



National Cotton Council

Report to Members 2007

The Council's Mission

The National Cotton Council of America's (NCC) mission is to ensure the ability of all U.S. cotton industry segments to compete effectively and profitably in the raw cotton, oilseed and manufactured product markets at home and abroad.

The NCC serves as the central forum for consensus building among producers, ginners, warehousemen, merchants, cottonseed crushers, cooperatives and textile manufacturers. The organization has been the unifying force in working with the government to ensure that cotton's interests are considered.

The NCC's mission and objectives are carried out with the help of democratically developed policy. Annual policymaking is initiated through recommendations generated by the NCC's

six program committees — Farm Program and Economic Policy, International Trade Policy, Public Relations and International Market Development, Research and Education, Packaging and Distribution and Health, Safety and Environmental Quality.

Committee recommendations are refined and approved by the NCC's 35-member board of directors, acting as a resolutions committee, but must be adopted by the NCC's delegates voting at the annual meeting.

This report describes major activities carried out in 2000 in support of those resolutions, which were adopted in February. Included are activities of the NCC's export promotion organization, Cotton Council International, and of The Cotton Foundation.

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Message from the President and Executive Vice President

The new millennium did not dawn with a bright economic environment for agriculture.

The despair that plagued the U.S. cotton industry at century's end continued. Low prices for cotton and alternative crops remained well below the cost of production. Drought again undercut what began as an excellent 2000 crop.

The National Cotton Council focused its energies on restoring profitability in the near term without losing sight of the long-term effort necessary for a competitive industry. As events unfolded, government programs, for the third consecutive year, served as a life preserver for most cotton operations.

At NCC's urging, the Secretary of Agriculture decided to allow loan redemptions with commodity marketing certificates, which permitted cotton producers to realize greater marketing loan gains and avoid the price-depressing action of a government auction of hundreds of thousands of bales. Industry competitiveness was enhanced significantly by the reinstatement of Step 2 in October 1999. Those payments, averaging 6 cents a pound over the course of the 1999-2000 marketing year, boosted offtake and helped underpin market prices.

The Agriculture Risk Protection Act signed into law in June authorized: 1) a supplemental Agriculture Market Transition Act payment equal to the 1999 payment rate of 7.88 cents a pound and 2) \$100 million for cottonseed payments on the 2000 crop, a 20 percent increase over the 1999 program authorization. These special payments were an important contribution to farm revenue.

The 2001 federal agriculture appropriations bill also provided significant relief for producers who suffered yield and quality losses in 2000, including payment limit relief and continued authorization of marketing certificates for loan redemptions.

Sen. Thad Cochran (R-MS) and Rep. Joe Skeen (R-NM), chairmen of the respective agriculture appropriations subcommittees, and their staffs, worked in a bipartisan way to craft that legislation. Also included was \$79 million for boll

weevil eradication, \$1.55 million for pink bollworm control and \$500,000 for aflatoxin research.

Most of the NCC's recommendations for crop insurance reform — including higher coverage levels — were realized as Congress enacted \$8 billion of reforms to the program.

The Caribbean Basin Trade Development Act, aggressively supported by NCC, was passed in 2000, providing enormous offtake opportunities for U.S. cotton and textiles. New demand of as much as 1 million bales may be possible over three years because of Caribbean Basin Initiative Parity.

Cotton Council International's outstanding foreign market development programs, coupled with more competitive prices since the mid-1980s, have boosted U.S. raw cotton exports from less than 2 million bales in 1985 to an annual average of more than 6.5 million over the past five years. CCI already has introduced new programs to help our industry take full advantage of opportunities afforded by CBI Parity legislation.

Industry segments exhibited unity in their willingness to address key quality issues. Through its Quality Task Force, NCC is working to prioritize quality improvement goals while making sure the loan premium/discount schedule provides growers the market incentives that will make the quality improvement objectives economically attractive.

Looking ahead, one of the NCC's major challenges will be to ensure that cotton's priorities are included in the options considered in upcoming farm policy debate. Agreement already has been reached on several important policy principles, and industry leaders now are focused on reaching consensus on more specific program provisions that will be communicated to the new Administration and the 107th Congress early in 2001.

NCC leadership made it clear during field hearings that future farm policy must provide a more reasonable level of income protection without having to rely on unreliable year-to-year passage of special assistance legislation. Cotton also asked for a re-evaluation of proposals that would discriminate against commercial-sized farming operations.



Robert E. McLendon
President
National Cotton Council
of America



Phillip C. Burnett
Executive Vice President/
Chief Executive Officer
National Cotton Council
of America

As we seek to strengthen our industry-government partnership, though, every effort will be made to ensure that supplemental assistance is available until new farm law is written.

NCC also continues to be highly visible in championing the benefits and safety of agricultural biotechnology, which holds still more potential for cost reductions. U.S. cotton industry profitability is inseparably linked to a healthy level of demand, proven technology and workable farm programs. We must, therefore, be vigilant in: 1) keeping proven products available and pressing for technology development, 2) monitoring world trade negotiations and 3) expanding foreign markets for U.S. raw cotton and manufactured cotton products.

We are confident the NCC can meet those challenges and others that may arise. We will do so by continuing to draw on the industry's greatest strength — persistent leaders with vision, an understanding of the political process and a commitment to unity that is absolutely essential to success.



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James H. Greer (Crusher), Kingsburg, CA
Jay W. Hardwick (Producer), Newellton, LA
Michael B. Hooper (Ginner), Buttonwillow, CA
A. Illges, Jr. (Manufacturer), Columbus, GA
Randy Kennedy (Ginner), Shallowater, TX
Allen G. King (Cooperative), Brownsville, TN
Robert L. Lacy, Jr. (Crusher), Lubbock, TX
Jon Lambi (Ginner), Pickens, AR
Sam O. Leake (Warehouse), Newellton, LA
John J. Leary (Merchant), Memphis, TN
H. L. Lewis (Producer), Doddridge, AR
Kenneth Lewis (Producer), Dunn, NC
Donald L. Linn, Jr. (Cooperative), Indianola, MS
James L. Loeb, Jr. (Merchant), Montgomery, AL
Clayton Lowder (Producer), Sumter, SC
Gene Lundquist (Cooperative), Bakersfield, CA
Murry G. McClintock (Ginner), Tunica, MS
Joe McDonald (Ginner), Andalusia, AL
Hamill McNair (Producer), Camilla, GA
D. Keith Mixon (Ginner), Seminole, TX
Robert E. Moore, Jr. (Producer), Hartsville, SC
Jerry A. Newby (Producer), Montgomery, AL
John N. Newcomb (Cooperative), Osceola, AR
Edward K. Nicolls (Merchant), Fresno, CA
James C. Nunn, Jr. (Merchant), Brownsville, TN
John F. Phillips, III (Producer), Yazoo City, MS
Tom R. Pitts (Merchant), Greenwood, MS
Kirby O. Powell (Ginner), Brownsville, TN
Frederick Richard (Ginner), Roll, AZ
Carl Robertson (Crusher), Lamesa, TX
Neill M. Sloan (Warehouse), Portland, AR
E. Bragg Smith, III (Warehouse), Dallas, TX
Stephen J. Sossaman (Producer), Queen Creek, AZ
Keith Streety (Cooperative), Levelland, TX
Martin K. Sweetser (Producer), Deming, NM
Mark K. Tapp (Manufacturer), Danville, VA
Lee Tiller (Ginner), Odem, TX
Larry R. Turnbough (Producer), Balmorhea, TX

Farm Program and Economic Policy Committee

Cotton producers realized greater marketing loan gains and avoided the price-depressing action of a government auction of hundreds of thousands of bales.

The Farm Program and Economic Policy Committee establishes the NCC's position on such issues as farm legislation and administration, federal tax laws, employment and wages and water law.

Farm Law

Although serious farm bill debate did not take place in 2000, ideas were solicited on farm policy needs in regional farm bill hearings overseen by House Agriculture Committee Chairman Larry Combest (R-TX).

In testimony at one of the hearings, NCC President Robert McLendon said that the most significant step lawmakers can take to craft responsible, effective farm policy is to obtain adequate budget authority. He urged lawmakers to continue effective marketing loan programs, cotton's competitiveness provisions, adequate support in times of low prices, planting flexibility and an end to the pitting of large farming operations against small ones.

A special panel of NCC industry leaders continued to review farm policy direction and options in preparation for debate on farm law, which expires in 2002. That guidance will help NCC as it works with the new Administration and Congress to ensure that a more adequate and dependable income safety net is incorporated in new farm law. Meanwhile, every effort will be made to ensure that Congress authorizes supplemental emergency assistance in 2001 if it becomes necessary.

Certificate Usage

Faced with a challenge to restore profitability to the U.S. cotton industry, the NCC's voice was heard early in the year.

NCC industry leaders and staff met with Secretary of Agriculture Dan Glickman to urge prompt implementation of his authority to issue marketing certificates that could be redeemed for loan collateral at the adjusted world price. The delegation pointed out that more than 3,000 producers had at least 1.1 million bales "locked" in the loan because they had exhausted their cumulative annual limitation of \$150,000 on a combination of loan deficiency payments and marketing loan gains.

U.S. cotton's competitiveness and marketability were enhanced significantly when the Secretary decided to allow commodity marketing certificate usage, including both Step 2 certificates and generic certificates for cotton. Cotton producers realized greater marketing loan gains and avoided the price-depressing action of a government auction of hundreds of thousands of bales.

Cottonseed Assistance

NCC also worked with USDA's Farm Service Agency in crafting a cottonseed assistance program to help offset low cottonseed prices in 1999 and 2000. Payments of approximately \$12.25/ton of cottonseed were received from 1999 crop ginnings.

In addition, \$100 million was made available for payments to offset low 2000 crop cottonseed prices, and it was estimated that payments of \$15.25 per ton would be received for that crop's seed.

Emergency Assistance

The 2001 federal agriculture appropriations bill provided funding for USDA to make payments available to producers who experienced financial losses for their 2000 crop. The funding was available on an as needed basis, and the NCC sought to ensure the payments were available for reduced yields as well as quality losses.

Sen. Thad Cochran (R-MS) and Rep. Joe Skeen (R-NM), chairmen of the respective agriculture appropriations subcommittees, and their capable staffs, worked in a bipartisan way with their colleagues to craft that important economic assistance measure.

NCC communicated with the Congressional Agriculture committees and USDA on key implementation decisions, including the authorization of separate loss categories and thresholds for quantity



Tennessee cotton producers Willie German, center, and Allen King, right, conveyed their thoughts and concerns on the current farm program to House Agriculture Committee Chairman Larry Combest (R-TX) and other lawmakers during a farm policy hearing in Memphis.

(yield) losses and quality losses. The goal was to ensure maximum coverage for producers and eligibility for quality loss payments being based on a threshold applied to the affected production. NCC asked that producers who did not meet the individual thresholds for quality and quantity be allowed to combine quality and quantity losses as was done in 1998 and 1999.

The NCC also recommended that USDA utilize its authority to make economic assistance available to producers who harvested a 2000 crop but suffered significant financial losses due to rapidly escalating, uncontrollable production expenses such as increased fuel costs.

Crop Insurance

Crop insurance legislation reform was enacted, containing many NCC-advocated reforms that will be in force for 2001.

Among key package features: 1) significantly increased subsidies in coverage levels up to 85 percent; 2) new, fully subsidized coverage for cotton quality losses that allows bale-by-bale adjustments; 3) new prevented planting cover-

age and replanting coverage resulting from lack of irrigation water caused by drought; 4) adjustment of actual production history for producers with multiple-year disasters; 5) new compliance provisions that include Farm Service Agency oversight; and 6) new record-keeping and reporting requirements, which can be used to track acreage for the Boll Weevil Eradication Program.



The reformed federal crop insurance program has several improvements, including better replanting provisions.

Risk Management

NCC introduced Cotton Risk Management Network II, an Internet-based tool for helping industry members enhance their risk management efforts. The user-friendly CRMN II requires no software installation or daily downloads, just access to the members only area of NCC's web site, www.cotton.org. CRMN II offers a complete range of market data, news and analytical tools.

Another risk management tool was given exposure when NCC helped sponsor a series of cottonseed futures and options seminars to show participants how to protect their businesses and expand their marketing opportunities.

Other issues

NCC urged USDA to take administrative action making Step 2 payments for motes and loose cotton equivalent to that for cotton lint. The action was aimed at helping those products regain traditional uses, restore gin and producer revenue and eliminate the possibility that motes would have to be disposed of rather than consumed.

NCC and other agricultural groups tried to convince GOP leadership to accept a compromise legislative proposal to reform the H-2A visa program for temporary, non-immigrant farmworkers, and to adjust the immigration status of farmworkers without proper work authorization.

The International Trade Policy Committee



In conveying NCC's position on CBI benefits during 2000, NCC President Robert E. McLendon stated: "These trading arrangements also have the potential to enhance cotton producer income while improving U.S. cotton and textile competitiveness against increasing imports from Asia. Cotton apparel imports from Caribbean countries are about three times more likely to be composed of U.S. cotton than apparel imported from other sources."

Caribbean trade preferences are expected to significantly boost demand for U.S. cotton and cotton textiles and help U.S. textile competitiveness.

The International Trade Policy Committee directs the NCC's stance on trade policy and negotiations.

Fundamental changes in the dynamics of the world trading system that were a part of the Uruguay Round multilateral trade agreement began to take hold in 2000. International rules governing trade already are playing a larger role in U.S. export competitiveness, domestic agricultural policy and the U.S. textile industry's economic health.

Caribbean Basin Trade Initiative

After more than four years of effort from the U.S. cotton industry and the U.S. textile sector, legislation granting trade preferences for imports of apparel from Caribbean countries was enacted. The act provides for duty-free imports into the U.S. of apparel produced in the Caribbean using U.S. textiles and U.S. yarn. The combination of U.S.-produced textiles with cut and sewing operations in the Caribbean produces apparel items that are cost-competitive with apparel imports sourced from Asian countries. Because the act requires the use of U.S. textiles and U.S. yarn, demand for U.S.-produced cotton will increase.

Debate on the Caribbean trade preference package was sometimes divisive within the textile community. With a possible increase in consumption of 1 million bales annually hanging in the balance, the NCC persistently pushed reasonable compromises, helping pave the way for the final package. NCC President Bob McLendon stated in June, "We have not let our economic woes stop this industry from looking forward. Even though it was a hard battle, this industry's commitment to a CBI parity package gives us the opportunity to really jumpstart demand for U.S. cotton and textiles. It is a special opportunity that points to an optimistic future."

Caribbean trade preferences are expected to significantly boost demand for U.S. cotton and cotton textiles and help U.S. textile competitiveness. The bill also contained textile trade preferences for sub-Saharan Africa that were broader than the NCC supported. However, the Africa trade preferences are capped, and the bill contains provisions on surge protection and transshipment prevention.

Permanent Normal Trade Relations

Enactment of Caribbean textile trade preferences will prove even more important as the People's Republic of China enters the mainstream of international commerce. In reaching agreement to support China's entry into the World Trade Organization, the U.S. agreed to phase out textile quotas applicable to China by 2005. Even though the agricultural portions of the China agreement should enhance U.S. agricultural exports, the increased textile market access gained by China will, to some degree, counterbalance gains on the raw cotton side.

With Congressional debate on passage of permanent Normal Trade Relations for China looming, the NCC Board realized it had to ensure that a Caribbean bill was in place before Congress opened this last door to the U.S. textile market. Once the Caribbean bill was enacted, the NCC turned its attention to the China NTR debate, urging the U.S. government to develop an effective system to monitor China's compliance with the new trading rules. The NCC also stressed the need for China to provide reciprocal market access for U.S. textiles and called for China to move sharply toward a free market system and away from government control.

As the year ended, China had concluded the necessary bilateral agreements with individual countries and was negotiating the final "protocol of accession," which should pave the way for WTO membership. Although China will gain significant access to the U.S. market as a result of these agreements, it must, for the first time, comply with international rules governing trade.

Export Programs

The effectiveness of the Export Credit Guarantee Program (GSM 102) in spurring U.S. cotton and other sales to Asia during the Asian financial crisis prompted competing countries to press for disciplines on the U.S. program in the Organization for Economic Cooperation and Development. Over the 1997-1999 fiscal years, more than \$1 billion in GSM export credit guarantees have been applied to U.S. cotton exports.

The U.S. was advised that if a deal was not struck in the OECD to put limits on the GSM 102 program, other countries would seek a dispute settlement panel under the WTO. As a result, government officials circulated proposals that would reduce the length of credit guarantees from three years to 18 months, significantly increase fees, require more frequent repayment schedules and generally reduce the overall attractiveness of the program to foreign banks. The NCC communicated its strong concern with the course of the OECD negotiations, indicating that reducing the length of export credit guarantees below two years would negatively affect more than 85 percent of U.S. cotton exports under the program. In a series of consultations between cotton exporters, U.S. government officials and other commodity organizations, the NCC took the lead in expressing the importance of the GSM 102 program and urging U.S. negotiators to reject any agreement that would severely undermine the program's effectiveness.

Writing to U.S. officials in December, NCC President McLendon emphasized the NCC's concern, "At a time of low prices, a strong dollar and weak demand, an effective GSM program is needed more than ever. We remain concerned that an export credit guarantee program that complies with the OECD proposal will not enhance U.S. cotton exports."

WTO Agricultural Negotiations

Despite a rocky start in Seattle, the agriculture portion of the new round of WTO trade negotiations moved forward in 2000, with countries submitting comprehensive agricultural negotiating proposals before year's end. U.S. officials have a stated goal of eliminating agricultural export subsidies, increasing market access for agricultural products and reducing trade distorting domestic



Caribbean Basin Initiative legislation provides for duty-free imports into the U.S. of apparel produced in the Caribbean using U.S. textiles and U.S. yarn.

agricultural support. The U.S. also seeks improvement in implementation of existing WTO rules applicable to products derived from biotechnology.

Textile exporting countries have made several attempts to reopen the Uruguay Round textile agreement in order to force the U.S. to open its market to imported textiles before the 2005 deadline for the phase-out of import quotas. These countries also want significant reductions in U.S. tariffs on imported textiles. The NCC joined with textile organizations to oppose any re-opening of the textile agreement and urged that the U.S. continue to press for effective market access for U.S. textiles in foreign markets.

The U.S. cotton industry will have to search hard for a strategy that could yield benefits from the latest WTO round. Despite the fact that the cotton industry no longer promotes a high degree of protectionism, the upcoming negotiation could contain pitfalls for U.S. cotton as some competing countries seek special treatment and even more favorable access provisions.

With more intense negotiations scheduled for 2001 concerning international disciplines on agricultural subsidies, the overlap between international guidelines and domestic policy will be more prominent than ever. The NCC's thorough economic analysis and ability to judge the impact of international agreements on the domestic industry continue to ensure the cotton industry has a strong voice at the negotiating table.

Tariff Legislation

Carrying through on a delegate resolution, the NCC secured passage of legislation that temporarily eliminates tariffs currently applied (about 2.1 cents per lb.) to imports of raw cotton with a staple length less than 1-1/4 inches. Tariffs on cotton with staple lengths of 1-1/4 inch or longer remain in place. The Office of the U.S. Trade Representative indicated a preference for a temporary (three-year) duty change that would become permanent as part of an overall multi-lateral trade agreement.

Public Relations and International Market Development Committee



Louisiana cotton producer Donna Winters was featured in one of the Council for Biotechnology Information's four agricultural biotechnology benefit ads that appeared in Newsweek and other national publications.

Raw cotton exports reached 6.88 million bales in the 1999-2000 marketing year, up sharply from the previous year's 4.3 million.

The Public Relations and International Market Development Committee guides an extensive program to expand U.S. cotton exports while building a greater understanding of the U.S. cotton industry through effective communications and information services.

Public Attitudes

The NCC joined the Council for Biotechnology Information — a multi-year, industry-led public information program on agriculture biotechnology geared to U.S. and Canadian consumers. The program's primary goal is conveying biotechnology's importance as a technology with the potential for improving consumers' quality of life.

Some of the NCC's major activities included: 1) coordinating Louisiana producer Donna Winters' appearance in national network TV, newspaper and magazine ads as part of the CBI campaign, 2) arranging for communications training for Winters, NCC Chairman Ron Rayner, NCC President Robert McLendon and producers Charles "Chuck" Youngker of Arizona, Barry Evans of Texas, Jay Hardwick of Louisiana and John Lindamood of Tennessee to help them in their role as campaign spokespersons and 3) providing input on a series of opinion articles and letters to editors relating to biotechnology benefits.

The NCC also arranged for Rayner and Alabama producers Larkin Martin and Hollis Isbell to share their experiences with Bt cotton for a Public Broadcasting Company "Nova" documentary on biotechnology scheduled to air in April 2001.

In an effort to increase awareness of The Cotton Foundation's role in supporting cotton research and education, the NCC coordinated a staff review and media tour of aflatoxin control and other projects in California and Arizona. The 2001 federal agriculture spending measure, approved months later, included \$500,000 for aflatoxin research specific to cotton.

Grown and Made in the U.S.A. — It Matters

The National Cotton Women's Committee continued to urge retailers to stock and consumers to shop for U.S. cotton products and those assembled in the Caribbean Basin as a means of boosting U.S. cotton offtake. The "Grown and Made in the U.S.A" campaign's first "Cotton Champion Award" went to San Antonio-based Painted Pony Clothing Company, in recognition of its loyal use of U.S. cotton.

Late in 2000, the NCC was studying ways to broaden the NCWC's scope. Under consideration was a plan to: 1) expand the NCC's overall educational effort, including the "Grown and Made" message, in schools and 2) improve consumer perceptions of the U.S. cotton industry through greater communication on topics such as economic contributions, biotechnology and flammability.

Information Services

The NCC's web site has evolved into a major center for distributing information to NCC members and the public.

Greater public awareness of the web site has led to numerous and wide ranging information requests, including NCC's cotton industry educational materials, which are distributed to teachers throughout the U.S. and Canada.

Another web site feature expanded this past year was NCC's Daily Cotton Update, which features news from multiple sources. A version of that Update, "Cotton eNews," now is being emailed to hundreds of NCC members — with plans to expand that distribution.

The web site also houses numerous other news and information pieces, including the NCC's *Cotton's Week* newsletter, NCC's AgDay Cotton's Week television program, news releases and radio newlines. That includes a broadcast-quality, MP3 radio newline file that broadcasters can download from the web site.



Farm trade writers received an in-depth update of Cotton Foundation-supported remote sensing research conducted on Ted Sheely's San Joaquin Valley farm.

Other posted information pieces range from the NCC and Cotton Foundation annual reports to background pieces on crop insurance and boll weevil eradication.

The NCC's information reach was enhanced via "Cotton's Agenda," a column by NCC Executive Vice President Phil Burnett that appears in *Cotton Farming* magazine. Articles and columns also were developed for trade publications on the 2001 Beltwide Cotton Conferences, contamination prevention and other timely topics.

International Market Development

In keeping with the committee's resolutions, the NCC and Cotton Council International worked to increase exports of U.S. raw, value-added, cottonseed and their products. In 2000, policy and funding efforts of the PR&IMD Committee led to CCI-sponsored demand-building events around the globe that promoted the quality, reliability and prestige of both U.S. raw cotton and U.S. manufactured cotton prod-

ucts. U.S. raw cotton exports reached 6.88 million bales in the 1999-2000 marketing year, up sharply from the 4.3 million the previous year, and exports of cotton yarn and fabric topped 4.3 million bale equivalents in 1999.

NCC urged Congress and the Administration to maximize the authorization of PL-480 and GSM 102 credit programs. CCI worked closely with the NCC, the American Cotton Shippers Association and AMCOT representatives to maintain a strong and viable export credit guarantee program despite international negotiations being conducted through the OECD. Among concerns were OECD proposals to reduce the maximum allowable term and increase GSM 102 program fees.

Close coordination with Congress and the Administration resulted in much needed international market development resources. In FY 1999-00 CCI received more than \$11 million in funding from USDA's Market Access, Foreign Market Development, Section 108 and Emerging Markets programs.

Attracting industry and international third party contributions leveraged this funding. An estimated \$79 million equivalent in third party contributions were made by COTTON USA licensees, including important strategic partnerships with laundry product manufacturers like Kao, Procter and Gamble and Unilever. That amount also reflects the value of extensive media coverage garnered by CCI.

Cooperation continues to be an important goal of the Committee. CCI worked diligently to expand its cooperative efforts with Cotton Incorporated, AMCOT, the American Cotton Shippers Association, Dow AgroSciences through the Cotton Foundation, the Supima Association of America and the New York Board of Trade. In addition, and with the support of Cotton Incorporated, CCI began receiving funding from the Importers Support Group of the Cotton Board to carry out projects favoring exports of U.S. cotton yarn and fabric to the CBI and Sub-Saharan African regions.

Research and Education Committee



Missouri producer Charles Parker, chairman of NCC's Boll Weevil Action Committee, oversaw that panel's allocation vote of significant 2001 funding for the National Boll Weevil Eradication Program.

The 2001 Beltwide Cotton Production Conference featured more producers on the program than ever before.

The Research and Education Committee seeks to attain larger and more effective cotton research and education programs to reduce production and processing costs and to improve cotton fiber and oilseed products.

Profitability Initiative

The NCC has identified new and existing programs in which NCC participation is enhancing the ability to carry out the following consultant recommendations: 1) continued support for precision agriculture initiatives, 2) public support for crop genetic programs, 3) an accountability system for determining cotton research priorities and 4) Internet initiatives that coordinate information to speed emerging technology adoption and ensure industry members gain more value from those data and tools.

One example is the NCC's participation in research that is evaluating technology utilizing a type of remote sensing and that has the potential to detect early stages of crop damage. The NCC also is active in encouraging the use of non-traditional research resources, such as the Department of Energy and NASA, in a manner that will benefit U.S. cotton.

Technology

NCC coordination with EPA resulted in the agency's extension of the registration of Bollgard insect-resistant cotton through the 2001 growing season. NCC continued to work with EPA to urge that a long-term registration be granted so producers will have access to this important technology with certainty and with consistent rules.

The 2001 Beltwide Cotton Production Conference featured more producers on the program than ever before. Included were producer-moderated panel discussions on cotton variety improvement and technology's role in least-cost production systems.

Technology transfer is being broadened and expedited by: 1) the NCC's commitment to post the conferences' proceedings on its web site and 2) the NCC's on-line *Journal of Cotton Science*, which promotes the reporting of important cross-discipline cotton research.

A NCC staff review and media tour of Cotton Foundation-supported aflatoxin control, ultra narrow row and remote sensing research projects in California and Arizona helped spotlight promising developments in those areas.

Later, the 2001 federal agriculture appropriations bill included \$500,000 for aflatoxin research specific to cotton. The measure also provided: 1) requirements for USDA to continue funding a Cooperative Research and Education Extension Service ginning specialist position and cotton research work at Shafter, CA, and 2) funds for operating agriculture conservation and research programs.

Pest Management

Eradication of the boll weevil came a step closer to reality. Some 4.5 million acres already are weevil-free and another 7.5 million acres are under eradication. Plans are being implemented to bring another 2.5 million acres into the National Boll Weevil Eradication Program.

The national program received a tremendous boost from the 2001 appropriations legislation. An unprecedented \$79.157 million was provided for the program's federal cost share, up from \$14 million the previous year. The increase also will become part of the baseline program budget.

The 2001 funds were to be made available to the boll weevil eradication foundations according to a formula recommended by the NCC's producer-led Boll Weevil Action Committee. USDA's Farm Services Agency also was authorized to make about \$100 million in low interest loans available to the eradication foundations.

Included in the appropriations was \$1.548 million in federal cost share funds to assist in the operation of the highly effective pink bollworm control and eradication program.



Alabama producer Jimmy Sanford, right, chairman of NCC's Fiber Quality Task Force, discussed USDA's proposed new standards boxes with panel members from left: Louisiana producer Jack Hamilton, Alabama ginner Robert Greene and South Carolina textile manufacturer Jack Crooks.

Quality Assurance

Following a NCC Quality Task Force recommendation, USDA replaced the cotton classer color measurement with the High Volume Instrument colorimeter measurement as the official Agriculture Marketing Service color grade determination beginning with the 2000 crop. USDA also followed that task force's recommendation by changing the existing Commodity Credit Corporation 2000 premium and discount schedule for strength and "prep" and adding premiums and discounts for length uniformity.

The NCC Board adopted other recommendations developed by the Quality Task Force, chaired by Alabama producer Jimmy Sanford. Emphasis was given on the importance of production profitability associated with variety development. Among key recommendations adopted were urging NCC to work to:

- 1) enhance cotton quality through improvements in genetic diversity in germplasm and through identification of useful agronomic traits in conventional breeding programs;
- 2) examine intellectual property rights in plant genetics;
- 3) make cotton breeding development by publicly-

funded institutions commercially available to the general breeding community, and to ensure that funds from such development are reinvested in breeding programs;

- 4) make market participants aware of the need to recognize the economic impact of short fiber and the value of monetary incentives in reducing short fiber content;
- and 5) increase industry understanding concerning the impact of short fiber and efforts by NCC to reduce short fiber content by developing presentations and other materials that enumerate benefits accruing to each segment from addressing short fiber concerns.

The Short Fiber Subcommittee, chaired by North Carolina textile manufacturer Harding Stowe, continued to focus on research in processing/ginning/variety interaction associated with resulting short fiber content, as well as research in short fiber measurement.

The NCC also developed a work plan to implement a Quality Task Force resolution regarding pepper trash. That resolution called for any change in standards to be withheld pending research that has established:

- 1) a definition of pepper trash,
- 2) identity of its sources,
- 3) a repeatable measurement,
- 4) a determination of

means of reducing pepper trash and 5) cost-benefits estimates of a proposed change.

The Cotton Foundation also played a role in helping the NCC increase the reach of its seed cotton and lint contamination prevention campaign. New tabletop displays and contamination posters were distributed to gins and key Extension personnel.

The Foundation contributed \$440,000 toward 31 general cotton research and education projects for 2000-01.



Board Chairman Ron Raymer stressed the importance of contamination prevention at NCC's Fall Board meeting.

Packaging and Distribution Committee



A study aimed at improving bale handling focused on bale size and density. This platen separation measurement taken at a New Mexico gin was part of the Beltwide data collection.

The Joint Cotton Industry Bale Packaging Committee endorsed comprehensive research designed to minimize fire risks and also requested that a study of bale size and density needs be conducted.

The Packaging and Distribution Committee works to enhance bale packaging, handling, storage and movement, through the use of improved materials, procedures and policy and electronic technology.

Packaging

The Joint Cotton Industry Bale Packaging Committee approved two new bale-covering materials for use on the 2000 and subsequent crops. The materials were lace-coated woven polyethylene and fully coated woven polypropylene. The JCIBPC approved plastic strapping applied with a hot blade welder for use on the 2001 and subsequent crops.

The Committee also conducted tests of five bale tie types and three bale bag types. Testing included different automatic tying systems that applied either plastic strapping or 10-gauge wire, hand applied 9-gauge wire, and hand applied polyethylene film, fully coated woven polyethylene and lightweight woven polypropylene bags.

A subcommittee was formed to examine the workings of the naked bale program and report its findings at the JCIBPC annual meeting. Textile manufacturers are concerned that the program increases the incidence of contamination compared to bagging bales at the gin. The subcommittee determined that the volume of bales involved in the naked bale program declines each year and that the marketplace will determine the program's future. Recommendations for a contamination prevention education program and an advisory statement regarding the use of naked bales under proper conditions were sent to JCIBPC.

The JCIBPC endorsed comprehensive research designed to minimize fire risks and also requested that a study of bale size and density needs be conducted. Staff gathered field data and industry information related to each study.

The JCIBPC passed a resolution calling for a variance from the recessed tie requirement in *A Guide for Cotton Bale Standards* for the 2000 crop year. This move helped those gins that needed additional time to modify their presses in order to turn out bales with recessed tie characteristics.

Cotton Flow

USDA published cotton flow standards in the *Federal Register* that established a uniform shipping standard for cotton warehouses that are licensed under the U.S. Warehouse Act or that issue electronic warehouse receipts through an approved system provider.

The rule stated that a warehouse will be considered to have delivered cotton without unnecessary delay if "for the week in question, the warehouseman has delivered or staged for delivery at least 4.5 percent of either licensed storage capacity or Commodity Credit Corporation-approved storage capacity or other storage capacity as determined by the Secretary of Agriculture to be in effect during the relevant week of shipment." The regulation also provided voluntary use of arbitration to settle disputes.

Following the successful industry-wide implementation of the Permanent Bale Identification system, efforts to incorporate the standard bale identification number into business processes throughout the industry are being addressed by the Electronic Document Task Force. This group was established to investigate and monitor progress as businesses strive to incorporate further automation into various facets of the industry.

Areas of focus for the group include working with mills concerning identification of rejected bales, communicating with warehouses regarding reconcentrated cotton and interacting with USDA with respect to electronic warehouse receipts and Commodity Credit Corporation transmissions. Additionally, the task force is coordinating with industry businesses to define standard formats for common documents such as a bill-of-lading. The task force and truck brokers are examining a preliminary bill-of-lading document. Expectations are that this document initially will serve as a means to facilitate the transmission of information between shipper and warehouse. This eventually will replace the need for paper document transfer.

Computer/Electronic Technology

The NCC continued to expand the usefulness and design of its web site, www.cotton.org, as a means to improve information flow to its members and to various publics. Some of the features added in 2000 were the Cotton Risk Management Network II, an on-line travel reservation service for NCC members and on-line registration capability for the 2001 Beltwide Cotton Conferences.

Several documents were added to the site throughout the year. Among the information pieces site users could access were: the National Boll Weevil Eradication Program, guides for bale packaging/standards and module cover selection, the 2000 crop insurance rates and a directory of cotton physiologists.

Included in the site redesign was the addition of a content management system to empower NCC staff to further expand the volume of information while increasing site management efficiency.



Incorporating the standard bale identification number into industry-wide business processes was addressed by the NCC's Electronic Document Task Force.



NCC offers industry members tips on how to navigate the World Wide Web during the Beltwide Cotton Conferences and offered on-line conference pre-registration as an alternative.

Health, Safety and Environmental Quality Committee



American Cotton Producers Chairman Hollis Isbell conveyed industry wishes about 2001 Bt cotton crop refuges to EPA's Science Advisory Committee.



Texas producer Jimmy Dodson, who chairs NCC's Environmental Task Force, was appointed to USDA's Agriculture Biotechnology Advisory Committee by Secretary Dan Glickman.

NCC coordination with EPA and Monsanto resulted in the agency's extension of the registration of Bollgard insect-resistant cotton through the 2001 growing season.

The Health, Safety and Environmental Quality Committee seeks to achieve reasonable legislation and scientifically based government regulations for pesticides, textile chemicals, worker safety/health and other matters, and assists in appropriate enforcement within the industry.

Food Quality Protection Act

The NCC remained active with other commodity groups in the Implementation Working Group to achieve reasonable Food Quality Protection Act implementation.

As the organophosphate reassessments continued under the FQPA, EPA: 1) was more transparent in its review process, 2) involved more farmers and 3) used better scientific data and models to estimate dietary exposure. EPA is beginning work on a cumulative risk assessment of all organophosphates. NCC submitted an extensive benefit analysis on the defoliant DEF. EPA's lengthy reassessment of registration for DEF/Folex (tribufos) is expected to be favorable.

EPA initially wanted to cancel all Guthion uses on cotton, but the agency allowed its use in the west after NCC told the agency the product was essential for cotton production there.

NCC helped organize a stakeholders meeting on Orthene in Georgia that generated farmer benefit statements that EPA must consider as it makes its final decision on that product.

NCC also provided extensive Malathion benefit data, including its role in the National Boll Weevil Eradication Program, to EPA. The agency reported in its revised risk assessment that Malathion has no acute or chronic dietary risk concerns, including drinking water.

FQPA's Committee to Advise on Reassessment and Transition convinced EPA to set up working groups to discuss transition and reassessment issues. EPA's action came after former NCC President Bill Lovelady and other CARAT members pressed EPA to continue interactive dialogue with farmers and other stakeholders.

Biotechnology

Coordination with EPA and Monsanto resulted in the agency's extension of the registration of Bollgard insect-resistant cotton through the 2001 growing season. American Cotton Producers Chairman Hollis Isbell asked members of EPA's Science Advisory Committee for Bollgard Cotton to maintain the basic size requirements for refuge plans enacted for the 2001 crop and to allow the use of shared refuges. NCC continued to emphasize producer concerns as EPA was aiming to make its final re-registration decisions late in 2000.

NCC increased its visibility in the biotechnology arena with the overall aim of not only protecting proven genetically engineered products, but increasing public awareness of biotechnology's importance and countering misinformation.

Texas producer Jimmy Dodson, who chairs NCC's Environmental Task Force, was appointed to USDA's Agriculture Biotechnology Advisory Committee by Secretary Dan Glickman. That panel sought public comments on how USDA should help facilitate the marketing of agriculture products that include biotech and conventional crops. USDA also will conduct research to evaluate several classes of the next generation of transgenics and the use of sterility systems (terminator gene), and to study, in cooperation with the Food and Drug Administration, USDA's role in food safety evaluations related to biotech.

The NCC also remained active in the Council for Biotechnology Information, the Alliance for Better Foods, the International Food Information Council, the Agriculture Biotechnology Planning Committee and the Corn, Soybean and Cotton Biotech Committee. NCC and the ABPC helped reorganize the House Biotechnology Caucus to increase House Members' and staff awareness of biotechnology issues.

Dr. Phil Wakelyn, NCC's senior scientist, environmental health and safety, chaired the International Cotton Advisory Committee's "Expert Panel on Biotechnology in Cotton," which developed a report addressing the benefits and safety of genetically enhanced cotton.

Clean Water Act

NCC continued to work with other commodity groups to address concerns over EPA's interpretation of this law, state listings and its impact on production agriculture.

NCC will need to work more closely with the states, since farm runoff is encompassed by Total Maximum Daily Load as a non-point source pollutant. However, the final rule has yet to go into effect as NCC joined the American Farm Bureau Federation in a legal challenge to EPA's authority to include farm runoff in the TMDL rule.

Clean Air

New ozone and particulate matter standards were remanded to EPA by the District of Columbia Appeals Court for further justification. The standards are to be reviewed by the Supreme Court, and EPA's new review of these standards is due for a 2002 completion.

USDA's Agricultural Air Quality Research Task Force, on which Dr. Wakelyn serves, recommended a voluntary incentive-based agriculture air quality compliance program. EPA asked for comment on that program in preparation for using it to provide policy guidance to states for implementation plans for PM and other agricultural pollutants. This should be helpful to cotton areas that are non-attainment for PM and should prevent "permit to farm" regulations for PM.

The NCC and the National Cotton Ginners Association, working with other groups, continued to assist industry sectors as states implement their operating permit programs.

Flammability

Unnecessary regulations for upholstered furniture, mattresses and bed clothing and apparel are being prevented through NCC's joint efforts with the textile, apparel, furniture and mattress industries. Such regulations could affect about 3.5 million bales of cotton in existing apparel and home furnishing markets with potential markets of 12 million bales. NCC submitted comments on Consumer Product Safety Commission petitions and rulemakings and testified at a House hearing.

OSHA

The NCC, as part of several coalitions, continued to provide input into potential rulemakings by the Occupational Safety and Health Administration on ergonomics, the comprehensive safety and health program rule, crystalline silica and permissible exposure limits. OSHA's final ergonomics program standard differed significantly from a rule it proposed in late 1999. Noteworthy changes include: work restriction provisions for injured employees changed from six months to 90 days and a two-page checklist is provided to identify risk factors that lead to musculoskeletal disorder hazards.

The NCC and the American Textile Manufacturers Institute continued developing information on the effects of extended workshifts and exposure to cotton dust to prevent unnecessary enforcement of the cotton dust standard and respirator use for textile workers on 12-hour shifts. OSHA issued a direct final rule amending the standard by adding batch washed cotton as an acceptable washing method (at the NCC's request) and determined, after exhaustive review, that the standard did not need changes.

Cottonseed Contaminants

The effort to eliminate aflatoxin was boosted by \$500,000 included in the federal 2001 appropri-



As part of a successful aflatoxin contamination project, sterilized wheat seed inoculated with atoxigenic aflatoxin strains is mixed with fertilizer as a means of spreading it onto Arizona cotton fields.

ations bill. The NCC is assisting Dr. Peter Cotty, USDA, in getting full section 3 registration for his aflatoxin biocontrol agent, AF 36, which was used in field trials on about 11,000 cotton acres in Arizona in 1999 and 16,000 acres in 2000. The Cotton Foundation is helping to fund this study.

The NCC is working with other cotton interest organizations to get the FDA and Texas to accept ammoniation as an approved method to detoxify aflatoxin contaminated cottonseed.

The NCC also worked with a large coalition of food and oilseed groups on EPA's new risk assessment on dioxin and potential regulations for dioxin in the food supply that could affect cottonseed oil and meal.



OSHA cited Dr. Phil Wakelyn, left, NCC's senior scientist, environmental health and safety, for his 25 years of service to the textile industry and to textile workers' health. Joining him at an announcement of OSHA's cotton dust standard amendment were Charles Jeffress, center, Assistant Secretary of Labor for OSHA, and Phil Burnett, NCC Executive Vice President.

Cotton Council International



J. Larry Nelson, President, Cotton Council International

U.S. textile manufacturers have begun to take advantage of the new Caribbean Basin Trade Development Act through CCI's new and innovative Sourcing CBI project.

Cotton Council International is the export promotion arm of the NCC. CCI's activities are guided by its Board of Directors and stem from resolutions of the Public Relations and International Market Development Committee.

Throughout its 45-year existence, CCI has adapted to changing global economic conditions to expand U.S. cotton exports. Today CCI has aggressive market development programming to support the promotion of both U.S. raw cotton fiber and value-added cotton product exports to the world's major markets.

CCI's supply-push/demand-pull marketing strategy is integral in expanding exports and increasing COTTON USA's international presence. Supply-push activities put additional U.S. cotton into the marketing chain by helping buyers develop a preference for U.S. cotton. Demand-pull programs stimulate demand among textile manufacturers, retailers and consumers by creating incentives throughout that chain.

Cotton Fiber Trade Servicing

Joined by NCC, the American Cotton Shippers Association and AMCOT representatives, CCI emphasized the importance of the GSM-102 export credit program to healthy U.S. cotton exports. Noting that Turkey, Mexico, Indonesia, Korea and Brazil were key program users, they raised concerns over the status of GSM in negotiations with the OECD during discussions with USDA's General Sales Manager Richard Fritz.

CCI's trade servicing program also brought key buyers together with sellers to strengthen business relations and ultimately to increase exports.

CCI hosted special COTTON USA trade missions of Bangladeshi and Korean textile manufacturers to the U.S. Cotton Belt, led the 2000 Executive Delegation to Japan, Thailand, Vietnam and Indonesia and facilitated U.S. cotton industry leaders' visit to China, Hong Kong, Thailand and Indonesia. CCI also sponsored Executive Conferences in Turkey and hosted the 31st annual COTTON USA Orientation Tour.



Quintin Shuler, center, director of international sales for Parkdale Mills, and Lee Brooks, right, Parkdale's credit manager, meet with Central American yarn buyers in Costa Rica as part of CCI's Sourcing CBI project.



CCI President Larry Nelson led CCI's 2000 Executive Delegation to Japan, Thailand, Vietnam and Indonesia. The delegation met with textile leaders, buyers of U.S. cotton, COTTON USA licensees, association executives and USDA's Agricultural Counselors.

U.S.-Manufactured Cotton Product Trade Servicing

U.S. textile manufacturers have begun to take advantage of the new Caribbean Basin Trade Development Act through CCI's new and innovative Sourcing CBI project. The project uses funding from USDA's Section 108, industry partners and Cotton Incorporated to execute market development activities throughout the region.

CCI arranged for nine U.S. textile manufacturers to meet with high level textile buyers from Costa Rica, The Dominican Republic, El Salvador, Guatemala, Haiti and Honduras as part of the Sourcing CBI (Caribbean Initiative) program. Participating U.S. mills report an expansion of trade contacts and sales as a result of CCI's programming in the region. In addition, U.S. cotton and cotton products continue to be promoted by CCI and Cotton

Incorporated at various trade shows, including Germany's Heimtextil, Japantex, Colombiatex, Brazil's Fenatec, Paris' TexWorld and at Interstoff Asia in Hong Kong.

Consumer Promotions

CCI's aggressive promotion of the spring/summer 2000 collections from COTTON USA licensees resulted in \$142 million in sales of U.S. cotton-rich products labeled with the COTTON USA Mark. This included: the "Real Nature, Real Feeling" and the "Real Comfort, Real Style, Real You" promotions with COTTON USA licensees; with Lycra in Hong Kong, the "COTTON USA - Caress Pure Cotton" promotion in Taiwan; the "Unforgettable Summer with COTTON USA" in Manila; and the Closed Lucky Draw and Ito Yokado promotions in Japan.

CCI carried out successful home furnishing promotions with Germany's Betten Rid and Harrods of London, as well as a month-long promotion with UPIM in Italy for Pillowtex Fieldcrest Cannon towels. Colombia launched its "Cotton School" and "Cotton Coffees," which are training seminars designed to educate sales clerks and store managers on the benefits of U.S. cotton and the COTTON USA program. CCI launched its first full-scale COTTON USA program in Ecuador designed to increase sales demand for COTTON USA Mark-labeled garments.

In 2001, CCI will continue to use its supply-push/demand-pull marketing strategy, innovative marketing tactics and strategic alliances to expand U.S. exports and the international presence of the COTTON USA Mark, the symbol for cotton quality.

The Cotton Foundation



Talmage Carihfield, President, The Cotton Foundation

All Foundation-supported work is helping to grow the knowledge base in order to solve problems and enhance profitability.

The Cotton Foundation is a not-for-profit, 501-(c) (3) organization that permits individuals and organizations not eligible for NCC membership to support the cotton industry's goals and objectives. The institution's mission is to provide vision and leadership to the U.S. cotton industry through research and education in support of the NCC and allied industries.

The Cotton Foundation is maximizing cotton research and education and doing it in a way that is helping the NCC reach its objectives.

A solid membership base enabled Foundation trustees to provide \$440,000 for 31 general research and education projects for 2000-01. Overall, the Foundation annually brings nearly \$1.75 million in dues and special grants to cotton research and education.

Foundation-supported research and education projects are looking for answers in the market development, profitability and regulatory arenas. Specific work underway ranges from the screening of converted race stocks for cotton seedling drought tolerance to studying the use of ion mobility spectrometry to detect contamination in seed cotton at the gin and cotton smoke in warehouses. One project — the profitability initiative — is helping the NCC carry out strategic recommendations aimed at improving industry members' bottom lines. Generated by a consultant working with key scientists, crop consultants, industry members and others, those recommendations include: 1) continued support for precision agriculture initiatives, 2) public support for crop genetic programs, 3) an accountability system for determining cotton research priorities and 4) Internet initiatives that include coordination of information to help speed adoption of emerging technology and to ensure industry members gain more value from those data and tools.

The NCC took the opportunity to showcase some of the leading-edge work the Foundation is supporting. As part of a NCC staff review of research in the Far West, farm trade writers observed: 1) a system being developed to eliminate an aflatoxin-producing fungus that is causing a \$20-\$50 per acre annual revenue loss to Arizona cotton growers; 2) trials of ultra narrow row systems that have produced \$50 per acre production cost savings, including a 50 percent reduction in water use, and higher quality fiber; and 3) a team of university, USDA and NASA scientists looking at ways to use remote sensing data that could eventually help growers quickly assess plant stresses caused by water deficiency, insect infestations or soil problems such as high salinity.



University of California doctoral students Jonathan Greenberg, left, and George Scheer collect field spectra data from cotton plants in California as part of an effort aimed at early detection of crop damage using remote sensing technology.



The 2000 Producer Information Exchange special project afforded Western cotton producers the opportunity to observe cotton production on North Carolina and South Carolina farms.

Special projects, those funded by member grants over and above their dues, continue to flourish.

The longest running of those, the Cotton Leadership Program, inducted its 18th class in September 2000. That means 180 men and women have been given the opportunity to develop their leadership skills and learn a great deal more about U.S. cotton and the challenges associated with guiding this industry into the 21st century.

One of the newer projects, the Cotton Millennium Scholarship, now has provided grant money to its second college student study-

ing for a cotton career. Another new project, Funding for the Future, contributed money for Foundation projects through its second annual Beltwide Cotton Conferences' silent auction.

Knowledge of the basics coupled with adoption of new technology, for example, can help producers improve their crop management skills.

The Foundation also is assisting the NCC with its objective of timely transfer of new technology to its membership. Education is foremost in many Foundation projects, including support of the Beltwide Cotton Conferences and efforts that underwrite

newsletters, web sites, displays and other means of disseminating useful information.

Information transfer includes helping industry members respond to the transformation of the Internet, which is changing the way industry members do business. The Internet Center at the Beltwide Cotton Conferences, for example, provides attendees with training in basic skills for using the Internet as an online information and research tool.

Some concern has been expressed about the Foundation's ability to maintain its current level of financial support for cotton research and education given the many recent corporate consolidations. Agribusiness mergers have occurred throughout the Foundation's history but the institution only has grown stronger. The Foundation has had 60-plus firms consistently during the past decade, and new supporters always are being sought.

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Upon the recommendation of a special Management Committee composed of industry leaders, the NCC Board of Directors approved a change to the NCC's officer structure, effective for January 2001. The changes were designed to improve the effectiveness of industry leaders who serve as NCC officers. Beginning in 2001, the chief elected industry officer and spokesperson for the NCC will be the Chairman of the NCC. A new office of

Vice Chairman will be established, which will enable industry leaders to better prepare for their positions as chief spokespersons for the NCC. The NCC's chief staff officer will be President and Chief Executive Officer. The Management Committee indicated the changes would enable the organization to conform more closely to the structure of contemporary agricultural and business associations and the way NCC business is conducted.

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• **COTTON COUNCIL INTERNATIONAL** •
• **THE COTTON FOUNDATION** •

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