Discussions to form a One-Wheat Organization were initiated in the early 1960's and continued on an off-and-on basis until January 1979. During the Annual NAWG Convention in San Francisco, held at that time, joint meetings were held between GPW and WWA to pursue the idea more seriously. A Task Force Merger Committee (TFMC) of the two organizations was formed which met several times to review proposals and counter proposals, while making progress towards their goal of merging activities into one organization.

The task force main purpose was to determine how to blend the activities of two similar yet diverse agencies, how to transfer responsibilities and to combine forces into an entity that would function smoothly in the end. Two groups of states, four in the Pacific Northwest and nine in the Great Plains, with five classes of wheat, and 13 different state agencies, had to be combined into one harmonious and viable organization representing the interests of thousands of wheat producers. It was a tremendous challenge. When the merger took place, this new corporation assumed the obligations of the world-wide programs of its predecessors.

Task Force Merger Committee Meets

The groundwork for a one-wheat organization was laid during the joint NAWG/GPW/WWA meetings January 1979 in Washington, D.C. Following many discussions, a Task Force Merger Committee consisting of one person from each GPW and WWA state, was appointed to review the situation and devise a plan to merge the two organizations.

The first TFMC meeting took place April 4, 1979 in Denver, Colorado, at which Don Wisdom was elected Chairman. A second meeting...
called by Wisdom again met in Denver, September 25/26, 1979. Alternates for the original Committee delegates were Ken Kendrick for C. L. Edwards, Texas; Terry Fladeland for Einer Satter, Minnesota; and Hal Weber for James H. Shaver, Kansas. In addition to the 13 official delegates, 29 guests attended from member states. Gene Vickers attended for Dick Baum, who was on a market development trip to China.

GPW President Mike Hall reviewed three methods for filing Articles of Incorporation and By-Laws:

1) File a complete new set; 2) Use the Articles of Incorporation and By-Laws currently on file in the District of Columbia with the name Great Plains Wheat Associates; 3) Use those of Western Wheat Associates as on file in Portland and substitute USWA for WWA before filing.

After reviewing the three proposals, the Committee approved using the GPW Articles of Incorporation and By-Laws as proposed by Hall, along with all necessary legal documents, to be properly executed and filed in the District of Columbia, with the name GPW deleted and USWA put in its place. This action was considered necessary to avoid any delay upon the approval of the WWA and GPW Boards. Mike Hall was selected as the staff person to carry out the action.

The Committee suggested that a joint meeting of the GPW/WWA Boards be held on January 11, 1980 in Phoenix, Arizona, to give final approval to the proposals made by the Task Force.

Following this action, the Committee agreed that October 1, 1979, or immediately thereafter, be the official date of filing the Articles and By-Laws, which would become effective January 11, 1980, with the concurrent meetings of WWA and GPW Boards in Phoenix and the first meeting of the merged Boards—U.S. Wheat Associates—proposed for the same time and place.

After discussing the selection of the President and Chief Executive Officer, a decision was made to appoint a four-man Search Committee from past GPW and WWA chairmen. This Committee was to screen and submit names of qualified applicants for the position by December 4, 1979, for consideration by the Board of USWA. Members of the Search Committee were Frank Tubbs, Hal Weber, Ray Davis and Don Wisdom.

The TFMC again met October 22, 1979, in Portland, Oregon. All original members of the Committee were present except that Bob Wilson represented South Dakota, and Ken Kendrick represented Texas. The principal item on the agenda was the proposal by Bob Wilson that the proposed GPW/USWA-Wheat Associates will serve as the guide in determining the basis for assigning votes at the time of the proposed merger, January 11, 1980.

Dick Baum pointed out that GPW and WWA had developed their budgets on a different basis—WWA used memberships only, and GPW used production. He pointed out that both organizations were operating under previously approved budgets, and it should be determined if the two budgets should be combined under the By-Laws of U.S. Wheat Associates.

The Committee approved a motion to amend the By-Laws to assign votes for member states of U.S. Wheat Associates according to Table 11 which would be in effect January 11, 1980 through June 30, 1980. This also assured that GPW and WWA's present budgets would be combined and no state would be required to increase its contributions. In another motion, the Committee recommended that the first set of officers serve only until June 30, 1980.

Table 11—Combined GPW & WWA Budgets For Fiscal Year 1979-80

<table>
<thead>
<tr>
<th>State</th>
<th>GPW Component</th>
<th>WWA Component</th>
<th>Total GPW-WWA</th>
<th>Total Votes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colorado</td>
<td>$25,000</td>
<td>$12,500</td>
<td>$37,500</td>
<td>6</td>
</tr>
<tr>
<td>Idaho</td>
<td>$80,000</td>
<td>$30,000</td>
<td>$110,000</td>
<td>16</td>
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<tr>
<td>Kansas</td>
<td>$200,000</td>
<td>$80,000</td>
<td>$280,000</td>
<td>8</td>
</tr>
<tr>
<td>Minnesota</td>
<td>$100,000</td>
<td>$40,000</td>
<td>$140,000</td>
<td>8</td>
</tr>
<tr>
<td>Montana</td>
<td>$100,000</td>
<td>$40,000</td>
<td>$140,000</td>
<td>9</td>
</tr>
<tr>
<td>Nebraska</td>
<td>$160,000</td>
<td>$60,000</td>
<td>$220,000</td>
<td>9</td>
</tr>
<tr>
<td>North Dakota</td>
<td>$120,000</td>
<td>$40,000</td>
<td>$160,000</td>
<td>8</td>
</tr>
<tr>
<td>Oklahoma</td>
<td>$50,000</td>
<td>$20,000</td>
<td>$70,000</td>
<td>10</td>
</tr>
<tr>
<td>Oregon</td>
<td>$50,000</td>
<td>$20,000</td>
<td>$70,000</td>
<td>6</td>
</tr>
<tr>
<td>South Dakota</td>
<td>$50,000</td>
<td>$20,000</td>
<td>$70,000</td>
<td>6</td>
</tr>
<tr>
<td>Washington</td>
<td>$50,000</td>
<td>$20,000</td>
<td>$70,000</td>
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<tr>
<td>Partial</td>
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<tr>
<td>Texas</td>
<td>$5,000</td>
<td>$5,000</td>
<td>$10,000</td>
<td>1</td>
</tr>
<tr>
<td>Wyoming</td>
<td>$10,000</td>
<td>$10,000</td>
<td>$20,000</td>
<td>1</td>
</tr>
<tr>
<td>Total</td>
<td>$953,000</td>
<td>$265,000</td>
<td>$1,218,000</td>
<td>100</td>
</tr>
</tbody>
</table>

*Minus budget items for CALRAD, JETRO, Montana Barley Commission and PNWGS APC of $100,200 in WWA 1979-80 budget.

Dan McGuire, Chief of the Nebraska Wheat Commission, was directed to prepare a draft of the minutes of the day's meetings. A recommendation of the TFMC was that each state with full membership be represented by four persons, two of whom would have expenses paid to official meetings by U.S. Wheat Associates, and the other two would be paid by their state wheat commission. States making partial contributions would be limited in voting privileges.

Chairman Wisdom directed Mike Hall to file the amended By-Laws for U.S. Wheat Associates to become effective January 11, 1980, according...
Kernals and Chaff

...ing to the upcoming actions of GPW and WWA Boards.

The Search Committee of the TFMC issued a press release October 12, 1979, announcing the opening for President and Chief Executive Officer for U.S. Wheat Associates. When the Search Committee met in Denver December 10/11, 1979, they had received 117 applications, some of which were ruled out as they were not considered to be serious. After screening the applications the Committee recommended three names to the U.S. Wheat Associates Board for final consideration. Among those under consideration were GPW President Hall and WWA President Baum. The Committee met with Hall and Baum; however, neither was willing to settle for the number 2 position, although they were willing to work together. This situation was not resolved until the Committee met with the USWA Board on January 11/12, 1980 at Phoenix, Arizona.

**WWA and GPW Approve Merger Plans**

At the meetings of GPW and WWA Boards in Phoenix, the actions of the TFMC were reviewed, following which both Boards approved the plan of merger, combining the two budgets, and adopted the proposed voting procedure. The Search Committee's report was also accepted for transmittal to the new U.S. Wheat Associates Board for its review and approval. Approval of the TFMC recommendations by the combined GPW/WWA Boards included dissolution of the two organizations along with transfer of operations to U.S. Wheat Associates Board of Directors.

**First Meeting of U.S. Wheat Associates**

Following the final meetings of GPW and WWA Boards of Directors, TFMC Chairman Wisdom called the organizational meeting of U.S. Wheat Associates to order. The first order of business was to elect Wisdom as Chairman Pro Temp. Wisdom then appointed Dan McGuire, as Assistant and Recording Secretary.


States with full voting rights were divided into three regions to select committees for the principal officers on the Board of U.S. Wheat Associates, for officer rotation and for travel overseas on inspection trips. Since both Baum and Hall had withdrawn their applications for President, the Search Committee was instructed to advertise for additional candidates before a decision was made to select a President.

With respect to the election of the officers, each region comsued and selected a candidate following which a vote was to be taken. Chairman Wisdom requested each state to submit its choice for the Executive Committee, which would make the decisions between Board meetings.

After the Chair called for a yes on the candidates for officers of the Board, J. Ole Sampson of North Dakota was elected Chairman. After a second call for a yes on the two remaining candidates, Bill Hulse of Oregon was elected Vice Chairman and Harrell Ridley of Colorado was elected Secretary (see pictures 56 and 57).

The states were then polled and unanimously approved the Plan of Merger and the signing of the documents creating U.S. Wheat Associates, Inc. The full Board also gave unanimous approval to the following motions: 1) that the USWA Board accept the resignation of Michael Hall and renegotiate another position for him; 2) that Vice President Merle Hedland be authorized to act as signatory for all legal documents in the absence of a President of USWA, and in the absence of both President and Vice President, that Gene Vickers be given the same authority; 3) that the USWA Board name Dick Baum as President of U.S. Operations and that Merle Hedland and Gene Vickers be named Vice Presidents of USWA; 4) that, in the absence of and until a President and Chief Executive officer was named, Chairman J. Ole Sampson be the Chief Executive Officer.

Several other routine actions were approved such as payment of expenses to official meetings, maintenance of revolving funds, payment of routine expenses and billing member states, transfer of funds from previous GPW/WWA accounts and certain requirements in the policy handbook.

In discussing the budget for the balance of the fiscal year, January through June 1980, the Board approved $400,450, being half of the
combined former budgets of WWA and GPW. The Board also approved a
motion to assign responsibilities of a budget committee to the Executive
Committee until the next fiscal year.

Since GPW and WWA previously had different qualifications for
membership, the USWA Board accepted a WWA proposal that a state
must meet both membership and production assessments to have full
membership rights, to become effective on July 1, 1980.

The Executive Committee of USWA met in Washington, D.C.,
on February 20/21, 1980. Several changes in the By-Laws were considered
and adopted, namely: continuing the practice initiated by WWA of
having honorary members; holding Board meetings about four months
apart, one of which would be in conjunction with NAWG, and one
considered as the annual meeting; determining classes of members with
their rights and privileges; basing financial contributions on membership
and production; election of officers; tenure and makeup of executive
committee; board membership and votes for each member state.

USWA Board Selects Montgomery for President

The next meeting of USWA, held on March 25/26, 1980, was notable
for making decisions that finally “got the show on the road.” Meanwhile,
the Search Committee, following instructions to seek other candidates,
presented names of three individuals, Gene Vickers, Kelly Harrison
and Larry Montgomery, and the Executive Committee’s recommendation for
approval of the last person named for Board approval. The Board then
gave unanimous approval of Montgomery, thus filling the top executive
position.

FAS Administrator Tom Hughes met with the USWA Board and
presented a new cooperative agreement between USWA and FAS cover-
ing all programs previously signed with GPW and WWA. This new
agreement was then signed by Chairman Sampson and Hughes.

Dick Batau reported that an Asian Marketing Plan Workshop would
be held in Manila, April 12/17, 1980. Attendees from the United States
would be Tex Brown, former WWA Chairman, USWA Chairman Samp-
son, Baum, Vickers, Hejduk and Glenn Sampson of FAS.

Vickers reported that a Latin American Marketing Workshop would
be held in Washington, D.C., May 5/7, 1980, with Directors Dryman and
Schultz and Vice Chairman Hulse. A Europe/Africa/Middle East Work-
shop was scheduled for Rotterdam May 12/15, 1980, to be attended by
Vickers, Baum, Hejduk, Vice Chairman Hulse and Keith Vice, FAS.

One Organization Becomes Reality

The Budget/Executive Committee of USWA reported that with 33
percent of time remaining in the current fiscal year (1979/80), approxi-
mately 32 percent of the funds remained. The Committee presented a
budget for 1980/81 for $1,834,100.

Gene Vickers reviewed the staffing pattern which was prepared
following Board instructions to retain all employees of the two organiza-
tions after the merger. The pattern, he said, was tentative and subject to
changes by the new President and Chief Executive Officer. It was ap-
proved by the Board with the limitations suggested.

Vickers reported that the proposed stafing included: Executive Vice President (Operations)
Richard Childs; Executive Vice President (Administration) Vickers; President of
Asia Region, Baum. Baum would be Director of the Portland Office,
with Assistant Director Paul Green and Program Coordinator Jerry Hall.
Other Washington staff: Director, Market Development John Gordley;
Assistant Director, Programs, Fred Hejduk, Jr.; Program Coordinator,
Helen Keams; Assistant Director, Market Analysis, Rick Calkins; Direc-
tor of Finance, Virgil Mayhew; Assistant Director, Accounting (open);
and three bookkeepers. Secretaries and support personnel were to be
added from former staff of GPW and WWA.

Overseas staff changes included: John Gordley in Casablanca would
be replaced by Richard R. Row, while Michael V. Schultz would move to
Cairo, filling the vacancy there. No other changes were announced at that
time.

Vickers reported that bids had been accepted by USWA and FAS for
the model demonstration bakery in the PRC. Costs were more than
anticipated because of installation and transportation as well as some
additions requested by the Chinese resulting in a total of approximately
$630,000. The original estimate was between $200,000 and $225,000.
Vickers indicated it would take six months to collect all of the machinery
needed and a year to complete installation. In the meantime a staff would
be assembled and trained for operation of the facility.
Baum Dies on Asian Trip

Shortly after the Board meeting, Dick Baum left for Asia. Before he reached the first scheduled workshop in Manila his friends in Asia and in the wheat industry in the United States were shocked to learn of his death.

Richard K. Baum, died April 12, 1980, in Tokyo, while on one of his business trips to the Asian Area. He had devoted his entire professional career to developing and expanding markets for U.S. wheat in behalf of American farmers. He came from a farming background. Shortly after graduating from Oregon State University, cum laude, he joined the staff of the Oregon Wheat Commission and spent the last 32 years of his life in pursuit of this objective (picture 58).

Baum was a member of the first mission sent abroad by the U.S. Department of Agriculture in 1954 to study the potential for wheat exports to Asia. In 1955, Baum initiated the first overseas market development activities in Japan and India under a contractual arrangement with FAS/USDA.

Richard K. Baum was the first and only Chief Officer of Western Wheat Associates, USA, Inc., from the time of its formation in 1959 until its dissolution by merger in 1980. Under his guidance, WWA expanded from three founding states to 11 producing states representing all classes of wheat grown in the United States.

Dick Baum developed a highly professional team of dedicated employees. He believed in sharing both responsibility and credit which resulted in a close knit team effort. Concern over each staff member’s welfare brought about a family atmosphere that accounted for an unusually high degree of employment stability and loyalty. Many of the staff of WWA had served for 18 and 19 years.

Both Dick Baum and Mike Hall had built formidable staffs and organizations which were merged into U.S. Wheat Associates. Both agencies were highly respected by FAS and the U.S. wheat industry, from producers to exporters, and by the import trade in many countries over the world. Other exporting countries with wheat boards respected the competitiveness of the U.S. wheat associations and emulated their activities in many areas.

A Dream Comes True

The idea of market development and promotion of U.S. wheat was launched by the Eastern Oregon Wheat League on a volunteer financing basis in the 1920's and 1930's. It soon became obvious that a better means for financing was needed and the League pushed the Oregon Legislature into passing a bill to form a Wheat Commission with mandatory assessment of fees in 1947.

The Nebraska Wheat Growers Association, with Oregon growers' help, pushed the Nebraska Unicameral to duplicate this feat in 1951. This attempt failed and it was two biennial legislative sessions later in 1955 before a Wheat Commission was formed. Oregon and Nebraska, operating alone, were finally joined by their neighbor states. Nebraska was joined by Colorado and Kansas to form Great Plains Wheat in December 1958. Oregon, Washington and Idaho followed soon after to form Western Wheat Associates. There were many joint activities between the Pacific Northwest and the Great Plains states until the plan for a merger was proposed. Now that this has become a reality there were new goals to achieve and new heights to climb. With continuing support of thousands of producers in 13 states, and the cooperation of FAS/USDA, the future looks bright.
### Officers of Great Plains Wheat, Inc.

Organized December 19, 1958

<table>
<thead>
<tr>
<th>Chairman</th>
<th>Vice Chairman</th>
<th>Secretary</th>
<th>President</th>
</tr>
</thead>
<tbody>
<tr>
<td>1958-60</td>
<td>Lloyd Kelsey</td>
<td>Miss Morris</td>
<td>Clifford R. Hope</td>
</tr>
<tr>
<td>1960-61</td>
<td>G. W. Egbert</td>
<td>J. W. C. Davis</td>
<td>Miss Morris</td>
</tr>
<tr>
<td>1961-62</td>
<td>R. L. Lewis</td>
<td>Otto Assmann</td>
<td>Miss Morris</td>
</tr>
<tr>
<td>1962-63</td>
<td>Ole Tossott</td>
<td>Paul Guiter</td>
<td>Miss Morris</td>
</tr>
<tr>
<td>1963-64</td>
<td>Ole Tossott</td>
<td>R. L. Patterson</td>
<td>Paul Guiter</td>
</tr>
<tr>
<td>1964-65</td>
<td>Andy Brakke</td>
<td>Ralph Bell</td>
<td>Howard Morton</td>
</tr>
<tr>
<td>1965-66</td>
<td>Andy Brakke</td>
<td>Ralph Bell</td>
<td>Howard Morton</td>
</tr>
<tr>
<td>1966-67</td>
<td>Olaf Sampson</td>
<td>J. Oie Sampson</td>
<td>Howard Morton</td>
</tr>
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### Officers of Western Wheat Associates, Inc.

Organized April 23, 1959

<table>
<thead>
<tr>
<th>President</th>
<th>Vice-President</th>
<th>Secretary</th>
<th>Exec. Vice Pres.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1959-60</td>
<td>Chuck Glabey</td>
<td>Otto Assmann</td>
<td>E. C. MacNeil</td>
</tr>
<tr>
<td>1960-61</td>
<td>Floyd Root</td>
<td>Miss Morris</td>
<td>E. C. MacNeil</td>
</tr>
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### U.S. Wheat Associates, Inc.

Organized Jan. 1, 1920, 1980

<table>
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<th>Chairman</th>
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<th>Secretary</th>
<th>President</th>
</tr>
</thead>
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<tr>
<td>1961</td>
<td>J. Oie Sampson</td>
<td>William White</td>
<td>Harrold Ridley</td>
</tr>
<tr>
<td>1962</td>
<td>William L. Hein</td>
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<td>Larry McGregor</td>
</tr>
<tr>
<td>1963</td>
<td>Harrold Ridley</td>
<td>Miles Scharenbroch</td>
<td>Larry McGregor</td>
</tr>
<tr>
<td>1964</td>
<td>Miles Scharenbroch</td>
<td>James Jenkins</td>
<td>Harrold Ridley</td>
</tr>
<tr>
<td>1965</td>
<td>James Jenkins</td>
<td>David Pelkey</td>
<td>Harrold Ridley</td>
</tr>
</tbody>
</table>

*In 1980, U.S. Wheat Associates, Inc., was formed.*