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A Study and Evaluation of the Greater North Dakota Association

Creighton John Overmoen

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The thesis here abstracted was written under the direction of Dr. Donald G. Anderson, approved by Oswald M. Hager and Courtney F. Schley as members of the examining committee, of which Dr. Anderson was Chairman.

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**A STUDY AND EVALUATION OF THE GREATER
NORTH DAKOTA ASSOCIATION**

Creighton J. Overmoen, Master of Science

The thesis here abstracted was written under the direction of Dr. Donald G. Anderson, approved by Oswald M. Hager and Courtney F. Schley as members of the examining committee, of which Dr. Anderson was chairman.

This thesis summarizes the Greater North Dakota Association's major activities, especially those significant to the areas of marketing. Information was largely compiled from the "North Dakotan," the GNDA magazine, newspaper articles and personal interviews.

The idea of the Greater North Dakota Association came into being when in May, 1924, a small group of interested businessmen gathered in Valley City to establish the Association.

The Association in the early 1920's carried out an aggressive five year membership program. Another important early goal of the Association was an extensive advertising program aimed at attracting settlers to the state.

Activities of the Association's Agricultural Committee are discussed in detail. Some of the significant accomplishments of this committee include introduction of better seed and grain varieties, promotion of cattle feeding, aid in establishing local fertilizer manufacturing, improved livestock herds, irrigation development and related agricultural improvements.

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There were significant accomplishments in livestock and crop conditions between 1925 and 1964. Ownership of farms increased. GNDA has had a major part in the agricultural progress of the state of North Dakota. The Association has been a militant force in the Missouri River program.

GNDA's services to retailers have included marketing improvement programs, sales institutes, and management.

The GNDA Publicity and Public Affairs Department is the communication arm of the Association. This department has publicized industrial and tourist opportunities.

GNDA has also assisted in the organization of the North Dakota Economic Development Commission, the Inventor's Congress, and the Winter Shows.

This thesis submitted by Creighton John Overmoen in partial fulfillment of the requirements for the Degree of Master of Science in the University of North Dakota is hereby approved by the Committee under whom the work has been done.

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**A STUDY AND EVALUATION OF THE
GREATER NORTH DAKOTA ASSOCIATION**

by

Creighton John Overmoen

B. S. in Commerce, University of North Dakota 1963

A Thesis

Submitted to the Faculty

of the

University of North Dakota

in partial fulfillment of the requirements

for the Degree of

Master of Science

Grand Forks, North Dakota

**January
1965**

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CHAPTER I

PURPOSE AND ORGANIZATION

The Purpose.--The purpose of this study is to describe and evaluate many of the programs particularly those pertaining to marketing which the Greater North Dakota Association has developed. In so doing attention is accorded to the role of the Greater North Dakota Association in the economic progress of North Dakota.

Limitations of Study.--The study will cover what the writer believes are the significant accomplishments of the Association. To discuss and evaluate all of the Association's activities would require a much larger study than is intended here.

Sources of Information.--A major part of the information for this study has been taken from the issues of the North Dakotan. This is the official magazine of the Greater North Dakota Association which has been published monthly since 1925. Much of this information is not as objective as a researcher might prefer. However, there is very little additional published material available on the Greater North Dakota Association. As we might expect, the information in the GNDA publication portrayed GNDA in a favorable manner. There is a dearth of written material on persons and groups which opposed the Association's objectives. However, there is some evidence that the

Farmers Union, at one time, expressed dissent with GNDA regarding the corporation farming bill of 1932. The Farmers Union opposed GNDA in amendments to this legislation in 1941.¹

Approach. --The approach in gathering data for this study has been to:

- A. Review North Dakotan magazines.
- B. Acquire information on GNDA from other publications.
- C. Personally interview officers of GNDA and other individuals with historical knowledge of GNDA activities.

The terms, Greater North Dakota Association, GNDA, and the Association will be used interchangeably in this study. The Association is also known as the State Chamber of Commerce, but will not be so designated in this writing. The writer will organize and present this information in thesis form to show the part that GNDA has had in the economic development of North Dakota.

Organization of the Study. --Chapter II is concerned with the early history of GNDA, how and why it was organized, as well as early organizational procedures.

Chapter III discusses some of the more important accomplishments the Association has attained in the field of agriculture and water development.

Chapter IV describes tourist promotion, and tourist attractions engendered by or with the aid of the Association.

¹"Corporation Farm Law Activity Exposes Farmers Union Land Program," North Dakotan, XVI, No. 3 (March, 1941), 3.

Chapter V analyzes two important state organizations developed with the assistance of GNDA, namely: The North Dakota Economic Development Commission, and the Inventor's Congress.

Chapter VI explains the marketing improvement programs sponsored and co-sponsored by GNDA.

Chapter VII contains the summary and conclusions of the study.

COTTON BOND COMPANY

GUARANTY BOND
CORPORATION
MEMPHIS, TENN.

CHAPTER II

THE EARLY HISTORY OF GNDA

The idea of the Greater North Dakota Association came into being when in May, 1924, a small group of interested North Dakota businessmen gathered in Valley City to establish the Association.¹ This group of business leaders was spearheaded by Herman Stern, a Valley City business leader. The purposes of the organization were to promote a better business and agricultural climate within the state and to foster better publicity outside the state.

On July 13, 1925, officers of the Association met in Grand Forks to draw up articles of incorporation. On November 18, 1925, Robert Byrne, secretary of state for North Dakota, issued the official charter.²

Under Article 3 outlining the purposes and general nature of the new corporation, the following paragraph appeared:

(a) To promote, foster and encourage the development of the State of North Dakota, to act as its parent development body coordinating with all developments and advertising efforts aiming at the improvement of the general economic condition of all business in the State and all the people of the State; to carry on such campaign of advertising and publicity as may be necessary to interpret North Dakota's future, its resources and advantages to people outside the State, as well as residents of the State,

¹"40 Years Ago GNDA Organized," Grand Forks Herald, IVXKC, No. 156 (April 4, 1964), 8.

²Ibid.

and to plan and carry out a comprehensive program of industrial and economic development of the State.³

The Greater North Dakota Association's first slate of officers were:⁴

President	J. R. Carley, Grand Forks
Vice President	Herman Stern, Valley City
Vice President	Arthur Johnson, Jamestown
Vice President	C. E. Danielson, Minot
Vice President	Major Stanley Washburn, Wilton
Treasurer	Fred A. Irish, Fargo
Secretary	James S. Milloy, Fargo
Campaign Director	H. T. Wickham, Minneapolis
Executive Committee	T. A. Tollefson, Dickinson

The Association's first annual meeting was held in Fargo in 1926. This meeting was devoted to electing the first permanent board of directors and to planning the year's activities. The latter included an advertising-publicity campaign to attract more farming settlers to the state, and tourist information and development campaigns to divert more motorist traffic through North Dakota. The dissemination of maps, guides, and literature was thought to be an effective means of attracting tourists. The proposed program also included fostering the development of better roads.

Other proposed activities included agricultural development programs in cooperation with the State Agricultural College and other

³R. C. Crockett, "Comments by Crockett," North Dakotan, XXXIX, No. 3 (March, 1964), 2.

⁴Ibid.

organizations. Another goal was to increase industrial development in relation to the state's vast supply of lignite. A still unattained goal in 1964 was development of the proposed Missouri River Diversion project.⁵

The Greater North Dakota Association was not the first organization which promoted North Dakota. The old North Dakotan and Northwestern Farmer, a journal of agriculture published at Hope, North Dakota, not only had the same name as the Greater North Dakota Association's present organ, but the objectives of this old magazine were similar to GNDA.

The office of the State Commissioner of Agriculture and Labor published numerous pamphlets which promulgated the state. The North Dakota Good Roads Association was an early promoter of good roads in North Dakota. However, the Greater North Dakota Association was the first statewide association which had a broad interest in the welfare of the state.

As stated, the Association originated in Valley City in June, 1925, but the main office was moved to Fargo on October 17, 1925. It was thought that because Fargo was the largest city in the state and a significant trading center it was the logical spot for the main office. The North Dakota Auto Association and the Greater North Dakota Association used a combined office until October, 1932.⁶

⁵Grand Forks Herald, op. cit., p. 1.

⁶"Motor Tourist Traffic Sought for North Dakota," North Dakotan, I, No. 11 (April, 1926), 1.

Early Organization Efforts

The association in 1925, consisting of 2,500 North Dakota business and professional men and farmers, carried out an aggressive five year membership program. The intent was to solicit, in cash, \$150,000 for 1926. A similar amount in pledges was hoped for in 1928, 1929, and 1930. The plan also dealt with organizing the state, county by county, with each county having an organizing chairman.⁷

Branch Offices.---Branch offices were established and maintained by the Association in Grand Forks, Devils Lake, Minot, Williston, Dickinson, Mandan, Bismarck, Jamestown, and Valley City. All advertising matter issued by the state association carried the names of all branch offices which were operated without cost to the association by the local Chambers of Commerce. The organizing campaign offices in Valley City were closed October 17, 1925, and moved to Fargo at that time.⁸

Membership Drive.---On October 12, 1925, more than 3,500 volunteers began to solicit membership for the new association. More than two months of planning had gone into the preparation for the drive and much time had been spent in preliminary meetings and in sending literature about the association to all parts of the state.

Four types of memberships were to be sold:

1. Corporation Membership, at \$100 or more, entitling the firm or company to name five members or employees to represent the firm in the association.

⁷"Drive Will Open October 12; Full Quotas Asked," Ibid., 1, No. 5 (October, 1925), 1.

⁸Ibid., pp. 1, 2.

2. Sustaining Membership, at \$25.00 or more.
3. Individual Membership, at \$10.00 or more.
4. Farmer Membership, at \$3.00 or more.

Members were asked to pledge their membership on a five-year basis, so the five-year state development program could be properly financed and assurance given that all contemplated activities would be faithfully carried out. All memberships except the associate were voting memberships.

As an incentive to prospective members the following benefits were listed:⁹

North Dakota receives:

More Inhabitants
 More Industries
 More Factories
 Better Highways
 More Tourists
 More Capital
 National Recognition
 Greater State Wealth

The Business and Professional Man receives:

More Customers
 More Business
 More Profits
 Lowered Individual Taxes
 Better Roads
 A Better and Larger Community
 Free Towing Service from June 1 to September 15
 The Association Publication

The Farmer receives:

More Neighbors
 Better Farming Conditions
 Increased Land Values
 Lowered Individual Taxes
 Better Roads
 A Better Home Community
 The Association Publication
 Free Towing Service from June 1 to September 15

⁹Ibid., p. 4.

The Automobile Owner receives:

- Free Map Service**
- Free Road Information Service**
- Free Automobile Legal Service**
- A Sound Highway-Building Program**
- Affiliated Membership in the A. A. A.**
- Membership Privileges in More than 650 Automobile Clubs**
- The Association Publication**
- Free Towing Service from June 1 to September 15**

In late October of 1925, the Association met and expressed satisfaction with the initial efforts of the fund-raising campaign. The campaign director, H. P. Wickham, of the Minneapolis chamber, made his final report. He indicated that the state was completely organized. All counties in the state were working on the finance campaign with encouraging success. The executive committee passed a resolution commending Mr. Wickham for his fine work. J. S. Milloy, secretary of the Association, was placed in complete charge of the Association under the Board of Directors. At this time Mr. Milloy and one stenographer were the only salaried employees of the Greater North Dakota Association.

Mr. Wickham had organized a contest in order to promote enthusiasm for the organizational drive. It was decided that a "Greater North Dakota Association Boosters' Trophy" would be awarded to the county achieving the best performance in the organizational fund-raising drive.

The campaign closed November 7, 1925, after having been extended because of inclement weather and delays in getting supplies to the workers. Oliver County was the winner of the Greater North Dakota Association Boosters' Trophy in the contest between counties. This county collected a total of \$710 as compared with its assigned

quota of \$450. Almost 100 per cent of the members in Oliver County joined for the entire five-year period of the program. E. H. Johnson of Center was the county director of Oliver County.¹⁰

After completion of the membership campaign that assured the Association's five-year development program, the executive committee was next concerned with developing procedures to perfect the organizational structure of the Association.

The group set up dates for meetings in the 53 counties to choose county chairmen. The first county chairmen were as follows:

<u>COUNTY</u>	<u>CHAIRMAN</u>	<u>CITY OF RESIDENCE</u>
Adams	A. G. Newman	Hettinger
Barnes	J. A. Heiling	Valley City
Benson	J. I. Hegge	Maddock
Billings	H. N. Lynn	Fryberg
Bottineau	A. Benson	Bottineau
Bowman	Rudolph E. Herzig	Bowman
Burke	George G. Keup	Columbus
Burleigh	Paul C. Remington	Bismarck
Cass	William Stern	Fargo
Cavalier	G. Grimeson	Langdon
Dickey	R. W. Dickey	Ellendale
Divide	H. H. Martin	Crosby
Dunn	H. E. Sauge	Dum Center
Eddy	Martin Aas	New Rockford
Eramons	Harry Lynn	Linton
Foster	James Morris	Carrington
Golden Valley	W. F. Cushing	Beach
Grand Forks	J. R. Bacons	Grand Forks
Grant	Dr. R. H. Leavitt	Carson
Griggs	Nels M. Lunde	Cooperstown
Hettinger	R. E. Trousdale	Mott
Kidder	E. A. Anderson	Steele
La Moure	W. D. Lynch	La Moure
Logan	Charles Hernet	Burnstad
McHenry	Dr. F. K. Kolb	Granville
McIntosh	J. W. Meidinger	Ashtley
McKenzie	Odin Steinhjem	Arnegard
McLean	Karl Klein	Washburn

¹⁰Oliver County is Winner of GNDA Boosters' Trophy," *ibid.*, I, No. 7 (December 1, 1925), 1.

<u>COUNTY</u>	<u>CHAIRMAN</u>	<u>CITY OF RESIDENCE</u>
Mercer	L. F. Temme	Beulan
Morton	Otto Bauer	Mandan
Mountrail	P. M. Shevickland	Van Hook
Nelson	Carl W. Lewis	Lakota
Oliver	E. H. Johnston	Center
Pembina	Dr. H. M. Waldren	Drayton
Pierce	J. G. McClintock	Rugby
Ransom	C. O. Russell	Devils Lake
Ransom	S. D. Adams	Lisbon
Reynolds	B. E. Johnson	Morona
Richland	George Wolf	Colfax
Rolette	John A. Stornon	Rolla
Sargent	J. F. Gunderson	Forman
Sheridan	Harry E. Dickinson	McClusky
Stout	W. H. Ordway	Selfridge
Slope	R. O. Bryant	Amidon
Stark	Alfred Waite	Dickinson
Steele	E. H. Gilbertson	Finley
Stutsman	William Hall	Jamestown
Towner	Dr. F. J. Roberts	Cando
Trail	K. H. Brunsdale	Portland
Walsh	M. H. Sprague	Grafton
Ward	C. E. Danielson	Minot
Wells	Dr. Ira Wells	Harvey
Williams	F. P. Bergman	Williston ¹¹

The Campaign for New Settlers

One of the main projects of the five-year development project of the Greater North Dakota Association was the advertising campaign to show the farming opportunities in North Dakota to prospective settlers. A meeting on January 29, 1926, was held with Herman Stern, Vice-President; C. E. Danielson, Vice-President; and Fred A. Irish, Treasurer, in attendance. The conference was devoted to drawing up a preliminary draft of the recommendations the temporary executive committee would make to the new state board of directors at its February meeting.¹² The proposed recommendations were as follows:

¹¹"County Chairman," *ibid.*, I, No. 10 (March 1, 1926), 2.

¹²"North Dakota Bid for New Settlers Planned in Detail," *ibid.*, I, No. 9 (February 1, 1926), 1.

Appropriate \$25,000 to finance advertising campaigns for new settlers during March, April, May, and June, using farm publications with total circulation of 1,400,000 and reaching more than 6,000,000 readers.

Appointment by county chairmen of five county committees of five men each for the purpose of determining which land-selling institutions in their respective counties would be given access to the inquiries resulting from the advertising campaign.¹³ This program called for the division of the 53 counties of the state into four groups according to the value of farm lands as reported by the United States census of 1925. The plan was to then furnish county chairmen in each group with the name of a prospective settler and with the understanding that the county chairman would turn over the name of each prospective land purchaser to a single land selling institution.

Advertisements reaching prospective settlers suggested the advisability of consulting the local county agent and members of the county committee before purchasing land.¹⁴ Also included with the above recommendations was the tentative advertising program for the four-month advertising campaign.

Advertising Campaign Plans. --At the annual meeting on February 26, 1926, the Association started on the task of advertising for new settlers to come to the state. It was decided that such an advertising program would be launched immediately. The state was divided into four districts and inquiries resulting from the advertising campaign were to be sent one at a time to the county chairman of the association in each district. The

¹³Ibid.

¹⁴Ibid.

county chairman, in the dual role as county chairman and chairman of the local county development committee, was expected to turn over the inquiry to one land selling institution in the county. Inquiries directed to counties and from county chairmen to land selling institutions were to be rotated in an unbiased manner so that no favoritism would be shown.¹⁵

The advertising campaign was launched March 16, 1926. More than 4,000,000 farmers were reached in the initial campaign. This was done through a series of advertisements placed in farm magazines and weekly newspapers of the midwest states. Within two weeks after the first advertisements appeared, more than 200 farmers living in Iowa, southern Minnesota, Wisconsin, and Illinois wrote that they were interested and wanted more complete information on North Dakota farms which were for sale.¹⁶

Radio Advertising.—Supplementing its extensive advertising in farm magazines, the GNDA sponsored a series of radio talks in Southern Minnesota and Iowa in February of 1926. These talks were paid for at commercial rates, and were to be utilized as an experiment to draw settlers to North Dakota.

The GNDA suggested that members write to different friends and acquaintances throughout the country to tune in for the series of

¹⁵State Board of Directors Outlines 1926 Program," ibid., I, No. 10 (March 1, 1926), 1, 3.

¹⁶"16 More Than 2,000,000 Farmers Reached in Initial Campaign," ibid., I, No. 11 (April 1, 1926), 1.

talks given over KFNF, Shenandoah, Iowa, WOC, Davenport, Iowa and WHDI, Minneapolis, Minnesota.¹⁷

The launching of the advertising campaign served to focus attention on North Dakota. By May, more than 1,000 farmers in other states had written to the Association--some seeking information on farms for sale, others securing assistance in planning a trip to North Dakota, and still others securing full information about the state.¹⁸

The campaign to this point established the fact that many farmers in the midwestern states were interested in what North Dakota had to offer.

Renewed Drive for New Settlers in 1927. --The drive for new settlers commenced again in April, 1927, with fieldmen for the Greater North Dakota Association and land selling institutions calling on prospects who had made inquiries following the advertising campaign of the previous year. Many of these prospects were in southern Minnesota and Iowa.

In September, 1927, the Association started a campaign urging North Dakota tenant farmers to purchase the land they were renting. The association distributed 10,000 large posters throughout the state. Many newspapers in the state assisted in the campaign by carrying editorials urging the tenants to purchase the land.¹⁹

¹⁷"GNDA Will Use Radio Advertising," ibid., III, No. 9, 1.

¹⁸"16 More Than 2,000,000 Farmers Reached in Initial Campaign," North Dakotan, loc. cit.

¹⁹"GNDA Campaign Speeding Sales is Now Underway," North Dakotan, III, No. 4 (September 1, 1927), 1.

The Association published a pamphlet "The Third Land Movement in North Dakota" in the fall of 1927. The pamphlet was aimed at both the tenant farmers and farmers in adjacent states who were interested in purchasing land in North Dakota. The pamphlet pointed out that land prices in North Dakota were low in comparison to land prices in Illinois and Iowa forty years before this time. These prices were from \$8 to \$10 an acre, compared with 1927 prices of \$200 an acre in Illinois and Iowa.²⁰

A Greater North Dakota Association survey in the fall of 1927 revealed that approximately \$5,000,000 worth of farm land had been purchased by North Dakota farmers and new settlers from other states during the three months preceding the survey. Between 140,000 and 150,000 acres of improved and unimproved farm land were included in the transactions. Prices ranged from as high as \$100 an acre for well improved farms to less than \$20 an acre for unimproved land. The average in 230 purchases was \$33 an acre.²¹

²⁰"Tenant Farmers Advised to Buy," *ibid.*, III, No. 6 (November 1, 1927), 1, 4.

²¹"Review of Situation Brings Evidence of North Dakota Development," *ibid.*, III, No. 7 (December 1, 1927), 1.

CHAPTER III

AGRICULTURE

North Dakota is essentially an agricultural state; therefore, it is fitting that in viewing the results of progress that has been attained, agricultural growth should be given a prominent place. Agriculture is responsible for up to 80 per cent of the income of the state of North Dakota; thus, the state must look to agriculture, either directly or indirectly, as the major source of its tax dollars. The predominance of agriculture is clearly illustrated by the extensive manner in which the Greater North Dakota Association has promoted agriculture, especially in its early years.

Agricultural Committee. --The first annual meeting of the Agricultural Committee which was formed in 1926 was held in July of this same year. This meeting set agricultural improvement as the primary goal of the committee. Since 1926 many functions have been performed by the Agricultural Committee of GNDA to improve agriculture. A complete enumeration and description of these activities would require a separate study. A few of the most significant accomplishments of the Greater North Dakota Association's Agricultural Committee are as follows:

1. Introduction of better seed and grain varieties, including rust-resistant wheat.

2. Promotion of rolled barley feeding for cattle and pelleted barley feeding for hogs to increase livestock and hog production and also increased utilization of barley.
3. Aid in the establishment of localized fertilizer manufacturing and marketing and promotion of the use of fertilizer.
4. Research and promotion of amendments to existing legislation to foster support for the family farm and increased moneys for better agricultural research, experimentation, and marketing procedures.
5. Promotion of sound development of water and soil conservation practices and land management.
6. Sponsorship on a co-supporting basis of the North Dakota Winter Show and State Dairy Show.
7. Encouragement of farm youth organizations and service as an information center for farmers and ranchers.
8. Conducting of statewide educational and public information campaigns on the Wheat Referendum.
9. Vigorous work in developing agricultural irrigation programs.

Livestock Promotion

The Sire Campaign. --This campaign commenced in 1927. The purpose of the campaign was to improve and increase North Dakota livestock. The Association established a \$2,000 revolving fund to purchase pure-bred cattle breeding stock. The sires were purchased jointly by the Association and the Agricultural Credit Corporation for anticipated resale. Sires were purchased from North Dakota herds except for certain individual purchasers who desired animals which could not be obtained

within the state.¹ This breeding stock was later sold in different parts of North Dakota. This case activity has been called the foundation of the early livestock industry in North Dakota.²

The pure-bred sire campaign began on a small-scale in Traill County in 1927. This campaign in Traill County resulted in orders being placed for 114 pure-bred animals.³ The sire development was continued in other counties during the fall and winter months while trench silo campaigns were started in the counties along the east side of the Missouri River.⁴

In February, 1928, the pure-bred sire campaign extended its geographical scope of operation with the selling of three carloads of pure-bred sires in Central North Dakota. Communities contacted in this campaign were: Sykeston, Bowdon, Goodrich, McClusky, Mercer, Turtle Lake, Wilton, Wing, Robinson, Pettibone, Woodworth, and Pingree. The Northern Pacific Railroad cooperated by giving reduced freight rates. A unique sales method for this time was selling sires directly from the train. The railroad hauled the livestock into the town and the animals were sold from the train. This method of selling was called the "Sire Sales Train Plan."

¹"Sire Campaign in Central Section of State Planned," North Dakotan, III, No. 9 (February, 1928), 4.

²Letter from Herman Stern, May, 1964.

³"Sire Campaign . . ." North Dakotan, loc. cit.

⁴The trench silo campaign consisted of conserving corn silage by merely digging a trench, putting in the silage and covering it with hay. This is an easy way of covering silage. This method is much less expensive than the traditional method of storage silage in a regular silo.

Marketing pure-bred sires from a train was far more successful than initially anticipated. The demand for the sires was greater than the supply.

The plan was extended to the other railroads in the state. The Sire Sales Train Plan sold over 150 pure-bred sires in a month's time.⁵ County agricultural agents assisted in giving the project publicity in local areas and also helped the farmers in making their selections.

At every point where the cars were stopped local community organizations had prepared to make the event a big day in their town. Local committees sent a personal letter to every farmer in the trade territory inviting them to attend the sale; a free lunch was prepared for all farm visitors and a hall was supplied for the program. Every station prepared a load of hay and straw, and a tank of water, often heated, which was ready at the side of the track for the use of the men in charge of the stock.⁶

Farmers were given printed lists of the animals which briefly described and gave particulars regarding breeding and other essential data. The animals were sold at list price and none were sold at auction. The breeds represented were beef-short-horns, guernseys and holsteins. The ages of the animals ran from 7 to 16 months and the prices ranged from \$100 to \$250.⁷

⁵"Several Forces Join in Sales," North Dakotan, III, No. 1 (April 1, 1928), 1.

⁶"Selling From Train Is Distinct Success," Ibid., III, No. 10 (March, 1929), 1.

⁷Ibid., p. 3.

In May, 1926, train sire sales were extended to Grand Forks and Williston on the Great Northern Railway and 221 animals were sold along this line with farmers in Williams County purchasing the largest number of animals.⁸

The first township in the state to boast of all its beef and dairy sires being pure-bred was Norma township in Barnes County.⁹ This township was honored as the first "100 per cent pure-bred township" on November 13, 1928.

The objective of the sire campaign was to sell the maximum required number of pure-bred sires in each township. During the first four years of the pure-bred campaign a total of more than 5,000 pure-bred sires having a total value of \$350,000 were placed on farms in North Dakota.¹⁰

The pure-bred sire program became so extensive that in 1939, the Greater North Dakota Association hired a full time field man to assist in this effort. This appointment enabled the Association to extend the sire sales program to a greater number of North Dakota farmers.

The Association has, to the time of this writing, constantly carried out an aggressive sire-promotion program. This program continues to promote the improvement and development of pure-bred stock and dairy herds in the state.

⁸"221 Animals Sold Over Large Area," North Dakotan, IV, No. 1 (June 1, 1928), 1.

⁹"First '100 per cent Purebred Sire' Township to be Honored November 13," ibid., IV, No. 6 (November 1, 1928), 4.

¹⁰"5,000 Purebred Sires Put on North Dakota Farms in the Past Four Years," ibid., IV, No. 7 (December 1, 1928), 1.

Hog Production. --In 1926, the Greater North Dakota Association started plans for an extensive campaign to help improve the feeding and sanitation methods of hog producers. At the time hog production provided nearly \$30 million income annually to the state.

B. E. Groom, then chairman of the Agricultural Committee, stated:

The future of the hog industry will entirely depend upon whether it will pay to raise hogs or not. In years of high prices, they might be made to pay when raised under almost any conditions, but in years of low prices it takes real planning in feeding and sanitation problems to show a net profit.¹¹

The hog campaign was planned primarily for the purpose of presenting the latest and best ideas on economical production through the use of better pasture crops (such as alfalfa, clover, grain, peas, and corn). Hog sanitation was also considered important. Hog sanitation dealt with the problems of changing hog lots and cleaning buildings to prevent livestock losses from various diseases and parasites.¹²

During the 1930's, hog production was put in a still more favorable light as financing was much easier to obtain for hogs than for either cattle or sheep. Breeding gilts (young female pigs) were readily available at prices much lower than other livestock. The hog program offered fewer obstacles in the way of finances than any other livestock programs. In the first place, a sufficient number of desirable breeding animals could be secured for a smaller cash outlay than any other class of

¹¹"North Dakota Campaign for Improved Swine is Started in Steele," *Ibid.*, III, No. 9 (February 1, 1926), 1.

¹²"Hog Campaign Has Good Start; Many Counties Reached," *Ibid.*, III, No. 10 (March 1, 1926), 1, 2.

stock. Ample feed was available on most farms. Facilities for handling hogs were available or could easily be provided. Under reasonable management, the farmer with five to ten good breeding hogs could expect a crop of pigs in the spring that would make good use of a large amount of inexpensive feed that was on hand or which could be grown on almost every farm. The crop of pigs would be ready to market and would be converted into cash within a year. This was undoubtedly the quickest return that could be secured from any class of livestock.¹³

Winter Shows.--In addition to the pure-bred sire program, GNDA co-sponsor the Valley City Winter Shows which could be considered as a modern day version of distributing good bread-stock in North Dakota. The Valley City Winter Show was initiated in 1935. GNDA has actively promoted and taken part in these annual shows. The first Board of Directors attempted to present a show along the lines of the Red River Valley Shows at Crookston and the Brandon Winter Show at Brandon, Manitoba.¹⁴ Valley City provides accommodations for visitors and exhibitors and attracts people from a wide geographic area.¹⁵

Seed Grain Projects

Seed Improvement.--The Greater North Dakota Association decided in August, 1928, to carry on a seed grain project in co-operation

¹³"More Hogs Advocated on North Dakota Farms," ibid., XIII, No. 11 (November 1, 1936), 4.

¹⁴North Dakota Winter Show Organized at Valley City," ibid., XII, No. 11 (November, 1937), 1.

¹⁵Farm Magazine Lauds the North Dakota Winter Show," ibid., XV, No. 4 (April, 1940), 2.

with the North Dakota Agricultural College and the Extension Department. In addition, other commercial organizations interested in improving the seed used in North Dakota co-operated with the project.

A series of economic conferences had been held throughout the state during the previous winter. In attendance at these meetings were leading farmers and business men who discussed farm problems. These discussions resulted in the establishment of the seed grain program.

The "Pure Seed Grain" program was launched in November, 1928, by the Greater North Dakota Association's agricultural committee. A preliminary survey of the seed situation in the state indicated that there was an urgent need for seed of the best varieties for most farms.¹⁶ More than 60,000 bushels of pure seed grain of standard varieties were approved for use in the program.

The types of grain that were emphasized in the campaign were Mindum and Kubanka Durum; Ceres and Marquis Wheat; Victory and Gopher Oats; Bison, Linota and Number 119 Flax; and Manchuria, Trebi and Hannachen Barley. Pure seed of these types was sold to eligible farmers. Only farmers with a suitable 10 or 15 acre tract of land ready for pure seed were eligible purchasers.¹⁷

The program proceeded by the allotment enough of pure seed to farmers to plant 10 to 15 acres. The participating farmers then harvested the crop and in the next crop year distributed the seed to an

¹⁶"Seed Grain Project Planned by GNDA," *ibid.*, IV, No. 4 (September 1, 1928), 3.

¹⁷"Seed Project to Reach 30 Counties," *ibid.*, IV, No. 6 (November 1, 1928), 4.

additional group of farmers. This method promulgated seed and within two or three seasons pure seed became plentiful. Assuming that 15 acres yielded 15 bushels per acre for each of three years, the original 15 acres produced enough grain to plant approximately 28,000 acres (planting at the rate of approximately one bushel to the acre).¹⁸

After the start of the Association's campaign for pure seed, many organizations placed their efforts behind this program in an attempt to rid the state of the tremendous loss of income resulting from grain production using light, unclean, mixed, and diseased seed. The use of poor-quality seed had unfavorably affected total cash receipts from grain through dockage and down grading.¹⁹

By 1930, North Dakota was considered a leader in crop improvement work in the United States.²⁰ Production acreage in North Dakota exceeded that of other states after three years although organized seed improvement work was only three years old in North Dakota.

The Greater North Dakota Association was at the front in the promotion of pure seed in the state. Beginning in July, 1931, the Greater North Dakota Association handled the secretarial work for the Flax Institute of the United States. The main objectives of the Institute were ways and means of increasing the quantity and improving the quality of flax grown in the Northwest. Improvement in the quality of flax was especially important for the marketing of this crop as the

¹⁸ Ibid.

¹⁹ "Seed Improvement Work Shows Results," North Dakotan, VII, No. 2 (July 1, 1930), 5.

²⁰ Ibid.

manufacturers of products from flax needed the best available grain in order to compete with flax substitutes.²¹ Once the importance of good seed was proven to the farmers most of them established good seed programs.

The Greater North Dakota Association continues to stress the planting of better seed and grain varieties to aid North Dakota farmers in marketing their products.

Water Conservation, Irrigation, Diversion

Since its founding, the Greater North Dakota Association has promoted a sound development of water and soil conservation practices and land management.

The War Department, in 1928, made a special report to Congress on the feasibility and economic benefits of a proposed Missouri River Diversion project in North Dakota. A preliminary investigation was conducted by government engineers in cooperation with North Dakotans familiar with the proposed project.²²

The Association urged all parties interested in the development of the Missouri River to be represented at a meeting to be held October 22, 1931, in Bismarck, North Dakota. The purpose of this meeting was to discuss various projects involving the use of the water of the Missouri River and its minor tributaries. The development of water resources of all tributaries received extensive attention at this meeting.²³

²¹ *Ibid.*

²² "Diversion Project," *North Dakotan*, IV, No. 2 (July 1, 1928), 4.

²³ "The River Development Sessions Are Arranged," *Ibid.*, VIII, No. 5 (October, 1931), 2.

Another gathering similar to this meeting in Bismarck took place in Mobridge, South Dakota, in November, 1931. This session, similar to the Bismarck meeting was designed to help the Army engineers prepare a comprehensive plan for flood control, navigation, water power, and irrigation.²⁴

Both hearings were conducted under the direction of Captain Theodore Wyman, Jr., district engineer, Kansas City, Missouri. Specific topics discussed included: (1) flood control; (2) potential navigation of the Missouri channel; (3) the amount of freight originating in the state which might be transported to market by boat; (4) diversion of a quantity of river water at flood stage into the Devils Lake and Stump Lake reservoirs, as well as through the James and Sheyenne Rivers; (5) irrigation possibilities and the need of water in many sections of the state which might be ultimately served by impounding of waters; (6) the bringing about of aids to the industrial development of the slope areas through water power generation; and (7) adequate water supplies.²⁵

The Greater North Dakota Association never relaxed its efforts on the Missouri Diversion Project. It took note of the accumulated deficiency of surface water and urged a review of the river diversion plan in April, 1933. North Dakota interests had felt that a high dam erected on the Missouri would back-up the water sufficiently to provide an economical means of carrying a percentage of the flood water flow over the ridge of land. The Greater North Dakota Association's

²⁴Ibid., p. 3.

²⁵"All Sections of North Dakota Appeal for Missouri River's Development," North Dakotan, VIII, No. 6 (November, 1931), 4.

representatives investigated this and found the idea to be highly impractical because of the lack of suitable foundations for such a dam.²⁶

The Greater North Dakota Association officials also investigated the job being done by the Army engineers, and in 1933, the Association officials came to the conclusion that the engineers' work was not up to par. The Greater North Dakota Association proposed to have the Missouri project removed from the jurisdiction of the Army engineers and placed under the Public Works Program which considered the diversion engineering project to be more feasible. Officers of the Greater North Dakota Association were quite successful in keeping the adverse reports of engineers from coming to the attention of Congress. Army engineers, for years, had frowned upon the Missouri River project and termed it impractical. Each time these engineers sought to present an unfavorable report to Congress, the Greater North Dakota Association, working with senators and congressmen from the state, asked for further investigations. The Association believed that a complete study of the diversion would find it feasible.²⁷

Missouri River Study in 1935. --In 1935, the President asked for a federal government study of the Missouri River. The Greater North Dakota Association took this opportunity to address a direct appeal to President Roosevelt asking for a federal study of irrigation and flood control. The Association believed that a larger total irrigable acreage

²⁶"GNDA Seeks Review of River Dispensation Plan," *ibid.*, IX, No. 11 (April 1, 1933), 4.

²⁷"Seek to Have Missouri Project Included Under Public Works," *ibid.*, IX, No. 13 (June 1, 1933), 4.

might be found in the Missouri than in any other single stream.²⁸ The Greater North Dakota Association made a special appeal for the services of some federal engineers who would study the Missouri bottomlands with a view of establishing a small experimental irrigation project along the stream in order to determine the feasibility of that type of development. The Greater North Dakota Association called a conference of those interested in irrigation and water conservation. Out of that conference developed the Western North Dakota Reclamation and Conservation Association.²⁹

Because of its effort, the Greater North Dakota Association received tribute at the 1936 Annual Meeting of the Upper Missouri Development Association. Special emphasis was placed on the Greater North Dakota Association's strenuous water conservation and utilization activities. The Association felt that the Greater North Dakota Association had consistently lent its best efforts toward the advancement of all types of water conservation projects.³⁰

The Federal Government and the State of North Dakota rapidly completed a gigantic flood control, power, reclamation, and soil conservation program in 1936. This great water development program, now known as the Pick-Sloan Plan,³¹ was undertaken by the Missouri

²⁸"President Asked for United States Study of Missouri River," *Ibid.*, X, No. 12 (December 1, 1935), 3.

²⁹"Reclamation Group Asks Help for Irrigation and Water Conservation Jobs," *Ibid.*, XI, No. 2 (February 1, 1936), 2.

³⁰"Discusses Missouri Development," *Ibid.*, XI, No. 6 (June 1, 1936), 3.

³¹*Ibid.*

Basin Inter-Agency Committee which included the Department of Commerce, Federal Power Commission, Corps of Engineers, Department of Agriculture, and Bureau of Reclamation.

Under this plan, promoted by GNDA, more than 1,000,000 acres of land were to be placed under irrigation when these projects were finally completed.

The chain of water projects were designed to serve many purposes. Among these were (1) to tame the Missouri River; (2) to aid navigation on both the Missouri and Mississippi Rivers; (3) to furnish low cost electric power; (4) to supply water for municipalities and industry; (5) to provide water for irrigation, recreation, and (6) to propagate water fowl, upland game birds, and fish.

In addition, the Greater North Dakota Association proposed a State Engineering Bureau as an impetus to the Public Works Water Projects. The Bureau would aid city, county, and park boards in examining and charting all potential water conservation and utilization projects within their area.³²

In 1935 the Mouse River Loop Plan was established to correlate irrigation and flood control. The Greater North Dakota Association called for a fixed policy of coordination where acquisition of lands by the federal government is concerned.³³

Also in 1935, the Greater North Dakota Association investigated shallow water irrigation which was used in water bearing gravel

³²"Impetus to Public Works, Projects Forseen in Engineering Bureau," North Dakotan, IX, No. 16 (September, 1933), 1.

³³"Mouse River Loop Plan Correlates Irrigation, Flood Control, Marches," Ibid., X, No. 2 (February, 1935), 4.

structures found in gravel flats and on land suitable for irrigation along drains and black soil flats. It proved to be a feasible system by which ranch owners could solve their livestock feed and garden water problems which became serious in years of deficient rainfall. ³⁴

At the 1964 Annual Meeting of the Greater North Dakota Association, Dr. Laurel Loftsgard, North Dakota State Professor of Agricultural Economics, called irrigation the major and most tangible asset of the Missouri River for North Dakotans. He compared Garrison Diversion irrigation to agricultural research saying both led to increased production. At this meeting, the Greater North Dakota Association made plans, contingent upon the approval of the Garrison Diversion project, to promote the building of new recreation facilities around the new reservoirs. ³⁵

Summary

There has been one purpose for the existence of the agricultural committee of GNDA since its origin. This purpose was to shape farm programs to increase farm incomes. This included all types of organized effort to increase and to improve livestock, feed crops, livestock feeding, dairy cattle, sheep, and hogs, paralleling this type of work, an equal amount of effort was expended in projects to improve and to distribute seed grains to insure higher returns in grain markets.

As these agricultural programs were presented to and approved by the board of directors, ample funds for operation were provided by businessmen, pure-bred livestock breeders, and grain growers. These

³⁴"Forming of Conservation Districts May Expedite Approved Water Projects," Ibid., (July, 1935), 3.

³⁵Grand Forks Herald, April 4, 1964, p. 1.

funds were supplemented by a special revolving fund of \$7,500 given by F. E. Murphy, then publisher of the Minneapolis Tribune, for pure-bred sire development. This loan has since been repaid in full.³⁶

Usually, insufficient funds was not a problem. Cooperation of North Dakota citizens in promoting agricultural improvement programs has been more than adequate.

Significant improvements were realized in livestock and crop conditions between 1925 and 1964. Ownership of farms increased. GNDA has had a major part in the agricultural progress of the state of North Dakota.

³⁶"Revolving Fund," North Dakotan, XXI, No. 2 (February, 1946), 2.

CHAPTER IV

TOURIST PROMOTION

The Greater North Dakota Association has been a large promoter of tourism in North Dakota. This function would be expected because when GNDA was first formed, an important segment of the Association was the already existing Roosevelt Park Committee. Another of the existing groups that merged into the Association was the Northwest Group, headed by H. H. Westlie of Minot, North Dakota. In 1925 these two groups and the North Dakota Automobile Association merged into one organization, GNDA. Both of these organizations had a history of promoting tourism.¹

The Association handled the tourist promotion activity without a special department from 1925 to 1956.

The Publicity and Public Affairs Department. --The GNDA Publicity and Public Affairs Department is the communications arm of the Association. This department works to secure favorable publicity for the state. The department has publicized industrial and business opportunities. Additional functions of this arm of the Association have been the encouragement of citizenship responsibilities

¹Personal interview with Duane Leffrig and Marlin Roberts, Ryder, North Dakota, July 1, 1964. These men were personally acquainted with A. H. Freeden, former Ryder Hotel owner who is generally given credit for founding the idea that promulgated Roosevelt Park in North Dakota.

and the promotion of free enterprise. Recent activities in this field included:

1. Publishing the monthly magazine, North Dakotan, which in 1964 had a circulation of 6,000.
2. Sponsoring and producing the weekly television show, "Progress North Dakota," telecast every Tuesday night over four North Dakota television stations in 1964.
3. Encouraging active participation in governmental affairs, promoting practical political courses, and conducting get-out-the vote campaigns.
4. Guiding the research and legislative activities that led to the formation of a North Dakota Travel Department in the State Highway Department.
5. Participating in activities of the Pacific Northwest Travel Association, including state travel editors' tour, displays at travel shows and distribution of literature in North Dakota.
6. Maintaining an information center which annually answers thousands of requests for information on the state. This information center operates a free film library featuring movie and slide presentations on citizenship, free enterprise, agriculture, and sales training.²
7. Cooperating closely with the U. S. Chamber of Commerce, local chambers, civic and booster clubs and service clubs.
8. Playing a major role in the development of Theodore Roosevelt National Memorial Park and other scenic and historic areas. This publicity department helps promote the state's two historical dramas, "Trail West," at Mandan and "Old Four Eyes," at Medora.³

An important service rendered by the Association in its early years was aiding the state's motor tourists. The Greater North Dakota Association and the North Dakota Automobile Association were combined in their early years.

²A listing of films that can be borrowed without charge is available from the GNDA.

³Unpublished brochure of GNDA Activities, n.d.

In 1929, the Greater North Dakota Association's offices in Fargo comprised the largest tourist information bureau between the Twin Cities and the West Coast. Automobile trips were planned to any part of the United States or Canada. Maps, scenic literature, and tourist information were available to branch offices of the Chamber of Commerce in the 10 largest cities of the state. By this means of early promotion, hundreds of early visitors became prospective and often later permanent citizens of North Dakota.⁴

Tourist Schools. --One of the more significant tourist promotion activities carried out by the Association was an extended series of tourist promotion schools, located at 64 North Dakota cities in the spring of 1936 and 1937.⁵

Staff members of the tourist bureau of GNDA acted as instructors. Pupils were principally recruited from among hotel clerks, filling station attendants, garage workers, and restaurant and cafe employees.⁶

The curriculum consisted of lectures with both written and oral examinations. Chambers of commerce, civic clubs, and service clubs sponsored the events in each locality. Representatives of the State Highway Department were invited to attend and to participate in the schools within the various highway divisions.⁷

⁴"Tourist, Good Roads," North Dakotan, VIII, No. 3 (August, 1931), 2.

⁵"Work of Association Meets Needs of State," ibid., XII, No. 2 (February, 1937), 3.

⁶"Tourist Promotion Program Taking Shape," ibid., XII, No. 2 (February, 1937), 4.

⁷ibid.

The value of the growing tourist trade to North Dakota was heavily emphasized. Methods of encouraging such travel was pointed out at these schools. Correct routing devices were established in each city in the state, and definite agencies at each point were singled out to receive complete road condition reports and extensive map services from the Association. Descriptions of the state's scenic and historic areas and routes to such points were provided. The pupils attending the schools were coached with regard to the state motor vehicle laws and regulations.⁸

The schools were deemed successful. The function of the school was explained as follows:

'Duty roads, lengthy detours, and broad expanses of prairie may constitute a deterrent to the development of a certain type of tourist travel,' declares M. O. Ryan, secretary, GNDA, 'but if foreign car travel throughout this entire state could be courteously and intelligently served, North Dakota would quickly acquire a reputation which would comprise highly desirable advertising to thousands of other potential visitors. Advertising matter, descriptive pamphlets, and adequate services may be placed in the hands of prospective visitors, but much of the value of these mediums is lost, unless coupled with competent and correct routing practices and information services.'⁹

An honor list of 80 North Dakota citizens, from among over 1000 who had attended the tourist schools, was made public by GNDA. This list was composed of the state's best "travel counselors" who were chosen for their knowledge of proper routing methods and familiarity with North Dakota as a whole. These travel counselors were given oral and written tests at the promotion schools.¹⁰

⁸Ibid.

⁹1964 Tourist Promotion Schools Open April 5, "North Dakotan," XII, No. 4 (April, 1937), 4.

¹⁰"Tourist Schools Produce State-Wide Honor Roll," ibid., XII, No. 5 (May, 1937), 2.

Traffic Count. --By 1936, a highway census revealed that 31 per cent of traffic on North Dakota federal highways consisted of out-of-state vehicles. This was a ratio of approximately one out-of-state car to every two North Dakota cars. This census comprised a seven-day count, taken at 189 different points on the federal system in the state. For 438 cars counted on the entire state system, the percentage of out-of-state car licenses noted was 25.4.¹¹

In August, 1937, the first attempt was made to ascertain the origin of out-of-state automobiles on highways in North Dakota. The GNDA sponsored a state-wide traffic count at this time. Seventy-two committees in as many cities, participated. It was believed that by this and successive traffic counts in North Dakota and other Pacific northwest states, definite information could be gained which would reveal the areas in the United States and Canada which most heavily contributed to the existing travel. This data was to be employed in planning future tourist promotion activities and expenditures by both North Dakota and neighboring areas.¹²

The number of out of state cars by state were:

Minnesota	13,121
Montana	1,228
South Dakota	878
Wisconsin	858
Illinois	695
Iowa	594
California	486
Manitoba	477
Michigan	424

¹¹"Good Roads Committees Manifest Real Activity," *ibid.*, XII, No. 2 (February, 1937), 4.

¹²"Origin of Foreign License Cars Noted in North Dakota Count," *ibid.*, XII, No. 8 (August, 1937), 4.

Washington	412
Saskatchewan	384
Kansas	356
Nebraska	249
Ohio	208
New York	199
Indiana	194
Oregon	192
Missouri	133
Texas	104
Alberta	93
Idaho	91
Ontario	87
Oklahoma	84
Total cars	<u>22,505</u> ¹³

From a study of these records, GNDA attempted to identify those broken lines of travel which indicated tourist travel lost to North Dakota.

One example of the conclusions drawn by GNDA from that count was that although New York State was high in automobile registrations at Yellowstone Park, only 176 cars from this state were noted in the 1937 North Dakota traffic count. Wisconsin, California, Illinois, Indiana, and Ohio were other states from which heavy automobile traffic circumvented North Dakota. GNDA in analyzing this data, concluded that intermediate routing agencies were directing motorists to avoid North Dakota. Both the North Dakota Travel Association and the State Travel Department were organized largely because of the efforts of the Greater North Dakota Association in an attempt to correct the apparent detour. The North Dakota Travel Association is supported financially by the Greater North Dakota Association and the local chambers of commerce in North Dakota. The State Travel Department is a part of the State Highway Department.

¹³ Ibid.

Vacation Calendar.--GNDA at the time of this writing, is preparing a vacation calendar, listing dates and locations of events expected to appeal to visitors in North Dakota.

The calendar, prepared in cooperation with the State Travel Department, the North Dakota Rodeo Association, the North Dakota Fair Association and the local chambers of commerce, is distributed to summer tourists.

With the scenery of the Badlands, the recreational potential of the Garrison Reservoir, and a heritage of cowboys and Indians, North Dakota is believed to have tourist potential that is in excess of the present tourist trade.

Tourist Attractions

International Peace Garden.--The Greater North Dakota Association encouraged the development of the International Peace Garden, Inc., near Dunseith, North Dakota, and Boissevain, Manitoba. This garden is located in the Turtle Mountains on the border of North Dakota and Manitoba. The president of GNDA from 1926 to 1937, was in charge of the initial campaign to raise funds for the corporation.¹⁴

The original idea of the peace garden was conceived by the late Henry J. Moore of Islington, Ontario, in 1928. Mr. Moore was a graduate of the School of Horticulture at Kew Gardens in England. This idea for the development of a garden on the international border was presented by Mr. Moore to the National Association of Gardeners of America meeting at a convention in the city of Toronto in 1929. This

¹⁴"North Dakotans Named Peace Garden Officials," North Dakotan, XI, No. 2 (February, 1936), 1.

organization adopted the idea. The site in the Turtle Mountains was finally selected because of its natural beauty, its location midway between the Atlantic and Pacific Oceans, and because it was thirty-five miles from the spot considered to be the geographic center of the North American Continent.

The garden presently consists of 888 acres donated by the State of North Dakota and 1,451 acres donated by the Province of Manitoba.¹⁵ The Peace Garden was dedicated by officials from Canada, the State of North Dakota, and the Greater North Dakota Association on July 14, 1932.

GNDA, by its active fund raising, helped to make this garden a reality.

Theodore Roosevelt National Memorial Park. --The Greater North Dakota Association played a major role in the development of the Theodore Roosevelt Memorial Park. As previously mentioned, the Roosevelt Park Committee was one of the organizations that merged into the Greater North Dakota Association. This was one reason why the Association promoted the Roosevelt Park.

Theodore Roosevelt National Memorial Park is the nation's only memorial national park. The park is in the heart of the badlands in western North Dakota. The park derives its name from the fact that it lies along the Little Missouri River and was part of Theodore Roosevelt's Elkhorn Ranch. It presently consists of over 69,000 acres.¹⁶

¹⁵Publicity pamphlet from the International Peace Garden, February, 1960.

¹⁶The World Almanac, Pub., New York World Telegram and The New York Sun, 1963, p. 211.

Ernest Thompson Seaton, who made the area the locale for several of his animal stories, called the area "wonderland enchanted." The Badlands are also known as "The Nation's Sunken Garden." Here is located one of the largest petrified forests. The burning coal mines are unique tourist attractions. International geologists term the area "one of the most interesting spots on the continent."¹⁷

In 1964 GNDA promoted the building of a new road to connect the three units of the Theodore Roosevelt Park. Final road construction plans had not been made at the completion of this thesis, and it was unknown whether the highway would be built.

The tourist department of the Association has always promoted the park area by distributing literature recommending tourist travel to the area.

Outdoor Dramas. --The publicity department of GNDA has the task of promoting "Old Four Eyes," the story of Theodore Roosevelt as a young rancher in North Dakota. This drama could be described as a "cowboy drama," portraying the life of Roosevelt in the Badlands before the turn of the century. This drama is staged in the Burning Hills Amphitheater near Medora.

"Trail West" is promoted in a similar manner by GNDA. This drama is the story of General Custer and the United States Seventh Cavalry. This drama is staged in the 2,000 seat Custer Memorial Amphitheater overlooking Fort Abraham Lincoln near Mandan.

The job of attracting tourists requires adequate financing and much time. The work carried out by the Greater North Dakota Association and

¹⁷Dynamic North Dakota, GNDA, Fargo, N. Dak., n.d.

other organizations is believed to have achieved some success. In 1963, the state's income from tourists was estimated at a new high of \$63,000,000. This source of income ranks fourth among North Dakota's major income producing industries and is more than double North Dakota's income from tourists ten years ago.¹⁸

Conference on Tourism. -- Individuals representing many segments of North Dakota's economy gathered in Valley City in May, 1964, to participate in the state's first "Conference on Tourism." Sponsored by the North Dakota Travel Association, this meeting was held to gather ideas, information, and recommendations on the problems and potential of tourism in North Dakota. R. C. Crockett, executive vice-president of GNDA was chairman of the session. He told individuals attending the session that the promotion of tourism and improvement of North Dakota's image should be a pride responsibility for every citizen of the state.¹⁹

In a letter to conference participants, Gov. William Guy of North Dakota told the group that "promotion of tourism" represents one of the great potentials North Dakota has to look forward to in the years ahead.²⁰ Commending the North Dakota Travel Association, GNDA, and the State Travel Department, the Governor added that North Dakotans can look forward to a greater number of tourists each year and that "we have only just begun to tap this vast and exciting potential."²¹

¹⁸"N. D. T. A. -- An Important Force in Travel Promotion," North Dakotan, XXXIX, No. 2 (February, 1964), 4.

¹⁹"State's First Conference on Tourism Urges Unified Approach," Ibid., XXXIX, No. 6 (June, 1964), 10.

²⁰ Ibid.

²¹ Ibid.

CHAPTER V

ORGANIZATIONS DEVELOPED WITH THE ASSISTANCE OF GNDA

The early days of statehood, North Dakota raised much of its own food, milled its own grain, and slaughtered most of its own meat animals. Many of the necessities required by early citizens had to be manufactured outside the state and shipped into North Dakota.

This economic exchange involved a considerable loss of income to the state. This was caused by the fact that the state's chief product was sold in its raw stage, with manufacturing centers collecting the value added after processing. At the same time, North Dakotans paid the higher prices charged for manufactured goods, plus the cost of shipping. This economic loss was a great problem, and GNDA and the Economic Development Commission have worked to alleviate this loss in any manner that could feasibly be done.

North Dakota Economic Development Commission. --The Economic Development Commission's function has been to advertize the state's attractions, to promote the state's industrial advantages, to improve the business climate of the state. The Commission has done an effective job in carrying out a program of publicity and industrial development designed to promote the general welfare of the state. This is done through the establishment of new industries, the attraction of new

residents, and the improvement and expansion of contemporary enterprise.¹ The North Dakota Economic Development Commission was created by the 1957 Legislative Assembly upon the governor's request and with vigorous backing by the Greater North Dakota Association. Named to the first commission were two members of the Greater North Dakota Association, Wesley E. Keller and Harold Kelly.²

Following the creation of the Economic Development Commission in 1957, Governor Davis was the first commission chairman. He appointed Lawrence Schneider of Bismarck as the first director. The present commission is made up of four Republicans and four Democrats.

'It is interesting to note,' said Robert Huey recently, 'that despite the bipartisan nature of the EDC, the Commission has rarely, if ever, been known to split its vote on a purely partisan basis.'

Rather, Republican and Democrat members can be found on both sides of most questions that come up for consideration. Therefore each member usually votes his convictions as an individual rather than as a member of a political party.³

The state has made considerable progress in the seven years since the Economic Development Commission was founded. During the years 1960-1962, one new manufacturing plant per month was established in North Dakota.

National figures of the U. S. Department of Commerce showed that North Dakota has had one of the greatest increases among the states in recent years in per capita income and percentage of industrial growth.

¹"GNDA Endorses 'Economic Development Council', " North Dakotan, XXXI, No. 12 (December, 1956), 6.

²"Economic Development Commission Appointed," ibid., (July, 1957), 3.

³"Local Industries Surge Forward With EDC Aid," ibid., (June 30, 1964), 2.

There were 455 manufacturing plants in North Dakota in 1963. Of these, 173 were engaged in the processing of food and kindred products. The figures compare with a total of 342 manufacturing plants in the state in 1939.⁴

The total 1963 added value of manufactured products in North Dakota was \$70 million, of which an estimated 30 per cent was in the processing of food and kindred products. The value of all products added by manufacturing has been steadily increasing. In recent years the U. S. Department of Commerce has reported North Dakota's rate of industrial growth is the third highest in the nation.

The Inventor's Congress. --GNDA sponsored the first North Dakota Inventor's Congress in 1957. The purpose of the Congress was to disclose and publicize the hobbies and inventions of North Dakotans. GNDA believed that the Inventor's Congress would aid the growth of North Dakota industry and assist North Dakota inventors in marketing their inventions.

If the ideas presented had commercial value, they could be the foundation of new industries in the state. Firms and investors are constantly searching for items that could possibly expand their operations, improve their product, build their sales, increase their profits, or give them rewarding investment opportunities. GNDA described the first Congress as "the end of the rainbow with its pot of gold." Harold Kelly, a member of GNDA Industrial Committee, was the first chairman of the Congress.⁵

⁴Ibid., p. 15.

⁵"First Inventors Congress in United States Opens January 20," North Dakotan, XXXII, No. 1 (January, 1957), 3.

There were more than 4,000 manufacturers, distributors, bankers, investors, and development groups at the first Inventor's Congress. This Congress has been an annual affair since its beginning.

Subsequent Inventor's Congresses were co-sponsored by the North Dakota Inventors Association, the North Dakota Economic Development Commission, and local Chambers of Commerce. The North Dakota Inventors Congress is believed to be the oldest in existence.⁶

⁶"Name Inventor Congress Speakers," *ibid.*, XXXVIII, No. 10 (October, 1963), 5.

CHAPTER VI

MARKETING IMPROVEMENT PROGRAMS

Suggesting improvements in marketing practices has been an important function of GNDA, especially since the formation of the Retail Committee in 1960.

Past Programs.--GNDA, generally speaking, has been a businessman's organization. However, research shows that very little was done to directly aid the businessman (excluding farmers), until the formation of the Retail Committee.

Marketing assistance to retailers and other businessmen could have been a much more constant and continuing objective of the Greater North Dakota Association from 1925 to 1960. The sporadic attempts to aid businessmen are indicated in the following paragraphs.

Sales Techniques and Trade Expansion Meetings.--In 1936 GNDA held thirty-four meetings in various North Dakota communities on the subjects of sales techniques and trade expansion. These meetings were arranged jointly by the Greater North Dakota Association and the Minneapolis Civic and Commerce Association. The principal speaker for these early meetings was John H. DeWild. He represented the trade extension division of the Minneapolis Civic and Commerce Association. Mr. DeWild was the author of numerous books on show card writing, retail promotion, and advertising. He was a frequent

contributor to trade publications. In some of the communities,

Mr. DeWild instructed large groups of employees in the use of modern sales techniques and in modern merchandising methods.

The program ran from March 16 to April 6, 1936, and was organized under the direction of Herman Stern, Valley City, vice-president of the Greater North Dakota Association. The sponsoring agencies in the cities and towns visited were the service, civic and community clubs.¹

"Face to Face with 1936" was the title under which Mr. DeWild addressed his employer audiences. The theme of his talk emphasized the potential business opportunities of the year and the basic economic improvements throughout the country. A large portion of the talk was devoted to the possibilities of future development in the Northwest trading area.

In May, 1937, another sales promotional program was organized. Methods of extending a community's trade territory were outlined before several commercial organizations in a series of meetings scheduled by GNDA and the trade extension division of the Minneapolis Civic and Commerce Association. Mr. DeWild was again the featured lecturer.

Incident to his meeting in each community, DeWild analyzed the local retail establishments. Then he suggested improvements. These suggestions were channeled to the retailer through the community committee chairman.² The program is described as being almost

¹"Series of Trade Boosting Meetings to Hear DeWild from Minneapolis C and C.," North Dakotan, XI, No. 3 (March, 1936), 2.

²"DeWild to Outline New Retail Sales Technique," Ibid., XII, No. 5 (May, 1937), 1.

identical to the 1964 community promotion program carried out by the state of Minnesota.³

Also in 1937, GNDA co-sponsored a series of business institutes in ten North Dakota communities in cooperation with the Minneapolis Civic and Commerce Association.⁴

Noon sessions were held at each town sponsored by local civic, service or community clubs. Local businessmen were invited to the noon luncheons. An afternoon roundtable discussion followed the luncheons. In the evening another session was held for retailers and their sales staffs from the trade territory of the host community.⁵

The speakers at these institute meetings discussed retailing selling problems, general accounting methods, successful trade promotions and sales expansion activities.⁶

Many worthwhile suggestions were discussed at these meetings. A suggestion made in one community in the conversion of a building to a theater. Subsequently, the theater was filled to capacity for each of the weekly shows.⁷

Formation of the Retail Committee. --There was little retail activity on the part of the Association from 1937 to 1960. Few, if any direct improvement programs were offered by GNDA to its retailer members during this period.

³Personal interview, Jane Preston, Minnesota Department of Vocational Education, June 22, 1964.

⁴"St. Paul Men to Address Business Institutes in State," North Dakotan, XII, No. 8 (August, 1937), 1.

⁵Ibid.

⁶Ibid.

⁷Ibid.

In May, 1960, the Greater North Dakota Association formed a new retail committee. This committee was called the GNDA-State Chamber Retail Committee. Members of the committee were nominated by retail trade associations in the state, local chambers of commerce, and civic clubs affiliated with the Greater North Dakota Association.⁸

In August of the same year, two subcommittees were organized: one to study the personal property tax as it affected business; the other to study the high transportation costs resulting from less-than-full carload rail shipments. At that time the GNDA-State Chamber Retail Committee started a library of sales training and courtesy films.⁹

The Greater North Dakota Association-State Chamber Retail Committee along with the Industrial and Retail Committees of the State Chamber's of Commerce sponsored an Unemployment Compensation Seminar in October, 1960. The purpose of the seminar was to instruct participants about the new legislative proposals to boost North Dakota Unemployment Compensation taxes. The Greater North Dakota Association felt that as a result of the information imparted at the meetings, numerous employers in North Dakota would be able to effect savings in their unemployment compensation tax contributions while others would take steps to minimize employee turnover.¹⁰

Non-sufficient Fund Check Law. --Retailers welcomed the passage of the law dealing with the writing of checks without sufficient funds. This

⁸"89 Named to New Retail Committee," North Dakotan, XXXV, No. 5 (May, 1960), 12.

⁹"New GNDA Film Library," ibid., XXXV, No. 8 (August, 1960), 5.

¹⁰"Unemployment Compensation Seminar," ibid., XXXV, No. 10 (October, 1960), 7.

law was encouraged by the Greater North Dakota Association-State Chamber Retail Committee. The bill facilitated enforcement and provided that any person issuing a check without sufficient funds or without bank credit should receive at least a minimum penalty. Other legislative matters supported by the Retail Committee and approved by the Legislature included the appropriation of funds for the employment of four additional retail sales and use tax auditors and the adoption of penalties for use tax violators.¹¹

Reorganization. --In 1961, the Greater North Dakota Association-State Chamber Retail Committee was divided into four new divisions:¹²

1. The Retail Taxes Division. --This division expected to give primary attention to a continuing study of the personal property tax on retail inventories.
2. The Distributive Education Division. --This division attempted to analyze the effectiveness of present Distributive Education programs and encourage improvement of the program and adoption in more schools and communities in the state.
3. The Retail Schools Division. --This division planned to establish a series of schools for retail employers and employees in a number of North Dakota cities.
4. The Unemployment Compensation Division. --This division carried on a continuing study of State and Federal Unemployment Compensation laws with particular emphasis on retailers' tax rates.

Four Part Program. --In October, 1961, the Greater North Dakota Association-State Chamber Retail Committee adopted a four-part program provided for: (1) a program of instruction for managers and owners; (2) sales training schools for employees; (3) improvement of Distributive Education programs in high schools where they now exist and encouragement

¹¹"A Great Step Forward," *ibid.*, XXXVI, No. 3 (April, 1961), 10.

¹²"20 Appointed to Retail Divisions," *ibid.*, XXXVI, No. 7 (August, 1961), 12.

of Distributive Education in schools where they do not exist; and (4) a public relations campaign to acquaint North Dakotans with the services, problems, and opportunities of retraining.¹³

The Greater North Dakota Association Retail Committee sponsored a "Toward Better, More Profitable Business" program in 1963. It was divided into three parts:¹⁴

1. Management Seminar: This was for the small businessman who was aware of his problems, but who had not had the opportunity to remedy them because of lack of time or lack of guidelines for self-assistance. It consisted of a two hour session to be held each week for four weeks. The meetings were directed at improving the retailer's understanding of his responsibilities and opportunities, as a small business manager. Special attention was given to helping the retailer understand his employees. Technical advice was offered to the areas of sales promotion, advertising and market analysis, and accounting--including inventory control and accounts receivable control.
2. Sales Opportunity Seminar: This was designed to bring the knowledge of business and education experts to the sales people in the retail, wholesale, and service fields. The rapid fire, one-session seminar hoped to impress sales people with the importance of their job and the future that retailing holds for aggressive men and women. Hints were provided to aid sales people in understanding their jobs and their customers.

¹³"Adopt 4-Point Retail Program," ibid., XXXVI, No. 9 (October, 1961), 14.

¹⁴"Business Improvement Program Under Way," ibid., XXXVIII, No. 1 (January, 1963), 14.

3. "Let's Get Acquainted." This business public relations effort was a community-wide program aimed at encouraging careers in selling, fostering a better understanding of our free economic system, and enhancing the business image. To accomplish this goal, the program provided a complete publicity campaign, attractive awards and guidelines for a "Career Day" in high school to dramatize to youth "The Future in Business."

Advertising Study.---The Greater North Dakota Association gave assistance and funds to a survey whose purpose was to look at the strengths and weaknesses of North Dakota's present retail advertising practices in order to get some idea of future, more profitable guidelines.

The study indicated that many retailers do not make effective use of their advertising appropriations.¹⁵

Community Sales Promotions.---Another survey concerned with community sales promotions in North Dakota was made in 1963 with the cooperation of GNDA. The purpose of this study was to determine: (1) to what extent there were organized, town-sponsored sales promotions in the towns of the state; and (2) some of the more important aspects of these promotions.

The study found that sales promotion emphasizing only price often defeated its purpose. This study also revealed the existence of substantial promotional activity and the need for new vitality and emphasis in promotions. The study concluded that GNDA and the communities'

¹⁵ John M. Erickson, "Advertising Practices of North Dakota Retailers" (unpublished Master's thesis, University of North Dakota, 1963), p. 98.

organized retailer groups could not afford to be satisfied with their promotional activities.¹⁶

¹⁶John D. Holmes, "A Study in Nonprice Competition: Selected Sales Promotion Methods Used by North Dakota Communities," (unpublished Master's thesis, University of North Dakota, 1963), p. 92.

CHAPTER VII

SUMMARY AND EVALUATION OF GNDA

This thesis contained a study of the Greater North Dakota Association. The findings of this study are based on analysis of literature describing the activities of GNDA.

Summary of Main Findings. --GNDA until about 1960, was governed pretty much by the Executive Vice-President (formerly the Secretary) and a small nucleus of prominent North Dakota businessmen. Since about 1960 this practice has changed. Although the Association has worked very hard on improving the image of North Dakota, very little has been done to enhance the image of GNDA. An image improvement, in the writer's opinion, would benefit the Association.

Much of what GNDA has accomplished has been in the field of agriculture. B. E. Groom, in his many years as secretary and chairman of the Agricultural Committee, steered many of the Association's activities toward agricultural projects. In recent years as the role of agriculture became less important when compared to other business activities, GNDA has had to adjust and change its policies to cope with this trend. The writer believes GNDA, through such change, will even more satisfactorily fulfill its role of State Chamber of Commerce.

Probable Future Projects. --The following are suggested as possible future efforts for GNDA. The Association should follow the

philosophy introduced by Gail Hernet in 1960: "Do not attempt to be all things to all people."¹ Once GNDA has initiated a new program, it should delegate the responsibility for the program to others and simply assist in its performance. In this manner GNDA will not overextend its scope of operation.

Since GNDA, as a large organization, may be confronted by contrasting objectives among its many members, the Association should encourage organizations to represent and serve these special interests. GNDA's participation should be that of coordinating the essential functions of these organizations of the state.

Marketing Improvement. --GNDA should give primary attention to the development of marketing and technology competency within the state. Marketing competency is developed through instruction in the functions of distribution. For instructional purposes GNDA might continue to explore for future use, not only to the communities participating in the present trade seminars, but to all interested members, the following:

1. Selling--that which is concerned with communicating to business and individuals through the desirable techniques, the details needed for a decision to buy and then assisting them to buy and following through with required services.
2. Sales promotion--that which is concerned with stimulating sales through appropriate advertising, display and other means of publicizing available goods and services.
3. Buying--that which is concerned with procuring products for resale or raw materials to be transformed into products for resale or further transformation.

¹Statement cited in a personal interview with Don Gackle, former publicity head of GNDA, Garrison, North Dakota, June 26, 1964.

4. Operations--that which is concerned with facilitating the buying and selling functions such as stockkeeping, traffic, credit, protection, customer services and purchasing.
5. Market Research--that which is concerned with investigating the climate for the sale of goods and services.
6. Management--that which is concerned with formulating policies and implementing policies regarding men, money and markets available for the merchandising of goods and services.²

In line with the above the new Vocational Act of 1963 could and should be utilized to the maximum. GNDA through its retail committee should foster and aid in the development of this program. Special emphasis should be placed on segments of this bill which would aid the North Dakota economy and its citizens. The area of adult vocational education should be of particular benefit to the state. The writer estimates that at least four times the number of secondary schools now offering training in distribution could implement such training. Almost the same amount of increase should be possible in the post secondary schools. The impact and aid of this vocational education bill could strengthen education in the state.

In addition to the above recommendations, GNDA should:

1. Be more cognizant of its members wishes, desires, and expectations.
2. Be financed in a manner so as to operate with little if any fear of control or bias.³
3. Be very flexible in serving the needs of its members so as to keep up with the times. Don't let the activities and procedures become obsolete.
4. Create a better image of itself among citizens of the state, especially among small businessmen.

²"Washington Report" Chamber of Commerce of the U. S.
1615 H. St. N. W., Washington 6, D. C., February 21, 1964, p. 2.

³Letter from Herman Stern, June, 1964. Mr. Stern indicated the manner of financing as a weakness of GNDA.

5. Organize so as to be able to follow modern progressive personnel policies. High morale is a must in any chamber office. Salaries in the GNDA Administrative Office are not sufficient to draw and/or hold the caliber of personnel needed for such important work. Personnel turnover is too high. Salary progression is not sophisticated nor sufficient. Non-paid officers should be chosen for their ability.
6. Concentrate in the area of assisting the state and its various agencies in providing a more aggressive program to gain more and better employment opportunities for North Dakotans.
7. Promote more basic and applied research both within and outside GNDA.

Improving the Greater North Dakota Association in every manner possible is a challenge to all North Dakota Citizens. With their assistance, the Association's efforts can be directed toward creating a favorable economic climate in North Dakota.

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