

Sound business practices are keys to beef cattle profits



Executive Vice President

Richard L. Spader

The business of cattle production overshadows both the tradition and romance of our industry in these economic times. Every day it becomes more evident that sound business practices hold the keys that will unlock the gates that lead to profits—profits that can keep the nation's ranchers, farmers and feedlot operators in business.

It is no accident that the American Angus Association selected as its promotional slogan, "ANGUS—The business breed." Much of the activities of the Association in 1986 have been aimed at improving the business end of beef cattle production, all the way from breeding and merchandising registered and commercial Angus cattle to boosting the consumption of high quality Angus beef through the Certified Angus Beef pro-

gram. The spirit of our slogan was amplified at the 1986 Beef Profit Conference here in St. Joseph in September.

No one welcomes the adversity and tough economic conditions that have troubled the beef cattle business in recent years. But out of it may well come new direction that will improve our fortune and bring increased prominence and growth for the Angus breed.

The past few years have shattered our industry's false confidence that beef would continue as the number one food item regardless of what we as producers did or failed to do. As a result, this year we embarked upon a nationwide beef checkoff program that will provide the funds needed to bring people back to enjoying the pleasure and health benefits of beef. The funds will allow our industry to dispel the otherwise mostly reasonable and intelligent people who have spread so much destructive information about beef.

Moreover, the beef industry has taken a close look at itself, and realized that it has ignored some of the things that long made it great—namely beef quality, consistency and consumer satisfaction. There has been more positive discussion the past year about the need to produce cattle that yield carcasses of the correct size with sufficient marbling and with a minimum of fat cover, than in the last 15 years. In this respect the American Angus Association is no longer a lone voice crying out in the wilderness.

If the industry does indeed pay close attention to eating quality and consumer satisfaction, I am convinced that it will build the kind of beef cattle industry that will expand the demand for beef, particularly Angus beef. Improved demand for Angus will strengthen your Associa-

tion and enable it to even better fulfill the obligations of the Charter under which the Association was organized in 1883—"...to maintain unimpaired the purity of said breed and to...best promote the interest of said breed of cattle in America."

It seems customary for annual reports like this one to be optimistic and put forward the best foot of the industry they represent. But if you read this report you will see that your Association is down for the year in registrations, transfers, new members and income. But you will also see that we finished the year financially in the black and set new records in sales of Certified Angus Beef. In this report you will see what your Association has done the past 12 months to overcome some of our problems and plan confidently for the future.

I am optimistic about the future of your Association and your breed of cattle. One never knows what roadblocks might be thrown in our way by our own or some other government, or by Mother Nature herself. But barring unpredictable calamity I think Angus cattle will profitably fulfill the needs of our changing and maturing beef cattle industry. Thanks to the groundwork that has been done Angus have a better opportunity than our competition to provide a better way of life for thousands of families and individuals who rely upon the cattle business for all or part of their livelihood.

Whether or not 1986 proves to be a pivotal year for our business, it has been a pleasure for me to work with a talented and dedicated board of directors and staff. These men and women, I can assure you, have gone to great lengths to serve you and your chosen breed of cattle in 1986.

CAB sales at record 29.75 million pounds

The Certified Angus Beef business boomed in 1986 as sales climbed to a record 29.75 million pounds, about 850 trailer truck loads, with an estimated wholesale value of \$100 million. That's nearly double last year's record sales figures of 15.9 million pounds.

The program provides a significant and growing outlet for Angus and predominantly Angus cattle. During the fiscal year approximately 1,133,000 head of steers and heifers were identified visually as qualifying for the program. That amounts to about 5,000 head each working day at present slaughter levels. Of these live Angus 23 percent or 263,000 head actually met the exacting carcass specifications to qualify for the value-adding Certified Angus Beef (CAB) carcass roll.

Slaughtered under government inspection, USDA graders actually make the selection of carcasses that meet CAB specifications. The program is the only national branded beef program, and enjoys widespread confidence and respect within the beef industry.

Growth of the program has been beyond most experts' expectations. In 1983 total CAB sales were 1.6 million pounds, which is only about two weeks' sales volume today. The record month this year was May when 3.29 million pounds were sold, the first time monthly output

topped the three million pounds level.

The year's highlights included the addition of 275 new licensed retail outlets, bringing the total to some 500 in 32 states. The largest outlets added this year were 205 Jewel Food Stores in the Chicago area and 50 National-Canal Villere Stores in and around New Orleans. Both chains merchandise approximately one-half million pounds of CAB each month.

During the year six new packing plants were signed on to produce CAB. This brings the total to 18 plants in the 13 states of Colorado, Iowa, Kansas, Kentucky, Minnesota, Missouri, Nebraska, Ohio, Oklahoma, Pennsylvania, South Dakota, Washington and Wisconsin.

The food service business also signed up for CAB in record numbers. During the year, 190 new licensed restaurants were added to the rolls for a total of 411 in 42 states and five foreign countries. There are another approximately 400 restaurants which serve CAB but are not licensed to advertise or promote the fact.

Other new additions for the year include four fabricating plants bringing the total to 10; nine new food service distributors for a total of 35 including one each in Guam and Puerto Rico, and six new retail distributors for a total of 11.

Also important to the growth of the program was the addition of the first CAB manufacturer-processor to the pro-



Shopping the Certified Angus Beef case at a New Orleans area Canal Villere Super Market is Pam Walker of Kenner, Louisiana. Owned by National Tea Co., the National and Canal Villere stores began selling Certified Angus Beef on May 12. Sales volume is one-half million pounds a month.

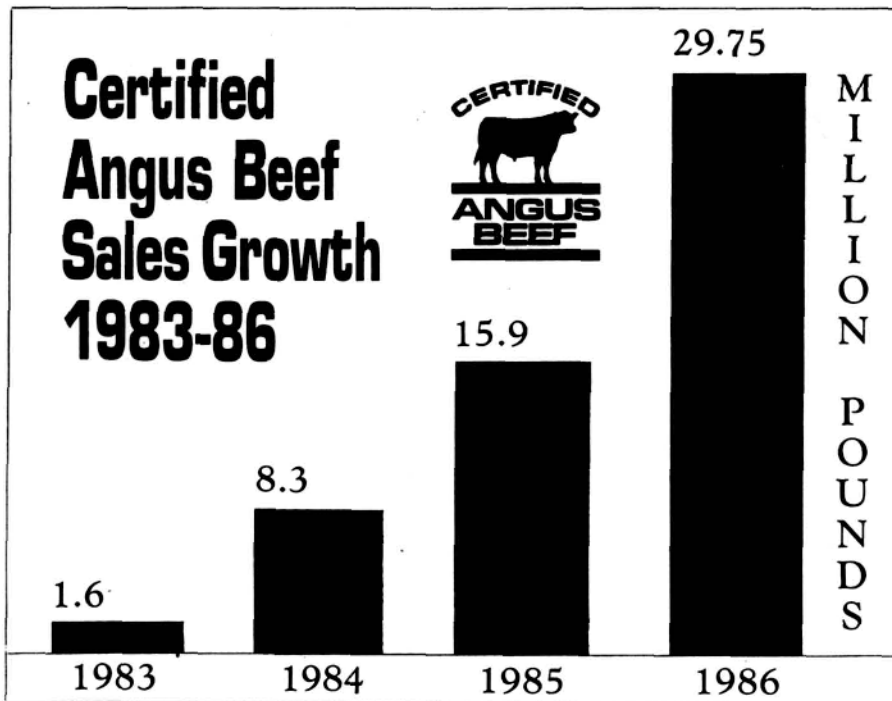
gram. They have been licensed to formulate CAB summer sausage, salami and beef sticks from CAB chucks. The firm is Festival Sausage Inc., Oakland, Illinois. This will increase the percentage use of CAB carcasses and thus add to the value of each CAB carcass.

Exports of CAB continue to grow with the popularity of U.S. type steak houses around the world. In 1986 five licensed CAB export companies sold beef from Angus cattle far beyond U.S. borders.

As demand and sales increase, CAB packers are more actively seeking Angus cattle. One packer has sent letters to the feeders it buys from urging them to buy Angus feeder cattle to put in their lots. This firm has also instituted a premium for cattle that qualify for CAB and also for Prime carcasses.

To insure a steady supply of cattle for the program, and to bring the benefits of the program more fully to the production level, the CAB Phase II portion was initiated in 1986 with formation of a Certified Angus Feeder (CAF) program. A committee was appointed to explore the best way to implement such a program and John Crouch, director of performance programs, was named to head the CAF program.

The success of any breed of beef cattle depends upon how the business people who grow, feed, process and sell beef profit from and demand that breed. Certified Angus Beef is increasing the demand for Angus cattle throughout the United States.



Sell Angus benefits to commercial producers

Sales are one of the keys to success in any business, and the public relations department concentrated in 1986 on selling Angus benefits to commercial cattle producers and helping members do a better job of selling in their individual operations.

The national advertising program which featured the second year of the "elephant campaign" reached 80 percent of the nation's cow-calf producers and 90 percent of feedlot operators an average of 6.3 times a year. This was in addition to a full schedule of regional manager ads across the country and advertising in selected other farm and livestock publications.

The American Angus Association and Fletcher/Mayo/Associates, creators of the elephant advertising campaign, were honored in April by the National Agri-Marketing Association (NAMA). The Angus campaign won second in the nation in the NAMA national advertising awards program. During the first six months of 1986 the Association ranked 84th nationally among agricultural print advertisers.

For 1987, the Association has created an all new advertising approach to start the 1987 fiscal year. It features qualified experts telling commercial cow-calf producers the kind of cattle they (the experts) need to satisfy beef demand. The ads then explain how Angus will best help them fill these needs.

The public relations department worked closely with the agricultural media as well as the general media to see that information about Angus cattle and about individual Angus breeders and Association members was distributed and used. During the year the public relations department wrote, printed and mailed 29,297 individual copies of 168 news releases to publications and broadcast facilities around the nation. In addition some 34,401 individual copies of photographs were printed in the Association darkroom and mailed out for release. In addition personalized news releases were sent to the home town media of all new members and to adult and junior members who participated in major activities like the National Junior Angus Show, or who were elected to serve as delegates at the annual meeting. These individualized news releases are computer generated and are used extensively by the local media at which they are directed.

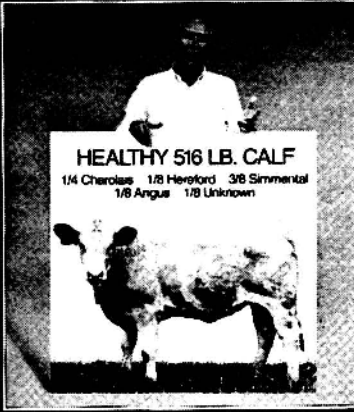
In the Association's efforts to keep in touch with commercial cattle producers, and encourage them to use more Angus bulls in their operations, two issues of the ANGUS BEEF BULLETIN were written and mailed to some 32,000 commercial Angus customers in October and March. This publication goes to all non-members of the Association who have had cattle transferred to them in the 24 months prior to publication.

A highlight of the year was the National Beef Profit Conference, designed to culminate the two-year "Elephant" advertising campaign. Held at the Asso-

ciation headquarters in St. Joseph, it attracted more than 500 people to the program and the Association open house. Maybe most important it received wide media coverage.


To help members do a more effective and efficient job of advertising and promotion, the Public Relations Department sponsored an Advertising Seminar for registered cattle breeders in Fort Worth, Texas. Designed as a pilot program for future such events, the program was well received. In addition the department produces a Merchandising column each month for the Angus Journal.

Bob Hillier
President, Hillier Brothers, Inc., Houston, Texas
 doesn't pull punches with cow-calf men.



HEALTHY 516 LB. CALF
 1/4 Charolais 1/8 Hereford 3/8 Simmental
 1/8 Angus 1/8 Unknown

Leonard Litvak
President, Litvak Bros., The Woodlands, Texas
 tells it like it is to cow-calf men.



"I can't afford to pay for your mistakes."

There's no way to predict how a "mongrel" like the calf pictured here will perform in a feedlot.

And that sets the price the feeder is willing to pay. To consistently satisfy customer demands, he has to have animals whose performance he can depend on.

That means calves that adapt easily to the feedlot environment. Calves that can convert 22 lbs. of feed to a lb. of gain, average 31 to 31.2 lbs. daily gain and finish at 1,050 to 1,250 lbs. With 900 to 800 lb. carcasses, Choice, Yield Grade 2 or 3.

There's no breed in the world that measures up to Angus on all these requirements. And we can prove it.

Anyone can make mistakes. And all too many cow-calf men do, with all good intentions. But it's nice when you can find a way to correct them.

To help you produce the kind of animals feeders and the beef industry want, send for our free *Angus Sire Evaluation Report*. It's an important step in selecting herd bulls that are statistically qualified from the best beef performance data bank anywhere. Mail the coupon today.

FREE

Send for our free *Angus Sire Evaluation Report* today. It's an important step in selecting herd bulls that are statistically qualified from the best beef performance data bank anywhere. Mail the coupon today.

Name _____
 Address _____
 City _____ State _____ Zip _____

ANGUS
 The business breed.

"If it's too big or too small, you lose."

Successful beef packers like Leonard Litvak aren't about to squander money on cattle that won't fit their system.

They're thinking "ideal" when they think of filling packing boxes. Ideal weight: 1,050 to 1,250 lbs. animals that yield ideal carcasses: 600 to 800 lbs., USDA Choice, Yield Grade 3 or better.

That's why it's good business to add more Angus to your breeding program.

No herd breed in the world meets packers' ideal requirements like Angus does. And meets them with such a high degree of predictability and uniformity.

Angus animals marble before putting on outside fat. So they grade USDA Choice at ideal weights and with less fat cover.

Research also shows that Angus cows have less calving trouble. Your Angus-sired replacements will have lower labor costs and fewer rebreeding problems.

For valuable help in selecting herd bulls that produce the ideal size animals feedlots and packers want, send the coupon for our free *Angus Sire Evaluation Report*.

FREE

Send for our free *Angus Sire Evaluation Report* today. It's an important step in selecting herd bulls that are statistically qualified from the best beef performance data bank anywhere. Mail the coupon today.

Name _____
 Address _____
 City _____ State _____ Zip _____

ANGUS
 The business breed.

Qualified experts tell it like it is to the commercial beef cattle industry in the new advertising series developed in 1986 for the 1987 fiscal year. Ad copy tells how Angus cattle meet the requirements outlined by the experts.

Youth lead way to Angus breed's future

The American Angus Association's junior activities program is dedicated both to attracting young people to the Angus business and to providing educational and leadership opportunities that will help develop their skills and insure a strong future for the breed.

The National junior program is built upon the strong base of state and local junior Angus groups. During the past year the Director of Junior Activities worked closely with these organizations where nearly every junior Angus breeder is involved in one way or another. Here they learn the fundamentals of leadership, organization, participation, and cattle showmanship and production. There are currently 65 of these active junior groups scattered throughout the U.S.

A highlight of the 1986 fiscal year for many young people was the National Junior Angus Show in Springfield, Illinois. Juniors and their families from 35

states took part in the many activities that surrounded this event. The show itself was the third largest ever, attracting 532 head of cattle from 29 states. It did however, have the largest registered steer show ever.

Some 57 state showmanship winners from 32 states took part in the National Junior Angus Showmanship Contest. In addition there was the annual meeting of the National Junior Angus Association, and the National Angus Olympics in which 100 teams from across the nation took part. Most local junior Angus activities don't get done without the help of dedicated adult advisors, and at the National Show Gordon and Norma Conner, Buffalo, Kentucky were named 1986 Advisors of the Year.

In addition to the national show the American Angus Association sponsored the Eastern and Western Regional junior Angus Shows in Montgomery, Alabama,

and Reno, Nevada, plus three regional preview shows in Washington, Massachusetts and Texas. The idea is to have a national or regional event each year relatively close to most every junior member.

The National Junior Angus Association Board had one of its busiest years ever. The group sponsored a national leadership conference, and acquired a donated heifer to help support the Angus Foundation. That heifer sold at auction for \$16,500 during the National Western Stock Show, to staunch Junior Angus supporters, George Becker and Hazel Caponi, Enderlin, South Dakota.

An active role was played by Angus juniors in the Youth Beef Industry Congress, a gathering of junior beef breed leaders from the nation's 13 most numerous beef breeds. The group also initiated the Junior Association Scrapbook contest, sold T-shirts to promote Angus and junior Angus programs, wrote monthly articles in the Angus Journal, and published a semi-annual Junior Angus newsletter.

Youngsters who want to get experience working for Angus breeders in another part of the U.S. took part in the Association's Summer Job Program. Since the program started in 1979 some 86 juniors have participated, working on 51 different farms.

Achievement in many phases of Angus work is singled out by the National Junior Recognition Program. This past year 25 youngsters earned the Bronze award. There were 23 Silver winners and 11 dedicated youngsters were presented the coveted Gold award.

The 1986 National Junior Angus Association board members are: seated from left: Beth McDonald, Huntsville, Al., president; Julie Coonrad, Pullman, Wa., communications director; Richard Jenkins, Gray, Tn.; Cindy Houck, Bushong, Ks.; Kelli Crossland, ElDorado, Ar.; and Christy Dameron, Lexington, Il. Directors standing from left, are: Cliff Simmons, Williamston, Mi., vice president; Jimmy Jasper, Nicholasville, Ky.; Nick Brost, Oxford, In.; Chad Cash, Centre Hall, Pa.; Kurt Olson, Grand Mound, Iowa; and Russell Coon, Bethel, Mo..



Activities bring Angus people together

Businesses run on a whole lot more than cold hard facts, a favorable balance sheet and tough competition. The Activities Department of the American Angus Association works to stimulate the kind of Angus activities that draw together people with like interests. This provides them with opportunities to exhibit their cattle in competition with other members, to promote their product, to learn, formally and from one another and to socialize under conditions that lead to an improved Angus business climate.

The Activities highlight for 1986 was

the completion of the first Roll of Victory Show year to honor exhibitors, breeders and cattle that were the most successful in the show ring. The program awards points to winners at various selected shows and at four Super Point Shows (The North American International Livestock Exposition, All-American Angus Futurity, Western States Angus Futurity and the National Western Livestock Show). The winners for the 1985-86 show year were honored during the Annual Banquet at the North American in Louisville.

Registered steer shows had their best year ever in 1986. This included junior registered Angus steer shows at the Illinois, Missouri and Tulsa State Fairs, the Iowa State Fair Terminal Steer Classic and the Houston Fat Stock Show. These shows were in addition to the registered steer show at the National Junior Angus Show and the terminal Junior Angus Steer Show at the North American. Next year several junior preview shows will also include a registered steer division.

This interest in registered steer shows is doing more than just promoting the

breed. It creates an increasing amount of business for registered Angus breeders. In 1986 some 1,359 Angus steers were recorded with the American Angus Association and 1,278 of them were transferred. This compares with steer registra-

tions a year earlier of only 653 and transfers of 447 head.

Five more past and present Angus leaders were inducted into the Angus Heritage Foundation. Leaders who made major contributions to our business, and

whose names will be added to the Angus Heritage rolls are—Myron M. Fuerst, Rhinebeck, New York; Kenneth Litton, Hamilton, Virginia and John F. Gauger, Clear Lake, South Dakota, plus two men now deceased, Ed Stout of Boonville, Missouri and Kenneth A. Clark, Alderson, West Virginia.

The 1986 National Western Angus Sale offered members the opportunity to showcase their breeding programs and also to merchandise some of their top bulls and females, including embryos and flushes. The sale, an annual event, saw 32 bulls average \$6,334, while two females went for an average of \$7,675 and three embryos averaged \$4,667. Buyers were from 19 states and Canada.

During the year the staff worked with organizers of a new show for the Eastern United States. It will be called the Atlantic National Livestock Show. The first show will be at Timonium, Maryland, May 23-25, 1987.

Certified Angus Beef steaks are cooked in boiling soybean oil for the 540 people who attended the National Beef Profit Conference September 11-12 in St. Joseph, Missouri. The event attracted cattle producers from 31 states and agricultural journalists from the largest and leading beef cattle publications.



Little delay in work processing and return

Service to members is one of the key functions of a registry association. Answering questions, explaining programs and forms, and most important, processing work and returning it to members as soon as possible, is vital to the business success of breeding and merchandising registered Angus cattle.

In 1986 all registration and transfer applications that were received by the Association on Monday were processed by the Member Services department and mailed back to breeders on Tuesday. One-day turn around time on this work is unique to the American Angus Association. Turn around time at most other associations is measured in weeks or even months.

The Association's computerized data processing system accounts for a great deal of the work processing speed that members of the American Angus Association enjoy. However, this could not be done without a dedicated and well trained corp of workers who understand the importance of their job. They are also a versatile group who can do a number of jobs within the office for both efficiency and speed.

But despite automated data processing, the member services department can and does hand type and special process work if the breeder must have it within a mat-

ter of hours, instead of days. And thanks to overnight delivery services fast work can be handled from great distances, although the cost of shipping is indeed greater for the member than regular processing.

The member services department, headed by Don Painter and his assistant Donna Holmes, also answers hundreds of questions a year, keeps the rule book, contained in the Breeders' Reference

Guide up-to-date, and even helps settle minor disputes between members.

In the tough economic times experienced by the cattle business, and even all of farming, the past few years, agricultural businessmen need every edge they can get to turn a profit. The service provided by the American Angus Association, at very nominal costs by industry standards, helps provide this edge for registered Angus breeders.



Intent on discussion at a board of directors meeting are Dr. Arthur Bartschlager (right) president of the American Angus Association, and Joe Neely, vice president. The board meets quarterly and three of these meetings are at the headquarters in St. Joseph.

Process 220,963 AHIR weights

Records—accurate, concise and useful—form the foundation for growth and improvement in any business. They define the starting point for a goal, and act as mile markers on the way to reaching it.

Angus Herd Improvement Records (AHIR), collected by members and processed and evaluated at the American Angus Association office, provide accurate descriptions of the genetic differences in Angus cattle. Use of these records in the past year, and the past two decades, by members of the American Angus Association, have allowed Angus breeders to make tremendous strides in seed-stock production—strides that add economic value to individual animals and to the Angus industry.

In the 1986 fiscal year 17,936 AHIR weights of all kinds were taken by members and processed by the American Angus Association. In 1986 this number had grown to 220,963, with more than 1,700 members involved in the program.

The highlight of the year was publication of the 1986 Angus Sire Evaluation Report. In order to produce the report individual and progeny data on more than 32,000 Angus bulls were analyzed. In the report, which is available free to commercial cattle producers and members alike, complete information is listed on 1,193 bulls currently being used in the U.S. In addition there are 1,298 bulls listed in the young sire supplement, to give breeders a head start in their sire selection. These bulls were born after January 1, 1982 and have at least 10 progeny weaning weights reported with a weaning weight accuracy value of .40.

Also, the 1986 report contains a section with 187 bulls that have detailed carcass information available on them. This

section is the result of increased demand for cattle that produce superior carcasses with a minimum of fat cover, both for the Certified Angus Beef program and the general beef trade.

Angus Sire Evaluation began in 1972 and the first Report was issued in 1974. The original designed program has been gradually replaced by Field Data Sire Evaluation that uses all records submitted by Angus breeders. Open artificial insemination, combined with its increased use, allows researchers to analyze not only sires, but all other qualifying animals, and calculate Expected Progeny Difference (EPD) values on them all. This will allow your Association to eventually replace ratios and estimated breeding values with EPDs, to provide Angus breeders with the most accurate, up-to-

date technology for genetic breed improvement.

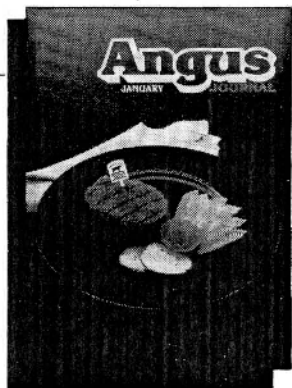
However, the primary function of the Performance Programs Department remains the accurate and fast daily processing of AHIR records submitted by Angus breeders in the United States and several foreign countries. Except for unusual circumstances all AHIR work in 1986 had a turn around time of four working days. This means that with the cooperation of the U.S. Postal Service, members can have their AHIR records processed and back on their desk within a week after they are received at the American Angus Association headquarters.

That's good business—because records are only of value if they are available on the member's desk when he or she needs them.



The American Angus Association's new Computer Software system is demonstrated during the American Angus Association's open house September 11 by Gloria Hurlbut (left) of the performance programs department. Introduced in 1986 the system allows members to computerize their herd record keeping and simplify reporting of information such as registrations, transfers and performance information, to the Association.

Angus Journal improvements win contest



The Angus Journal chalked up another impressive year in 1986. The magazine was the highest scoring publication in the 1986 Livestock Publications Council annual contest.

The judges had this to say about the Journal: "A quality book in recent years, this one (1986) has been improved even more by a new editor. New departments with new headings are attractive, features

and graphics impressive. Writing quality sticks out. Covers show originality. Difficult to fault (and difficult to show improvement)."

The Angus Journal won two firsts, five seconds and five certificates of merit, earning it the most points in the contest.

The 11 issues of the Angus Journal published in fiscal year 1986 included a

total of 1,948 pages of advertising and 913 pages of editorial—total pages for the year of 2,861. Net profit for the year for the Journal and Angus Productions Inc., was \$1,008.53, an impressive figure considering economic conditions and that the magazine carries over half the cost of maintaining the regional managers.

The mission of the Angus Journal is to keep members of the American Angus Association fully informed about the business of breeding, managing, and merchandising registered Angus seedstock. Each year the magazine includes such useful features as the complete Sire Evaluation Report in October, the Pathfinder Report in May, and the reference feature of each year's Herd Reference Edition.

Regular monthly columns include merchandising, the Angus auxiliary, youth, the Executive Vice President's lead in column and the well read association high-

lights. Each issue also has complete sale reports, show reports, lists of new members, a calendar of events, including upcoming sales and shows, plus specially prepared feature stories written by the editorial staff.

For easy reference an index of the past year's articles is printed in the Herd Reference edition. This way members who save each issue can easily look up special articles of interest. It is the kind of magazine and the kind of service one would expect of the publication from the world's largest beef cattle registry association.

The new Special Services Department of Angus Productions Inc., generated gross revenue of more than \$356,000. The department designs, prints and mails sale catalogs and brochures, using the production and art facilities of the Angus Journal.

The sound financial condition of API and the Angus Journal is also the result of a move that made every Angus Journal subscription a reader-paid subscription. The magazine is a bargain for all involved. The \$15 subscription fee for the 11 issues of the magazine covers less than the cost of the paper that the magazine is printed on and the postage. In other words this makes the news, features, other information and advertising free to the subscriber.

The extra costs are paid for by advertising and special services, and it must be noted that advertising rates haven't changed from 1979 when the American Angus Association started publishing the Angus Journal.

It is fittingly a well run business for ANGUS—The business breed.

Regional Managers travel 474,730 miles in 1986

For many members their nearest and most frequent personal contact with the American Angus Association is their regional manager. The 11 regional managers who handle all phases of the Angus business in their territory are a strong feature in the Angus cattle business today.

Throughout the 1986 fiscal year Angus regional managers drove their automobiles a total of 474,730 miles on Association business. That includes attending local and state association meetings, field days, sales and other events. They also represent the Angus Journal, help members plan their advertising and promotion and work the ring at hundreds of auction sales. Each regional manager drove an average of 40,691 miles in 1986, and this does not include airline travel or transportation in someone else's vehicle.

The men are available to breeders to answer questions, to help locate cattle, or to plan merchandising programs or sales, even if these plans do not include sale advertising in the Angus Journal. Following are the names, addresses, telephone numbers and the territory of each regional manager:

Regional Managers

WAYMON ASHLEY—Arizona, New Mexico, Texas
3213 Cheryl Lane, Ft. Worth, Texas
76117, (817) 834-6552

JOHN BARTON—Iowa, Missouri
Rt. 1, Columbia, Mo. 65201, (314)
449-3051

RICHARD DYAR—Alabama, Arkansas, Louisiana, Mississippi
Rt. 1, Crossville, Ala. 35962, (205)
659-6305

CHUCK GROVE—Kentucky, Ohio, Tennessee
Rt. 2, Box 182, Forest, Va. 24551,
(804) 525-4687

DON LAUGHLIN—Colorado, Kansas, Oklahoma
P.O. Box 8847, Wichita, Kan. 67208,
(316) 686-7670

BILL POWELL—Delaware, Eastern Canada, Maryland, New England States, New Jersey, New York, Pennsylvania, Virginia, West Virginia
8332 Revelation Ave., Walkersville, Md. 21793, (301) 845-2154

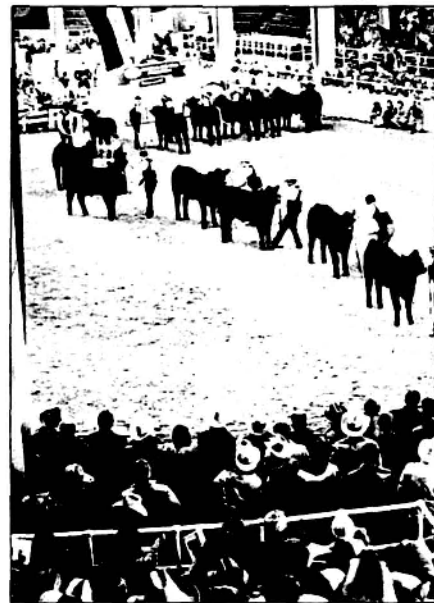
JIM SHIRLEY—Manitoba, Minnesota, Nebraska, South Dakota
1021 Vine St., Brookings, S.D.
57006, (605) 692-1613

DON TRIMMER—Illinois, Indiana, Michigan, Wisconsin
1706 Rockingham Drive -1, Normal, Ill. 61761, (309) 452-1669

BRUCE WEETER—Alaska, Central Canada, Montana, North Dakota, Wyoming
Pray, Mont. 59065, (406) 333-4444

SCOTT WELLER—Florida, Georgia, North & South Carolina
10905 Carmel Crossing Rd., Pineville, N.C. 28134, (704) 541-0195

JEFF WINDETT—California, Idaho, Nevada, Oregon, Utah, Washington, Western Canada
660 S.W. 191st St., Aloha, Ore.
97006, (503) 645-6586



Regional managers serve members in many ways, from working the ring at the National Western, here, to helping plan local meetings and tours, and acting as sales representatives for the Angus Journal. Each man drives more than 40,000 miles a year to promote the Angus business in his territory.