ASSOCIATION AFFAIRS

Business Management of American Dairy Science Association:
A Historical Review

WALTER L. DUNKLEY
Department of Food Science and Technology
University of California
Davis 95616

ABSTRACT

The history covers business affairs of the American Dairy Science Association from its establishment in 1906 to the Annual Meeting in 1985, following the death of the first Executive Secretary, C. J. Cruse. The Association started as a group of 18 dairy instructors and research scientists who organized as the National Association of Dairy Instructors and Investigators. By 1985, the Association had expanded into an international organization, which conducted annual meetings, had a headquarters office with a staff of 19, provided management services for six other organizations and published the Journal of Dairy Science, five journals for other organizations, and numerous miscellaneous publications. The review includes a brief history of the Association, constitution and bylaws, management role of the Secretary Treasurer, Journal of Dairy Science, incorporation, The Association office, and trends and recent developments.

INTRODUCTION

The American Dairy Science Association has evolved from a small gathering of dedicated dairy instructors at the University of Illinois in 1906 to a major international scientific organization with over 3000 members in more than 50 countries. The Association publishes the Journal of Dairy Science, owns and operates its own business office, and holds annual meetings, usually on university campuses, with 1400 to 2000 in attendance. In addition, the Association office provides management services for six other organizations and publishes five other journals and numerous miscellaneous publications.

This brief history is intended to outline the changes that have taken place in business management of ADSA from its inception to the end of the 1985 Annual Meeting. Such information may be helpful to new members and officers of ADSA and to officers of other organizations for which the Association office provides management services.

Much of the history of ADSA has been documented thoroughly by the Association's former historian, G. Malcolm Trout, in his numerous historical articles (23, 24, 25, 26, 27, 28, 29, 30, 31, 32, 33), and by Fraser (13). There are two other important sources of information on history and business management. 1) the 1985 Membership Directory (7), which includes sections on past presidents of ADSA, attendance at Annual Meetings, ADSA awardees, constitution and by-laws of ADSA, "Handbook for Officers, Committees, and Representatives of ADSA", and a geographical and alphabetical listing of members; and 2) the Journal of Dairy Science, especially the Association Affairs section. In recent years the September issue has contained the report on the Annual Meetings, including the Presidential Address; minutes of meetings of the Board of Directors, Executive Committee, and the annual Association business meeting (including reports of the Production, Dairy Foods, and Student Affiliate Divisions); citations for awards presented at the annual meetings; and a list of officers, committees, and representatives of ADSA for the year. (Beginning in 1987, these reports on the Annual Meeting and list of officers, committees, and representatives are in the December issue.) In other issues, the Association Affairs section contains items such as announcements, the call for papers for annual meetings, reports of special committees, and in January issues, instructions for authors of JDS.

Received August 11, 1988.
Accepted September 2, 1988.

1 ADSA Historian.
Some information important to history of the Association's business management is not filed in libraries but is available in the archives at the Association office. Examples are Association newsletters and sections in early issues of the Journal, which were not numbered cumulatively in volumes and therefore are not included in bound volumes in many libraries.

**BRIEF HISTORY OF ADSA**

Trout (24) in describing the first 50 yr of ADSA, identified four distinct periods: 1) the foundation period, 2) the dark era, 3) the Journal establishment years, and 4) the summer-meeting-on-campus period. A fifth era should now be added — the period following the establishment of the Association office. The foundation period consisted of three meetings, in 1906, 1907, and 1908. In 1906, 18 dairy instructors and researchers met at the University of Illinois and established the “National Association of Dairy Instructors and Investigators”, the original name of ADSA. At the meeting, a constitution was adopted, officers were elected, an Executive Committee and seven other committees were established, and 17 papers were read. The 1907 meeting consisted of a business meeting with an attendance of 21, held in conjunction with the National Dairy Show in Chicago. The 1908 meeting of the Association, by then known as the “Official Dairy Instructors’ Association”, was held at Cornell University. Membership had increased to 69 from 26 states. The program consisted mainly of discussions and action on committee reports. This established a pattern of activities for the Association.

Trout used the designation “the dark era” to refer to the period from 1908 to 1917, because little information is available about it and little was accomplished. During this era, the Association survived while holding annual meetings at dairy shows (7 yr) or on college campuses (2 yr).

During the Journal-establishment years, 1917 to 1926, the highlight of the Association’s activities was the establishment of the *Journal of Dairy Science*. Annual Meetings were held in conjunction with dairy shows, but the Journal became a major activity and a uniting force for the Association.

The summer-meeting-on-campus period started with the 1927 meeting at the Michigan Agricultural College. Summer meetings on campuses, separate from dairy shows, proved so successful that they set the pattern for most Annual Meetings since then. A feature of ADSA meetings is that many members include families in a vacation trip to attend the annual meeting, which has fostered camaraderie among members and their families.

The establishment-of-the-Association-office period includes the years 1966 to 1985, after the appointment of the first full-time Executive Secretary, C. J. Cruse. During this period there was a marked expansion of business activities such as in improving services for officers, committees, and members; achieving economies in publishing the *Journal of Dairy Science*; and sharing management services with other organizations. The appointment of C. J. Cruse as the first Executive Secretary of ADSA started a new era in the development of the Association.

**PRINCIPAL ACTIVITIES OF ADSA**

The principal activities of the Association have changed over the years. They have been determined largely by dominant issues influencing the dairy industry — economic and political as well as scientific and technological. Many of the important developments in ADSA have been through committees, sections, and divisions. Early emphasis is indicated by the committee reports presented and discussed at the 1908 meeting at Cornell — Dairy Score Cards, National Dairy Register of Merit, Our Relations to the National Dairy Show, Courses of Instruction, Experimental Work: Production, Experiment Work: Manufacturers, Standards for Dairy Products, Extension Work, Extension Work in the United States, Official Testing, Cooperative Work, and Cow Testing Associations. Advanced Registry and Official Testing apparently dominated discussions in early meetings (24).

The 1920 revision of the Association’s constitution provided for subdivisions organized both geographically and based on subjects. Thereafter, active sections were organized for Production, Official Testing and Advanced Registry, Manufacturing and Extension, and for the Eastern, Southern, and Western regions.
One of the most significant accomplishments of ADSA was the establishment of *Journal of Dairy Science* (30) In addition, the Association has a long history of activity related to student contests on judging of dairy cattle (since 1909) and dairy products (since 1922) (32). The awards program, to encourage and recognize outstanding achievements in dairy research, teaching, and extension (4, 24, 27), started in 1937 with the establishment of the Borden Awards in Production and Manufacturing and expanded to become a major Association activity. The Student Affiliate Division has served to stimulate development of new leaders for the dairy field (28, 29). Appointment and activity of ADSA representatives to many other professional and scientific organizations has enabled Association members to make major contributions to developments in many fields of science and agriculture in addition to dairy science. Expansion of functions in the Association office to provide management services for other professional organizations is an activity that benefits other societies as well as ADSA.

**CONSTITUTION AND BYLAWS**

The numerous revisions of the Association's constitution and bylaws (24, 33) document some of the major changes in organizational structure and business administration of ADSA (Table 1). The first constitution, only 98 words, as adopted at the organizing meeting in 1906 (18) was:

Article I. NAME. — The name of this organization shall be the NATIONAL ASSOCIATION OF DAIRY INSTRUCTORS AND INVESTIGATORS.

Article II. OBJECT. — To advance the interests of dairy instruction and investigation.

Article III. MEMBERSHIP. — Dairy instructors and investigators (of college rank) in the Agricultural Colleges, Experiment Stations, and Dairy Divisions of the United States and Canada may become members of this Association upon payment of fifty cents to the Secretary-Treasurer.

Article IV. OFFICERS. — The officers shall be a President, Vice President, and a Secretary-Treasurer, who shall hold office for one year, or until their successors are elected.

Subsequent revisions of the constitution added detail and length. Table 1 lists the most important changes related to organization and management and provides citations to the revisions.

The 1908 revision changed the name to Official Dairy Instructors' Association and raised the dues to $1.00.

A major revision of the Constitution and Bylaws was adopted at the 1920 Annual Meeting. This revision stated: "the name shall be American Dairy Science Association." The objective was "to advance the general welfare of the dairy industry, especially by the improvement of dairy instruction, by the stimulation of scientific research in all phases of the subject and by the improvement in methods of conducting extension work." Provision was made for two classes of membership — active and associate. Officers were President and Vice President, elected for 1-yr terms, and Secretary-Treasurer and Journal Editor elected for 2-yr terms, with elections by mail ballot. The Executive Committee, consisting of the President, Vice President, Secretary-Treasurer, and the presiding officers of divisions of the Society, was authorized "to transact such business of the Association as demands attention while the Association is not in session." Provision was made for organizing divisions based on geographical considerations and sections based on specialized interests. Chairmen of the divisions were ex officio Vice Presidents of the Association. Amendments to the constitution could be made by a two-thirds vote at any regular meeting if approved first by a majority of the Executive Committee, or by a mail ballot with a two-thirds affirmative vote of all voting and with a majority of the membership voting. Bylaws included other provisions, such as setting the annual dues at $3.00, which included the *Journal of Dairy Science*.

The 1922 revision of the constitution eliminated the provision for associate membership in the Association. The 1925 revision reinstated associate membership with a broader scope to include college students specializing in dairying and provided for establishing student chapters of the Association. Revisions of the bylaws in 1922 set annual dues at $5.00 and in 1925 set associate member dues at 50¢ without the Journal.

The 1931 revision, approved by a mail ballot of members, related to officers and the Execu-
tive Committee. Provisions included election of the President and Vice President for 1-yr terms and appointment of the Secretary-Treasurer by the Executive Committee, with the term of office left to the Committee. The Executive Committee was changed to President, Vice President, and the Chairmen of sections, which no longer included the appointed officers (Secretary-Treasurer and Editor), and included Chairmen of sections instead of division Chairmen (that is, Chairmen of geographic divisions, at present called Branches).

Revisions of the constitution needed to meet requirements of the laws of the District of Columbia, under which the Association had been incorporated, were reported to the Executive Committee by the Committee on Constitution at the 1932 meeting, but the proposed amendments were not ratified because the voting did not meet the requirement in the constitution that a majority of the members vote. The Committee on Constitution proposed revisions of the bylaws to permit amendments to the bylaws by a vote of members at Association business meetings and to effect the other changes recommended earlier. The proposed amendments were approved by the Executive Committee and by a unanimous vote of members at the 1933 business meeting. The provisions regarding officers and directors were implemented in 1933, although they were not published in *Journal of Dairy Science* until 1934.

The new bylaws made important changes in organization and management of the Association. Provisions included were:

1. Officers were President, Vice President, Secretary-Treasurer, Journal Editor, and Directors.
2. Election of the Vice President for 1 yr, then automatically succeeding to President.
3. Election of Secretary-Treasurer and Journal Editor by the Board of Directors for terms prescribed by the Board.
4. Election of three Directors for 3-yr terms, one retiring each year.
5. Board of Directors (to include the President, Vice President, and Directors, with the Secretary-Treasurer an ex officio member) to have full control of business of the Corporation with “all the rights and powers vested in the Corporation by the laws of the District of Columbia.”
6. Journal Management Committee, elected by the Board of Directors, was to have general supervision of the Journal.
7. Other committees could be appointed by the Board of Directors.
8. Duties of Secretary-Treasurer were to maintain records, minutes, and membership lists and to disburse funds when properly authorized.
9. Duties of Journal Editor were to have direct charge of details of editorial and business management of the Journal.

The 1938 amendment to the bylaws included three changes that impacted organization and administration of the Association. The Board of Directors was increased to 10 members by adding the retiring President and three more Directors for a total of six, two to be elected each year. The associate membership class was eliminated again. The Board of Directors was authorized to set membership dues instead of specifying them in the constitution or bylaws.

The 1943 revision reorganized the constitution and bylaws by including four articles in the constitution (name, object, membership, officers) and seven in the bylaws (duties of officers, election of officers, meetings, organization of divisions, *Journal of Dairy Science*, amendments, and effective date of constitution and bylaws). Provisions in the constitution were consistent with the 1938 bylaws except that the Board of Directors was called the Executive Board, and the Journal Management Committee was reconstituted to consist of three members elected for 3-yr terms with one retiring each year, plus the Secretary-Treasurer and Journal Editor as ex officio members.

Changes resulting from the 1955 revision were establishing a student affiliate membership class and increasing the favorable vote required for approval of amendments at annual meetings from two-thirds to three-quarters of members present, with at least 5% of members present and with notification of the proposal for the amendment before the vote. Revisions of the bylaws included more detail regarding duties of officers and the Executive Board, and authorized establishment of three Association awards (now
Life Membership, Award of Honor, and Distinguished Service Award).

Between 1958 and 1961, several revisions of the bylaws were made clarifying procedures for nomination and election of officers and pertaining to the awards made by the Association. These were incorporated in the constitution and bylaws published in 1961, along with a change in the constitution that provided for three classes of membership — professional member, student affiliate, and sustaining.

The 1968 revisions introduced a number of changes related to organization and management. The constitution had eight articles dealing with name, seal, purpose, membership, Board of Directors, meetings, amendments, and dissolution. The principal changes from the 1962 constitution were the description of the seal, a more detailed statement of purpose, a definition of eligibility for membership, and change of name of the Executive Board to Board of Directors. The principal changes in the bylaws were:

1. Specified classes of members as professional, industry, student affiliate, and life.
2. Described organization as two professional divisions (with sections based on specialized professional functions), a Student Affiliate Division, and regional branches.
3. Provided for constitution and bylaws of divisions, officers and councils of divisions, and regional branches of the Student Affiliate Division.
4. Specified one professional division organized around the disciplines and their applications to the production phases of the dairy industry, and the other, the processing and distribution phases.
5. Specified composition and duties of nominating committees of the divisions, including that the responsibility for nominating the candidates for Vice President be alternated between the two professional divisions.
6. Provided for the Board to establish an executive committee consisting of President, Vice President, and one member elected from the Board.
7. Authorized the Board to appoint other committees of the Board or the Association.
8. Specified duties of the Executive Secretary, which were enlarged from those previously assigned to the Secretary-Treasurer.
9. Provided for the Board to appoint a Treasurer with duties designated by the Board.

The 1968 revision of the constitution was the last major revision to the present. The 1975 revision of the bylaws changed the name industry member to Sustaining Member. Changes made by the 1979 revision were additions of the Executive Secretary and the Treasurer to the Executive Committee as nonvoting members, authorization for the Executive Committee to delegate duties of the Executive Secretary to an Assistant Executive Secretary, and specifying duties of the Treasurer in greater detail.

Table 1 includes citations for the constitutions and bylaws of the divisions. In general, they do not have a significant influence on management of the Association so they are not discussed here.

**MANAGEMENT ROLE OF SECRETARY-TREASURER**

During early years of the Association, business affairs were managed principally by the Secretary-Treasurer. The first constitution established the elective office of Secretary-Treasurer and stated that dues be paid to the Secretary-Treasurer. The 1920 revision of the constitution added the Journal Editor as an elective officer. The Editor's responsibilities were limited to editorial matters because, by the agreement with Williams and Wilkins Co., the Journal publisher, the company was responsible for all management functions.

The Secretary-Treasurer was elected annually but early incumbents typically served for 2 to 4 yr [Table 1 in (24)]. After incorporation of the Association, purchase of the Journal, and assumption by the Association of responsibilities for managing the Journal, the workload of the Secretary-Treasurer increased greatly. Benefits of continuity from longer terms in office became evident, and four Secretary-Treasurers served for multi-term periods — R. R. Graves, 6 yr; R. B. Stoltz, 13 yr; R. P. Ellsworth, 6 yr; and H. F. Judkins, 9 yr.

**THE JOURNAL OF DAIRY SCIENCE**

Perhaps no single introduction has so influenced the development and world status of the American Dairy Science Association as the

Journal of Dairy Science Vol. 72, No. 1, 1989
establishment of *Journal of Dairy Science* in 1917. This was a pioneering step. (24)

In his Presidential Address before the Official Dairy Instructors Association in 1913, J. H. Frandsen “extolled the virtues of a publication devoted exclusively to articles on dairying” (24). By 1916, the Executive Committee was empowered to appoint an Editor-in-Chief and approve a publication contract with Williams and Wilkins Company for publishing a bimonthly journal. J. H. Frandsen was elected Editor, but the first issue was delayed pending the change in name of the organization (14). In accordance with the new name, the Journal was named *Journal of Dairy Science*.

Early history of the Journal is well-documented elsewhere (24, 30). Only business-related aspects are summarized here, with emphasis on developments since Trout’s history of the Journal (30).

### TABLE 1. Revisions of the constitution and bylaws of ADSA and its divisions.

<table>
<thead>
<tr>
<th>Year</th>
<th>Principal changes¹</th>
<th>Citation²</th>
</tr>
</thead>
<tbody>
<tr>
<td>1906</td>
<td>Name, dues</td>
<td>(18)</td>
</tr>
<tr>
<td>1908</td>
<td>First Revision</td>
<td>(20)</td>
</tr>
<tr>
<td>1920</td>
<td>Extensive revision, including name, membership, officers</td>
<td>(1)</td>
</tr>
<tr>
<td>1922</td>
<td>Membership, elections</td>
<td>JDS 5:194</td>
</tr>
<tr>
<td>1925</td>
<td>Membership, student chapters</td>
<td>JDS 8:453</td>
</tr>
<tr>
<td>1931</td>
<td>Officers, elections, executive committee</td>
<td>JDS 14:546</td>
</tr>
<tr>
<td>1933</td>
<td>Bylaws: officers, Board of Directors, committees, amendments</td>
<td>JDS 17:243</td>
</tr>
<tr>
<td>1938</td>
<td>Bylaws: Board of Directors, establishing dues, membership</td>
<td>JDS 21:509</td>
</tr>
<tr>
<td>1943</td>
<td>Reorganized constitution and bylaws, executive board, committees</td>
<td>JDS 26:788</td>
</tr>
<tr>
<td>1955</td>
<td>Membership, duties of officers, new awards, amendments</td>
<td>JDS 38:1177</td>
</tr>
<tr>
<td>1958</td>
<td>Membership, duties of officers, new awards, amendments</td>
<td>JDS 41:1133</td>
</tr>
<tr>
<td>1959</td>
<td>Bylaws, nominations and elections</td>
<td>JDS 42:1424</td>
</tr>
<tr>
<td>1960</td>
<td>Association awards</td>
<td>JDS 43:753</td>
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<tr>
<td>1961</td>
<td>Association awards</td>
<td>JDS 44:775</td>
</tr>
<tr>
<td>1962</td>
<td>Sustaining membership</td>
<td>JDS 45:137</td>
</tr>
<tr>
<td>1968</td>
<td>Reorganization of constitution and bylaws, seal, purpose, membership, Executive Board, organization of divisions, sections, and branches, Executive and Nominating Committees, duties of Executive Secretary and Treasurer</td>
<td>JDS 51:1555</td>
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<tr>
<td>1975</td>
<td>Sustaining membership</td>
<td>JDS 58:803</td>
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<tr>
<td>1979</td>
<td>Executive Committee, duties of Executive Secretary and Treasurer</td>
<td>(5, 7)</td>
</tr>
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</table>

**Division bylaws**

<table>
<thead>
<tr>
<th>Year</th>
<th>Principal changes</th>
<th>Citation²</th>
</tr>
</thead>
<tbody>
<tr>
<td>1947</td>
<td>Manufacturing section</td>
<td>JDS 39:610</td>
</tr>
<tr>
<td>1970</td>
<td>Dairy Foods</td>
<td>JDS 53:499</td>
</tr>
<tr>
<td>1970</td>
<td>Production</td>
<td>JDS 53:501</td>
</tr>
<tr>
<td>1970</td>
<td>Student Affiliate</td>
<td>JDS 53:505</td>
</tr>
<tr>
<td>1975</td>
<td>Dairy Foods</td>
<td>JDS 58:808</td>
</tr>
<tr>
<td>1975</td>
<td>Production</td>
<td>JDS 58:810</td>
</tr>
<tr>
<td>1975</td>
<td>Student Affiliate</td>
<td>JDS 58:813</td>
</tr>
<tr>
<td>1980</td>
<td>Dairy Foods</td>
<td>JDS 63:695</td>
</tr>
<tr>
<td>1981</td>
<td>Production</td>
<td>JDS 64:870</td>
</tr>
</tbody>
</table>

¹ Related to organization and management.

² In *Journal of Dairy Science* (JDS) or cited in references.
By agreement with Williams and Wilkins Company in 1917, that company owned the journal and carried out all management functions related to it - publishing, copyrighting, soliciting advertising, setting the subscription price, maintaining the mailing list, and keeping financial records. The Association had primary responsibility for editorial policy and providing the Editor. The Association records do not include detail regarding the purchase of the Journal from Williams and Wilkins in 1931. The January 1932 issue was the first to state "published by American Dairy Science Association". When the Association acquired ownership and began publishing the Journal the principal responsibilities for management were assigned to the Journal Management Committee and the Editor. The first Journal Management Committee, consisting of O. F. Hunziker, R. R. Graves, and A. A. Borland, was appointed in 1931 and served for 13 yr. Beginning in 1944, the committee membership pattern changed from long-term tenure to 3-yr terms with the senior member as Chairman. The 1985 Handbook (6, 7) provided for a Journal Management Committee of four members appointed for 4-yr terms, plus as ex officio members, the Editor(s), Executive Secretary, and an appointee from the Board. The Committee recommends management policy and actions subject to approval by the Board of Directors.

The Journal Management Committee has played an important role in management of the Journal and continues to do so. It works closely with the Editors and the Executive Secretary, who are ex officio members. The committee (or its subcommittees) develops statements of policy, approves guidelines for contributions to the Journal, appoints members of the Editorial Board, and recommends appointments of the Editor and Associate Editor.

Trout's review (30) included the period up to the editorship of E. O. Herreid. L. D. McGilliard was appointed Associate Editor in 1969 and succeeded Herreid as Editor-in-Chief in 1973. Editor McGilliard served until 1984 with the assistance of Associate Editor C. A. Ernstrom from 1974 (except for July 1977 to February 1978 when he was relieved by E. G. Hammond). Ernstrom became Editor-in-Chief on January 1985, and G. H. Schmidt was appointed Associate Editor.

From 1932 until December 1952, Science Press Printing Company, Lancaster, PA, printed the Journal. Beginning with the January 1953 issue, the Journal was printed by Garrard Press, Champaign, IL. A special committee introduced a reorganization of assigned responsibilities whereby all routine steps in preparing the Journal for the printer and mailing it to members and subscribers were assigned to the professional staff of Garrard Press. Garrard Press became R. F. Colwell Printing Corporation in 1966 and continued printing the Journal until 1973. The January 1973 through April 1975 issues were printed at Wayside Press. Since May 1975, JDS has been printed at Kowa Graphics, Champaign, IL.

Claude Cruse was an employee of Garrard Press from 1951 to 1966, and he became very familiar with the Journal. This early experience was valuable to Cruse and to the Association as the Association office took over increased responsibility for preparing the Journal for printing.

Cruse and Editor Herreid, recognizing that linotype composition was rapidly becoming obsolete, began working stepwise toward changing the printing of the Journal from the traditional linotype hot metal composition and letterpress printing to cold type composition and offset lithography. The Association took over part of the functions for production and distribution of the Journal, such as preparing camera-ready copy and maintaining the mailing list. These changes necessitated hiring new staff, acquiring new equipment, and increasing workspace. In February 1970, new office space was occupied. A position for a part-time Technical Editor was established in 1972. By 1975, the editorial department staff had increased to five, and new IBM typesetting equipment was installed. The May 1975 issue of the Journal was the first to show the new look from in-house composition and offset lithography. The new system was introduced for Journal of Animal Science with the July issue, for Biology of Reproduction with the August issue, and for others later. Additional economies for ADSA and the other organizations served by the Association office resulted from introducing in 1978 the then state-of-
the-art IBM Magnetic Card Composer and in 1985 from purchasing a special camera for copy preparation.

In spite of these introductions of economical methods of production, the cost of publishing the Journal continued to increase. Part of the increase was because of the increased number of pages in the volumes. Much of the increased cost was covered by increasing membership dues. Other sources of income were advertising, sale of reprints (beginning in 1955), subscriptions paid by institutional, industry, or sustaining members (started 1962), page charge assessment for publication of research papers (beginning in 1968), and production of various publications in addition to the Journal (e.g., proceedings of conferences and symposia).

Publication is the biggest business activity of ADSA. A brief summary does not do justice to this important activity. Society today is in the midst of a scientific and technological revolution in information dissemination (17). An update of Trout’s review (30), with emphasis on how the Association copes with the transition to the new technology, might be appropriate for a separate review a few years hence.

INcorporation

Incorporation of ADSA was in 1931. This was an important event pertaining to the business status of the Association. Records related to the incorporation are sparse, but a review of minutes of the business meetings from 1931 to 1934 summarizes the steps involved in incorporation, revision of the constitution necessitated by it, and assumption of responsibility for publication of the Journal.

In 1931, prior to the annual meeting, a revision of the constitution by a mail ballot changed some provisions related to Association officers. At the business meeting, the Executive Committee was authorized “to incorporate when and in such manner as may seem most desirable to the welfare of the Association and the publication of the Journal of Dairy Science”.

Certificate of Incorporation was recorded in the District of Columbia on November 7, 1931. It had five declarations, briefly:

1. The name or title is the American Dairy Science Association.
2. The term for the corporation is perpetual.
3. The business and objects of the corporation are “to advance the general welfare of the dairy industry by the improvement of dairy instruction, by the stimulation of scientific research in all phases of the dairy industry, and by improvements in methods of conducting extension work.”
4. “The number of trustees... for the first year... or until the first annual meeting... shall be four, which number may be increased as provided in the bylaws.” The names and addresses of the first directors, who were the incorporators, were J. C. McDowell, O. E. Reed, L. A. Rogers, who lived in Washington, DC, and R. R. Graves, of Kensington, MD.
5. “This corporation shall have all the rights and powers granted to such societies or corporations by the laws of the District of Columbia...”

At the time of incorporation, R. R. Graves was Secretary-Treasurer of the Association. The other three signers were “citizens of the District of Columbia”, which apparently was a requirement for the incorporation, but they were not elected officers of the Association.

During the 1932 Association meeting, the Committee on Constitution reported on additional changes needed to comply with the laws of District of Columbia. A motion was passed to expedite the revisions, and the Committee on Elections submitted nominations, which included directors for 1-, 2-, and 3-yr terms. Confusion was caused by failure of members to return enough ballots to ratify the proposed changes in the constitution but passage of the amendments to the bylaws at the 1933 meeting established procedures that complied with the laws governing the corporation. The changes included automatic succession from Vice President to President, election of a Board of Directors, and assignment to the Board of full control of business of the Association.

THE ASSOCIATION OFFICE

Establishment

C. H. Eckles, in his Presidential Address in 1922 (12), looked forward to the time when the Association would be able to employ a
full-time secretary and a salaried editor. Many years passed before his dream was fulfilled. Eventual establishment of an Association Office took place stepwise.

Incorporation of the Association and purchase of JDS in 1931 increased the workload so much that in 1936 there was further discussion of employing a business manager or secretary to be placed in the office of the editor. H. F. Judkins was a long-term proponent of establishing an Association office with a full-time secretary (E. O. Herreid, 1987, personal communication) and especially while Judkins was Secretary-Treasurer (1956-1964), he contributed actively to planning for transition to a permanent office.

At the Annual Meeting in Wisconsin in 1961, the Board approved a recommendation of the Business Management Committee to employ a full-time Secretary-Treasurer. The revision of the Constitution adopted the same year provided that “the Secretary-Treasurer and the Journal Editor shall be elected annually by the Executive Board.” The Business Management Committee presented six plans for reorganization, two of which provided for a full-time Secretary-Treasurer (21). At the Arizona meeting in 1964, Secretary-Treasurer Judkins resigned because of poor health. The Board appointed Editor E. O. Herreid Acting Secretary and C. J. Cruse Acting Treasurer, which supervised fiscal affairs. At the Kentucky meeting in 1965, the Board reappointed Herreid Secretary and Cruse Treasurer and approved a recommendation that a full-time Executive Secretary be employed.

Vice President R. Albrectsen and Editor Herreid were given an assignment to search for a permanent headquarters for ADSA (E. O. Herreid, 1987, personal communication). During visits to the American Dairy Association in Chicago and to the Milk Industry Foundation in Washington, they were warmly received by both organizations and were offered space, printing services, and other facilities needed for an office. They concluded, however, that the objectives and activities of ADSA differed so much from those of the organizations they had visited that it would be more appropriate for the Association to establish a separate office. This conclusion was reported to the Board.

During a 3-d meeting of the Board preceding the 1966 Annual Meeting in Oregon, Director S. Patton moved that C. J. Cruse be appointed Executive Secretary of ADSA, and the motion passed. President Nelson wrote a memorandum of understanding regarding the appointment (Figure 1). The memorandum was approved by the Board, typed, and signed by Nelson and Cruse. Nelson announced this important action of the Board in his Presidential Address (19) during the Opening Session of the Annual Meeting.

Cruse moved rapidly to establish the first Association Office. By the time he started full-time employment on September 1, 1966, he had rented office space and had started hiring staff.

**The Executive Secretary**

The roles of the Treasurer and the Finance Committee changed with the appointment of the Executive Secretary and establishment of the Association Office. In 1968, the Finance Committee was discontinued and its duties were assumed by the Executive Committee of the Board with one of its members to serve as Treasurer. The Treasurer was to be knowledgeable of the Association's business affairs and to work closely with the Association Office staff, but the appointees were not always voting members of the Board or Executive Committee.

The role of the Executive Secretary of ADSA was clarified more by Claude Cruse's initiative and management than by policy statements and directives from the Board (8). Cruse's earliest associations with ADSA were through his responsibilities with Garrard Press for Printing the *Journal of Dairy Science*, but his greatest contributions to the Association were through his service as manager. During his 18 yr as Executive Secretary, he played key roles in establishing the Association office, assembling and supervising a competent staff, selecting and arranging for the purchase of the Association's office building, improving the efficiency of printing *Journal of Dairy Science* and other journals and publications, providing management services for several other organizations, and many other developments that augmented benefits of the Association to its members and to the scientific community.

Cruse's effectiveness as Executive Secretary resulted in a rapid increase in his workload and
Figure 1. Draft of memorandum of understanding for employment of Claude J. Cruse as Executive Secretary of ADSA.

Figure 2. Claude J. Cruse, Executive Secretary of ADSA, 1966–1985.

increased dependence of the Association on its Executive Secretary. Illness of Cruse during the Annual Meeting in Guelph, Ontario, in 1974 alerted the Board to the need for back-up for the Executive Secretary. Accordingly, in 1975 Robert A. Schmidt was appointed Assistant Executive Secretary. Schmidt had previous experience for 18 yr with Twin City Printing Company, Garrard Press, and R. F. Colwell Printing Corporation in the graphic arts, publishing, and business administration. Assistant Executive Secretary Schmidt has been a valuable asset to the Association.

Cruse's sudden death in April 1985 was a serious loss to the Association as well as his family and friends. As a memorial, the Board dedicated the 1985 meeting of ADSA to
Cruse's memory and commissioned a portrait of him by artist Ed Blackwell of Carmel, IN (9).

After Cruse's death, the Board appointed Assistant Executive Secretary Schmidt as Interim Executive Secretary. A search committee, composed of the ADSA Executive Committee and one representative from each of the associations and societies managed by the Association office, conducted an extensive search and recommended two finalists. The Board selected Carl D. Johnson as Cruse's successor. Johnson has a B.A. in education and an M.A. in educational administration, and he had extensive previous experience in association management, including supervision of a large staff, administering production of seven journals, and directing membership development.

Location and Facilities

Cruse set up the Association's first office in a building at 903 Fairview Avenue, Urbana, IL (Figure 3). The offices consisted of three rooms, which provided space for two full-time employees and for Editor Herreid and his wife, Hazel (11). With added workload, the staff increased and space became inadequate. On February 26, 1970, the office was moved to five rooms in the Illinois Building, 113 North Neil Street, Champaign, Illinois (Figure 4). Two adjoining rooms were acquired in 1971, and in 1974 the office was moved to larger quarters in the same office building. Soon after, the building was targeted for takeover by a bank. Cruse suggested the Association purchase its own building, and the Board encouraged him to look into possible sites. He identified one and recommended it for purchase, but before the Board had time to act on the recommendation, the building was sold. The Board developed a mechanism to expedite action and encouraged Cruse to continue his research. In 1978, Cruse recommended purchase of a building that had just become vacant and was on the market for $150,000. He arranged inspections by contractors, city building and utility inspectors, and the Executive Committee. The Board unanimously voted approval for purchase. An offer of $125,000 was accepted. On November 20, 1978, the office staff moved into the Association's present building at 309 West Clark Street, Champaign, IL (Figure 5).

When purchased, the Association office building was an attractive, 17-year-old, one story brick building with 3000 ft$^2$ of floor space. It had been occupied previously by the Social Security Administration. New carpeting, shelving, blinds, ceiling fans, and a few acces-
Figure 4. Second office of ADSA, in the Illinois Building, 113 North Neil Street, Champaign, IL, from February 1970 to November 1978.

Figure 5. Present office of ADSA, 309 West Clark Street, Champaign, IL, occupied November 1978.
sories were purchased, but very little remodeling was required. The interior space in the building is basically open with the exception of three offices, which are occupied by the Executive Secretary, the Assistant Executive Secretary, and the ADSA Technical Editor. In addition to the three offices, there is a small shipping room and a camera dark room. In 1984 new carpeting was installed and the interior of the building was repainted.

TRENDS AND RECENT DEVELOPMENTS

Financial Activity

Membership dues have always provided most of the income for ADSA. The annual dues provide an interesting reflection of business activity of the Association as influenced by many factors, but especially the cost of publishing Journal of Dairy Science and inflation. Dues, starting at 50¢ in 1906, increased progressively: 1908, $1.00; 1920, $3.00; 1922, $5.00; 1950, $6.00; 1951, $8.00; 1962, $12.50; 1971, $16.00; 1980, $20.00; 1983, $35.00; and 1987, $45.00.

Minutes of Annual Meetings are not consistent in reporting financial information, but selected excerpts summarize growth of the Association's net worth. Some figures reported for either total assets, net worth, or capital were: 1930, $1411; 1935, $7133; 1959, $39,752; 1962, $52,044; 1966, $84,175; 1967, $67,924; 1968, $63,589; 1969, $128,000; 1970, $145,940; 1980, $368,807; 1982, $319,921; 1985, $513,441.

Before the Association established the Journal, it had little involvement in business. From 1917 Williams and Wilkins Co. managed all business related to the Journal, in most years at a loss. The Association's expenses were principally for activities of the Executive Secretary, Editor, and Annual Meetings.

At the 1922 Annual Meeting, allocations of funds were made to the Secretary and the Editor to "enable them to more rapidly advance the interests of the Association." The budget provided $300 for the Editor's salary and clerical help, $100 for the Secretary's salary, and $100 for expenses and clerical help for the Secretary. In 1923, income for the Association was reported as $625. Membership was then over 200, but a "get-a-member campaign" was organized with a goal of 500 members by the end of the year (it recruited 110 members). In 1928, because of concern that the Association's reserves were too small, Editor Dahlberg and Secretary-Treasurer Sherman agreed to use only $200 for each office, and they donated their own services. A financial reserve of $1200 was developed in 2 yr.

Purchase of Journal of Dairy Science in 1931 markedly increased financial responsibility of the Secretary-Treasurer, Journal Management Committee, and Association officers. "One of the Association's first objectives upon acquiring the Journal was to get out of debt and build up a financial reserve equal to one year's income" (30). To improve the financial status of the Association, aggressive membership campaigns brought in increased income from dues, especially under the leadership of President R. B. Stoltz (1934) and C. L. Roadhouse (1935).

Financial objectives were revised or stated differently from time to time. For example, in 1958: "It should be the objective of the Secretary-Treasurer to develop a reserve equal to 50% of the annual operating expenses of the Association." In 1977: "Our goal is to have a reserve in an amount equal to one year of operating expenses, which is considered sound business practise. Our operating expenses for 1976 amounted to $338,265 — we are one-third short of our goal."

Expenses increased with increasing business activity, which posed a challenge for Association leaders in achieving their financial objectives. Some conditions that had the greatest influence on operating expenses were inflation, increases in membership, increased size of the Journal, purchase of the Association's building, providing management services for other organizations, and liability protection. The wisdom of maintaining adequate reserves was illustrated in 1981 and 1982 when there was deficit spending of $129,000 attributable mainly to growth of the Journal, publication of the Diamond Jubilee issue of the Journal, and defense of a civil action lawsuit.

Relations with Other Organizations

American Dairy Science Association has a long history of cooperation with other scientific and industry organizations. Many of its early
annual meetings were held in conjunction with the National Dairy Show. Minutes of early meetings indicate that ADSA collaborated closely in a variety of professional activities with numerous other organizations, such as cosponsors of dairy cattle and dairy product judging contests, the National Research Council, and International Dairy Federation. An agreement for collaborative publication of abstracts in the *Journal of Dairy Science* was in effect with International Association of Ice Cream Manufacturers and International Association of Milk Dealers between 1936 and 1958. There was also an agreement with *Dairy Science Abstracts*, Commonwealth Bureau of Dairying, Reading, England for reduced cost subscriptions for members from 1958 to 1968. Many other examples of early collaboration of ADSA with other organizations could be given.

To formalize liaison and communication between the Association and other organizations, ADSA appoints Association representatives to the large number of organizations listed each year in the September issue of the Journal (December issue beginning in 1987). In 1985 ADSA had dues-paying affiliations with Council for Agricultural Science and Technology (CAST), Federation of Societies of Agricultural Science (FSAS), World Association of Animal Production, National Mastitis Council, American Association for Accreditation of Laboratory Animal Care, Farm Animal Welfare Coalition, US National Committee of the International Dairy Federation (USNAC-IDF), and Agricultural Research Institute.

The close ties of ADSA with other societies in the Intersociety Council warrant special mention. The Council started in 1965 with relatively informal meetings of the presidents and other officers of ADSA, American Society of Animal Science (ASAS), and Poultry Science Association (PSA) with three representatives from each. In 1979, American Meat Science Association (AMSA) joined the Council. Intersociety committees are appointed annually with provision for rotating members. At times concern has been expressed that some of the committees are inactive, but the Council keeps them intact to expedite prompt collaboration on new issues pertinent to a committee's responsibilities. The key role of the Intersociety Research Committee in organizing the Boyne Mountain Conference on "Food From Animals: Research to Feed to 21st Century" is one example of achievements of the Intersociety Council.

Minutes of the 4th and 10th meetings of the Intersociety Council (2, 3) provide examples of how the Council functions and the work it does. Members of the Intersociety committees and Association subcommittees are included in the annual list of committee appointments and annual reports of the committees are reviewed by the Executive Committee and Board. The Council and its committees serve a useful purpose in coordinating the interests and activities of societies with a common interest in animal foods. The principal business-related activities of the Council have been in expediting organization and publication of symposia, and of financing the Boyne Mountain Conference and publications related to it, and a follow-up conference in 1986.

A proposal for formation of a Federation of Animal Science and Technology Societies (FASTS), which was discussed from 1971 to 1975, might have had a major impact on business management of ADSA. From 1971 to 1973, a committee with representatives of ADSA, ASAS, and PSA developed a statement of need for a federation of societies concerned with production and processing of animal products and proposed objectives and a constitution for a Federation of American Societies for Animal Sciences (15). One objective was "to provide business management and other services for the constituent societies, if needed." It was proposed that the Federation take over the ADSA office, and its employees would become employees of the Federation. Also, the Federation would replace the Intersociety Council. At its meeting in June 1973, the ADSA Board reviewed the proposal and approved a revised document, which included a change of name to include technology and removed the statement regarding management of the ADSA Office. By 1974, PSA decided not to join the federation and ASAS discharged its representative to the FASTS committee. At its 1975 meeting, the ADSA Board "set aside" the FASTS proposal.

Membership of ADSA in CAST was discussed by the Executive Committee and Board several times beginning in 1971, but the Board was reluctant to incur the cost to the Association of $1.00 per member per year. A poll of
members in 1975 resulted in 663 favoring and 220 against affiliation. Affiliation started in 1976 to allow time for the Association to budget for the dues, which are the largest for the organizations with which ADSA has dues-paying affiliations ($2700 in 1985).

The ADSA Board and Executive Committee have given careful consideration to the costs and benefits of affiliation with other organizations. Affiliation with USNAC-IDF started in 1982 with dues of $1000, but the costs and benefits of some form of association with IDF had been discussed for many years previously. Since 1981, ADSA has appointed a representative to FSAS but contributions were made for only 2 yr (1982, 1983; FSAS was terminated in 1987). For many organizations, financial support takes the form of ADSA paying the expenses of its representatives to participate in the activities rather than as a direct contribution.

Management Services for Other Organizations

In the late 1960's, Cruse was approached by members of the ASAS inquiring if ADSA would consider offering management and publication services to ASAS. Because of the similarity in structure between ADSA and ASAS, responsibility of management services seemed appropriate. In 1970, a contract was negotiated with ASAS. After 1970, other organizations were added to the management services of ADSA. They include: Society for the Study of Reproduction in 1971, Weed Science Society of America (WSSA) in 1973, North Central Weed Control Conference in 1976, Poultry Science Association (PSA) in 1977, American Registry of Certified Animal Scientists in 1978 (This organization changed its name to American Registry of Professional Animal Scientists in 1984), Southern Weed Science Society in 1981, and International Embryo Transfer Society (IETS) in 1986. These societies total more than 30,000 individual names, which are maintained at the Association office. In the typesetting area, the total pages typeset have grown from 2500 in 1970 to more than 12,000 pages in 1985. Staff has grown from 5 in 1970 to 19 in 1985.

Management services have been beneficial to the societies served and also to ADSA. They provide economies of scale of management and publication functions and reduction of per member overhead costs for all the organizations. Some of the organizations that use the ADSA management services have sought increased roles in the management of the Association office. In 1985, the Board authorized the establishment of the Management Services Policy Committee, which has two representatives each from ADSA and ASAS and one from each of the other organizations. This committee serves an advisory function and does not usurp the management roles and functions of the Association office or the Board.

Liability Protection

In 1981, ADSA was sued for alleged libel and trade disparagement for publishing in the September 1980 Journal of Dairy Science a member's paper that reported results of research on a commercial product (10, 16, 22). After pursuing legal steps to resolve the case, the Association agreed to an out-of-court settlement. There was no admission of guilt or wrongdoing by ADSA. Prospects were good for winning the case in court, but the suit might have lasted for years and the cost would have been prohibitive. As it was, Association costs related to the case were estimated to be about $60,000, not counting all the time and effort spent on it by officers and directors and others involved in the court proceedings.

As a result of the suit, the Association broadened its liability insurance policy to cover legal defense in civil suits. The policy covers material published in the Journal, officers, directors, authors, and committee members for costs up to 2 million dollars for legal defense.

Automation

In 1984 the Board and the Association office started a thorough examination of automation for the Association office. The following year, the Board approved in principle a 5-year plan for automation to provide management of membership information, generating more detailed financial records, and replacing the then obsolete composition equipment with computerized typesetting with the option of adding the capability to support electronic transfer of journal manuscripts,
electronic publishing, and electronic retrieval (9).

RETROSPECT AND PROSPECT

The business affairs of ADSA have expanded with the Association to a large operation that by 1985 served not only its own members but also provided management services for six other organizations. The Association's structure, policies, facilities, and practices have changed over the years to adapt to the increased business activity.

The close of the 1985 Annual Meeting is a logical time to end this history. It was a milestone marking the end of an era in which the Association office established its major role in business affairs of ADSA and other organizations and the beginning of a new era during which many changes can already be foreseen. Claude Cruse, as Executive Secretary, largely shaped the pattern of Association management during the Establishment-of-the-Association-Office period. In the next era, with Carl Johnson as Executive Secretary, new directions can be expected. Already the 1985 meeting laid the groundwork for further developments in investing heavily in office automation to improve efficiency and service to members, providing expanded services to other organizations, and generally being increasingly responsive to the needs of members of ADSA and the other organizations it serves.

“What's past is prologue”
- Shakespeare

ACKNOWLEDGMENTS

The excellent histories by former historian G. Malcolm Trout were a prime source of documentation for this review. The historian acknowledges with thanks the helpful suggestions and reviews of many past officers of the Association. Special thanks are due L. G. Harmon, E. O. Herreid, L. D. McGilliard, L. H. Schultz, and Carl Johnson and his associates in the Association Office.

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