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Annual Report 2000

Farm Foundation
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Chairman’s Message

Challenges . . .

The challenges that continue to face American agriculture and rural communities at the dawn of the 21st century are different, yet parallel to the challenges of the early 20th century, a time we sometimes look upon as a golden age for agriculture. One hundred years ago we were adopting the first mechanical technologies that would vastly increase the number of acres that one family could farm. Today we are challenged by new information, biological technologies and consumer demands that have the power and are transforming the structure of agriculture.

At the turn of the last century we were adjusting to an American economy that allowed Heartland farmers to serve growing markets on the East Coast. Today we must deal with an emerging global economy that has vastly expanded the markets for American agricultural products. In 1900, the frontier had been settled and many rural communities were at a peak of economic and social activity. One hundred years later population and opportunity have waned for many rural communities, while others flourish because of the lifestyle amenities they offer those who work in cities and suburban areas.

We must understand the multifaceted landscape in order to meet the challenges of the new century. Farmers and ranchers make up less than two percent of the American population, yet their productivity and contribution to the welfare of all are greater than at any time in history.

While the other 98 percent of the population still appreciate the productivity of agriculture, they also value the amenities of the rural landscape and the environmental benefits of prairies and forests. We all want our food to be fresh, safe, nutritious, convenient, and tasty. Most have the resources to buy the food and environmental amenities they desire but do not understand the biological processes and various practices of agricultural production, or they do not want the chemicals, noises or smells associated with production practices. Complex and sometimes contradictory consumer and taxpayer demands can produce conflict and frustration in the agricultural community, yet they are part of the key to future prosperity.

Farm Foundation’s primary objective is to help agriculture and rural people cope with necessary change and understand the challenges, to identify and examine public issues and to create opportunities for productive policy dialogue, consensus building and prosperity for agriculture and rural communities. While the challenges change with time, Farm Foundation continues to work as a catalyst to build understanding within agriculture, among the customers they serve, and in policy making circles.

Gary H. Baise
Chairman of the Board
The changes facing agriculture and rural communities in this new century bring with them a number of issues we must address. We need to explore opportunities for innovative approaches to deal with the major forces of change driven by economic globalization, technology and industry organization.

Exciting new technology is transforming the structure of agriculture; however, it forces more farmers to become a part of the supply chain and give up some cherished traditions and decision making freedoms. Some are concerned that control of the food supply chain will fall into too few hands and exclude others from the market. Many entrepreneurial producers are finding ways to access markets, participate in the supply chain and provide consumers with high quality products through individual or joint initiatives. Institutional changes within the agricultural community can give producers a greater voice in the supply chain.

U.S. agriculture operates in the global economy and must work within international organizations and institutions that set rules to govern trade, product characteristics and perhaps even production practices. U.S. leadership in these efforts can help provide the envisioned growth in demand for U.S. exports.

The changing structure of agriculture and the global economy have made some agricultural businesses uncompetitive, while bringing new challenges such as labor shortages to successful businesses and communities. This has resulted in increased migration of permanent residents from diverse backgrounds to growing rural communities bringing new social and economic challenges, but also opportunities to develop a more dynamic community. Other communities search for economic alternatives not tied to agriculture.

As urban and growing rural communities expand, the resulting sprawl often brings people with little attachment to agriculture into conflict with production agriculture. Environmental issues come to the fore as burgeoning populations compete with agricultural uses for water, raise concerns about air quality and noise, and generate conflict over agricultural production practices. A number of local and state governments have been wrestling with ways to accommodate and balance agricultural and nonagricultural land uses and conflicts.

These issues create opportunities for Farm Foundation to work with partners in land grant and other universities, the private sector and public agencies to stimulate research to help improve our understanding of the issues; conduct educational programs on these issues; and foster dialogue to find policy solutions or private sector actions to best deal with the issues. This year, Farm Foundation programs catalyzed initial steps or furthered ongoing efforts to help assure that agriculture and rural communities are prepared for the future. This report highlights those activities.
In an old Scandinavian folk tale, “Nail Soup,” an elderly man uses a nail and some thoughtful encouragement to persuade the people of a village to make a tasty soup. The old man provides the nail and an idea. The villagers contribute vegetables and meat, resulting in a wonderful “nail soup.” As a catalyst, Farm Foundation provides some resources, ideas and opportunities for those with interests in agricultural and rural America to bring their insights, knowledge and linkages to enrich the whole community.

Farm Foundation was established in 1933 as a private agency to do things public agencies or other private groups were not doing, as well as to help coordinate the work of other public and private groups and agencies to improve farm and rural life. Farm Foundation’s goal has been to balance the interaction of economic, social and public policy issues that confront farm and rural people without taking political positions and without supporting specific legislation. Farm Foundation has continued this philosophy for nearly 70 years.

Farm Foundation’s strategic plan provides a guiding vision for Farm Foundation programs. Our board identified objectives and subject matter priority areas for Farm Foundation programs.

**Objectives**

- Identify the forces of change that will shape the future;
- Stimulate research and education that build a body of knowledge on the forces of change and on the issues evolving from them;
- Foster informed dialogue to increase understanding of opposing views and move toward consensus on important public issues and policies; and
- Build networks that enable improved economic and human capital development for U.S. agriculture and rural people.

**Priority Areas**

- Globalization
- Environmental and Natural Resource Issues
- New Technologies
- Consumer Issues
- The Changing Role of Agricultural Institutions
- Rural Community Viability
Specific program objectives and topics for exploration are identified for each priority area. Projects are developed with long-standing and new partners to address important issues and seek sound approaches to dealing with them.

Farm Foundation is an operating rather than a grant-making foundation. Our chief assets are our legacy, reputation for objectivity, and flexibility to respond to critical issues. Foundation management provides proactive leadership to develop national and regional conferences, workshops and meetings organized to encourage new research and education programs, develop human capital and foster policy dialogue.

Farm Foundation stimulates the formation of coalitions focusing on specific rural and agricultural projects. It serves as a liaison to communicate with agricultural, agribusiness, academic and related groups on private and public sector policy issues that impact agriculture and rural people. Farm Foundation projects help better prepare those working with agriculture and rural people to be effective leaders, communicators and spokespersons on important policy issues.

The programs summarized in this report are organized around the themes of increasing knowledge about agriculture and rural issues, applying that knowledge through educational programs, developing human capital, facilitating interaction about emerging issues, exploring policy alternatives, and facilitating communication about policy issues and alternatives. This presentation is followed by a summary and information about program funding. The final sections of the report review Farm Foundation staff activities, leadership programs of Farm Foundation’s Bennett Agricultural Round Table, donors, financial information, a list of program-related publications and Internet sources of additional information.

For more detailed descriptions of individual projects, see Farm Foundation’s Internet home page (http://www.farmfoundation.org)

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**Farm Foundation’s Mission**

To improve the economic and social well-being of U.S. agriculture and rural people by helping private and public sector decision makers identify and understand forces that will shape the future.
Farm Foundation has a “Nail Soup” approach to increasing understanding about the problems which face U.S. agriculture. Like the old man in the folk tale, Farm Foundation does not have the resources to address major problems directly. Farm Foundation provides opportunities and creates linkages to accomplish projects and outcomes of greater magnitude than could be created by others alone.

**Land Use Issues.** One example of this approach is the bundle of projects sponsored in the past two years dealing with urban sprawl and other land use issues.

In 1999, Farm Foundation teamed with the Charles F. Kettering Foundation to produce a resource booklet, *Land Use Conflict: When City and Country Clash.*¹ The booklet presents an overview of sprawl and discusses four alternatives for addressing land use problems and the consequences and trade-offs of each. It is designed to help citizens and decision-makers identify their goals and beliefs and reach common ground for community development strategies.

This popular booklet, which synthesized the current knowledge in a policy options and consequences format, has been utilized in planning sessions in many communities across the country. The first 10,000 copies were distributed within 90 days and an additional 5,000 are currently being distributed. *Land Use Conflict* is also being heavily drawn upon in preparing regional land-use issue publications such as the *Saline County Study: Balancing Our Heritage with Our Horizons,*² which was prepared by the citizens of Saline County, Missouri, and Missouri Outreach and Extension.

*Land Use Conflict* is the culmination of a much larger effort. In 1997, Farm Foundation brought together the land grant university specialists across the country interested in this topic and organized the Land Use and Rural-Urban Interface task force. The following year, the task force organized a major research and educational symposium which focused on farmland preservation programs across the country. This effort produced the 1999 publication, *Performance of State Programs for Farmland Retention,*³ which clarified the results of existing programs and set an agenda for future research on the impacts of farmland preservation efforts. In late 1999, the task force also developed a *Directory of Cooperative Extension Expertise on Land Use Issues*⁴ through an electronic mail survey of state extension public policy education contacts.

These efforts had other spillovers. Larry Libby of The Ohio State University and a task force member, organized a symposium in Florida with Farm Foundation to examine rural-urban conflicts in a high growth environment. The resulting publication *Land Use in a Growth State: Issues at Florida’s Rural-Urban Interface*⁵ was produced in 1999. Additionally, a *National Survey of State Animal Confinement Policies*⁶ was developed through a related task force.
Together, these five projects constitute a comprehensive resource on land use issues at the rural-urban interface. They have contributed to the knowledge base and understanding of these issues in the land grant universities and communities. These projects demonstrate the types of linkages and resources which can be brought to bear on an issue by many groups working together.

**Immigration and the Changing Face of Rural America.**

Being a catalyst can also create longer-term relationships and activities. Since 1980, the United States has admitted almost 15 million legal immigrants, including 3.5 million Mexicans. Most immigrants reside in urban areas, but an estimated 2 to 5 million are living in rural or agricultural areas. The fruit, vegetable and specialty crop sector of U.S. agriculture has employed migrant and immigrant labor for decades. However, in the 1990s, legal and unauthorized foreign workers spread beyond the Southwest and Florida to work in meat processing and other agricultural food firms. Many of the migrants settled permanently in Arkansas, Delaware, Iowa and North Carolina with their families. As a result, the demographic face of their communities was changed. Immigration has raised new issues for many rural and agricultural communities—ranging from bilingual education to requests for providing public services in other languages.

Dr. Phil Martin, at the University of California-Davis, has received support from Farm Foundation, and the Giannini, Kellogg, Mellon, and Rosenberg Foundations to host a series of workshops on immigration and the changing face of rural America during the last six years. Martin has also served as a speaker on this topic at Farm Foundation’s Bennett Agricultural Round Table and the National Public Policy Education Conference. Martin’s regional conferences have served as a catalyst for prompting discussion among participants, including local and state policy leaders, of the trade-offs involved in the changing face of rural America. The conferences include discussions with employers who create jobs that attract immigrants, local leaders that help bridge the gap between established residents and newcomers, and advocates of migrants and immigrants. These conferences have provided a rich understanding of the issues which need attention. Additional workshops are in the planning stages.

**Market Analysis and the Public Sector.**

Sometimes catalytic activities can involve USDA, land grant universities and other organizations. In recent years, changing programs and resource pressures have resulted in reduced USDA resources for agricultural market analysis. While this has created opportunities for private sector market analysis firms, the ability of small- and medium-sized farmers to have access to this information in the future is becoming a concern.

Farm Foundation recently brought together representatives from USDA, land grant universities and the private sector to develop approaches for future collaboration. This meeting generated enthusiasm for possible joint USDA/land grant university activities. Such collaboration would alleviate resource pressures, avoid duplication, and improve the quality of public sector analysis. Out of this effort, a pilot project on hog market analysis has been started which involves USDA, land grant universities and the Livestock Market Information Center. Additional opportunities for collaboration are currently being explored.
Over the past 67 years, Farm Foundation has been helping agricultural and rural people face the challenges, issues and opportunities of agriculture. One of Farm Foundation’s special commitments has been sponsoring projects which encourage educational efforts. Below are some examples of the 1999-2000 projects:

**Informing the Public.** In our “fast food” and “ready to eat” society, the linkages between production agriculture and the consuming public have been becoming more distant. Not only is there a lack of knowledge about how food is produced, but also there is little understanding of the great potential for agriculture to impact our lives in ways besides food production. Farm Foundation has sponsored several activities which demonstrate how science and agriculture are working together for the benefit of people throughout the world.

Farm Foundation cosponsored a summer 1999 exhibit at Disney’s EPCOT® Center in Florida. “A-Maize Your Friends,” was a hands-on discovery experience that focused on a variety of uses of corn that go beyond the dinner table. Innovative educational techniques highlighted use of corn to make super absorbing materials for diapers, biodegradable packaging peanuts, ethanol for fuels and ingredients for foods. Throughout the summer season, it effectively reached over 1,300 people daily with information highlighting the continuing importance of agriculture and science in their lives.

“A-Maize Your Friends” reached over 1,300 people daily...

Building on the success of the “A-Maize Your Friends” exhibit, an agricultural science fair exhibit is being planned for March 2001 at EPCOT Center. It will demonstrate to the public the scientific, technological and ecological benefits of agriculture and corn in our daily lives.

**Educating Teachers and Students.** In addition to educational activities which are targeted toward the general public, Farm Foundation has also sponsored projects which help educators and students.

Farm Foundation was a sponsor of the initial planning activities which led to Food, Land and People (FLP™), a nonprofit educational project founded in 1988. FLP provides educators with high quality, balanced and easily integrated curriculum-based classroom materials that deal with the complexity and interdependence of agricultural, environmental, economic, and cultural issues. In 1998, FLP published Resources for Learning, a series of 40 PreK-12th grade lesson plans. New lesson plans are continuously being developed and FLP is forming coalitions throughout the United States to distribute these materials and train facilitators to conduct workshops for educators.

Elementary and secondary school students are taught with FLP modules how agriculture meets their basic needs for food, clothing and shelter. They also learn about the interrelationships between agricul-
tural production and the issues of human health, soil and water resources, energy and habitat preservation. These broad issues are often inadequately addressed in traditional school systems. Farm Foundation has continued to help support emerging elements of FLP.

In 1999, Farm Foundation also helped support a FLP special event, “Building Bridges of Understanding Between Agriculture, Education and the Environment.” This symposium brought together leaders of these three important sectors of society to discuss effective ways to educate students, teachers and the general public about issues relating to food/agriculture and environmental sustainability. The proceedings should be available later this year. Farm Foundation is also sponsoring an additional “Building Bridges” symposium which is being planned for fall 2000.

Farm Foundation also looks for opportunities to help vocational agriculture students.

With Farm Foundation support, a website is being developed for coaches and advisers of the national Future Farmers of America (FFA) Farm Business Management Career Development Event (CDE). This site is designed to provide resources for agricultural teachers to use in teaching farm business management skills to high school students and to serve as a resource for students preparing for their respective state FFA CDE and the national CDE.

The website will allow a wider range of schools to compete effectively at the state and national levels. This will allow a wider range of schools to compete effectively at the state and national levels, thereby increasing the students’ understanding of important management tools. The site is expected to be completed by July 2000.

**A Fifty-Year Commitment to Public Policy Education.** In 1949, Farm Foundation convened a meeting of land grant university representatives and USDA officials in Chicago to “explore ways and means of increasing the knowledge and stimulating the interest of rural groups in public policy subjects important to rural life and public well-being.” From that initial effort, the National Public Policy Education Conference was inaugurated in 1951.

This year, Farm Foundation and the National Public Policy Education Committee will host the 50th National Public Policy Education Conference in Albany, New York. Participants, mainly land grant university and extension service public policy educators from across the country, enjoy topical presentations and participate in lively discussion about current issues. They seek ideas for their state educational programs to increase the knowledge of interest groups and individual citizens about emerging public issues.

This year’s conference will include presentations on topics from biotechnology to rural policy. Farm Foundation produces a printed conference summary and hosts the conference webpage, which includes presentation summaries and supporting materials.
Farm Foundation Develops Human Capital

Human capital is the ability of individuals to produce value from their knowledge. Increasing the knowledge of those working in public and private sector leadership roles in research, education and policy organizations will help agricultural and rural people. Farm Foundation sponsors four types of activities which promote human capital and encourage leadership development in agriculture: financial assistance to emerging extension leaders, scholarships to attend symposia, direct participation with groups of agricultural leaders, and awards to outstanding leaders.

Extension Fellowships. Since 1938, Farm Foundation has provided over 300 fellowships for graduate training in the social sciences. The fellowships are available to employees of the state extension services and USDA. Priority is given to individuals currently in administrative positions and individuals being trained to assume administrative responsibility. The recipients of these fellowships have made important contributions to agriculture and rural society. A number of the recipients became presidents of universities, directors of extension, chairs of agricultural economics departments, program leaders in extension, and extension specialists. Many of the recipients probably could not have continued their graduate education without Farm Foundation’s support. The fellowships have enabled the recipients to further develop their ability to serve society.

Travel Scholarships. Once a year, key food and agribusiness leaders from around the world gather at the World Food and Agribusiness Congress. This event, sponsored by the International Food and Agribusiness Management Association (IAMA), is not only an opportunity for participants to broaden their knowledge about the food and agricultural systems, but is also an occasion to build relationships and extend networks.

In 1993, Farm Foundation began sponsoring travel grants for graduate students to attend the annual World Food and Agribusiness Congress. In 1999, with additional funding from IAMA’s corporate supporters, this program has been leveraged to a $40,000 annual activity with at least 25 scholarships awarded globally. Farm Foundation provides this opportunity to broaden deserving students’ understanding of the changes taking place in the global food system. As these students move into the agricultural and agribusiness workforce, they will bring new perspectives that help U.S. agriculture compete in a global economy.

In 1999, Farm Foundation also sponsored travel scholarships for domestic and international graduate students to participate in the Global Soy Forum. This first worldwide assembly of the soybean industry drew over 1,800 people. It was organized to publicize the industry’s successes, to strengthen the soybean’s role in the world economy and to provide an international forum for planning the future of the global industry.
Farm Foundation’s scholarships were allocated to students who expressed an interest in marketing and the economic issues in the soybean industry. Farm Foundation provided this support to help these students identify the benefits and costs of increased international commerce in the soybean industry for farmers, agribusiness and rural communities.

Activities with Agricultural Leadership Organizations. Agricultural and rural communities rely on quality leadership to maintain a competitive position in the global economy. Consequently, many states have leadership development programs. Participants undergo an intense developmental experience which often includes national and international travel seminars.

After the conclusion of the program, many graduates have not been provided additional leadership enhancement opportunities. There is a real danger that their enthusiasm will wane and their ability to make a difference in their organizations or communities will diminish. For several years, Farm Foundation has worked to help the programs and enhance the training and networking opportunities for these graduates.

Farm Foundation supported the creation of the Leadership Resources for the International Agricultural Community website. This site includes a networking database, information on topical roundtables, continuing education information, an alumni bulletin board, career information, and links to agricultural organizations. This website will help create a virtual community and increase and enhance networking opportunities for agricultural leadership program alumni.

In February 2000, Farm Foundation cosponsored a five-state regional conference for agricultural leadership program alumni. This conference was held in Fort Worth, Texas, and addressed current policy issues. Program topics included consolidation in the food and agricultural system; the farm crisis; cooperatives and other business organizations in 21st Century agriculture; how agricultural education and research will serve agriculture in the future; implications of new technology in agriculture; and motivating leadership.

Awards for Outstanding Leaders. Farm Foundation sponsors awards to outstanding leaders to reward their accomplishments and, more importantly, to inspire others to follow their example.

Since 1984, Farm Foundation has sponsored the George Washington Carver Public Service Hall of Fame Award. The award is presented to individuals who exemplify the public service philosophy and leadership qualities of George Washington Carver. Margaret E. Johnson, associate extension administrator at South Carolina State University, and John I. Just-Buddy, assistant to the deputy chief for management for the USDA’s National Resources Conservation Service, received the award in 1999.

Farm Foundation and the National Public Policy Education Committee annually sponsor two awards: the R. J. Hildreth Award for Career Achievement in Public Policy Education and the Outstanding Public Issues Education Program Award. These awards recognize leadership and scholarship within the policy education professional community. The 1999 recipients of the Hildreth Award were Ronald C. Fass of Washington State University; Philip Favero of the University of Maryland; and Harold M. Harris, Jr. of Clemson University. Receiving the Outstanding Public Issues Education Program Award in 1999 were two team projects: Collaboration to Achieve Agreement on Natural Resource Decisions: Different Approaches to Natural Resource Education in Eastern Nevada, and The County Based Multi-disciplinary Public Policy Education Program for Hillsborough County (Tampa) Florida.
Farm Foundation has the flexibility to commit resources to emerging issues in agriculture and rural America. This flexibility, combined with Farm Foundation’s proactive leadership approach, enables us to facilitate interaction about emerging issues among agribusiness and policy leaders, government officials, and the academic community.

**International Trade.** U.S. agriculture is at least three times more dependent on international trade than the rest of the U.S. economy. Greater access to international markets is essential to the continued growth and prosperity of the U.S. agricultural economy. Events like the protest at the World Trade Organization (WTO) ministerial meeting held at Seattle, Washington, in late 1999 have highlighted the challenges in agricultural trade liberalization. Four of the projects which Farm Foundation sponsored in the past year to facilitate interaction about trade policy are described below. Each has an online Internet component.

China is the largest emerging economy and already an important force in world agriculture. Farm Foundation cosponsored a symposium on China’s agricultural trade policy with the University of California Agricultural Issues Center and the International Agricultural Trade Research Consortium. The symposium brought together approximately 100 researchers from around the world to explore issues and implications of China’s trade policies; WTO membership for China; China’s domestic agricultural policy; and prospects for their agricultural trade growth.

The dairy industry is subject to trade distorting regulation worldwide and is expected to be scrutinized in the forthcoming WTO negotiations. Farm Foundation cosponsored a dairy trade policy research symposium for economists from universities, government, the private sector, and research centers in the U.S., Canada and the EU. A recurrent theme of the conference was the dearth of good econometric estimates of price and income responses of dairy demand in many countries. Research findings indicated that trade liberalization to date has had moderate effects on world markets and aggregate benefits to society.

Farm Foundation also supported a workshop on EU agricultural policies and U.S. trade. The dialogue focussed on EU agricultural policy as manifested in the common agricultural policy. Views were exchanged among EU and U.S. agricultural economists on how to account for these policies in economic, political and institutional analyses. The workshop also explored the evolution of global markets and implications for the next WTO negotiations and EU enlargement. Finally, it discussed the Economic Research Service’s research agenda over the next couple of years relative to the EU and U.S. agricultural policy.

A planning meeting was held in New Orleans in early December 1999 on coordinating research, education
and policy dialogue related to the current WTO and other trade agreements. As one of the outcomes, Farm Foundation is providing funding to establish a webpage through the International Agricultural Trade Research Consortium to share information about planned research conferences, educational efforts and policy dialogue being organized by various groups in the U.S., Canada and the EU. An effort is also underway to coordinate developing conferences to assure less chance of duplication. Additionally, a Congressional staff briefing will be organized, perhaps early in 2001, about the current status of issues.

**Agbiotechnology.** One agricultural issue which has been receiving ongoing public attention in the last few years is agbiotechnology. Farm Foundation sponsored four programs last year to facilitate interaction about this emerging issue.

In late 1999, approximately 40 industry representatives participated in scenario planning to develop an appropriate framework for analyzing and organizing information about potential risks and opportunities in agbiotechnology. Results are being reviewed and will be published in *AgBioForum*, an on-line journal that focuses on economics and management of agricultural biotechnology. It is distributed to industry leaders in 50 different countries. It should help public and private sector decision makers identify and understand forces that will shape the future trajectory of agbiotechnology.

Over 80 agricultural economists from the business, government and academic communities participated in the “Transitions in Agbiotech” conference in June 1999, in Washington, D.C. The conference examined the impacts of the biotechnology revolution on American farmers, public policy, private sector decision making, international trade and consumer choice. This conference offered a rare opportunity for social scientists from many different perspectives to examine this dynamic public issue thoughtfully, using the latest research results. A decision maker’s summary and the full proceedings of the symposium are available on the Internet. A Congressional staff briefing incorporating the results was held in February 2000.

Farm Foundation also cosponsored a symposium, “GMO Regulations: Food Safety or Trade Barrier” with the European Union Center and the College of Agricultural, Consumer and Environmental Sciences at the University of Illinois, Urbana-Champaign. An invited group of 60 corporate leaders, government officials, consumer representatives and academics from both sides of the Atlantic interacted in the search for common ground and to develop a better understanding of U.S. and EU attitudes and beliefs. Some of the discussion focused on the lack of trust in government regulatory processes. Another topic was the need to focus more attention on consumer demand versus technology supply for biotechnology. Different countries may arrive at divergent decisions about the technology based upon the same evidence using different social values. The conference established a basis for ongoing dialogue among stakeholders in the U.S. and EU.

With Farm Foundation support, the Coalition on Technology, a small task force of land grant university colleges of agriculture and agricultural cooperative leaders, is working to identify ways in which they might appropriately associate their resources in discovery, development and delivery of biotechnology and information technology for their mutual advantage and that of the U.S. farm and rural sector. They will seek proposals for pilot projects to be undertaken under the umbrella of this coalition. There will be a follow-up meeting between the planning group of land grant college of agriculture and cooperative leaders in early summer 2000, prior to extended opportunities for participation.
In the 1950s, Farm Foundation, through its association with public policy educators and the National Public Policy Education Conference, played a catalytic role in developing and teaching the problem definition, policy options and consequences education methodology. This methodology became the standard for public policy education in agriculture and in related areas. In recent years, that approach has been extended to a broader focus on public issues education, incorporating basic understanding of the policy making process and techniques for dispute resolution.

Farm Foundation continues to have a special commitment to activities which investigate policy alternatives and consequences in agriculture. One issue which is receiving increasing attention is the consequences of the structural change underway in the food and agricultural sector and the implications for the various segments of the system. Farm Foundation has sponsored several projects to create a broader understanding of future directions, implications and options for U.S. agriculture. Some of the 1999-2000 projects are:

**Structural Change in the Food System.** A rapid consolidation is underway in production agriculture and the food sector. Biotechnology, globalization, environmental and natural resource issues all have great implications for producers, agribusinesses and rural communities. At the same time, a number of policy proposals to affect structural change are being debated at the state and federal levels. The knowledge base in this area is often incomplete. There is a real need to incorporate the expertise economists can bring to public debates about structural change and ascertain those issues which require additional research.

To explore the current level of knowledge about structural issues, Farm Foundation is sponsoring a workshop entitled, “Policy Issues in the Changing Structure of the Food System.” The all-day workshop will be held in conjunction with the American Agricultural Economics Association (AAEA) annual meetings in Tampa, Florida.

Cosponsors of this workshop include, the Extension Section of AAEA; Food and Agricultural Marketing Policy Section of AAEA; the Council on Food, Agricultural and Resource Economics; and USDA's Economic Research Service.

The workshop has goals of identifying the critical questions which need attention; exploring what research knowledge is available concerning those questions; discussing the policy implications resulting from that research; identifying gaps in the research and education agenda; and developing a strategy providing input into the decision making process in the public and private sector relating to future directions of structural change. It will highlight implications for producers, marketing firms, consumers and rural communities. A website and executive summary of the workshop will be produced.
National Symposium on the Future of Agriculture. Farm Foundation and the University of Georgia co-sponsored the National Symposium on the Future of Agriculture in August 1999. The symposium brought together land grant university experts to discuss the challenges facing the agricultural industry in the 21st Century. It explored the current situation, identified problems and challenges facing U.S. agriculture in the 21st Century, and established priorities for them. Participants included approximately 300 policy makers, producers, agribusiness representatives, academics, Farm Bureau leaders, and commissioners of agriculture. Attendees from 26 states and four foreign countries considered agricultural, environmental and consumer issues.

All presentations are available on the symposium website. Selected articles were published in a special issue of the *Journal of Agribusiness*. The Senate Committee on Agriculture, Nutrition and Forestry recorded the proceedings in a field hearing to report the findings to Congress, state and federal agencies, individual firms and corporations, universities and the media. The results of the symposium should assist Congress in evaluating policy decisions for the next farm bill and provide a basis for potential funding requests for research, teaching and extension programs.

Farmer Cooperatives 2000. Farmer cooperatives are directed by volunteer boards of directors elected by the members of the cooperatives. They confront the same challenges corporations face: achieving economies of scale, dealing with globalization, finding capital for growth, and determining the right strategic positioning.

In November 1999, Farm Foundation teamed up with the University of Wisconsin Center for Cooperatives to sponsor Farmer Cooperatives 2000. The theme of this conference was “Excellence in Governance.” About 135 cooperative directors and staff heard presentations from leading cooperatives on how they are improving governance structures and systems to help direct cooperatives as world class businesses while maintaining member-controlled, democratically-run organizations. Farm Foundation board member Dan Smalley and Round Table members Hub Daniel and Bob Foster participated in the conference. An online proceedings is available.

Technological and Structural Changes in the Transportation Sector. Three kinds of costs exist in doing business at a distance: the physical cost of moving goods; the time elapsed in transportation which affects perishability and interest costs; and cultural unfamiliarity which may create resistance to transported goods. The policy implications of these factors include the need to foster investment in infrastructure and reduce any policy barriers that increase transportation costs.

In March 1999, Farm Foundation and World Perspectives, Inc. cosponsored an Economic Research Service (ERS) workshop to assess the role of transportation in the global food system. The workshop goals were to raise awareness about the role of technological and structural change in shipping and its impact on global food and agricultural markets, and to identify opportunities for ERS research to provide public policy and private sector decision makers a clearer understanding of the current and future role of shipping innovations and constraints in the globalized food system. ERS will prioritize the research results and share them with others. A preliminary report is available via the Internet.
Farm Foundation Facilitates Communication About the Issues and Alternatives

Besides sponsoring conferences and symposia, Farm Foundation has looked for other ways to facilitate communication about the issues and alternatives in agriculture and expand our outreach.

The Internet offers an excellent mechanism to communicate information in a cost-efficient and timely manner. Our reliance on the Internet has grown in the last few years and we anticipate this trend to continue.

Farm Foundation’s Homepage. Farm Foundation’s homepage has grown in four years to include a wealth of information about Farm Foundation and the projects we sponsor. We target this information to our Board of Trustees, members of Farm Foundation’s Bennett Agricultural Round Table, our collaborators and co-sponsors and to audiences who can use the results. We update this information frequently to ensure its timeliness and accuracy.

Through the Internet, we keep our audience informed about upcoming events and outcomes of projects Farm Foundation has sponsored. Our website also includes Farm Foundation’s guidelines for program funding, strategic plan and priority area action plans. Information is also available about Farm Foundations board of trustees, staff and history.

We host information pages for the National Public Policy Education Conference and Farm Foundation’s Bennett Agricultural Round Table. Also hosted are online editions of our quarterly newsletter, The Catalyst; the proceedings of the National Public Policy Education Conference and our Annual Report. This site contains proceedings from four of the Canada/Mexico/United States Trade Disputes Workshops, the “Technological Changes in the Transportation Sector—Effects on U.S. Food and Agricultural Trade” workshop and Land Use Conflict: When City and Country Clash.

Fostering Other Webpages. In the last several years, Farm Foundation has also fostered the development of webpages for other organizations. Some examples include:

- AgEcon Search, a searchable Internet depository for scholarly working papers in agricultural and applied economics, which is maintained at the University of Minnesota.

- The National Association for Rural Mental Health (NARMH) homepage. NARMH represents professionals concerned with the mental health needs of rural Americans.

- The Drake Journal of Agricultural Law homepage which is dedicated to the review of legal issues affecting the agriculture industry.
• The Western Risk Management Library\textsuperscript{25} which was developed jointly by members of the Western Extension Marketing Committee and the Western Farm Management Extension Committee.

Linking Agricultural Education. Several organizations are involved in activities which educate the public about agriculture. Farm Foundation organized the Agricultural Literacy Education Committee to increase understanding among these organizations of each other’s goals, program thrusts, and operating style; identify areas of commonality where collaboration is advantageous; and develop a well-articulated, brief, but comprehensive description of their programs, their respective roles, and how they complement each other. This group has met several times, developed a brochure to relate how their programs relate to each other, and initiated a webpage\textsuperscript{26} to communicate about their programs.

Identifying the Research Agenda. In recent years, Farm Foundation has facilitated communication about the issues and alternatives by working with USDA’s Economic Research Service to identify research needs. Examples of these activities include:

• A March 1999 workshop designed to raise awareness within ERS of the role and importance of transportation in U.S. food and agricultural trade.\textsuperscript{21}

• An April 1999 workshop focusing on the economic analysis of organic farming systems based on long-term replicated field trial research.

• A workshop convened in June 1999 to discuss agriculture’s impact on coastal resources.

• A July 1999 workshop on “What Makes Small Farms Successful?”

• A workshop held in September 1999 investigating EU agricultural policies and U.S. trade.

Additionally, Farm Foundation has worked with several regional research committees to identify progress in and new areas needing research to address emerging topics.

Digital Preservation. The transition to electronic publishing of many government data sets and analyses has reduced costs and made this material available to users in an inexpensive, easily accessible form. However, there has been no comprehensive strategy to store and preserve these data and analyses for the long term. Farm Foundation participated in an effort organized by the Albert Mann Library at Cornell University to develop an action plan for the long-term preservation of USDA materials published in electronic form.

The action plan was adapted by USDA and a Farm Foundation representative serves on the implementation task force.

Farm Foundation works with the Economic Research Service to identify research needs.
Making a Difference

Farm Foundation acts as a catalyst to increase knowledge about agricultural and rural issues; to apply that knowledge through education programs dealing with the challenges, issues and opportunities faced by agricultural and rural people; to develop human capital; to facilitate interaction about emerging issues among agribusiness and policy leaders, government officials, and the academic community; to explore policy alternatives; and to facilitate communication about the issues and alternatives.

The programs reviewed on the previous pages touch many of the major concerns facing agriculture and rural communities at the beginning of the 21st Century. Almost every farmer/rancher and rural resident will likely be involved in discussions about land use, biotechnology, globalization and trade, food safety, information technology, environmental quality, and structural change in the months and years to come. The products of these Farm Foundation projects will aid these discussions and lead to more informed public and private decisions.

Because Farm Foundation’s Trustees and staff believe that agriculture and rural people are important and integral elements of our national economy and social structure, we will continue to seek programming opportunities that help identify and understand the forces that will shape the future of agriculture and rural America. We particularly seek to stimulate economic and social sciences research on emerging topics, foster educational programs drawing on those research results, and encourage policy dialogue on the public and private sector issues involved.

Farm Foundation is in a position to fund these programs because of the generosity of many people and organizations, past and present. Approximately 85 percent of our operating budget is generated from our endowment made possible by gifts from our founding trustees and others over the years. The remaining 15 percent of our current funding comes from individual and corporate gifts, government agencies and other foundations and nonprofit organizations. A list of cur-
rent year contributors and a financial summary are found on pages 28 and 29 of this report. If you would like to contribute to a specific program or help us expand our endowment to support future work, please contact a member of the Farm Foundation staff.

Farm Foundation is always looking for new and innovative program ideas. Funding requests should be limited to four pages. Requests must include:

- Basic project information;
- A short project description which includes a statement of how the project meets one (or possibly two) specific objectives under Farm Foundation’s Priority Areas;
- An outline of proposed outreach/follow up activities; and
- A plan to evaluate the project’s success.

We focus on activities that have regional and national impacts. We do not fund research, but do fund activities to identify research needs and opportunities and draw on research results to encourage informed policy dialogue. We look for opportunities where our risk investment may generate additional support and collaboration from cosponsors. More detailed information about funding requests is found on the Farm Foundation webpage (www.farmfoundation.org/guidelines).

As we make programming decisions, we will be guided by our vision to enhance Farm Foundation’s base as a widely-recognized, objective and respected catalyst to increase the productivity and competitiveness of U.S. agriculture and improve the quality of life for rural people.

On the following pages you will find information about Farm Foundation leadership, reports on staff activities, the programs of Farm Foundation’s Bennett Agricultural Round Table, donors, financial information, and a list of program-related publications and Internet sources of information.
Leadership

Farm Foundation is governed by a 29-member board of trustees, which represents the broad diversity of U.S. agriculture and its related institutions. The current members are:

Officers

Gary H. Baise
Chairman of the Board

Allan R. Johnson
Vice Chairman of the Board

Steve A. Halbrook
Secretary

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Allan R. Johnson, Chairman
Gary H. Baise
Bernard L. Hardiek (resigned 12/99)
William F. Kirk
Ronald D. Knutson
Roderick N. Stacey

Finance Committee

*Bernard L. Hardiek
*Jeff Conrad
Richard L. Gady
Roderick N. Stacey

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Vice President-Business Planning
Union Pacific Railroad
Omaha, NE

Jeffrey A. Conrad
Managing Director
Hancock Agricultural Invest. Group
Boston, MA

Ed Dickinson
Publisher
Progressive Farmer
Birmingham, AL

Daniel M. Dooley
Dooley, Herr & Williams, LLP
Visalia, CA

Charles Fischer
President & CEO
Dow AgroSciences
Indianapolis, IN

* Bernard L. Hardiek was chairman of the Finance Committee until December 1999. Jeffrey A. Conrad assumed the chairmanship in January 2000.
Richard L. Gady  
Vice President of Public Affairs & Chief Economist  
ConAgra, Inc.  
Omaha, NE

Milt Hertz  
Hertz Farms  
Mott, ND

Allan R. Johnson  
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Farm Progress Companies  
Carol Stream, IL

William F. Kirk  
Senior Vice President  
DuPont Agricultural Products  
Wilmington, DE

Dean Kleckner  
Agricultural and International Trade Consultant  
Des Moines, IA

Ronald D. Knutson  
Director  
Agricultural and Food Policy Center  
Texas A&M University  
College Station, TX

Robert W. Lane  
President, Worldwide Agricultural Equipment Division  
Deere & Company  
Moline, IL

Victor L. Lechtenberg  
Dean of Agriculture  
Purdue University  
West Lafayette, IN

William J. Loughmiller  
Loughmiller, Inc.  
Twin Falls, ID

James R. Moseley  
Jim Moseley Farms Inc.  
Clarks Hill, IN

Bobby D. Moser  
Vice President for Agricultural Administration  
The Ohio State University  
Columbus, OH

Owen J. Newlin  
Des Moines, IA

J.B. Penn  
Senior Vice President  
Sparks Companies, Inc.  
McLean, VA

Kenneth L. Peoples  
Chairman & CEO  
The Peoples Group, Ltd.  
Arlington, VA

Dan Smalley  
Red Hill Farms  
Guntersville, AL

Roderick N. Stacey  
Partner  
Verdant Partners  
Capitola, CA

Alan T. Tracy  
President  
U.S. Wheat Associates  
Washington, DC

Ann M. Veneman  
Nossaman, Guthner, Knox & Elliott  
Sacramento, CA

Don Villwock  
Villwock Farms  
Edwardsport, IN

Farm Foundation employs a small professional staff to carry out its programs. Current staff members are:

Walter J. Armbruster  
President

Steve A. Halbrook  
Vice-President

Toni Purves  
Administrative Assistant

Sandy Young  
Administrative Assistant
Farm Foundation’s program goes beyond project funding. Staff participation in many of the Foundation-sponsored activities is a hallmark of our way of doing business. In addition, the staff provides leadership for professional, agricultural and educational organizations which allows Farm Foundation to further leverage and extend our program objectives.

This year, Farm Foundation staff provided significant leadership in the development and implementation of key programs on biotechnology, international trade and the changing structure of agriculture. Staff assisted the Council on Food Agricultural and Resource Economics in assembling material from biotechnology workshops to conduct a congressional staff briefing; worked with the International Agricultural Trade Resource Consortium to organize several trade research workshops and a webpage to enhance communications on trade-related issues; helped plan a symposium on cooperative governance; and organized a workshop and continuous learning activity on the changing structure of agriculture.

Staff also provided leadership to the following program activities: chaired the Coordinating Committee on Agricultural Literacy Education; helped lead the National Public Policy Education Committee Task Force on Land Use in the Rural-Urban Fringe; served on the Council on Food, Agricultural and Resource Economics; participated on the executive committee for the Food and Agricultural Marketing Consortium; and coordinated the planning committee for the 1999 National Public Policy Education Conference.

Foundation staff played an important role in other sponsored activities including: Scientific Societies—Conversations on Change Workshop; the Canada/Mexico/United States Trade Disputes Workshops; and Project Food, Land and People.

Farm Foundation staff served as officers or directors of other organizations whose goals and programs support Farm Foundation’s mission, including: National Farm-City Council, Inc.; International Association of Agricultural Economists; Fund for the International Conference of Agricultural Economists; National Policy Association’s Food and Agriculture Committee; FFA Farm Business Management Career Development Event Committee; North Central Regional Center for Rural Development; Southern Rural Development Center; Chicago Agricultural Economist’s Club; American Agricultural Law Association; Southern Agricultural Economics Association; The Professional Agricultural Workers Conference Advisory Board; and University of Maryland-Eastern Shore Agribusiness Advisory Board.

Staff also furthered Farm Foundation objectives by participating on the following boards and committees: NEC-63 Executive Committee; Advisory Board, College of Agriculture, Forestry and Life Sciences, Clemson University; Editorial Advisory Board, Society and Natural Resources: An International Journal; American Farm Bureau Federation’s Distinguished Service Award Committee; Project Food, Land and People Advisory Board; Board of Directors, North American Chapter, International Food and Agribusiness Management Association; USDA’s Advisory Committee on Agricultural Statistics to advise the Secretary of Agriculture and the National Agricultural Statistics Service on the scope, content, and timing of periodic censuses and surveys of agriculture.
Farm Foundation’s Bennett Agricultural Round Table is an invitational group of agricultural and agribusiness leaders. The current 130 members represent a wide range of commodity and business interests from across the nation. The Round Table meets twice yearly to provide a forum for discussion and interaction among members and invited agribusiness, agricultural, government, academic, and other interest group leaders.

The Round Table is an integral part of Farm Foundation’s broader program. Each meeting focuses on an issue of importance to agriculture and rural people. Other Foundation projects and activities often provide resources for Round Table meetings and the discussions during the meetings generate many new programming ideas. Round Table member financial contributions support all Farm Foundation programs.

In June 1999, Farm Foundation’s Bennett Agricultural Round Table met in Banff, Alberta, Canada. The program theme was “Making U.S./Canada Free Trade a Reality.” Presentations focused on current U.S./Canada grain and livestock trade issues, varying perspectives on trade issues and future opportunities for agricultural trade.

The January 2000 program in Corpus Christi, Texas, focused on the environmental and financial challenges facing U.S. agriculture. The Round Table heard presentations on the links between agriculture and water quality, water rights in agriculture and the cash flow crisis in American agriculture. A producer panel also spoke on their experiences responding to the regulatory and financial challenges.

Tours of regional agriculture have become an integral part of these meetings. The Banff tour visited a state-of-the-art cattle feedlot operation, a domestic elk ranch, a museum dedicated to prairie pioneer life and present day cattle operations, and a leading livestock genetics company. The Corpus Christi tour consisted of an all-day excursion to the world famous King Ranch, Kleberg County, Texas. Members toured the cattle and horse operation, the feedyard and feedmill, King Ranch Farm Headquarters, the King Ranch Museum, the King Ranch Saddle Shop and historic downtown Kingsville, Texas.

These policy forums provide an opportunity for frank and open dialogue among agricultural and agribusiness leaders, policy makers, university leaders and interest group advocates. Programs are designed to ensure that a wide range of interests are represented and that informed disagreements are welcomed. This exchange of ideas fosters understanding of different approaches to problems, which ultimately leads to better public policy through the other activities and linkages of Round Table members.
## Bennett Agricultural Round Table

### Steering Committee

<table>
<thead>
<tr>
<th>Name</th>
<th>Title</th>
<th>Company/Institution</th>
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<tbody>
<tr>
<td>Steven G. Tate</td>
<td>Chair</td>
<td>Broiler Feeds, Hereford, TX</td>
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<td>Barry L. Flinchbaugh</td>
<td>Vice Chair</td>
<td>Broiler Feeds, Hereford, TX</td>
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<td>Becky Doyle</td>
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<td>Michael J. Stuart</td>
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### Round Table Members

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<tr>
<td>Duane Acker</td>
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<td>TALYCOED II, Atlantic, IA</td>
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<td>Earl Ainsworth</td>
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<td>Communications Solutions, Princeton, NJ</td>
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<td>JoAnn Alumbaugh</td>
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<td>Farm Progress Publications, Urbandale, IA</td>
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<td>Bruce Andrews</td>
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<td>Melvin D. Androus</td>
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<td>Jay Armstrong</td>
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<td>Emmett Barker</td>
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<td>Sandra S. Batie</td>
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<td>Roberta Cook Canela</td>
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<td>John W. Creer</td>
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<td>Herbert (Hub) Daniel</td>
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<td>Thomas C. Dorr</td>
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<td>Loughmiller, Inc., Twin Falls, ID</td>
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Richard Lyng  
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*Owen J. Newlin  
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R. D. Offutt Company, Fargo, ND

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Orion Samuelson  
WGN Radio, Chicago, IL

William B. Sayre  
Park Ridge, IL

Robert D. Scherer  
Scherer Farms, Circleville, OH

Christian Schlect  
Northwest Horticultural Council, Yakima, WA

Barbara O. Schneeman  
ARS/USDA, Washington, DC

Mark Scholl  
ExSeed Genetics LLC, Owensboro, KY

John W. Scott  
J. W. Scott Farm, Gilby, ND

*Dan Smalley  
Red Hill Farms, Gunterville, AL

Darrell Smith  
Metropolitan Life Insurance Company, Overland Park, KS

*Roderick N. Stacey  
Verdant Partners, Capitolia, CA

Charles Stamp  
John Deere Special Tech. Group, Roswell, GA

Larry Steckline  
Mid-America Ag Network, Inc., Wichita, KS

Michael J. Stuart  
Florida Fruit & Vegetable Association, Orlando, FL

Laurence G. Teeter  
Teeter Farm and Seed Company, Guthrie, KY

Robert L. Thompson  
The World Bank, Washington, DC

*Alan T. Tracy  
U.S. Wheat Associates, Washington, DC

James K. Trotter  
Adair, IL

Del Van Horn  
Jefferson, IA

Bronson Van Wyck  
Bronson Van Wyck and Company, Inc., Tuckerman, AR

*Ann M. Veneman  
Nossaman, Guthner, Knox & Elliott, Sacramento, CA

Bob L. Vice  
BLV Agribusiness Consultants, Fallbrook, CA

*Dor Villwock  
Villwock Farms, Edwardsport, IN

Paul S. Weller  
Agra/Washington, Washington, DC

Larry A. Werrries  
Bass/Werrries Farms, Chapin, IL

James F. Wilder  
North Carolina Soybean Association, Raleigh, NC

Stephen R. Wright  
Pro-Fac Cooperative, Rochester, NY

Sara Wyant  
Farm Progress Companies, Carol Stream, IL

* Indicates Farm Foundation Trustee

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Waterloo, NE

Boyd C. Bartlett  
Moline, IL

Orville G. Bentley  
Urbana, IL

Robert M. Book  
Carmel, IN

Donald V. Fites  
Peoria, IL

William W. Gaston  
Atlanta, GA

Roland M. Hendrickson  
Darien, CT

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William A. Hiller, Sr.  
Fayetteville, NY

Lorenzo N. Hoopes  
Oakland, CA

Lee Kolmer  
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John W. Scott  
Mechanicsburg, PA

Charles G. Scruggs  
Hobart, TX

Joseph P. Sullivan  
Northbrook, IL

Delmar D. Walker  
Bloomingrool, IL

Lu Achilles Wall  
McPherson, KS

Robert C. Wheeler  
Porte Vedra, FL

Dale E. Wolf  
Wilmington, DE

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Wilmington, DE
Farm Foundation receives over 15 percent of its annual income from outside support. Farm Foundation is indebted to the following individuals and organizations for helping fund this year’s activities:

Duane Acker
Agri/Washington
Agricultural Retailers Association
Agrilink Foods/Pro-Fac Foundation
Agway Foundation
Earl Ainsworth
Alabama Power Company Foundation
American Farm Bureau Federation
American Institute of Food Distributors, Inc
Melvin D. Androuts
Animal Health Institute
Jay Armstrong
Nicholas C. Babson
Bailey Farms, Inc.
Gary H. Baise
Emmett Barker
Boyd C. Bartlett
Sandra S. Batie
Frank L. Bauer
Bestifor Farms
William T. Boehm
Robert Boozer
Paul G. Brower
Gale A. Buchanan
Earl L. Butz
Caterpillar Foundation
James A. Christenson
CoBank
The ConAgra Foundation, Inc.
Jeffrey A. Conrad
Michael L. Cook
Dairyman’s Division of Land O Lakes
Herbert (Hub) Daniel
Mark L. Farrington
Deere & Company
Dorr’s Pine Grove Farm Co.
Becky Doyle
Hiram Drache
E.I. DuPont de Nemours & Company
Economic Research Service-USDA
Erwin Farm
ExSeed Genetics L.L.C.
Farm Progress Companies
Farm Management Company
Farmers National Company
Kenneth R. Farrell
Florida Fruit & Vegetable Association
Food Distributors International
Food Marketing Institute
Robert L. Foster
Gold Kist Inc.
Connie Greig
Larry L. Groce
Richard C. Hahn
Hancock Agricultural Investment Group
Hertz Farms
Jim Hildreth
William A. Hiller, Sr.
Gerald E. Hillier
Chip Hinton
Allan R. Johnson
Martin Jorgensen
Kansas State University Foundation
John H. Kautz Farms
Kemper Farms
Knobel Farms, Inc.
Knutson & Associates
Victor L. Lechtenberg
Patricia P. Leimbach
Donald Lerch, Jr. & Co., Inc.
James R. Lerwick
Sharon Levinson
Seeley G. Lodwick
Long Farms Inc.
Loughmiller, Inc.
C. W. McMillan
Cecil Medders
Metropolitan Life Foundation
Mid-America Ag Network, Inc.
Richard N. Morrison
Jim Moseley Farms, Inc.
My-T-Acres, Inc.
Owen J. Newlin
North Carolina Soybean Producers Association
Northwest Horticultural Council
R.D. Offutt Company
The Ohio State University
Padley & Dudden, P.C.
James F. Patterson
J.B. Penn
The Peoples Group, Ltd.
Jack Prince
James L. Rainey, Jr.
Red Hill Farms
The J.C. Robinson Seed Company
Henry E. Rodegerdts
Orion Samuelson
William B. Sayre
Scherer Farms
J.W. Scott Farm
Southern Progress Corporation
Roderick N. Stacey
Joseph & Jeanne Sullivan Foundation
Tate Farms
Teeter Farm and Seed Company
Robert L. Thompson
Alan T. Tracy
James K. Trotter
University of California-Berkeley
Union Pacific Foundation
Ann M. Veneman
Verdant Partners
Villwock Farms
Larry A. Werries
Robert C. Wheeler
Wolf Foundation
Stephen R. Wright
Sara Wyant
### Statements of Financial Position For Fiscal Years Ended April 30

<table>
<thead>
<tr>
<th></th>
<th>1999</th>
<th>2000</th>
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</thead>
<tbody>
<tr>
<td>Cash</td>
<td>$ 18,691</td>
<td></td>
</tr>
<tr>
<td>Money Market Fund</td>
<td>9,422</td>
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<tr>
<td>Securities</td>
<td></td>
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<tr>
<td>Vanguard Index 500 Fund</td>
<td>14,603,014</td>
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<tr>
<td>PIMCO Total Return Fund</td>
<td>9,964,422</td>
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<tr>
<td>PIMCO Low Duration Fund</td>
<td>687,026</td>
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<tr>
<td><strong>TOTAL ASSETS</strong></td>
<td><strong>$25,282,575</strong></td>
<td><strong>$</strong></td>
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</table>

### Statements of Activities For Fiscal Years Ended April 30

<table>
<thead>
<tr>
<th></th>
<th>1999</th>
<th>2000</th>
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</thead>
<tbody>
<tr>
<td>REVENUE AND GAINS</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dividends and interest</td>
<td>$ 802,106</td>
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</tr>
<tr>
<td>Net realized and unrealized gains on investments</td>
<td>2,549,227</td>
<td></td>
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<tr>
<td>Investment expenses</td>
<td>(5,194)</td>
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<tr>
<td><strong>NET INVESTMENT RETURN</strong></td>
<td><strong>3,346,139</strong></td>
<td><strong>$</strong></td>
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<tr>
<td>Gifts</td>
<td>107,793</td>
<td></td>
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<tr>
<td><strong>TOTAL REVENUE AND GAINS</strong></td>
<td><strong>3,453,932</strong></td>
<td><strong>$</strong></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>1999</th>
<th>2000</th>
</tr>
</thead>
<tbody>
<tr>
<td>PROGRAM AND OPERATING EXPENSES</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personnel compensation and benefits</td>
<td>$ 457,221</td>
<td>$ 488,076</td>
</tr>
<tr>
<td>Services</td>
<td>126,604</td>
<td>118,023</td>
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<tr>
<td>Projects:</td>
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<td></td>
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<tr>
<td>Rural Community Viability</td>
<td>46,666</td>
<td>47,513</td>
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<tr>
<td>Communication and Leadership</td>
<td>26,649</td>
<td>52,912</td>
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<tr>
<td>Consumer Issues</td>
<td>29,015</td>
<td>92,444</td>
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<td>Environmental and Natural Resource Issues</td>
<td>95,245</td>
<td>107,533</td>
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<td>Globalization</td>
<td>52,215</td>
<td>109,872</td>
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<td>New Technologies</td>
<td>45,980</td>
<td>48,859</td>
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<td>Role of Agricultural Institutions</td>
<td>116,176</td>
<td>119,590</td>
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<td>Bennett Agricultural Round Table</td>
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<td>17,232</td>
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<tr>
<td>Travel</td>
<td>62,333</td>
<td>65,819</td>
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<tr>
<td><strong>TOTAL PROGRAM AND OPERATING EXPENSES</strong></td>
<td><strong>$ 1,058,104</strong></td>
<td><strong>$ 1,267,875</strong></td>
</tr>
</tbody>
</table>

**INCREASE IN UNRESTRICTED NET ASSETS** | $ 2,395,828 | $        

---

*Modified Cash Basis

*Taken from 1999 audited financial statements

*Unaudited

*Project allocations do not include the expenses incurred through Farm Foundation staff participation.
# Publications and Internet Sites Cited in the Text


7. **Immigration and the Changing Face of Rural America.** More information is available online at http://www.farmfoundation.org/martin/martin.htm.


11. **Leadership Resources for the International Agricultural Community.** (http://www.agrilead.org/).

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15. **Agricultural Trade Information Website.** (http://www.agtrade.org/) Currently under development.

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Proceedings of an October 1999 conference. 
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Educating About Agriculture. (http://www.edu-ag.org/)

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Workshop for Dairy Economists and Policy Analysts materials (http://cpdm.cornell.edu/CPDMPPages/Workshops/). Hosted by the Cornell Program on Dairy Markets and Policy.