

## AMSA in the Year 2000

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I found this one of the most difficult assignments I have worked on in a long time. It seems easy to sit around a table and say, "You know, we ought to be doing this and the AMSA should be heading in this direction," and so on. It's a much more difficult assignment when you are asked to present it to the membership, make slides and write a paper for the proceedings. Projecting the future of the AMSA and the impact of change is a difficult assignment. What you will read is my personal opinion about the American Meat Science Association (AMSA) in the year 2000. I don't have a crystal ball, but since I have been very close to the operations of the AMSA for the past several years as a director and now as president, I have tried to envision AMSA activities in the year 2000. I have asked certain questions about AMSA and also tried to project certain changes that might take place. I firmly believe that we need to position the American Meat Science Association to be at the right place at this critical time in AMSA's evolution.

I have written some about this in the last several newsletters. The board has proposed a dues increase, which is part of the process of getting to where I believe the AMSA needs to target its position. As I said, what I am going to discuss is, in fact, my personal opinion, and the board has not reviewed the comments I will present today. The board has, however, discussed at considerable length the dues increase as a first step in the process. Thus, my goal is to expose you to more of the AMSA "inner workings" and where I believe we are headed. Hopefully, the discussion and material presented will stimulate your thinking on what the AMSA should look like by the year 2000.

### Role and Mission of the AMSA

We need to describe our role and mission, how we will be structured and how we can achieve our goals. Things are changing—we are not the same organization we were just a few short years ago. Some of the data I present may surprise you, just as I was surprised. Perhaps I should start this discussion with the history and evolution of the AMSA.

Our history has been built upon strong relationships with other organizations, and the people they represent. The AMSA had its roots long before it had a name. If you go back in our history, we have been very closely affiliated with the National Live Stock and Meat Board. The Meat Board was created in 1922, under the leadership of R.C. Pollock, a name you will hear more about—a man who had

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### Figure 1 How Did the American Meat Science Association Begin?

- 1922 Creation of the National Live Stock and Meat Board  
R.C. Pollock
- 1924 "Cooperative Meat Investigations"  
Annual Meeting
- 1926 First Meats Contest  
International Livestock Exposition
- 1942 World War II puts programs on hold
- 1946 Resumption of meat contests
- 1948 First Reciprocal Meat Conference
- 1964 Founding of the American Meat Science Association

a great vision as to what this industry needed. Initially, a series of annual events that were called "The Cooperative Meat Investigations" were held as part of the Meat Board's activities. The first meat judging contest grew out of these meetings in 1926 and is a Meat Board program that has continued to this day.

World War II put all Meat Board activities on hold, but they resumed with the first Reciprocal Meat Conference (RMC) in 1948. The American Meat Science Association was formed in 1964 as a natural evolution from the RMC, with the encouragement of the philosophies of R.C. Pollock, Carl Neumann, David Stroud, John Huston and others. They shared a vision of in whose hands the science and education of meat should be placed. While my views about the AMSA may be clouded by my biases, it's clear that the historical bond between the AMSA and the Meat Board has strong roots back to 1924.

### AMSA Membership

We have three basic categories of membership—professional, student and emeritus (which is today a significant and quite active group). If you break that down further, you quickly realize that we are probably quite a different organization than you would have expected. If we had asked each of you to write down an estimate of the membership distribution of the AMSA, it likely would have been significantly different from the data in Figure 2. About 74% of our members are in the professional category. Individuals who have their mailing address at universities are a large component (23.1%) of the professional membership. Members representing the USDA and other governmental agencies comprise 4.3%. Another group representing the check-off boards, the Meat Board and various trade associations make up 2.1%. There are 20.1% of our members who come from organizations whose name and address reflect meat/food processing companies. Consultants and private laboratories constitute 2.7%, while suppliers make up 8.5%.

Figure 2

**Where Do the Members Come From?**

74.0%	PROFESSIONAL
23.1%	Universities
4.3%	USDA/Government
2.1%	Meat Board, Check-Off Boards and Trade Associations
20.1%	Meat/Food Companies
2.7%	Consulting/Private Laboratories
8.5%	Suppliers
13.2%	International
16.7%	STUDENTS
9.3%	EMERITI

About 13.2% are international members, a much larger group than I think most of us realize. Our student members constitute 16.7% and our emeriti members make up 9.3%.

When I look to the future, it is obvious that we have unique strengths to build upon. The first is that this organization has a very rich tradition, with a large group of individuals having a true *esprit de corps* when it comes to AMSA. I believe that our major thrust in the future must be to exploit the fact that we are the leading source of science and technology about muscle foods. With our member mix, this is the real strength of AMSA. This strength makes us a natural to examine innovative and creative methods for the delivery of science and education programs.

Secondly, we, as an organization and as individual members, are very deeply involved in the training of new professional talent—that of our student members. I believe we must also continue to be strongly involved in the development and dissemination of accurate and balanced educational information. We need to assist the industry with strong programs for education at all levels. We have a large base of expertise within our diverse membership. The industry needs and wants assistance and it ought to be good assistance. We have a clear mandate to do things that will make our products be perceived as, and in fact be, safe and wholesome. We clearly need to identify, understand and address in our long-range plan those issues that are in the consumer's best interest.

Looking at the structure of the American Meat Science Association, I believe we are a maturing organization. We clearly have made some dramatic transitions from earlier days. I believe we must continue to broaden our base. Our foundation can be broadened further than it now is, and we need to be much more flexible, so that we can adjust quickly.

### **AMSA and Relationships with Other Organizations**

We have strong relationships today with many groups. First and foremost, we have had a long and very fruitful relationship with the National Live Stock and Meat Board. This includes cooperative efforts such as this Reciprocal Meat Conference and the Meat Board's interaction with the RMC program and proceedings. The Meat Judging Contests are another program with a long history of partnering with the Meat Board.

Another long-standing relationship has been with the American Meat Institute (AMI). The Meat Industry Research

Figure 3

**AMSA Relationships: National Live Stock and Meat Board**

1. Long Standing Meat Board Relationships
  - Reciprocal Meat Conference Program & Proceedings
2. Short Term Special Projects
  - Information/Educational Activities
  - Special One-Time Assignments
3. Long Term Special Projects
  - Meat Judging Contests
  - Youth Meat Programs
  - Meat Animal Evaluation Handbook

Conference, technical short courses, home study programs and "white paper" summaries of science applied to meat industry problems are examples of this relationship.

The type of programs that the AMSA has delivered to consumers falls into several categories. In many cases, programs have been the result of efforts by individual members rather than by the AMSA as a professional society. However, this offers great opportunities for AMSA growth. If we're going to be successful in the future, we must be an organization whose credibility is high and opinions accepted by some who may not accept them today. We must be an unbiased source of science and technology information, and we must, therefore, be much more attuned as an organization to consumer concerns than perhaps we are today.

After all, what is the muscle food industry all about? To be successful, my bias says we must partner with other groups of people. It's not new—we are already doing it. But perhaps we can expand and make it much more encom-

Figure 4

**AMSA Relationships: The American Meat Institute**

1. Long Standing AMI Relationships
  - Meat Industry Research Conference
2. Short Term Special Projects
  - Specific Research for Current Problems
  - "White Paper" Science Summaries
3. Long Term Special Projects
  - Variety of Technical Short Courses
  - Revitalization of Home Study Program

Figure 5

**AMSA Relationships: Consumers and Consumer Groups**

1. Expanded Consumer Educational Programs
  - Educational Programs and Materials
  - Outreach Programs
2. Information Source and Direct Programs for Consumer Groups
  - Educational Programs and Materials
  - Contracted Service Programs
3. Media Educational Materials
  - Media Information Source
  - Educational Programs and Materials

**Figure 6**  
**Partnering AMSA: National Live Stock  
 and Meat Board**

Meat Science Programs  
 RMC Program  
 RMC Proceedings  
 Research/Information Programs  
 Youth Meat Science Program  
 Value Based Marketing  
 "Lessons on Meat"  
 "Meat Evaluation Handbook"  
 "NAMP Meat Buyers Guide"  
 "CARDS"

passing. Within the National Live Stock and Meat Board, we have had a long and fruitful relationship with the Meat Science program. It is very important that we continue to expand and build upon this relationship with the Meat Board. The Reciprocal Meat Conference program and proceedings are very important and have been supported for many years by Meat Board funding and staff effort—a very strong partnering arrangement indeed! Other research and information packages have likewise been a long-standing part of this relationship. What role can the AMSA play in concert with the Meat Board for other research and educational programs and events?

The American Meat Institute is also a relationship that we've enjoyed. That relationship has been most visible with the Meat Industry Research Conference. Our members have also been very involved in conducting short courses, workshops and study programs, although these may not have been quite as visible as the MIRC. Again, they are examples of strong programs of education, science and technology for the industry. What role can the AMSA play in the future with the American Meat Institute for research, educational programs and events?

AMSA has developed relationships with other groups over the years, some of which are listed below. While these are perhaps obvious, I think we often take them too much for granted. Can the AMSA tailor programs and services for their needs? We have many examples of involvement with

**Figure 7**  
**Partnering AMSA: American Meat Institute**

Meat Industry Research Conference  
 Short Courses and Workshops  
 Home Study Course Program

**Figure 8**  
**Partnering AMSA**

National Cattlemen's Association  
 National Pork Producers Council  
 American Sheep Industry Association  
 National Association of Meat Purveyors  
 American Association of Meat Processors  
 USDA Food Safety & Inspection Service, Agricultural Marketing Service, Agricultural Research Service  
 Other Industry Organizations

the USDA agencies. Our members are involved with reviews of many documents and programs such as the Institutional Meat Purchasing Specifications (IMPS), microbiological standards and lamb grading standards, to name but a few. We have been involved in the Market Hog Guidelines for Hogs with the NPPC, and many similar projects have been completed with the NCA. It appears to me that there are many opportunities to do much more with such groups.

### A Look to the Future

As I look to the future of the American Meat Science Association, there are several personal thoughts about the structure and composition that I would like to share. I believe that we have matured and must continue to mature as an organization. This may take many forms, including a more global definition of meat. I feel we should be more aggressive in incorporating poultry and fish within our present definition of muscle foods. This would help us broaden our base and provide wider services to the muscle food industry. Since many of the leading traditionally-based companies have diversified into other muscle foods, it seems natural that we should be moving in a similar direction.

We should evaluate the structure and terms of the Executive Board, with the aim at restructuring the board to encourage more member participation, thus spreading out the increasing number of work assignments, and contributing greater continuity and follow-through.

We need to start looking at the work load we place on the secretary-treasurer. The time will come when a paid part-time or full-time executive secretary will be needed, with this person implementing the Executive Board's expanding role of the AMSA and providing continuity for the volunteer board members. Our budget must be more flexible, to help maintain a balance among the various AMSA program activities. Increased sources of revenue for the budget are essential, starting with the proposed dues increase. We currently are demanding more and more of the secretary-treasurer's time, whose services are now handled from within the Meat Science workload, which is already overloaded.

We need to expand our Sustaining Member program and aggressively institute the new Endowment Program. While continuing our strong relationship with the National Live Stock and Meat Board, that relationship must become more of a partnership and one less dependent upon the Meat Science budget.

### The Role and Mission of the AMSA in the Year 2000

As we approach the year 2000, the role and mission of the AMSA must be clearly defined and reviewed each year by the board, and kept in focus under the guidance of the Long-Range Planning Committee. This will allow the various segments of the muscle food industry to identify and relate to the total AMSA program.

It is critical that the Role and Mission Statement be developed, and be the focus for future Executive Board actions. This Role and Mission Statement might take the form of Figure 10.

## Where Do We Go From Here?

In the area of membership, my intuition says that our membership will grow, but at a fairly slow and steady pace. Some subgroup categories will not see significant membership increases. I think that our industry professional membership will continue to grow steadily, as it has in the last few years. This is a result of a concentrated effort on the part of the AMSA. Our student numbers will continue to grow, as will our international membership. I think our memberships from academia will remain stable or possibly decrease slightly, at least as a percentage of total membership. Our Emeriti membership will likely remain about the same as now.

Figure 9

### Look to the Future: Structure and Composition

We must continue to:

- Mature as an organization
- Broaden the base or foundation
- Increase flexibility

Figure 10

### Look to the Future: Role and Mission of the AMSA

1. To maintain and promote the traditional *esprit de corps* long valued in the AMSA.
2. To be the source of science and technology for muscle foods.
3. To be creative and innovative with new approaches to research and education.
4. To train and develop new talent for the professional base in muscle foods.
5. To develop and disseminate accurate and balanced information and educational materials.
6. To assist the industry in problem solving and technology utilization.
7. To assist the regulatory process in assuring safe and wholesome muscle foods.
8. To implement the consumers' best interest and thus the future of muscle foods.

We must seek ways to expand our relationships with others in the food industry sector. This should receive major emphasis by the membership of the AMSA, but should certainly not limit our scope and thinking.

I believe we can make the greatest progress by building upon our strengths, taking advantage of new opportunities and widening our present base. With this foundation, we will have greater flexibility for the future.

I listed some things I thought the Role and Mission Statement should include—meats and muscle food, science and technology, the training of new talent for this industry, and continuing awareness of the consumer and perceptions of safety and wholesomeness. The physical structure of the AMSA is bound to change in relation to the mission. We will continue to mature as an association, and we must continue to stress the professional side of our organization. To ac-

complish what I perceive as our future role in the industry, we must look critically at the bottom line in order to broaden our financial base.

Relationships will be critical to the accomplishment of AMSA goals. For a partnership to work, we must offer something to our partners. I think there are tremendous opportunities to work closely with both industry and other organizations to improve these relationships, especially in the regulatory process and with the consumer.

One of the things I believe we are going to see is greater opportunities to form new partnerships throughout the industry, and yes, even with governmental groups. These interactions could take many forms. I believe that we can support the industry by developing "white papers" and position papers based on the literature now existing in our many libraries, as well as new science and technology being developed in our laboratories. I believe that we could play a greater leadership and management role for meat judging activities, the Meat Industry Research Conference, short courses, home study programs and ex-

Figure 11

### AMSA in the Year 2000

1. Membership will increase - slow and steady
  - Industry
  - Students
  - International
2. Role and Mission
  - Meats
  - Muscle Foods
  - Science & Technology
  - Training New Talent
  - Consumer Oriented - Safety and Wholesomeness
3. Structure and Composition
  - More Mature & Professional
  - Broaden Financial Base
4. Relationships
  - National Live Stock and Meat Board
  - American Meat Institute
  - National Cattlemen's Association
  - National Pork Producer Council
  - American Sheep Industry Association
  - Western States Meat Association
  - National Association of Meat Purveyors
  - American Association of Meat Processors
  - Government Regulatory Agencies
  - Industry Meat/Food Companies
  - Industry Suppliers
  - Consumers

Figure 12

### Look to the Future: Relationships to Others

We must:

- Fine tune our long-held, cherished relationship with the National Live Stock and Meat Board.
- Expand and respond to industry needs including AMI, NCA, NPPC, ASI, NAMP, WSMA, AAMP and others.
- We must explore relationships with all muscle foods.

panded consumer information programs. Working as a membership group, the AMSA could provide services for individual industry companies, trade associations, consumer interest groups, youth educational programs and a variety of other activities. Many of these activities are done today by some of the members, but often lack an organized, focused approach. The expertise of the members of the AMSA, the talent being developed under the guidance of the AMSA, the involvement of members from industry in "cutting edge" research and technology are all valuable resources of the AMSA. I would predict that our existing support from the Meat Board will still be just as strong if not stronger, although I have projected that Meat Board dollars will not greatly change in the future. The percentage of the Meat Board input to AMSA will only change because the total budget will grow. Clearly, as our role and mission evolves, we have to look at the AMSA from a different perspective.

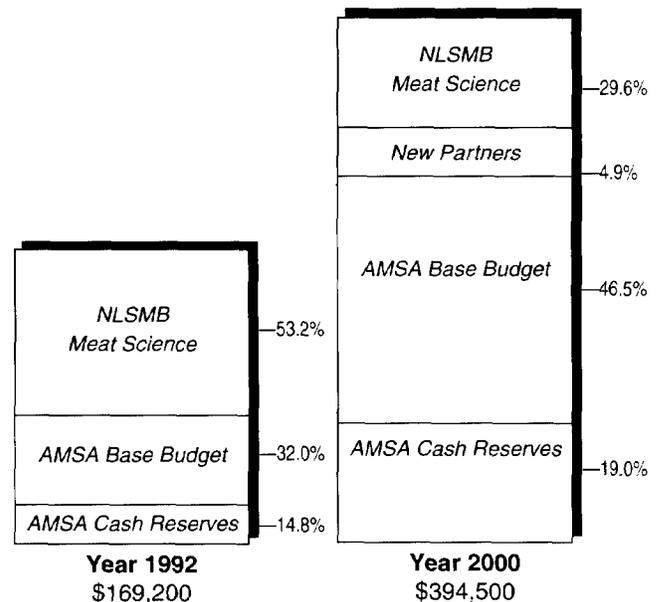
### The AMSA Budget

I have tried to put the budget into perspective, as we work toward the year 2000. This has been a difficult part of the assignment (see Figure 13) since it requires assumptions and projections for the future. On the left is the 1992 budget, based on current year data. Presently, more than 53% of our support is from the various programs of the National Live Stock and Meat Board, about 32% of our budget is dues (referred to as base budget), and 14.8% exists as cash reserves. This reflects a total budget of \$169,200 for 1992. When I projected the year 2000 budget, I have proposed that the American Meat Science Association assume financial responsibility for the conduct of basic AMSA operations from the base budget. My assumption is that funding will evolve through industry partnership programs directed towards an expansion of AMSA-sponsored science, technology and education programs. These partnerships will target delivery of program material, with funding of day-to-day operations from the base budget. Additional components contributing to the budget include the Endowment Program which is just now getting off of the ground. A second funding source is the Sustaining Membership program, which partners with industry. Combined with the wise management of our cash reserves, I feel that by the year 2000, we can shift at least 65% of our budget under the Executive Board's base budget.

### Summary

I don't know what the year 2000 is going to look like—I'm struggling with 1993. But if we don't get members to start thinking, looking at other opportunities and studying the character and structure of the AMSA, we are not going to make the progress that I believe is necessary for the growth of this organization. My assignment was to make you think about it. What do you really want the American Meat Science Association to be in the next few years? The

Figure 13  
Projected Budget for the Year 2000



year 2000 is right around the corner—a very short time away. Many things can happen and we must be in control of our own programs to respond effectively.

It's my judgment that the American Meat Science Association will grow to be stronger than in the past. We will continue to be a very strong, credible and influential professional organization, and perhaps with a little luck, some consumer-advocates might even want to know what we think about meat and muscle foods. If that's going to happen, we must continue to position the AMSA as a science-based organization, and we must expand our horizons as to who we talk to, who we work with, who our members are and what we offer.

I think the days of the Reciprocal Meat Conference being the major event for AMSA are even now being replaced by an active, year-round professional organization. Your Executive Board spends more time on business other than the RMC, than it does on the RMC at its meetings. Yet, we must emphasize our total program and the services we can offer. We not only train future scientists, we also have the ability to bring a wide array of credible scientists with widely divergent expertise together to discuss a specific issue.

I believe there is a strong future for the American Meat Science Association. To get there, we need each of you to begin thinking about where the AMSA should go and what it should become. The Executive Board needs your input. It seems to me that the right decision at this time is to move aggressively forward to the year 2000, and, hopefully, some of these thoughts and ideas will help each of us to focus on some of those major issues facing our industry and institutions.

Figure 14  
**AMSA Income Picture Projected to the Year 2000**

	1982	1987	1991	1992	1993 PROJ	1995 PROJ	2000 PROJ
Receipts (members)	850	1,031	987	991	995 <sup>b</sup>	1000 <sup>b</sup>	1100 <sup>b</sup>
Dues <sup>cd</sup>	17,893	25,241	37,499	35,000	47,800 <sup>a</sup>	72,000	128,700
Sustaining Membership <sup>i</sup>			8,500	5,000	12,000	14,520	21,259
Endowment Interest					<sup>g</sup>	<sup>g</sup>	7,000
Now Interest Checking <sup>e</sup>	3,826	1,037	2,856	2,000	2,000	2,163	2,632
Monthly CD 1 Yr <sup>e</sup>		1,354	1,768	1,500	2,500	2,704	4,516
Publication Sales <sup>f</sup>	211	67	170	100	100	121	195
Awards <sup>f</sup>	2,600	3,100	3,325	4,100	4,100	4,435	5,395
Contributions for RMC <sup>i</sup>		1,674	8,454	6,500	7,000	8,470	13,641
<i>Total Receipts</i>	<i>24,530</i>	<i>32,473</i>	<i>62,572</i>	<i>54,200</i>	<i>75,500</i>	<i>104,413</i>	<i>183,338</i>
<i>Reserve CD Face Value</i>	<i>25,000</i>	<i>25,000</i>	<i>25,000</i>	<i>25,000</i>	<i>50,000</i>	<i>50,000</i>	<i>75,000</i>
<i>RMC Proceed/Prog. Joint Info./Research<sup>h</sup></i>				65,000	90,350	100,464	116,714
<i>Meat Science AMSA Directors Travel<sup>h</sup></i>				25,000	21,875	15,625	-0-
<i>Total AMSA Resources</i>				<i>169,200</i>	<i>237,725</i>	<i>270,502</i>	<i>375,052</i>
<i>Added New Partners Contract Services<sup>i</sup></i>					10,000	12,100	19,487
<i>Total Resources</i>				<i>169,200</i>	<i>247,725</i>	<i>282,602</i>	<i>394,539</i>

a Reflects new dues increase.

b Projected limited growth.

c Reflects assumption of 80/20 Professional/Student membership.

d Reflects continued \$10/\$5 annual dues increases.

e Reflects 4% interest.

f Reflects 10% growth/year. Also, does not reflect \$25,000 CD in special ICMST account, interest used for expenses for Past-President expenses to ICMST.

g Reflects assumption to roll-over interest into endowment principal.

h Projects all travel expenses of board members to AMSA base budget and shift of those resources to continued NLSMB Partner activities for joint educational information and research programs. Also assumes a 4% inflationary increase.

i Partners include contracts and agreements with groups, ie, AMI, NCA, NPPC, NAMP, AAMP.