugh**  
Miller, SD  
SD Corn Utilization Council

**Maynard Satrom, Past Chair**  
Oriska, ND  
ND Wheat Commission

**Jennifer Tesch**  
Fargo, ND  
SK Food International



## NCI Leaders, 1981 - 2003

### Planning and Building Committee

Perry Clark, Clark, Holman and Moorhead Architects  
Irv Holman, Clark, Holman and Moorhead Architects  
Dr. H.R. Lund, ND Agricultural Experiment Station  
Gary Reinke, NDSU Physical Plant  
Don Stockman, NDSU  
Norman Weckerly, US Durum Growers Association  
Dr. Vernon Youngs, USDA  
Dr. Joe Stanislao, NDSU  
Ed Ross, MN Wheat Research & Promotion Council  
George Sinner, ND Crops Council  
Larry Kleingarter, ND Sunflower Council  
Bob Armstrup, ND Dept. of Agriculture  
Merle Hedland, MN Wheat Research & Promotion Council

### Charter Members of Northern Crops Council

Art Grandalen  
George Howe, Jr.  
James E. Johnston, Sr.  
Commissioner Kent Jones  
Marv Klevberg  
Edwin F. Ross  
George A. Sinner  
Dr. Joseph Stanislao  
Wesley Tossett

### Northern Crops Council Members, 1982-2003

Floyd Anderson  
Duane Arneklev  
Louis Arnold  
Greg Balentine  
Terry Baltes  
Larry Barber  
David Berg  
George Boos  
Doyle Burkhardt  
Stan Buxa  
Dr. Joseph Chapman  
Frank Daniels  
Ellsworth Danielson  
Richard Daws  
Dr. Joel Dick  
Roger Dunning

Dr. Allan Fischer  
Richard Fugleberg  
Terry Goerger  
Richard Groven  
Charles Gunnerson  
Warren Hart  
Leon Haskins  
David Holter  
Jim Howe  
Bob Ibes  
Don Jarrett  
ND Ag. Commissioner  
Roger Johnson  
Brian Kaae  
Dr. Robert Koob

Jerry Kruger  
Richard Kuecker  
Sam Kuhl  
Bob Levos  
Dr. L.D. Loftsgard  
Ray Lottie  
Mark Lounsbery  
David Malmkog  
Homer Martinson  
Matt Mechtel  
Richard Moen  
Scott Nelson  
Pat O'Connell  
William Ongstad  
Charles Ottem

Dr. Jim Ozbun  
Willard Pedersen  
Sherwood Peterson  
Dr. Thomas Plough  
Don Pugh  
Maynard Satrom  
Sam Shafer  
Jim Squires  
James Stover  
Jennifer Tesch  
Jerry Thuesen  
Ron Tommerdahl  
ND Ag. Commissioner  
Sarah Vogel  
Cecil Watson  
Bob Zabel



## NCC Advisory Board

<b>Duane Arneklev</b> MT Wheat and Barley Comm.	<b>Randy Englund</b> SD Wheat Commission	<b>Patricia Jensen</b> NDSU VP for Agriculture	<b>Leslie Roach</b> ND Corn Utilization Council
<b>Eric Bartsch</b> ND Dry Pea & Lentil Assoc.	<b>Neal Fisher</b> ND Wheat Commission	<b>Deborah Johnson</b> ND Soybean Council	<b>Doug Ruud</b> MN Wheat Research/Promo.
<b>David Berg</b> American Crystal Sugar	<b>Larry Gabriel</b> SD Secretary of Agriculture	<b>Larry Kleingartner</b> National Sunflower Assoc.	<b>Nicholas Sinner</b> ND Barley Council
<b>Art Brandli</b> MN Wheat Research/Promo.	<b>Terry Goerger</b> ND Soybean Council	<b>Lerrene Kroh</b> North Dakota Oilseed Council	<b>Bruce Stockman</b> MN Corn Growers Assoc.
<b>Jim Broten</b> ND Barley Council	<b>Charles Gunnerson</b> MN Barley Growers Assoc.	<b>Bruce Lewallen</b> US Durum Growers Assoc.	<b>Steve Strege</b> ND Grain Dealers Assoc.
<b>Stan Buxa</b> ND Oilseed Council	<b>Lance Hagen</b> ND Grain Growers	<b>Duane Maatz</b> Northern Plains Potato Growers	<b>David Torgerson</b> MN Wheat Research/Promo.
<b>Robert Carlson</b> ND Farmers Union	<b>Betty Hansen</b> SD Soybean Research/Promo.	<b>Dennis Mitchell</b> SD Corn Utilization Council	<b>Mark Weber</b> RR Valley Sugarbeet Growers
<b>Jim Christianson</b> MT Wheat & Barley Comm.	<b>Gov. John Hoeven</b> Governor of North Dakota	<b>Jim Palmer</b> MN Soybean Research/ Promotion Council	<b>Robert Weyrich</b> SD Department of Ag
<b>Barry Coleman</b> Northern Canola Growers	<b>Kent Horsager</b> Minneapolis Grain Exchange	<b>Ralph Peck</b> Director, MT Dept. of Agric.	<b>Marvin Zutz</b> MN Barley Research/Promo.
<b>Tim Courneya</b> Northarvest Bean Growers	<b>Gene Hugoson</b> MN Commissioner of Agric.	<b>Lisa Richardson</b> SD Corn Utilization Council	
<b>Dr. Joel Dick</b> Roman Meal Milling Co.	<b>Jocie Iszler</b> ND Corn Utilization Council		

## Charter Industry Advisory Board

<b>David Berg</b> , Co-Chair American Crystal Sugar	<b>Wayne Fetting</b> Top Taste, Inc.	<b>Bruce Moe</b> Land O'Lakes/Purina Feeds
<b>Jennifer Tesch</b> , Co-Chair SK Food International	<b>Randy Garvert</b> Conagra Foods, Grain Processing Group	<b>Carl Schoenfelder</b> Conte Luna Foods
<b>Darwin Britzman</b> Int'l Nutrition Consulting, Inc.	<b>Gordon Gingras</b> Gold'n Plump Poultry, Inc	<b>Mel Schulz</b> Pasta Montana
<b>Rodney Christianson</b> SD Soybean Processors, Inc.	<b>Dave Holland</b> Busch Agricultural Resources Inc.	<b>Curt Stern</b> Northern Sun/ADM
<b>Ron DeJongh</b> AGP Grain Ltd.	<b>Brad Kjar</b> Hunter Grain	<b>Mark O. Stutrud</b> Summit Brewing Company
<b>Joel Dick</b> Roman Meal Milling	<b>Ray Lottie</b> General Mills, Inc.	<b>Vance Taylor</b> North Dakota Mill
<b>Mark Dillon</b> Golden Growers Coop.	<b>Robert Majkrzak</b> Red River Commodities Inc.	<b>Ken Ulbrich</b> Bay State Milling
<b>Carrol Duerr</b> Earthwise Processors, LLC		<b>Kimberly Vachal</b> Upper Great Plains Transportation Institute

## *With Special Thanks...*

### *To the Organizations Who Have Supported Northern Crops Institute Through the Years...*

American Crystal Sugar Company  
Anheuser-Busch, Inc.  
ConAgra  
Greater North Dakota Association  
Minnesota Barley Research and Promotion Council  
Minnesota Department of Agriculture  
Minnesota Soybean Research and Promotion Council  
Minnesota Wheat Research and Promotion Council  
Montana Wheat and Barley Committee  
National Barley Growers Association  
National Sunflower Association  
State of North Dakota  
North Dakota Barley Council  
North Dakota Barley Show  
North Dakota Beef Commission  
North Dakota Crop Improvement and Seed Association  
North Dakota Corn Utilization Council  
North Dakota Dairy Promotion Commission  
North Dakota Farm Bureau

North Dakota Farmers Union  
North Dakota Mill  
North Dakota Oilseed Council  
North Dakota Pork Producers  
North Dakota Soybean Council  
North Dakota Wheat Commission  
North Dakota Wheat Producers Inc.  
    now known as ND Grain Growers Association  
Peavey Company  
President's Ag Club, NDSU  
Red River Valley Edible Bean Growers Association  
    now known as Northarvest Bean Growers Association  
Red River Valley Potato Growers Association  
    now known as Northern Plains Potato Growers Association  
Red River Valley Sugarbeet Growers Association  
State of South Dakota  
South Dakota Corn Utilization Council  
South Dakota Soybean Research and Promotion Council  
South Dakota Wheat Commission  
U.S. Durum Growers Association

Special thanks to the sponsors of NCI's 20th Anniversary, who are listed in the banquet program.

### *And to Our Partners in Global Marketing*

American Association of Cereal Chemists  
American Society of Brewing Chemists  
American Soybean Association  
Association of Operative Millers  
Duluth Seaway Port Authority  
Federal Grain Inspection Service  
Minneapolis Grain Exchange  
Montana State University  
North Dakota State University  
South Dakota State University  
University of Minnesota  
U.S. Department of Agriculture/Foreign Agricultural Service  
U.S. Grains Council  
U.S. Wheat Associates  
Food and Feed Processing Industries





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