

ADSA Presidential Report

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Introduction

Considerable change in the dairy food system and ADSA has occurred in the last few years. Consolidation and budget reduction are very familiar to all of us working



in or for dairy farms and processing plants, and for allied companies and universities. This business and financial climate presents tremendous challenges for non-profit organizations such as ADSA. Instead of several financial supporters for a meeting symposium or donors for an awards program, perhaps only one or two are left in some instances. It is more of a financial challenge for sci-

entists to attend meetings and especially to make sure that the next generation (our graduate and undergraduate students) attends the meetings and participates in the scientific and educational dialogue.

Many professional societies have dwindling membership and participants in their programs and publications. I am pleased to report that ADSA membership actually is up about 6% over the last 5 years (4,736 in 2002 vs. 4,473 in 1998). This is in large part due to increased numbers of graduate student members (520 vs. 111, in 2002 vs. 1998) resulting from a special reduced-rate membership enticement as part of meeting registration. Postdoctoral members doubled from a similar enticement program. However, corporate and institutional (libraries) members each declined about 6% over the last 5 years; professional memberships have dropped about 5% over this same time period.

During the last 5 years the ADSA Board has been engaged in discussions about declining and changing membership demographics and how ADSA should prepare for its future. In my opinion, the organization needs a plan of how it will respond to the unknown eventualities of the future. Will external influences dictate the Association's future and the degree to which it successfully services the dairy food system, or will

the Association be prepared and nimble enough to adapt to change and set the best course it can to provide educational programs and science-based knowledge? Doubtless, the Association must address the future with a strategic focus. This planning must continue to be a major focus of the membership as facilitated by the Board. I hope you will engage and actively contribute to this continuous process.

I recently was quite surprised to learn from a survey that a significant proportion of faculty in animal/dairy science departments across the USA are not listed as members of one of the founding societies in the Directory kept for us by the Federation of Animal Science Societies (FASS). We must encourage all of our colleagues in industry and academia to maintain their annual memberships. The *Critical Mass* is necessary if our colleagues expect to continue receiving the benefits of premier journals and scientific and educational meetings and services to support their businesses, teaching, and research and service functions.

To emphasize some of the challenges and activities of the past year my report is in two sections: 1) The Future; and, 2) Highlights of the Past Year. Other important items were detailed in the Fall 2002 and Spring 2003 editions of the *Animal & Dairy News* that can be found at the ADSA web site.

The Future

Strategic Planning Continues. In the past year, an ad hoc Strategic Planning Committee and the Board developed and presented working Vision and Mission statements to the membership (available at the ADSA web site). Subsequently, the Board advanced five long-term working objectives for ADSA: **1)** to stimulate the discovery, application, and dissemination of knowledge; **2)** to create an atmosphere in which various segments of the dairy industry freely exchange knowledge; **3)** to publish original research, reviews and timely information in the official ADSA publication, *Journal of Dairy Science*; **4)** to sponsor programs for challenging and developing youth for leadership responsibilities; and, **5)** to recognize outstanding personal achievement among its members in work to support the dairy foods system.

From that foundation five key principles, underpinning the next phases of Strategic Planning, were established by the Board. **1)** ADSA values greatly vertical coordination of the dairy food system; we foster this systems-thinking through our long-standing organizational structure with the Dairy Foods and Dairy Production Divisions. **2)** ADSA members value and will be active participants and contributors in the dairy food system. **3)** ADSA's current planning process is framed in the international context and will have as major emphases building relationships and partnerships globally. **4)** Building synergistic partnerships via the Federation of Animal Science Societies (FASS) for the advancement of animal agriculture and food systems research and education with our co-founding members (American Society of Animal Science [ASAS] and Poultry Science Association [PSA]) is very high priority. **5)** In a successful future, ADSA will not (and can not) operate within a traditional 'academic model', as it has in the past.

The next steps of the Strategic Planning process are information and opinion gathering through a series of Focus Groups involving about 200 professional and student members in ADSA's committee network. A broader association-wide survey of all members will follow thereafter to gather input about the vision of membership for the future ADSA; and, an extensive survey of non-ADSA members will occur via a non-member database that has been built.

The central question in Strategic Planning is, "What are the potential new and improved programs and services that will support the dairy food system, and be of value to current and future members working in the system? I have asked current ADSA President Joe O'Donnell if I may continue to work on the Association's Strategic Planning during 2003-2004. Please contact me to learn how you can help.

2006 Centennial. ADSA will celebrate its Centennial in 2006 at the joint summer meetings in Minneapolis, Minnesota. Past President John Campbell is Chair of the ADSA 2006 Centennial Oversight/Taskforce Committee and Ken McGuffey is Chair of the Centennial Planning and Budget Committee. This last year, four additional committees were appointed to help coordinate the plans for ADSA's centennial celebration.

The Publications Committee consists of two committees. One committee will produce a special issue of the *Journal of Dairy Science* that chronicles the scientific advances in Dairy Production and Dairy Foods since the publication of the Diamond Jubilee edition of JDS in 1981. The Committee is chaired by John Fuquay who will serve as Editor of the Centennial edition of the *Journal of Dairy Science*. Associate Editors include Bob Marshall for Dairy Foods, Bill Weiss for Nutrition,

Feeding and Calves, Allen Tucker for Physiology and Management and Les Hansen for Genetics and Breeding. Authors have been contacted and all have agreed to prepare articles for the Centennial issue.

The second publications committee will develop an historical book on advances in the production and use of milk as a food. This book will provide a pictorial and narrative of contributions of ADSA to the dairy industry during the past 100 years, and will be a coffee table style publication. Susan Duncan serves as the Chair for this committee and is supported by Jean Bertrand, Louis Boyd, Steve Larson, Lorie North and Lee Majeskie. It is anticipated that this publication will be available for sale to ADSA members and the general public.

A third committee worked with the ADSA Student Affiliate Division on a competition to develop a theme and design a logo for the Centennial celebration. Pennsylvania State University provided the winning logo.

The fourth committee, co-chaired by Jimmy Clark and Stan Gilliland, is the Exhibit and Publicity Committee. This Committee has three primary objectives that reveal the history, people and institutions of ADSA. The first objective is to develop a video chronicling the contributions of institutions and individuals during the first 100 years of ADSA. Existing footage from films at ADSA headquarters, University Ag Communications Archives and personal collections will be used to develop a video. A second objective will be to encourage Dairy Science, Animal Science and Food Science departments at universities, government research centers and private companies to prepare a poster that highlights each organization's contributions to Dairy Production and Dairy Foods. Posters will be exhibited throughout the Centennial meeting in 2006. Finally, this Committee will publicize in the next 3 years the need and opportunities for all members of ADSA to participate in the 2006 Celebration.

We already are looking forward to a special meeting and celebration in 2006.

Highlights of the Past Year

Financial. The Association remains grounded in a sound financial position due to the careful financial management and planning of Brenda Carlson, Executive Director, Treasurer Ron Richter, and the Board of Directors. The Association continues to fine-tune its budgeting process and synchronize it with that of FASS, which provides the bulk of administrative services to ADSA on a fee basis. Additionally, this last January the ADSA Board asked Brenda to spearhead an effort to examine and benchmark the itemized costs of production of our journal from manuscript submission to print-

ing. The help of Managing Editor Jean Rice was enlisted for this study. Later this evaluation was embraced by FASS, which manages virtually all of the publication processes. A new printing company will be used at a considerable financial savings.

Journal. Our *Journal of Dairy Science* remains very highly rated among scientific publications of its kind worldwide. This is largely due to outstanding writings about research, outreach, and teaching submitted by authors, the excellent review process with Editors, the Editorial Board, and ad hoc reviewers, and the thorough job of the technical editing staff. Manuscript Central has been an excellent system to more effectively submit, review, edit, and publish manuscripts. During the past 2 years, manuscripts published have increased 21%, at least partially attributable to use of Manuscript Central; submissions from outside North America are now at 50% of total. Another sign of the growth of the Journal is that this is the first year that it has published over 4000 pages.

This past July HighWire Press of Stanford University was contracted to serve as the main platform to provide an enhanced, customizable search engine, and many other literature database enhancing features. The ADSA Board had the foresight nearly a year and half before implementation to plan for this new system and build the \$50,000 nest egg for the start-up and first-year costs so that there were no direct new costs to Association members.

Beginning in midyear 2003, Interpretative Summaries became a new feature of many articles in the Journal. The intent is for these summaries to provide a 100-word encapsulation of the relevance of the work to nonspecialist scientists and lay people.

Jean Rice assumed the role of Managing Editor of *Journal of Dairy Science* and *Journal of Animal Science* in mid-2002. Steve Nickerson is the current Editor-in-Chief of the Journal and also a member of the Board of Directors. We are especially appreciative of the work and dedication of these individuals in processes, which at times can be quite hectic and challenging. Thank you.

FASS. One of my major emphases during the past year has been to strengthen the communications and working relationships of the ADSA Board with the FASS Board, Administration Services, and the Office of Scientific Liaison. This began by being sure that the three ADSA representatives (the last three past presidents of ADSA) to the FASS Board of Directors attended and participated in all ADSA Board meetings and conference calls. This greatly increased the awareness and understanding of the ADSA Board of ongoing activities of FASS. We still have some work to do as an Association to more tightly link the FASS Board and Administrative Services to our activities and to establish a thor-

ough ongoing understanding of our needs. Doubtless this will occur in a mutually beneficial way in the near future. Additionally, at the ADSA Board meeting in Phoenix, a change in representation from ADSA to the FASS Board was approved. After a period of transition, the appointed representatives to the FASS Board from ADSA for 3-year terms will be the Vice-president, the President, and the Immediate Past President. It is hoped that this will foster even closer and more timely understanding of and reaction to financial and budgetary matters and any proposed growth of programmatic (e.g., in the FASS Office of Scientific Liaison) and administrative functions.

Additionally in my opinion, an especially fruitful alliance of the FASS founding societies' Presidents Jim Lauderdale (ASAS), Mary Beck (PSA), and I developed this year. As we visited it became obvious that our three organizations were asking many of the same questions and experiencing many of the same challenges. We recommended an in-depth review of FASS (now about 5 years in operation) to evaluate its effectiveness and efficiency to provide administrative functions and programs. After recommendation by the Presidents to and discussion with our respective Boards, a FASS Review Committee was named and charged with the primary goal to evaluate whether the current structure and modes of operation, communications, and processes among the Federation and the Associations/Society were optimal for effective programmatic and administrative activities and expectations of the foreseeable future. The vice-presidents, presidents, and past-presidents of each association/society plus the president and past-president of FASS worked with an outside facilitator during August – November to complete the Review. Many staff in the Savoy and Washington, DC offices of FASS worked 'beyond the call of duty' to provide information needed by the Review Committee in its evaluation. As I write this report, the Review Committee has just made 14 recommendations to the FASS Board for consideration, action, and implementation. These recommendations will be made available to the ADSA membership via our web site in the near future. I was heartened by the commitment to constructive change and pursuit of excellence shown by members of the Review Committee and the FASS staff to make FASS function as efficiently as possible to deliver administrative services and science-based programs for the founding member societies. A major outcome of the Review, I believe, will be greater transparency in communication of appropriate operational and budgetary functions among FASS and the societies.

ADSA Foundation. In Quebec City July 2002, I asked Al Kertz to provide leadership to the ADSA Foundation. He and the Foundation Board have orchestrated

several major accomplishments this past year. Please read Al's annual report on the Foundation in the fall 2003 issue of the Animal and Dairy Newsletter (also posted online). Most notable accomplishments to me included the following. **1)** The outstanding report reviewing the Foundation's philosophy and function, and the 5-year Vision and Plan of Work that was recommended to the ADSA Board. Besides the ADSA Foundation Board (Charlie White, Ron Richter, Ken McGuffey, Ken Cummings, Dave Barbano, and Tom Gilmore) ad hoc members Les Hansen, Al Schultz, Dave Hettinga, and Bill Aimutis worked on the Foundation Review. **2)** Faced with a very tough investment climate the Foundation Board was able to establish a policy that will eliminate the possibility that the principal of the Foundation investment will ever have to be used to support on-going programs. **3)** The Foundation Auction in Phoenix, due to the generosity of numerous individuals netted about \$3,300. Thanks to Al Kertz and the rest of the Foundation Board for their diligence. Al was asked if he would lead the Foundation Board another year—a commitment he accepted with enthusiasm.

DISCOVER Conference. The DISCOVER Conference series remains a signature program of the ADSA Foundation. This year a very successful 7th conference was held in September on the future of antibiotic use in animal agriculture. Kathryn Boor chaired development of the scientific program. Bill Baumgardt and Molly Kelley again provided excellent coordination of fund-raising and logistics for the event in Brown County, Indiana. Over 20 additional DISCOVER Conference topics on a wide range of subjects have been suggested. Currently three conferences are planned to address the topics-preserving animal germplasm diversity, reducing culling rates in dairy herds, and the role of milk and its components in nutrition and health. Stay tuned for details!

Bill has requested that he take a lesser role in future DISCOVER Conferences. Bill, thanks for your exceptional efforts in this endeavor—it was your concept and your vision that have made this reality. ADSA and the Foundation are searching for another professional member to lead the Steering Committee and coordination of the DISCOVER Conference Series. Please contact Brenda Carlson at ADSA headquarters if you are interested!

SAD. The Student Affiliate Division of ADSA had an exceptionally successful year. This was due in large part to the excellent leadership of Rebekah Blades SAD President from Louisiana State University and her slate of officers. Rebekah attended our mid-year Board meeting and was very helpful in the strategic planning effort. She also attended southern, northeast, and mid-western regional meetings of SAD this past February.

The national student division continues to grow and increasingly is engaged in our annual meeting via its programs. At the meeting in Phoenix, over 80 students participated in educational programs including a *Congressional Insights Program* facilitated by Amy Lager (former SAD member and until recently a Scientific Liaison Representative for FASS). Four new universities were represented in Phoenix as well. The SAD Awards Luncheon guest speaker was Barb Glenn, Executive Vice President - Scientific Liaison of FASS. Other activities of the students in Phoenix included the farm/city tour, quiz bowl, undergraduate paper presentations, judging of club yearbooks, scrapbooks, annual reports, outstanding student and advisor awards, and Centennial Celebration entries, and various social activities. A highlight for me personally was to host a reception for SAD members with the ADSA Board at the annual meeting in Phoenix. Professional members of ADSA making special contributions through their support to and engagement with SAD included Larry Fox (third year advisor), Kasima Ingawa (second year advisor), Dave Winston (first year advisor), Gary Hartnell (Board representative), Molly Kelley (SAD-ADSA Liaison), and Brenda Carlson (Executive Director of ADSA). Thanks to all! SAD is one source of future leaders for the global dairy food system and professional members of ADSA.

Committees. In 2002-2003 John Bruhn (Past President this year) was very instrumental in establishing an overall Awards Committee to evaluate the ADSA Awards Program, recommend needed policy changes to the Board, and to enhance recruitment of nominees for the various awards. Work of this Committee has resulted in a significant change in the format of the Awards Ceremony at the annual meeting. Additionally, this coming year for the first time and following ASAS's lead, the nomination and dossier submission processes will all be on-line.

ADSA joined with ASAS and PSA to establish a joint Bioethics Program Committee to develop the scientific and educational program in this important area for our joint annual meetings. ADSA provided a keynote luncheon speaker (Larry Satter) and financial support for the National 4-H Dairy Conference held in Madison, Wisconsin. ADSA also provided support for the 2003 National Invitational 4-H Dairy Quiz Bowl Contest.

International Committee Efforts. ADSA Board member Gary Hartnell led a concerted effort this last year to consider and evaluate opportunities to expand the engagement of ADSA globally. The International Committee (Christian Cruywagen, Tilahun Sahlu, Peter Tozer, Zhiguo Wu, and Vikram Mistry) along with Board members (Al Kertz, Steve Nickerson, Joe O'Donnell) conducted a comprehensive survey to assess poten-

tial relationships with other scientific organizations across broad global areas. About 770 surveys were sent via the integrated Management Information System (iMIS). About one-third responded with a response rate of 80% from the Middle East; 37% from Europe; 33% from Africa; 27% from Latin America; 21% from Canada; and 21% from Asia. Key recommendations made to the Board, which are under consideration were to establish mutually beneficial relationships and specific liaison persons to manage the relationship of ADSA with each the British Society of Animal Science (also with ASAS), European Association of Animal Production (also with ASAS), the Asia Australasian Association of Animal Production, and the South African Animal Production Society. In each case, a speaker exchange program for scientific meetings is being explored. Dialogue to explore potential relationships with other dairy science societies in Latin America also was recommended. Speaker exchanges for our annual scientific meetings with suitable scientific societies in some countries and to approach ASAS about partnering as appropriate were recommended. An overwhelming response in the survey was to establish regional meetings/symposia of ADSA in Asia, Europe and Latin America; the ad hoc Committee recommended the ADSA Board consider establishing such meetings. Also, survey respondents strongly asked ADSA to provide "certificates of participation" when members from Latin America (50% response rate) or Asia (25% response rate) attended the Association's annual meeting.

CAST. This past fall Bill Sandine stepped down as ADSA representative to the Council for Agricultural

Science and Technology (CAST). Bill provided excellent representation for the Association and the dairy food system to the Council for 4 years. Thanks, Bill. Harold Swaisgood, North Carolina State University, will replace Bill as ADSA's representative to CAST. Thank you.

I want to extend my thanks to all members for the opportunity to serve; it has been professionally and personally challenging and gratifying. I want to thank members of the Board for their industry and for being willing "to get out of the box" some times. Special thanks, on behalf of the membership, the Board, and me are extended to outgoing Board members Kathryn Boor and Gary Hartnell. Both have been mentioned previously in this report for their significant work this past year.

When I became Vice President July 2001, Brenda Carlson had been Executive Director of ADSA for less than 6 months. She has done an excellent job in keeping the Association on-track during transition as well as establishing her own Annual Plan of Work. Officers and Board members come and go as elected volunteers, but the Executive Director is recognized as the "go-to person" for ADSA. We are fortunate to have a go-to person with such passion for and allegiance to ADSA. Midway through my term, Mary Lou Sproat joined the team as Administrative Assistant. She has done an excellent job on many fronts; especially noteworthy—she is in charge of facilitating the annual Awards Program. Thanks to both of these outstanding professionals.

Finally, I am certain that I have forgotten many individuals that deserve my compliment—thank you very much for your work and support. Looking forward . . .