



The Standard of Integrity

1963 - 2013

American Society of Agricultural Consultants

50th Year Commemorative Review

1963 – 2013

American Society of Agricultural Consultants

N78W14573 Appleton Ave., #287
Menomonee Falls, WI 53051

262-253-6902 - phone

262-253-6903 - fax

cmerry@agconsultants.org

Web site -- www.agconsultants.org

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Acknowledgements

Sam N. Bartee, CAC, Editor

The vision for this book really took shape back in late May, 2008, when fellow ASAC member Dale Johnson and I spent a day in his Ft. Collins, CO, garage and kitchen going through countless boxes of documents, photos and other “treasures” of ASAC’s 45 years of history. By the end of the day, Dale and I had reduced the “we have to keep this!” selections to fit into two medium-sized cardboard boxes. While going through the information, Dale and I would double check with each other to ensure we were not discarding an important piece of ASAC history. So, I give a “tip of the hat” to Dale for assisting with selecting the folders, pamphlets, photos, and related information that helped to describe ASAC’s formation and subsequent history.

We do regret that in many cases we did not have good photographs or materials from which to retrieve photos, so we apologize that not everything has reproduced as clearly as we would have liked. We also regret that we have not been able to properly identify all the individuals in all the photos

A big round of thanks goes to all the ASAC Past-Presidents who took the time and made the effort to share their reflective thoughts about ASAC and provide forthright insights and feelings about ASAC – the organization, and ASAC – the family of members and friends. I believe every one of those ASAC leaders hope that the rich heritage will strongly continue for the next 50 years!

I also want to thank John Jackson, Russell Morgan and Robert Mehrle for accepting the challenge and taking on some special assignments within this book. Appreciation is given to Ida Hurley for providing several key informational documents that focused on ASAC’s leadership roles and governing efforts. I also wish to say thank you to Patricia Hagsten for providing information on Dr. M. E. Ensminger, the key leader in the formation of ASAC in 1963! And a special recognition to Libby Frazier Hixton, for sharing photographs and other memorabilia from her father’s file. Hers was a mission of pure love.

I also am grateful and say thanks to all the past and present ASAC members and friends whom I have visited with during the past year gathering information, verifying facts and dates, and spending some time in saying “hello.” A number of you are mentioned in the book!

I really appreciated the help and timely assistance from Peggy Raisanen, Roy Ferguson, and Patricia Hagsten in editing and correcting those pesky grammatical errors and spelling – we may not have caught all of them, but we gave it a try!

Finally, a big THANK YOU to Carroll Merry, ASAC’s Executive Director, for assisting with the entire process of keeping me “focused and on task” with various timelines during the year-long process of preparing this commemorative book. Carroll has done a fantastic job in layout, photo selections, and many other printing decisions.

Again thanks to all!

The Editor

Sam N. Bartee, CAC, CCA

Sam joined ASAC in 1983, currently making him a member of this outstanding organization for 60percent of ASAC's existence. He obtained his B.S. in Soil Science and M.S. in Plant Physiology from Texas Tech University. When Sam joined ASAC, he had just formed his one-person consulting company focusing on agronomy and general crop production. He thoroughly enjoyed his thirty-one year career as a 'solo' consultant in helping many agrichemical firms and countless producers grow more efficient and better crops in the US, and numerous other countries. In November, 2007, Sam took on the role as Division Agronomist for Helena Chemical Company, where he enjoys providing technical expertise in many crop production parameters.

Sam and his wife Carole have been married for forty-three years; have three children, and three grandchildren. They reside in Olathe, KS.

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ASAC Presidents

M.E. Ensminger, Ph.D., CAC	1964	Kelly M. Harrison, Ph.D., CAC	1989
James C. Nofziger, Ph.D., CAC	1965	Joseph H. Marshall, Ph.D., CAC	1990
Spencer Morrison, CAC	1966	Roy C. Ferguson II, CAC	1991
J. D. Aughtry, Ph.D., CAC	1967	David T. Bechtol, DVM, CAC	1992
Carl. F. Libby, CAC	1968	Robert E. Lee, Ph.D., CAC	1993
Loren V. Burns, CAC	1969	Gary O. Conley, Ph.D., CAC	1994
James E. Allison, CAC	1970	David C. Hamblin, CAC	1995
Leon S. Rosenblatt, Ph.D., CAC	1971	Michael W. Chilton, CAC	1996
John W. Algeo, CAC	1972	Michael H. Salisbury, CAC	1997
T.E. Stivers, CAC	1973	John M. Jackson, CAC	1998
Sarkis V. Sarabian, CAC	1974	Ida V. Hurley, CAC	1999
Claude L. Fly, Ph.D., CAC	1975	William E. Riddle, Ph.D., CAC	2000
Harry J. Konen, CAC	1976	Timothy T. Jackson, CAC	2001
John Airy, CAC	1977	Donald W. Gillings, CAC	2002
John G. Carbonniere, CAC	1978	Ib Hagsten, Ph.D., CAC	2003
R. Dean Thomas, CAC	1979	William J. Holstine, CAC	2004
W.T. Berry, Jr., Ph.D., CAC	1980	Fred L. Hepler, CAC	2005
Thomas K. Shotwell, Ph.D., CAC	1981	Sam N. Bartee, CAC	2006
J.W. Hackamack, CAC	1982	Kenneth M. Hilton, CAC	2007
Waldo G. Heron, CAC	1983	William H. Zweigbaum, CAC	2008
Bill Helming, CAC	1984	Paige Gilligan, CAC	2009
Pete V. McCracken, CAC	1985	Peggy Raisanen, CAC	2010
Wayne Richardson, Jr., CAC	1986	Gary Wagner, CAC	2011
Jack E. Martin, Ph.D., CAC	1987	Paige Gilligan, CAC	2012
Robert E. Ascheman, Ph.D., CAC	1988		

Foreward

ASAC is **THE** organization to be involved with if you are in agricultural consulting! Its history over the past 50 years is remarkable and should set the example for individuals looking to be involved in professional consulting. Like most agricultural projects, the organization was built with sweat equity from amazing people like M.E. Ensminger, Ph.D., CAC and James C. Nofziger, Ph.D., CAC. Their love and passion for agriculture was shared by many.

The cornerstone to the society continues to be its Code of Ethics. Based on honesty, integrity, and respect, the ASAC Code of Ethics still stands strong decades after it was written. In today's fast paced world, it is easy to get sidetracked. Thus, a regular refresher course in ethics is required to remind us of our duty and obligation to our clients at all times and in all circumstances.

Sam Bartee has done an amazing job pulling together the historical information presented in this book. The chapters are broken down by time frames and allow you to glimpse into the inter workings of an elite organization. While never big in total numbers, the membership of the American Society of Agricultural Consultants is a unique group of professionals that continues to span across the United States with outreach across the globe. Agriculture is an international business today. With some contracts still being sealed with a handshake, honest and knowledgeable consultants are even more valuable in the world of agribusiness today.

There have been some amazing people that have served as President of the society: Carl Libby, T.E. Stivers, John Carbonniere, Waldo Heron, Robert Ascherman, Ph.D., Robert E. Lee, Ph.D., Ida V. Hurley, Ib Hagsten, Ph.D., and William H. Zweigbaum just to name a few. Reading about the accomplishments of others preceding me has invigorated by passion for the industry. A half-century later ASAC is still an exclusive group of highly dedicated professionals from myriad disciplines. We continue to grow in numbers due to our enthusiasm and dedication, all brought together by the common bond of maintaining the highest integrity in agricultural consulting -- truly **The Standard of Integrity**. I am excited to see what amazing things our members will accomplish in the next 50 years!

Paige Gilligan, CAC
President
American Society of Agricultural Consultants

Chapter 1.

The Early Years of the American Society of Agricultural Consultants

For as long as agriculture has existed on earth, from the earliest beginnings of plants and animals evolving and improving, mankind has had a general curiosity of learning how to make improvements for more efficient means of producing various plant and animal species. No doubt the early conversations were folks trading 'bits of pieces' of advice on what was successful for them – we refer to this as "trial and error."

Through the ages the advice and suggestions were worthy for some and maybe not so good for others. Those persons who were considered to have the ability to provide trustworthy and valuable answers and solutions to the issue at hand became persons generally termed 'consultant' – some gave advice freely, while some realized a career could be made by consulting and charging for services rendered.

The word "consultant" is derived from the 16th century Latin term "consultum," meaning to take council together, deliberate, confer, consider, to plan, devise, contrive, to ask advice, seek counsel from, to have recourse for instruction or professional advice.

And so a small group of individual independent agricultural consultants saw the need to form an organization that focused on professionalism of consulting in agriculture. Dr. Marion Eugene (M. E.) Ensminger, a worldwide known and highly respected animal scientist, Dr. James C. Nofziger, an expert animal nutritionist, and other associates began discussing the problem of having some totally unqualified or unethical people pose as agricultural consultants. The discussion surrounded the positive aspects of having a formal organization, with a formal definition of an agricultural consultant and a code of ethics.



Dr. M.E. Ensminger

As Dr. Ensminger, stated in a June 1, 1963 press release, "Agricultural Consultant Services will be as honorable as those of us in it make it. More and more agri-businesses, and farm and ranch owners, will need and seek the services of Consultants; just as has long been the practice in medicine and engineering, and in other fields." Then, Dr. Ensminger well adds, " Both agricultural clients and Consultants merit the protection of high standards and ethics, with which both will prosper; so let's put our new house in order and keep it that way, rather than let it be tarnished from within. Consultants must be able, must on occasion have the moral courage to tell clients things that they may not wish to hear, and must be above reproach in the use and recommendation of products – they must be for those products and methods that will make clients money."

The June 1, 1963, press release invited all full-time Agricultural Consultants throughout the United States and Canada to participate in the organizational meeting in Fresno, CA, December 9 – 10, 1963. It was stated very clearly by

Dr. Ensminger this meeting had a focus and purpose as described on the agenda:

1. Organization of American Agricultural Consultants; the need for, the objectives of, etc.
2. Constitution and By-Laws
3. Code of Ethics, and a method of putting teeth into it
4. Qualifications for full membership, for Associate Membership, for Junior Membership, etc.;; a method of selecting members which involves more than merely hanging out a shingle

As Dr. Ensminger noted in his address to the participants, "Our charge, in my opinion, is to (1) organize a society or (2) affiliate with an existing and related society. Frankly, I favor the former, in full realization that it is the more difficult route."

So the American Society of Agricultural Consultants was formed. They began with consultants from across the US. They included animal and poultry nutritionists, veterinarians, poultry geneticists, agricultural engineers and microbiologists. The education of those first interested consultants ran from high school diploma to D.V.M.s and Ph.D.s, but were all accomplished agricultural consultants. Most of them were young and selected consulting as their primary vocation. All of the beginning consultants were in production agriculture. These men are written about in numerous publications and books and some are in the Agricultural Hall of Fame. They have written and published books and publications and founded schools and institutions bearing their names. They are a part of the history of agriculture and we should be honored to continue to wear the name of the organization they established.

After the December, 1963, charter meeting and formation of ASAC held in Fresno, CA, there was significant interest from many agricultural consultants to join the organization. In September, 1964, there were forty-

five members from 14 states, Washington D.C. and Canada assembled for the first annual meeting held in Denver, CO. The minutes of the 1965 annual meeting, held in Kansas City, MO, listed 83 total persons belonging to ASAC (71 Members, 8 Associate Members, 4 Junior Members, and 3 Honorary Members). The society met in Omaha, NE, in 1966 and Los Angeles, CA, in 1967. The membership as of April 15, 1967, consisted of 95 total members (57 Members, 30 Associate Members, 3 Honorary Members, and 5 Junior Members).

One of Dr. Ensminger's gifts was to vision something and then put the descriptive vision into words. That certainly was the case of his describing the vital and necessary roles of agricultural consultants. One prime example of the consultant's role is described in the book entitled, The Life and Legacy of M. E. Ensminger (page 118), entitled: The American Society of Agricultural Consultants:

During my 25-year college career, I never did consultant work for pay within the state in which I served. I always felt that it was my duty to serve the livestock industry of the state, along with my teaching and research responsibilities at the institution. Nevertheless, in 1962, I was a veteran in the consulting field. Among my clients was General Electric Company, Nucleonics Department (Atomic Energy Commission), for I had served as a consultant for 17 years. Also, while I was in college work, I trained many students who, subsequently, were highly successful in consultant work.

For my consultant work, I chose the name of Consultants - Agriservices. Also, for launching my work, I prepared a flyer with my picture, facts about my training and experience, a list of the areas of my expertise, and the following statement:

LET'S TALK DOLLARS AND SENSE

Remember that the question is "how" rather than "whether" the agricultural production needs of the future will be met. It's a matter of who's there first with the most and the best. Business, science and technology will join together to up the ounce to the pound, the pint to the bushel, and the dozen to the gross.

What would it be worth to you to have a consultant with a lifetime of know-how and experience in agriculture to help you chart the course of your business for the years ahead? What would it be worth to you to lower production costs, improve prices, spread and reduce risks, create new and assured markets, and/or apply modern business concepts to your farm, ranch or agribusiness?

Thousands of engineers can design bridges, and calculate strains and stresses, but the engineering consultant is the one who can tell you whether the bridge should be built at all, where it should be built, and when. Likewise, hundreds of agriculturalists can

formulate rations and plan crop rotations, but the agricultural consultant is the man who can tell you whether the business should be launched at all, where it should be launched, and when; and how to operate it successfully.

The consultant is the person who is regularly called upon to display one of the most valuable of all commodities – judgment.

In 1988, Dr. Ensminger was invited to address the 25th Anniversary meeting, October 9 – 12, 1988, Minneapolis, MN. He could not be present in person, but was certainly there in spirit. The inside front cover of the program carried a photo of Dr. Ensminger, along with the following two quotes:

Agricultural consultant services will be as honorable as those of us in it make it. More and more agri-businesses, and farm and ranch owners, will need and seek the services of consultants, just as has long been the practice in medicine and engineering, and other fields. Both agricultural clients and consultants merit the protection of high standards and ethics, with which both will prosper. Consultants must be above reproach, and they must have the moral courage to tell clients things which the clients may not wish to hear.

The society's professional influence over the past 25 years, long recognized by USA agribusiness clients, has now reached out to encircle the globe, a development that was made possible as membership growth set new records year after year.

The world-wide influence of Dr. Ensminger is vast! The following is a brief biography written by J. E. Oldfield, Department of Animal Sciences, Oregon State University, Corvallis 97331. The biography was written and printed in April, 1999, shortly after Dr. Ensminger's death.

M. E. Ensminger, 1908 - 1998: A Brief Biography

Some people's achievements cause them to become legends in their time, and the American Society of Animal Science has had its share, one of whom was Marion E. (Gene) Ensminger. "Doc E.," as he was affectionately called, dedicated his life to the extension of knowledge about animal agriculture, which he accomplished by writing 22 books and countless articles and by organizing and conducting a series of International Stockmen's Schools, and, later, International Ag-Tech Schools. Several of his books have been translated into foreign languages.

His preparation began early. His first paper was published in 1934, when he was the first manager of the Dixon Springs Experiment Station operated by the University of Illinois. Subsequently, he wrote over 500 journal

papers, bulletins, and circulars and three syndicated agricultural columns. In 1937, he returned to university work, which he followed for 25 years, at the University of Massachusetts, the University of Minnesota, and Washington State University (WSU). Moving with the times, Dr. Ensminger presided over the renaming of his department at WSU, from Animal Husbandry to Animal Science. He initiated a doctoral program in the animal sciences at WSU and also began an ambitious program of extension, the International Stockmen's School, which he operated from Pullman for 20 years and later moved to Arizona and Texas.

In 1941, Dr. Ensminger married Audrey Helen Watts of Winnipeg, Canada, whom he met at the University of Minnesota, and the two formed an enduring team. Mrs. Ensminger brought degrees from the University of Manitoba, and later WSU, to their publishing ventures. The Ensmingers have one son, John, who is in the publishing business in New York.

Dr. Ensminger maintained close ties to the livestock industries and was widely sought as a consultant. He served on the board of the American Southdown Breeders' Association from 1949 to 1962, and, while at WSU, he developed Hilltop Stables, which was recognized as one of the best light-horse facilities in the nation. This was done entirely through gift and grant funds, something that was unusual at the time.

His consultancies led to his election as the first president of the American Society of Agricultural Consultants, which honored him with its Appreciation Award in 1977. They also led to his appointment to the National Board of Field Advisors to the Small Business Administration in Washington, DC.

Perhaps the brightest jewel in his crown was his organizing and conducting of scientific and cultural exchanges in technical agriculture, which began in 1966. These so-called ag-tech schools ultimately involved the Ensmingers in 70 countries, but emphasis was placed on work in China, Cuba, Russia, and the Ukraine. In China, he enrolled 560 agriculturists in schools held at Beijing, Huhehot, Wuhan, and Guilin. These were the first such efforts by foreigners in over 25 years. Similarly, his schools in Cuba in 1995, attended by 493 in Camaguey and Havana, were the first in more than 30 years. Ag-tech schools in Stavropol, Russia and Kiev in the Ukraine were held in 1995 under joint sponsorship by Iowa State University. The staff for these schools was drawn from five countries in addition to the United States, and the enrollees totaled 670.

Highly technical information at these schools was dispensed with a blend of efficiency and friendly informality. A stickler for punctuality, Dr. E. began each school program by vigorously ringing a large brass school bell. He signaled the close of each lecture with similar directness, and woe be to the instructor who let his classes drag on! At the close of his Russian schools, faculty and enrollees joined hands and sang "*Auld Lang Syne*," which had been translated into Russian for the occasion. His many friends will remember breakfasts at the Ensminger home before a day of meetings. Doc. E would announce these the night before: "Breakfast will be at 7 in the morning. Not five minutes before and not five minutes after. Seven."

And so it was. He liked things to be on time.

An important avenue for his work, both in the United States and overseas, was the Agriservices Foundation, which Dr. Ensminger organized at Clovis, CA in 1964. The Foundation was governed by a board of 20 distinguished agriculturists, drawn from academia as well as production agriculture. Its stated objective was to foster and support programs of education, research, and development for the effective application of science and technology to the practice of agriculture for the benefit of mankind. Agriservices Foundation never received a penny of government money. It was largely supported by royalties from the sale of the Ensmingers' books in the United States. Any royalties on foreign sales were waived to ensure wider access to the books.

Dr. Ensminger had many ties to the American Society of Animal Science. He arranged for the design of the Society's logo, which is still in use, and he organized and raised funding for its first careers brochure. He served as president of the Society's Western Section in 1958 and was a member of the ASAC's Executive Committee and vice-president in 1959. He was honored with the Society's Distinguished Teaching Award in 1960 and was elected a Fellow in 1979. In 1996, he received the Bouffault International Animal Agriculture Award, for which the citation identified him as "one of the world's great humanitarians."

Dr. Ensminger's awards are too numerous to list in this brief sketch, but some seem particularly appropriate to his lifetime dedication to animal agriculture education. These include the People-to-People Appreciation Award in 1968; an Honorary Professorship at Wuhan University in 1984; a Gold Medal and Outstanding Achievement Award from the University of Minnesota in 1991; an Honorary Doctor of Laws degree from the University of the Ukraine in 1994, and an Honorary Doctor of Humane Letters degree from Iowa State University in 1996. Washington State University named its Ensminger Beef Cattle Research Center for him in 1984, and Iowa State University dedicated its Marion Eugene Ensminger and Audrey Helen Ensminger International Room, in Kildee Hall, in the fall of 1998. He was proud to have his portrait in oils hung in the famed Saddle and Sirloin Club collection, in Lexington, KY in 1985, because he felt it recognized the application of academic learning in agricultural practice.

Truly, Gene Ensminger's visions had broad horizons, and he liked to observe that the world was his classroom. There are not many who can be said to have made a measurable difference in this world, but he was one of them. Through his efforts to improve practices of food production, he has improved the quality of the lives of literally millions of people, and on the precept that "a hungry man listens not to reason," he contributed significantly to world peace.

Not bad, for a Missouri farm boy.



James C. Nofziger, Ph.D., CAC
ASAC President 1965

Founding ASAC Member: James C. Nofziger, Ph.D., CAC

Along with Dr. Ensminger's effort to get ASAC up and running, there were several other notable consultants that played a key role in keeping the organization focused on its objectives. One such distinguished person was the man who became ASAC's second president in 1965, James C. Nofziger, Ph.D., CAC. The following two articles provide insight about the gentlemen many referred to as "Dr. Jim" that well describe his wit, values, and personality. The first article is the speech he gave at the 35th Anniversary meeting during the Past Presidents' Luncheon. It provides some of the early insights into the formation of ASAC. The second article, "*In Remembrance of a Gentleman*" is a tribute to Dr. Jim. We do not know the author, but it is certainly appreciated.

Past Presidents Luncheon
American Society of Agricultural Consultants
Annual Meeting, November 6, 1998 Denver CO
By: Dr. James C. Nofziger

To the best of my memory, this Society was formally organized in Fresno, California, late in 1963 or very early in 1964. Dr. M.E. Ensminger, who was the wheel horse for the organization was elected the first President of the new American Society of Agricultural Consultants (ASAC).

The idea of forming such a Society took place in Dr. Ensminger's living room in Clovis, California, early in 1963. Dr. Ensminger and I had been discussing the problem of having some totally unqualified or unethical people pose as agricultural consultants. Among the things we discussed were the positive aspects of having a formal organization, with a formal definition of an agricultural consultant and a code of ethics. Finally, one evening, Dr. Ensminger said to me (I am paraphrasing his question), "James, do you think that we should go ahead and see what interest there is in organizing an association of agricultural consultants? You think so, and I will help. I will do what is necessary to get an appropriate group together so that we can determine the level of interest."

As a consequence of this discussion, Dr. Ensminger put on his organizer's hat and started the ball rolling. Believe me, when I tell you that there most likely has never been a better organizer than M.E. Ensminger! He contacted people he knew who would contribute to the discussion. He ran blurbs and ads in the appropriate publications, announcing that a meeting of interested people would be held at the Hacienda Motel in Fresno, California.

So, we had a meeting at the Hacienda in the spring of 1963. I have attempted to remember who all attended that first meeting and I am certain that I haven't remembered them all. But we had interested folks from the East Coast, the Midwest, Texas and a number of us from California. We had animal and poultry nutritionists, veterinarians, a poultry geneticist, an agricultural engineer and a microbiologist. Education of those first interested consultants ran from a high school diploma to D.V.M.s and Ph.D.s, but they were all accomplished agricultural consultants. Most of them were young men who had selected consulting as their primary vocation. All of them were involved in production agriculture.

Early on, because we were a very small organization, we had a great turnout for our annual meeting -- 70 to 80 percent of the membership was not unusual. We did not have an Executive Vice President because no one thought of it and if someone had thought of it, we couldn't have afforded that luxury. For most of the first nine years, one of our members (Dr. W. W. Leatherwood) and his wife (Bette) kept the records and kept us going, so I suppose Salisbury, MO, was the first ASAC headquarters. Though we did not have a formal continuing education program, our annual meetings always included several round-table discussion groups where we shared thoughts, discussed qualifications and ethics, and experiences. As we grew in membership, we also became a more diversified group. No longer were we a society of consultants involved only in production agriculture.

More and more our membership included agriculture consultants whose area of expertise was business or finance. Today, only about twenty percent of the members are involved in production agriculture.

After about nine years, during the time Ted Stivers was president, the officers and the board of directors decided that ASAC had reached the point where an executive should be retained to take over the day-to-day operation of the Society and that headquarters should be in Washington, D.C.

Frank Frazier became our Executive Vice President (though I don't think that is what

we called him at first). Frank was well connected in Washington, D.C. and he pushed for a role for ASAC in foreign agriculture and for the development of ASAC International, which operated as a semi-autonomous part of the Society. Early on, when there seemed to be plenty of government money, ASAC International undertook many government assignments and ultimately had a pretty healthy kitty. I don't remember when Frank retired, but Kelly Harrison, a member and former president of ASAC, was hired as the Executive Vice President; however, about that time or shortly thereafter, government contracts quickly dried up and during Dave Bechtol's presidential term for ASAC, Kelly was replaced by Mike Peden, who had worked in the ASAC office, with the help of his wife, held things together until the annual meeting. They were due a vote of thanks that I don't believe they ever received. At the 1993 annual meeting held in Burlingame, CA, (south of San Francisco) there was much discussion and some screaming and hollering and ultimately it was decided that ASAC would contract with the American Society of Farm Managers and Rural Appraisers (ASFMRA) for our day-to-day management and their Executive Vice President, John Ross, became our Executive Vice President.

The next couple of years were nip and tuck. We very nearly did not survive the crisis. We were broke, and had the officers and directors not bitten the bullet and come up with very stringent budgets we would not be here today. A great deal of credit goes to John Ross. He helped us hold the line. We survived and in many ways are better for having come through that traumatic period. During this time, we slicked up the constitution (to meet California requirements) and the by-laws, and more importantly, cleaned up the continuing education requirements.

As we were coming out of the doldrums, the ASFMRA was facing some internal problems and it became apparent that there might be merit to having their consulting division merge into ASAC. At the same time, both ASAC and ASFMRA began to explore the feasibility of forming an association management service that would take care of the day-to-day management of our two organizations and any other organizations which might desire the benefits of such an entity. Here, too, there was much screaming and hollering, but ultimately the association management concept was agreed to by both organizations and at last year's annual meeting the ASFMRA consultants were merged into ASAC as full-fledged certified members.

This past year has been a back breaker for the officers and directors. During the 1997 annual meeting, John Ross had announced he was resigning, so we entered the first year of the association management service organization (now called ASMS) without a day-to-day manager. The ASFMRA folks in Denver got both organizations through until our current manager, Tom Lipetsky, was hired.

It looks like ASAC is on its way to, once again, being the organization that its founders had in mind. It is not the same organization and it shouldn't be. ASAC is entering its 35th year. Agriculture has changed during that period of time, so its need for consultants has changed. No longer is production agriculture the only place for consultants. Finance and business in all of their ramifications are of primary importance. Yet, the basic concepts of ASAC are the same. Qualification and ethics are still of primary importance. Though ASAC may look different today than in 1964, it is still fulfilling the needs of agriculture as perceived by the founders.

Let me say that by and large, and in most respects I am pleased, as a founding member, to still be participating in this wonderful Society. Also, may I welcome to ASAC those agricultural consultants from the ASFMRA. And finally may I congratulate the membership of this Society for having elected as our incoming president one of the hardest, most consistent workers in the history of this Society, a lady in the truest sense of the word, Ida Hurley, and next year, Ida, we will welcome you into the ranks of ASAC past presidents.

Thanks

**IN REMEMBRANCE OF A GENTLEMAN (Dr. James C. Nofziger)
February 2, 2002**

Author Unknown (other than Bill is his first name as described in the text)

It's been nearly a year now since Jim passed away. He would have been 79 yesterday. I miss not being able to pick up the phone and call him, usually with some lame excuse, simply because I admired him and enjoyed our friendship.

I remember the first time I met him. It was at the Seattle ASAC meeting in 1987. After one of the sessions he came up to me and put his left hand on my right shoulder and asked me why it was I didn't know how to spell my name (Nofziger and Novinger are spelling variants of the same surname). With that we began a long and happy friendship. That wasn't the first time I had encountered Jim. In the late 60's I was working as an agricultural field representative for a large California bank. On that particular day my boss and I were to meet with a cattleman in the Red Bluff area. When my boss introduced me, our customer looked at me with a puzzled look, and said, "I thought you were older". I recognized immediately that he had mistaken me for the 'Dean of Consulting Nutritionists,'"Dr. Nofziger.

Over the years we shared many concerns. Initially, I suppose, they were more often focused on the Society. I think we both enjoyed a crusade; it didn't make any difference if it were win, lose, or draw, he relished giving voice to the principle. And when it was all over it didn't make any difference that we'd lost, he was always the gentleman. I knew of a difference that he had with a mutual colleague and asked him once how it was that he could be so pleasant in his company. He seemed surprised at my question and responded, somewhat indignantly, in a manner characteristic of Jim, "Because Bill, I can be a gentleman". It reminded me of my own father saying to his young sons that he wanted to raise gentlemen, an ideal that I've always cherished, but have found easily forgotten in the heat of things.

To many, Jim seemed outspoken and gruff. It didn't make any difference whose toes he stepped on. He said what he believed and did what he thought was right. There was never any doubt about where you stood with Jim. Neither loss nor discouragement seemed to phase his devotion for the American Society of Agricultural Consultants. When it seemed the organization had fallen on hard times and was most in need of direction and support he didn't hesitate to commit himself to bolstering the society's flagging fortunes. Whether you know it or not, we all benefited from his vision, quiet support, and encouragement of ASAC leaders. He loved agriculture and he loved ASAC.

The last time I saw Jim was at the Reno convention. J.D. Aughtry, Jim and I had dinner together, after which I departed for Sacramento to visit family. I indicated I might be back for the ethics course Jim was teaching on Sunday. Concerned about my schedule he said, "Don't do anything stupid". So, when I walked into the class a few minutes late on Sunday morning he looked up from his notes and in front of the whole class said to me, "I see you decided to be stupid!"

Though Jim was honored in his profession, respected in the industry, loved as a father, husband and friend, he was in the end what the world may need most – a committed man of integrity, always a gentleman!

As ASAC grew during the mid-60's and later years, it became more diversified. Consultants in the area of finance, business and agricultural marketing became members. The percentage of agricultural consultants in production agriculture went from 100 percent to 20 percent – quite a switch. This fact alone tells us that change has always been with us, and that the needs in our Society will always change. The consultants coming in during this time frame are also a part of the history of agriculture and its evolving and becoming the envy of every nation.



Frank Frazier
Executive Vice President
1973 - 1992

Frank Frazier: ASAC Executive Vice President

In 1973, Frank Frazier became the organization's first Executive Vice President. He was well connected in Washington, D. C. and he pursued and was successful in ASAC playing a significant role in foreign agriculture. This proved to be very beneficial to ASAC. This was during a time when there were many government assignments for agricultural consultants. Frank Frazier was well known in Washington, both domestically and internationally, and is another reputation within agriculture that ASAC can be proud of.

The following is the keynote speech Frank presented at ASAC's 40th anniversary celebration:

It is indeed a pleasure and privilege to be with you today to help celebrate ASAC's 40th anniversary by looking back over the development of both your profession and ASAC, during the crucial 19-year period from 1973-1992.

This period began soon after we had established our own consulting firm (American Agribusiness Associates) in 1972. At that time, I was approached by ASAC's President, Ted Stivers from Decatur, Georgia, to find out whether our firm could assist ASAC to greatly expand its public affairs programs.

Although our consulting firm was off to a reasonably good start, the challenge for us to serve a group made up of consultants who were counselors to decision makers in

American agriculture was just too good to pass up. So ASAC became and remained a client of American Agribusiness Associates over the following 19-year period. For the first year, I was ASAC's vice president for public affairs. But after the first year, I was moved up to the position of executive vice president with responsibility for managing ASAC's total program.

Looking back to the beginning of our services to ASAC, in 1973 a serious economic crisis was jolting key sectors of American agriculture; causing costs to sky rocket more rapidly than could be offset with short term downward supply adjustments. For example, by 1973, the cost of producing choice steers had shot up by about 45 percent. But prices in the marketplace did not increase fast enough to offset the higher costs. A similar cost-price squeeze was also causing catastrophic losses throughout the nation's broiler industry.

As ASAC leaders analyzed this situation, they concluded it needed to be better understood by all agribusiness decision makers so they could manage the new risks more successfully.

Consultants as well as their clients were being seriously impacted, so it seemed logical for them to work together to better understand and hopefully help overcome the crisis they faced. The result...ASAC decided to sponsor the International Agribusiness Forum, which was held in Atlanta, Georgia, September 26, 1973. This forum became our first major assignment with ASAC.

To help plan the program and assure teamwork essential to its success, President Stivers appointed a 32-person Advisory Council made up of outstanding leaders from agribusiness firms, associations, and the U.S. Department of Agriculture. The chairman was R.M. Hendrickson, president of the Pfizer Agricultural Division, and the vice chairman was Clarence Palmby, vice president of Continental Grain and former Assistant Secretary of Agriculture. A cross section of others appointed to the Forum Advisory Committee included Parke Brinkley, president of the National Agricultural Chemical Association; E.S. Kendrick, executive vice president, Holly Farms; Smokey Stokes, senior associate for agribusiness, U.S. Chamber of Commerce; Warren Lebeck, executive vice president, Chicago Board of Trade; George Gates, vice president, Miller Publishing Company; and Wayne Swegle, office of the Secretary, U.S. Department of agriculture.

The program they planned opened with an address by Ambassador William Eberle, Office of the President. He was followed by Dr. Herrell DeGraff, president of the

American Meat Institute. Next on the program was Dr. John Davis, who coined the word "agribusiness" and formerly served as Assistant Secretary of Agriculture. He chaired a panel of experts who discussed subjects ranging from the emerging importance of dealing successfully in world markets, to how shifting international marketing forces were creating problems and opportunities in the U.S.

The luncheon speaker was former Vice President Senator Hubert H. Humphrey who was then serving as Senator from Minnesota. He talked about the world's most important policies affecting agribusiness. In the afternoon Edmond Pratt, Jr., chairman of the Board for Pfizer, Inc., spoke on "Multinational Corporations in the World Economy." Others completed the in-depth analysis of the emerging opportunities and risks in international markets.

Not only did nearly 100 of the nation's top agribusiness executives participate in this International Agribusiness Forum, but dozens of our country's leading agricultural consultants were also in attendance. In addition, fifteen (15) major agricultural magazines and newsletters participated by conveying highlights of the program to their thousands of readers across America.

Before going further, I would like to emphasize a word of caution. When I discuss ASAC activities of past years, keep in mind that I am talking about history. And even though at times history can repeat itself, it is wise to remember the passage of time can, and usually does, also bring about major changes. That's why a comparison of past and present ASAC activities may well prove to be invalid.

With that in mind, let's now turn our attention to some other ASAC events of past years.

Annual Meetings

Over the years, Annual Meetings became widely acclaimed as having the number one priority in ASAC's program. That's true because through information generated by participants, the Annual Meetings became the window through which an image of your Society and its members was projected not only to members and prospective members, but also to clients and potential clients ... the decision makers in American agriculture.

The ASAC Annual Meeting program also projected an image of your Society to officials in government, both in the Congress and in the federal agencies, as well as to officials

in international financial institutions (the World Bank, Export-Import Bank, InterAmerican Development Bank, the Overseas Private Investment Corporation and others).

In ASAC's early years the primary objective of the Annual Meeting program was to feature speakers and panels that provided information to help consultants become more successful professionally, as well as enable consultants in attendance to gain additional invaluable information by networking on a "one-on-one basis."

But as the profession and ASAC grew over the years, two additional Annual Meeting objectives were added. One of these objectives called for the Annual Meeting to strengthen ASAC's relationship with key decision makers in both the private and public sectors: agribusiness executives, Members of Congress, key officials of federal agencies, and international financial institutions. Later we shall discuss how ASAC members benefited from strengthened relationships brought about by this second objective.



John Airy, Lib Frazier, Frank Frazier -- 1979

The third objective was to utilize the first objective (better trained consultants) to team up with those constituting the second objective (public and private sector decision makers) to help stimulate the growth of ASAC's membership.

Of course, this expanded scope for the ASAC Annual Meeting program called for a larger budget. So Dean Thomas from Delst, Inc. stepped forward and set the example to help meet this need by making major contributions over the years to an expanded budget for our Annual Meeting. Joining him were 8-10 other allied companies such as American Cyanamid Company, The Upjohn Company, Rabobank Neerland, and Monsanto Company.

With this background in mind, let's look back over the years to find out how the three objectives described were actually worked into ASAC Annual meeting programs.

The 1975 Annual Meeting in Denver, CO, by featuring speakers on what clients expect from consultants, and ways consultants market their services, was designed to achieve the first objective by providing information to help ASAC members to become successful agricultural consultants.

In 1976, the ASAC program in Houston featured a panel, chaired by Wally Heron, Fillmore, California, who later became ASAC's president, that discussed "What Do Food Developments Abroad Mean to You and Your Clients."

Dr. Duane Acker, president of Kansas State University, keynoted the 1977 Annual Meeting in St. Louis, and spoke on "Agricultural Research – Where to Send the Bill." He later became an Assistant Secretary of Agriculture.

As you will recall, the second objective for Annual Meetings was to strengthen ASAC's relationship with public and private decision makers. The 1983 ASAC Annual Meeting in Arlington, Virginia, helped move the Society in this direction. The keynote address was presented by Senator Jesse Helms, then chairman of the Senate Agriculture Committee in addition to serving on the Foreign Affairs Committee. Lyn Nofziger was a luncheon speaker. He was the brother of Dr. Jim Nofziger, Canoga Park, California, who followed Dr. M.E. Ensminger as ASAC's President in 1964. You may recall that Lyn Nofziger gained national notoriety as President Reagan's press secretary.

Appearing on the same program to discuss "New Directions in Agriculture" was David Garst, then president of Garst Seed Company in Coon Rapids, Iowa. He is now a certified member of ASAC.

The 1984 Annual Meeting in San Antonio, TX, featured an address on "The New Role of Options in Risk Management" by Dr. Clayton Yeutter, then president of the Chicago Mercantile Exchange. He later became Secretary of Agriculture. Appearing on the same program was Seeley Lodwick, Weaver, Iowa, a long time certified member of ASAC who was then a Commissioner for the International Trade Commission. "Farm Policy – Everybody's Business" was discussed by Congressman Kika de la Garza, Chairman of the House Agriculture Committee. He worked closely with ASAC in years that followed and is now an Honorary Member of your Society.

The 1985 Annual Meeting stands out in my mind above all others. It was held on Maui, and Wayne Richardson from Honolulu did a terrific job of arranging for the participation of Senator Matsunaga and many of Hawaii's top agricultural leaders. In addition he arranged a tour highlighting the outstanding progress of agriculture on Maui.

The 1989 Annual Meeting, held in Bellevue, Washington, featured an address by James R. Rinella, president of Sun World, who discussed how agricultural chemicals would affect food production in the 1990's. Loren Kruse, editor of Successful Farming, spoke on 10 megatrends affecting food production in the U.S. and the world.

When speakers were invited to participate in these Annual Meetings, they were told they would be addressing the annual national meeting attended by key professional agricultural consultants. Favorable responses to invitations to appear on Annual Meeting programs enabled your Society to have as speakers top executives of major agribusiness firms, Members of Congress, officials from international financial institutions and four who had served as Secretary of Agriculture ... Butz, Hardin, Bergland and Yeutter.

Marketing Services

Successful Annual Meetings provided a springboard which enabled the Society to more effectively stimulate an expansion, both nationally and internationally, of the market for consulting services from ASAC members. This was achieved in three ways:

- Trade press features on consultants and the value of their services;*
- The development and distribution of a directory of members; and*
- A referral service to help potential clients find the right consultant.*

Let's take a closer look at how each of these three activities functioned.

Trade Press Features – The growing effect of ASAC Annual Meetings' programs was to make trade press editors more conscious of the increasingly important role of agricultural consultants. Several editors responded with major features. For example, in the February 1984 issue of Farm Futures was a five page story entitled "The New Hired Hands ... Modern Farmers Are Making More and More Use of Consultants."

Earlier, Agribusiness Worldwide, in its June/July 1981 issue, had published a major feature on "The Agribusiness Consultants – Who They Are and How They Operate." Consulting was described as a growth industry in the rapidly emerging global food economy, where the World Bank alone was then spending \$125 million annually in agricultural projects. In the same issue was about a 10-page listing of agribusiness consulting firms in some 38 countries.

This was followed by a feature in the July/August 1983 issue of Agribusiness World Wide entitled "Consulting Contracts – There is More at Stake Than Just Fees." This story revealed the World Bank had a list of 500 consulting firms, and the InterAmerican Development Bank, also located in Washington, D.C., had a list of 500 agribusiness consulting firms. It was said that the United Nations Development Program spent \$40 million annually for agribusiness consulting.

Such stories are simply examples of what happened when editors became increasingly aware of the growing role of consultants. Between 1975 and 1992, major features about agricultural consultants had also appeared in Feedstuffs, Successful Farming, Farm Journal, AgriFinance, and The Packer.

Annual Membership Directories were the second way ASAC was building the market for consulting services. While they required many, many hours of staff time to prepare and distribute, they also successfully met a very critical need. Altogether about 2,000 copies were sent each year to ASAC members, potential clients, and to officials of government and the international financial institutions. Not only did they list names, addresses and phone numbers of ASAC members but they also included a description of services offered by each individual.

The Referral Service became the third way ASAC utilized over the years to expand the market for services of its members. Its purpose was to bring the individual client who needed a specific area of expertise together with a consultant member qualified to provide that expertise. To take advantage of this service, a potential client would contact the ASAC office, describe his or her need, and the ASAC staff would respond with names of consultants who seemed to have the expertise needed. An ASAC Directory would also be sent to the person making the inquiry.

Over the years, this Referral Service was widely used. For example, during a six-month period in 1980, Dow Corning, the U.S. Department of Commerce, AID, OPIC, and Shell, along with several other potential domestic and foreign clients, sought services of ASAC members. They represented a wide range of potential projects such as integrated broiler production, fruit and vegetable marketing, irrigated rice production, dairy cattle, marketing research, and rural development.

In addition to building a larger market for the services of agricultural consultants, ASAC also engaged in a series of very essential activities directly related to effectively serving the existing market for consulting services. These included Committee and Board actions both to strengthen the code of ethics, and to revise and update definitions for the different membership classifications.

Global Food Economy Impact on Consultants

As ASAC was stepping up efforts to build the domestic demand for services of agricultural consultants, the rapidly emerging global food economy was also creating a stronger demand for their services abroad.

As a result, ASAC Annual Meetings began to stress this change. For example, in 1979 Bill Colby, formerly director of the CIA, spoke on the crucial role of food development, in relation to political stability in countries around the world. And in 1981, John W. Fisher, chairman of the Board for the Ball Corporation, who also chaired the executive committee for the 12,000 member National Association of Manufacturers, discussed "World Wide Food Programs." Increasingly, it was becoming apparent the rapid growth of the global food economy, stimulated in large part by the simultaneously rapid growth of modern food systems, was improving the diets of millions while at the same time strengthening the economies for the Developing Countries involved.

However, such changes were also creating a need for activities and services beyond those then being offered by ASAC.

To determine a course of action to meet these needs, the ASAC Board authorized the appointment of a study group to be called the Global Food Task Force, chaired by Wayne Richardson, Honolulu, whose consulting experience had taken him to over 60 countries. This Global Food Task Force examined three courses of action to meet these needs:

- 1. Do nothing. This option was quickly tossed aside, believing it would be counterproductive to the interest of consultants who wanted to improve and expand their practice in other countries.*
- 2. Organize a new society for international consultants. This option was also tossed aside because basic activities in the ASAC program were also beneficial to international consultants.*
- 3. Create a special division within ASAC which under the leadership of its own Board of Governors, elected by the ASAC Board, would decide on policies relating to international consulting activities. The new division was to be known as ASAC International, and its activities were to be financed in part by dues from its membership.*

Highlights of ASAC International's activities over the nine years since it was organized in 1982, included the following:

- Periodic surveys of annual international consulting assignments of its members were conducted. The one in 1983, for example, revealed ASACI members had 109 assignments to 45 countries. Of this total, 30 were to Africa, 21 to the Far East, 17 to Europe, 14 to Canada and Central America, 13 to the Middle East, 6 to Latin America, 5 to the Caribbean and 3 to the South Pacific.*

- *International Agribusiness Forum: Starting in 1985, ASAC International began sponsorship of a one-day program held in conjunction with, but immediately preceding, the ASAC Annual Meeting. And between 1985 and 1990, the Forums featured outstanding speakers who discussed subjects ranging from future international investment opportunities, to the consultant's role in trade development, as well as government incentives for doing business overseas.*
- *Trade and Development Program and Other AID Grants and Contracts became the third major area for ASAC International program activity. Between 1985 and 1991, ASAC International was awarded 12 such grants which were for a total of \$2,634,063.*

What the Grants Achieved

The primary objective of these grants was to utilize profitable, private sector modern food systems to provide people in the Developing Countries better and more economical food, while at the same time generating increased exports of goods and services from the United States.

This objective was achieved by first sending a team of ASACI members to evaluate the country's business climate. This team also identified the most promising and potentially profitable agribusiness project opportunities. A second team, with members having expertise in the projects selected, was then sent to the same country to come up with prefeasibility studies to enable potential investors to more accurately evaluate the potential profitability of projects identified by the first team. In addition, this second team proposed names of potential foreign investment partners for each project. Members of both teams then marketed these projects back home to personal acquaintances who were decision makers in American agriculture. The ASACI staff assisted by sending information about these projects to a list of 400 U.S. agribusiness companies interested in investing abroad. Over the five-year period from 1985 to 1990, these companies purchased over 1,000 copies of reports on these agribusiness project opportunities in Developing Countries.

To help carry out this objective, the ASACI Board of Governors delegated responsibility for administering the grants to me as their Executive Vice President, and in this capacity they authorized me to employ a full-time project manager. The person selected was Mike Hurley. He was living in Ecuador at the time and had international experience with private sector agribusiness projects. He also had a masters degree in Spanish,

and had a working knowledge of French and Portuguese. As ASACI's Vice President for Agribusiness Projects, he accompanied each of the ASACI teams on their trips abroad. He also assisted in the selection of teams, preparation of reports, and other activities for each country.

What Did the ASACI Teams Accomplish?

By 1989 our teams had profiled 65 agribusiness investment opportunities in 11 Developing countries (2 in the Near East, 2 in Africa, and 7 in Latin America). These projects had the potential to create 81,000 new jobs, would require an investment of \$178 million in new capital, and promised to increase the export of U.S. goods and services by an estimated \$514 million.

After ASACI teams had been active for only four years, 15 of these agribusiness projects had already been implemented, and 27 others were under active development, and the new capital already invested in these projects had climbed to \$50 million, promising U.S. exports of goods and services of about \$25 million.

To help strengthen marketing efforts behind these projects, in 1987 the U.S. Trade and Development Program authorized a grant to enable ASACI to sponsor a meeting where potential foreign investors who were interested in a specific project could personally meet and negotiate with their potential U.S. counterparts who were interested in becoming an investor in the same projects. This resulted in the Washington Round for International Agribusiness Trade and Development, held in Alexandria, Virginia May 8-10, 1987. Attending the Washington Round conference were 70 potential foreign investors from eight countries (Costa Rica, Dominican Republic, Ecuador, Grenada, Ivory Coast, Kenya, Malaysia, and the Philippines) who had been selected to become joint venture partners by ASACI team members. And 34 of the members of these ASACI teams were also in attendance to help arrange for the foreign investors to confer on a one-on-one basis with the 40 potential U.S. investors in attendance.



Frank Frazier and Bob Spitzer, 2007

While the program for the Washington Round featured outstanding internationally known speakers from agribusiness firms, Congress, and AID, the one-on-one sessions

were destined to become the highlight. More than 300 such sessions took place, and participants rated nearly 75 percent of them to be excellent, and the balance they rated as good.

A true reflection of this interest became apparent the first day of the Round when, at a reception sponsored by the Overseas Private Investment Corporation, about 50 people were still in the reception room talking with one another, more than an hour after the bar had been closed.

In an evaluation following the adjournment of the Washington Round, it was reported that of the 120 foreign investors who had been pre-qualified by ASACI teams, 72 were in attendance. Of the 351 U. S. Investors contacted by ASACI team members, 45 participated in the Washington Round. And potential U.S. investors attending later made 20 trips to follow up on discussions that took place at the Washington Round.

But now let's shift our attention back up to the early 1990's. Despite the widespread acclaim for the record of success of ASACI teams in stimulating the development of modern food systems in the global food economy, negotiating grants with A.I.D. and T.D.P. was becoming increasingly difficult. New officials with new priorities were deciding to allocate available funds for other purposes.

That's why Congressman de la Garza, chairman of the House Agriculture Committee, who had closely followed achievements of ASACI teams, decided to mandate action by adding the Emerging Democracies Amendment to the 1990 Farm Bill. This amendment called upon the Secretary of Agriculture to "develop, maintain, or expand markets for U.S. agricultural exports," and it also directed the Secretary to provide the assistance needed to make available recommendations on "specific opportunities and projects to enhance the effectiveness of these ... food and rural business systems ... by providing assistance to teams consisting primarily of agricultural consultants and government officials." The amendment also authorized a budget of up to \$5,000,000 a year to send teams to at least three emerging democracies annually.

This amendment, although clearly reflecting the ASACI objective and format for country studies, did not specify it was to be administered by ASACI. But hopefully, at least in some small ways, it enabled consultants, in the years that followed, to continue their important role in the transfer of modern U.S. food systems into a rapidly expanding global food economy.

In conclusion, you have heard a brief report on how ASAC and ASACI programs served

you and your profession from 1973 to 1991. You learned about the role of ASAC's International Agribusiness Forum during the economic crisis in 1973. You also learned how, over the years, the annual meetings became a window through which potential clients, officials of government, and the international financial institutions viewed your profession. You also learned the three important ways ASAC helped build the market for your professional services, as well as ways ASACI teams served your interest in the emerging global food economy.

The response of ASAC members was enthusiastic. This resulted in the growth in the total membership from about 100 in 1973 to nearly 400 by 1991.

Back of these accomplishments was effective teamwork. And for making them a reality, I extend my sincere appreciation to all who made it possible ... the members, committees, Executive Board, and to those who served on our staff.

Finally, my thoughts go back to ASAC's 1991 Annual Banquet, at which your president, Joe Marshall, asked not one but two representatives from American Agribusiness Associates to come to the podium to be recognized for services to ASAC over the previous 19 years ... my late wife, Lib, and myself. Throughout this period, Lib was an invaluable and effective partner. She, too, believed serving ASAC was a wonderful experience. So in her behalf as well as my own, I especially appreciate this opportunity to be a part of ASAC's 40th Anniversary celebration.

Chapter 2.

ASAC – 1992 to 2007: New Ventures and Lessons Learned

Frank Frazier retired as the ASAC Executive Director in 1992. This is about the same time government money became less available. A new Executive Vice President was retained for a short duration, but was not successful in maintaining the direction of the Society or its finances. Mike Peden, who had worked in the ASAC office, held things together until the discussions between ASAC and ASFMRA came together in a formal agreement. Many thought that Mike could have continued as the EVP.

John Ross put the original Federation concept in writing and proposed the structure. While John Ross was involved it appeared we were on the road to a successful joint venture. John Ross, like our founding fathers and Frank Frazier, had a vision and was willing to put the time and effort in to see that there was sufficient communication to meet the needs of all parties and to maintain unity.

John Ross eventually took another position. This was a loss to both organizations, but especially ASAC. The majority of the members at that time were independent consultants who did not have sufficient time or resources to put the effort in more than one to two years at a time. They relied heavily on the Executive Vice President's role, but were strong in their leadership roles as officers and their visions for ASAC.

The next major change was the formation of AMAI, who not only managed ASFMRA, ASAC and the Education Foundation, but solicited business from any organization needing management services. Even though AMAI and the leadership worked tirelessly to make it work, it simply was not successful.

Another organization, National Association of Independent Contract Consultants (NAICC) found a close alliance with ASAC. Dave Harms, CAC, played a critical role in seeing if there were common themes not only

between NAICC and ASAC, but how a possible alliance might look with ASFMRA being the third partner.

Through Dave's vision and coordination, a series of meetings and discussions were held to explore possibilities. Out of these meetings, there was a mutual agreement to hold a Tri-Society Annual Conference for ASFMRA, ASAC and NAICC. This meeting became a reality in February, 2007, as described in the Chapter 3.

Chapter 3

2007 to Present – ASAC Returns to its Roots!

As explained in Chapter 2, ASAC as an organization, struggled to assimilate into a relationship with ASFMRA and AMAI, etc.

For the previous several years, there were numerous meetings that focused on possible ways for ASAC to join ASFMRA. The major hurdles to overcome included: (1) Allowing ASAC to remain a separate society, (2) Altering or forming a new consultants' division that would serve members of both societies, and (3) Keeping the much smaller "ASAC membership" as equals in services, staff time, and myriad other logistical parameters.

In mid-February, 2007, the first "Tri-Society" Annual Meeting for ASAC, ASFMRA and NAICC was held in Atlanta, GA. The planning, coordination, and overall logistics involved a lot of people from the three societies. Having the ASAC meeting date moved from the usual October timeframe to February resulted in ASAC's leadership having to extend their normal 12-month roles to almost 16 months. President Fred Hepler, Sam Bartee, president-elect (and program chairperson), Dave Harms (a member of ASAC and NAICC and most instrumental for a lot of coordinated effort), and several other staff members, spent countless hours in putting together the combined sessions, as well as making sure ASAC and the other two societies had adequate time and meeting facilities to conduct their respective meetings.

During the ASAC business meeting, the ASAC membership had varying views on the pros and cons of the society moving under the ASFMRA umbrella. As the newly sworn in President of ASAC, Sam Bartee and the leadership team met at the close of the February tri-society conference. During this leadership meeting, a motion was made and passed to bring ASAC back to a "stand alone" society.

A short eight months later, ASAC met in St. Louis for its own annual meeting and has continued as a stand-alone society ever since.

A most worthwhile recognition is warranted to one fantastic cooperative organization that ASAC has partnered with since the early 1990's and still has close ties with – that organization is the Canadian Consulting Agrologist Association (CCAA). While under the direction of Adele Buettner, CCAA members have attended numerous ASAC meetings and presented excellent information. Likewise, several ASAC members have attended CCAA's meetings and made presentations. Both ASAC and CCAA found common themes in working together to strengthen each other in many areas such as membership development, member services, and other related areas.



2008 Leadership Team -- Ken Hilton, CAC, Bill Zweigbaum, CAC, Russ Morgan, CAC, and Sam Bartee, CAC

Throughout the years of working with ASFMRA, AMAI and other groups, the words contained in the Purpose, Who We (ASAC members) Are, and the Resources listed below have always been and continue to be an integral part of ASAC's culture.

Purpose

The specific purpose of the Society is to foster the science of agricultural consulting in all its varied fields; to promote the profession and maintain high standards under which the members conduct their services for the public; by holding meetings for the exchange of ideas, the education of its members and the study of the profession of agricultural consulting; and by building and maintaining a code of Professional Business Ethics in the broad field of agricultural consulting. [ASAC Bylaws, p. 4]

Who We Are

ASAC is a society of professional consultants who are dedicated to serving the agricultural community by providing a broad range of services, bound by a common Code of Ethics, supported by association with and respect of fellow members, and cognizant of the changing needs of global agriculture.

Resources

1. Expertise providing solutions to problems in both the international and national agricultural systems, including experience in many geographic locations and in many specialties, including, but not limited to the experiences of those before us

who have handed down our heritage. The experience these leaders before us shared with us can only be truly appreciated as we look back and see the wisdom of their advice. That resource is hard to express to those who were not exposed to their wisdom. We can only express what they taught us in a way that others will see it as a resource.

2. Education courses including instructors, course materials, and delivery mechanisms.
3. Informal education through educational programs and discussions by members, meeting the needs of consultants at any level of entry according to their educational needs, level of experience and varying roles in agriculture.
4. Networking with members and members of other organizations at society meetings and other meetings.
5. Networking regarding providing services and solutions to clients.
6. A vision as to the nature of the practice of professional consulting.
7. Volunteers to support the activities and on-going needs of the society.
8. Adequate financial resources to maintain the organization and to develop its future.
9. Sufficient members to sustain current status and grow if the clarity of vision and unity is restored and proper leadership is in place.

Chapter 4.

Four Members of the "ASAC Family" – Individuals Who Have Contributed to ASAC's Rich Heritage

David Garst

B. September 10, 1926 - D. January 9, 2006

By: John Jackson, CAC

I met David Garst at my first annual meeting of the American Society of Agricultural Consultants in New Orleans in 1982. I had been farming since 1974 but losing money at a lively pace and looking for work. Sharon and I had spent two years in the Peace Corps and two years on an international project in Iran, managed by Hawaiian Agronomics International, whose president was Wayne Richardson. Ib Hagsten and two of my professors, who were members, suggested that I join ASAC. I spotted Wayne across the hotel lobby sitting on a large sofa and started in his direction.

When I arrived there was a man in the middle of talking to Wayne on his left, I sat on the man's right. That man was David Garst. Wayne was interrupted so David turned to me and asked, "Who are you and what are you doing here?" I told him my name and that I was farming and needed to do something else. I told him a bit about my operation and that I had an opportunity in Nigeria and had been there a month. I told David we had been in the Peace Corps, to which he commented, "He who serves best, profits most." He was pleased about that part of my past. "What else have you done?" he asked. I said I have worked for Wayne Richardson, as I pointed around his considerable bulk. He did a double take and looked at Wayne and asked, "is he worth a?" Wayne answered in the affirmative and David turned to me and poked me in the chest

and said, "You are going to work for me!" I said no way, but I was wrong.

Wayne also introduced Dave to a girl from Hawaii named Jo and ultimately they were married. Wayne had known Jo since her childhood, and he proudly attended the wedding ceremony.



David Garst

As the third child in his family, David developed his competitive drive and his sales skills from his father, Roswell. His life was devoted to carrying on for Roswell as Director of Sales and Marketing at Garst Seed Company. David was a prolific letter writer, a voracious reader of books, skilled at reciting poetry, an innovator of advanced agricultural technology and ageless in his outdated dress code featuring suspenders, unpolished shoes and later a walking stick. David did have a much lighter stride than his size would suggest, kind of a soft, rolling gait.

When not on the road, David would call every one of his District Sales Managers every Sunday morning. He also gave personal gifts to all of us. I did not know that at the time I was hired and thought he was doing this for me; he made me feel special. We all thought we were special.

David was a big man "midd'len broad" says one of the poems he quoted. He gave new meaning to "belly-to-belly" conversation. He and his brother Steve were emancipated when they were young teenagers and started farming. Roswell had offered David \$1 for every poem he memorized. David learned many poems, and we were the recipients of his desire to recite them for us at ASAC meetings. He once told me that since there were no radios on tractors back then, he recited poems. He could quote poetry for eight hours, without repeating himself. He recited many poems from a number of authors but mainly Kipling, Robert Serves and John Hay, who was Secretary of State for Abraham Lincoln, wrote the Panama Canal Treaty and *The Pike County Ballads*, David's favorite. We oldsters remember stories of Tilmon Joy and Jim Bludso.

The sales and marketing campaign he and his team put together was voted by his peers in the National Agri-Marketing Association to be the best regional campaign three years running. In 1987 David was named Marketer of the Year in recognition of his success. This recognition was his proudest moment and the high point of his life and his career. He was introduced to give his acceptance speech, of which he did a great job. As he walked off the stage the program emcee commented, "He moves like a cat." He paused then added, "A D-8." The crowd roared and laughed, as did David. He loved it.

He is a man who touched hundreds of thousands of people through his newsletters. He dictated his letters and would not allow "old maids" (one or a few words left at the end of a paragraph alone on a line). I try to do that myself: it is not as hard as it might seem. This is a symptom of his frugal ways. When he was not on a Garst Seed Company expense account coming to ASAC meetings, so to save money he roomed with me.

This was not as difficult as you may think.

He did not believe that our future was limited, only that our imagination was. He was strong in his positions but did not think less of those who had other views and stood up for them.

I miss David.

He loved the American Society of Agricultural Consultants and our members.

Francis C. Schaffer, CAC

By: Robert K. Mehrle, Ph.D., CAC

Colonel Francis Calmes Schaffer was born July 7, 1924, in Vicksburg, Mississippi, and died August 19, 2012, in Baton Rouge, Louisiana. As his rank suggests, Francis was a decorated war veteran who served in WWII and the Korean Conflict. He retained the discipline and dedication needed for national defense to foster a career of business and service.

Francis graduated in 1951 from the Department of Chemical Engineering at Louisiana State University. A professional engineer, he founded The Schaffer Global Group and other companies. He was world renowned in the international sugar and related agribusiness sectors with work in over 60 countries. Global recognition led to awards by the U.S. State Department and the Corporate Council on Africa, ASSCT, and others.

He joined the American Society of Agricultural Consultants on December 1, 1983 and received the Certified Agricultural Consultant (CAC) designation. During his 30 years as a member of ASAC, he served on many committees through which his organizational abilities and insights were always well presented and fruitful. His "Professional Qualifications" listed in the ASAC Membership Directory were numerous and displayed a wide diversity of interests and abilities. They included:

Tropical Agri-Business - Full Service. Schaffer & Associates, International, LLC specializes in providing and consulting, design services, project financing, and implementation to worldwide agri-business projects, including appraisals, privatization studies, energy audits, en-



Francis Schaffer, CAC

vironmental evaluations, crop management, equipment and material procurement, personnel training, commissioning and operations management. Also lump sum turn-key EPC contracts on small and medium size projects (up to USD \$85 million). Specific expertise in the worldwide sugar industry including cogeneration and ethanol and other by-products production, also small docks and energy plants. Branch offices in Washington, D.C., San Pedro Sula, and Honduras. Representation and/or project offices in Panama, Nigeria, Serbia and other countries in Africa, Latin America, and the Caribbean. 1999 recipient of: U.S. Department of State's Madeleine Albright Corporate Excellence Award and year 2000 Corporate Council on Africa's Citizenship Award. Nominated for 2004 U.S. Chamber of Commerce Corporate Citizenship Award.

Francis was a faithful attendee at the ASAC annual meetings. He and his wife, Andina, always added grace, dignity, and warm fellowship to the educational, business, and social gatherings of the Society. The value he and his family placed on the organization was evident at his funeral service. There, prominent within the display of his many achievements, was the plaque he received for his years of faithful service to his fellow consultants. Francis Schaffer, CAC, was truly an inspirational example through a life well lived.

From Whence He Came – Roy Ferguson II, CAC

By: Russell D. Morgan, CAC

Roy Ferguson did not set out to be an agricultural consultant -- he was led to be one. In fact, he was not raised on a farm. Rather, he was raised around the oil fields of Shawnee, Oklahoma, where he learned the ethic of hard work in his parents' oil field machine shop. As a senior in high school, Roy took all the night machine shop calls, oftentimes having to get up during the night to make a shaft or some part for a drilling rig that had broken down. Downtime in that industry, then as it is now, was very costly so repairs could not be delayed until the morning.

During his senior year in high school, Roy's parents purchased a farm engaged in raising turkeys, giving Roy an introduction to production agriculture. But, there was a war going on. At the tender age of 17, Roy joined the Army Air Corps as today's U. S. Air Force was known in those days. The war ended before he finished flight training, preventing him from facing the perils of combat. Through a combination of an accumulation of "points" earned and a General officer's good heart, Roy left the military a bit early.

Ten days after exiting the Army Air Corps, Roy married Jill, whom he had met at Chanute Field, Illinois. She lived in nearby Danville at that time. Thus began their life journey together. They returned to Oklahoma

where he enrolled in Oklahoma State University (OSU) and studied agriculture, more specifically poultry production and English. While it is normal for turkeys to have dangling caruncles and snoods, dangling particples are not allowed, hence Roy's interest in English.

While at OSU Roy tried out for and made the freshman basketball team under the tutelage of legendary coach Henry Iba. He had played basketball in high school as his parents had allowed Roy to play one sport; and basketball was his choice. His high school team had excelled during his participation, even defeating some junior college teams. However, when his oldest son was born, his college basketball days were numbered. He left OSU's team with coach Iba's understanding and blessing.

Roy and Jill left OSU after 2 years and returned to the family business. Within five years, they purchased the family farm, including the turkey business, from Roy's parents. It was then Roy determined he should return to school for a business degree. He enrolled part-time at Oklahoma Baptist University located in Shawnee. He graduated with a degree in business after five and one-half years of night school. Coincidentally, his oldest son graduated from high school the same week.

The combination of structured business education and real-world production experience aided Roy in pioneering changes in turkey breeding. His business thrived to the point of engaging joint ventures in 14 countries. In 1972, a change in vocation called and Roy and Jill answered. Roy took a position as Chief Operating Officer with a Boston company whose main income source was life insurance sales. Its 11 subsidiaries were not performing well, actually going downhill financially, and Roy's appointed task was to take over the annuity division. Within a year or so, all subsidiaries had become profitable – without wholesale changes in personnel. Proper motivation, delegation of decision-making authority and job responsibilities proved to be key components in the turn-around.

From Boston, Roy was recruited by a minority ethnic-owned Atlanta firm to develop a large presence in commercial agriculture. It resulted in becoming the largest such penetration into commercial agriculture by a minority-owned group in history. Creating startup enterprises from scratch and often-times under-capitalized, the organization recorded a profit the very first year. Some of the prize enterprises was a hog operation that was one of the five largest in the U.S. and market development in dairy goats that was heretofore unprecedented. As a result of the dairy goat development, Roy was invited to speak at the World Dairy Expo.

Opportunities commonly knock on the door of the successful. A German-Swiss group recruited Roy to start a hybrid swine breeding program in the U.S. The intent was to replicate the success the group enjoyed in Eu-



Roy C. Ferguson II, CAC
ASAC President 1991

rope. At the time, the firm was probably further along the 5 x cross than any other hog breeder. Additionally, the processes and technology developed led to significant improvement in fertility rates. Another successful venture in agriculture production . . . but change again was in the air.

Roy and Jill sold their interest in the German-Swiss firm and looked to purchase a company in the southeast. They were living on Lake Lanier in Georgia at the time, where the view was scenic and the fishing plentiful. Roy had engaged in business consulting over the previous years. As they were searching/researching a business to buy or start, he distinctly told Jill, "No Agriculture." This "line in the sand" was drawn primarily due to the mindset of the "gurus" in agricultural finance at the time.

As fate (being led) would have it, an opportunity arose to write the financial part of some agricultural-related business plans. This opportunity taken led to increased opportunities expanding from just a southeastern to a national scope. About this time, Roy and Jill's grandchildren began to bend their ear to return to Oklahoma. As only grandchildren can do, they convinced Roy and Jill to leave scenic Lake Lanier and returned to Tulsa.

Soon thereafter, the concept of agricultural finance workshops was developed. The time reference was 1982 – the beginning of the agricultural financial crisis. Roy's firm was working extensively in turnarounds – a direct result of the agricultural financial crisis. A banker became aware of the analytical system Roy was using in his turnaround work and wanted him to train bank employees in its use. This training led to others and geographical expansion. A large boost to the expansion came when Danita Allen, the business editor for Successful Farming, attended a training workshop and wrote articles about Roy and his analytical system. Ms. Allen first coined the term "The Ferguson Agri-Management System." Roy's firm wasn't even called the Ferguson Group at that time.

So, Roy is on his fourth career path, each building on the prior to bring him to where he is today. Again, each time he was led to the next path. At each stop, he felt that was his permanent path, but bigger and better plans were in store for him. Those of us in ASAC are certainly appreciative that he was led to our organization as he has had a profound influence on ASAC's path traveled.

Roy joined ASAC in 1980 at the behest of Dr. Wolfgang Jochle, a German expatriate veterinarian with whom he became associated during his work with the swine breeding venture. Frank Frazier was the Executive VP at that time. Roy and Frank had become acquainted and grown to know one another well during the 1950s and 1960s when Frank was a poultry organization administrator and Roy was active in international turkey breeding. The appeal of enhanced professionalism through certification drew Roy to ASAC.

Roy became an ASAC board member in 1984. He soon began the progression up the leadership ladder to become president in 1991. During his tenure on the board, Roy helped persuade ASAC's Board of Directors to institute a formal financial plan which led to a significant accumulation of cash reserves. While serving as president, he successfully launched an effort for every ASAC member to serve actively on a committee of his

or her choice. Since his presidency, Roy has remained active in ASAC serving on numerous standing and ad hoc committees, especially ones emphasizing and/or reviewing ASAC's certification process.

During Roy's 33+ years' association with ASAC, he has certainly left his mark on the organization. He is and will be remembered as a stalwart in ASAC's continued emphasis on professionalism through its certification process.

Mrs. Ida V. Hurley, CAC

Commentary by Sam N. Bartee, CAC

Throughout ASAC's history, the membership has been predominately men. This was certainly true during the early years since a majority of agricultural consultants were male. However, as the years passed women were finding their consulting roles in agriculture and started to attend ASAC meetings and ultimately became members. In the early 1990's, there was a lady named Ida Hurley who began attending annual meetings. Everyone who has known or worked with Ida soon realized she was the right person to jump into the leadership role of ASAC and she became the first woman president of ASAC in 1999. Ida spent countless hours in evaluating and assessing ways to improve ASAC's objectives, membership benefits, and most importantly, keeping ASAC (the organization) focused on why it existed, and should not stray from its roots. There are two reports that capture the essence of Ida the person and Ida the ASAC leader. One report is Ida's address to the membership at the end of her term as President of ASAC in 1999. (See Chapter 6.)

Another report that I believe typifies the core values of Ida is an acceptance speech she prepared for receiving the Merit Award presented by Fred Helper to Ida in 2005. Ida could not attend, so Ted E. Stivers delivered the speech. Thanks Ida for sharing your thoughts and vision for ASAC!

I came into ASAC at a time when I had a vision, but very few clients. Through ASAC, I was able to obtain, either directly from ASAC or through ASAC members' workshops and mentoring, the equivalent of a college degree in agricultural consulting. My education had previously been only graduation from high school. Not only did I receive educational opportunities, but I was given responsibilities that taught me leadership skills and how to think on my feet quickly — especially being one of the few women members of ASAC. I recognized the talent and wisdom there. I was at first intimidated and fearful, but through the encouragement of people like Roy Ferguson, Jim Nofziger, Dave Hamblin, Don Gillings and many, many more, I began to feel like a peer and was given a great deal of respect not only as a fellow consultant but also as a female member.



Ida Hurley, CAC
ASAC President 1999

Had we had stringent and expensive educational requirements, I could not have afforded to have the involvement that I did. I am a huge believer in education. There are many ways to provide that education and mine came through mentoring, workshops, opportunities to work with fellow consultants on projects, and the tremendously affective culture that existed in ASAC. As a result of that experience and my fellow ASAC members, I have grown to being CEO of a multi-million dollar farm marketing company with 23 offices throughout the United States. Many of my ASAC members have been used as consultants both for our company and for clients along the way. Just because I named only a few of my mentors as a contributor to my motivation to keep going, doesn't make any one of my fellow members less important in my journey. Roy Ferguson and Jim Nofziger were simply insistent that I be the first woman president of ASAC, something I thought was completely out of reach when they first put those thoughts in my head. In fact, I was raised to believe that women were not to be in that position, but in a position of service. I have since found that true leadership is being a servant to all.

I am so deeply grateful to the past leaders of ASAC like you, Ted, and Frank Frazier, Dr. Ensminger and the many, many others for their vision for agriculture and their desire to make agricultural consulting a noble profession. I am also grateful to those who are willing to carry on. I simply hope and pray that the culture stays alive and well. The vision and mission of our company, Hurley & Associates, is to do our part in keeping rural America strong, and more specifically assist the farmers and ranchers in rural America stay economically stable and strong. I firmly believe that Rural America's health is vital to the health of our nation.

The American Society of Agricultural Consultants that I know has contributed tremendously to the health and well being of rural America. That is due not only to the knowledge and wisdom of its members, but their values and commitments to their profession.

I am so sorry that I am not at the past president's banquet. Please give my best and my love to those present. John Jackson, I wish both myself and Dave Garst were both present. We have lost some of our great leaders. He was probably the most intimidating member I faced at the beginning, but when you got past the tough exterior to his heart, you found a gold mine. I think he also went from thinking I was "a thorn in the

flesh" to being a true friend. I have many letters that he wrote to me about his vision of agriculture that I cherish.

The fact that Ted is presenting this for me, someone whom I have really never met in person, tells you about the spirit of our organization. It tells you that a common vision and purpose brings you together to accomplish the purpose God has for all of us. God Bless each and every one of you.

Ida V. Hurley

Chapter 5

The Code of Ethics: ASAC's Foundation and Underlying Code!

For all of ASAC's existence as an organization, the "Code of Ethics" has been the primary focal point. Listed below are the ten core points:

1. A member is distinguished by the independence, objectivity and moral concern by which his/her business affairs are conducted.
2. A member will accept only those engagements he/she is qualified to undertake and which, in light of this knowledge and experience, are in the best interests of his/her clients.
3. A member can be depended upon to serve his/her clients with true professional honesty; he/she will refuse to serve under terms or conditions that may impair his/her independence, objectivity or integrity.
4. A member respects and guards as confidential any information obtained from clients which is of a sensitive and confidential nature.
5. A member will serve two or more competing clients at the same time on problems of conflicting nature only with their full knowledge.
6. A member shall not accept or pay fees for referral of clients, nor will he/she accept compensation, financial or otherwise, from persons or companies whose products, equipment or services he/she may recommend to clients during the course of an engagement without full disclosure to the client.
7. A member shall always respect the rights of his/her fellow consultants negotiating for professional work or advancement; he/she may use all honorable means in competition for an assignment.

8. A member will condemn unethical or illegal conduct by other consultants and shall report any information of these principals to the Society's Committee on Grievances for proper investigation and action.
9. A member shall promote his/her services in a professionally dignified manner, being careful to avoid inaccuracies or misleading statements.
10. A member recognizes that the Society's Code of Ethics signifies a voluntary assumption of the obligation of self-discipline above and beyond the requirements of the law. By it he/she strives to uphold the honor and maintain the dignity of his/her profession.

ETHICS COMMENTARY

By Roy Ferguson II, CAC

Throughout the 33 years that I have been a member of the American Society of Agricultural Consultants, consistent pride in the overall, high level of professional ethics has always been a hallmark of the Society. Simple reality is that to my knowledge...plus those of the other six long-time, veteran leaders with whom I checked their memories as well...ASAC has been free of the overt controversies and taint of professional "corner cutting" which has plagued so many other national organizations.

ASAC's Underlying Code of Ethics appears in total on page 6 of the Society's *2013 Membership Roster*. Its very first statements reads, "An ASAC member is distinguished by the independence, objectivity, and moral concern by which his/her business affairs are conducted." Ethical conduct is explained subsequently in relationship to accepting only those engagements for which the consultant is qualified appropriately for the best interest of his/her clients...observing strict confidentiality is mandatory...serving two or more competing clients is taboo...referral fees are banned without full knowledge of clients...members will condemn unethical conduct by other consultants and avoid them...plus members will promote their own services in a professional, dignified manner to avoid inaccurate or misleading statements.

Try as the seven of us might...all of whom have served ASAC in numerous capacities including president...we could not recall a single incident in which a member was believed to have behaved in a disrespectful or unprofessional manner. One individual commented that his only negative recollection involved 2-3 former members who had left the Society for undisclosed reasons and then continued to wear the distinctive ASAC membership lapel pen as well as display the ASAC logo on their business stationery. Fortunately, those situations were resolved rather promptly and painlessly while the individuals who were involved plead carelessness.

Many years ago, ASAC also employed an Executive Vice President who was the epitome of a big-time spend-

er. What could have been an embarrassing and complicated situation was actually solved rather simply since the individual resigned rather than being constrained by any spending limits.

During my own presidency and eight years on the Board of Directors coming up the chain of officers, everything concerning professional ethics was peaceful and quiet within the Society. My personal observation is that the members with whom I became acquainted during those and subsequent years regarded the issue of professional ethics quite seriously.

So, in the final analysis, the American Society of Agricultural Consultants has been blessed over the years by a membership which has been quite determined to maintain the highest possible degree of professional ethics. Helping to keep the subject fresh in everyone's mind, speakers review ethical standards and conduct as a part of the Continuing Education requirements during Annual Meetings.



The exact occasion is not known, but in this 1965 photo of the ASAC team are, from left: John Algeo, CAC, 1972 ASAC President; M.E. Ensminger, Ph.D., CAC, 1964 ASAC President; Dr. William W. Leatherwood, and; James Allison. Leatherwood and his wife Bette managed the organization from their home in Salisbury, Missouri for a number of years until Frank Frazier was hired as a permanent ASAC Executive Vice President in 1973.



Ted Stivers, CAC, left, ASAC President in 1973, meets with Georgia Congressman Phil Lendrum, center, and then-ASAC Washington representative Frank Frazier in Washington, D.C. in 1973. Frazier was named ASAC Executive Vice President later that year.



Attending the October 1979 Annual Meeting were, from left: Lib Frazier; Robert Spitzer; Frank Frazier, ASAC Executive Vice President, and Frank Cannon.



Members of the ASAC Pesticide Committee meet in Washington, D.C. in March 1973. Shown, left to right, are: John Ivey, El Paso, TX; Sarkis Sarabian, CAC, Sanger, CA; John Stackhouse, vice president National Agricultural Chemicals Association, and; John Algeo, Santa Ynez, CA. Sarabian served as ASAC president in 1974.



Columnist James J. Kilpatrick meets with Senator Robert Dole at the senator's office in Washington, D.C. Looking on are James Allison, CAC, and his wife. Allison served as ASAC president in 1970.



At 1990 ASAC meeting are, from left: Gary Conley, Ph.D., CAC, 1994 ASAC President; ; David Hamblin, CAC, 1995 ASAC President; unidentified; Joe Marshall, Ph.D., CAC, 1990 ASAC President; and Francis Schaffer.



1984 ASAC President William Helming, CAC, presents a plaque of appreciation to Waldo Heron, CAC, outgoing 1983 ASAC President



1989 ASAC President Kelly M. Harrison, Ph.D., CAC, presents an ASAC Service Award plaque to Wayne Richardson, Jr., CAC, 1986 ASAC President.



The ASAC Meritorious Service Award is presented to Secretary of Agriculture Clayton Yeuter by ASAC President Roy Ferguson II, CAC, in 1990 in Washington, D.C. Attending the presentation are, from left: Frank Frazier, ASAC Executive Vice President; Francis Shaffer; Gary Conley, Ph.D., CAC, 1994 ASAC President; Yeuter; Ferguson, and: David Hamblin, CAC, 1995 ASAC President. Yeuter was praised for his many outstanding achievements over the years and especially the effectiveness of his efforts to help agriculture received greater benefits from a market-driven economy.



The 1984 Annual Meeting in San Antonio, TX, featured an address on "*The New Role of Options in Risk Management*" by Dr. Clayton Yeutter, then president of the Chicago Mercantile Exchange. Among the ASAC members present were, from left: Tom Shotwell, Ph.D., CAC 1981 ASAC President; Temple Grandin, CAC; Bill Helming, CAC, 1984 ASAC President; Unidentified; Mrs. James Allison, Jack Martin, Ph.D., CAC, 1987 ASAC President; and Peter McCracken, CAC, 1985 ASAC President.



ASAC members gathered at a 1986 event are, from left: (front row) R. Dean Thomas, CAC, 1979 President; Gary Conley, Ph.D., CAC, 1994 ASAC President; Jack Martin, Ph.D., CAC, 1987 ASAC President; Trenna Grabowski, CAC; (middle row) William Riddle, Ph.D., CAC, 2000 ASAC President; unidentified; Ellsworth Stewart, and; unidentified; (back row) David Garst; Mark LeGrange; J.W. Hackmack, CAC, 1982 ASAC President, and; Ib Hagsten, Ph.D., CAC, 2003 ASAC President.



Holding the 1992 "I Survived the ASAC Strategic Planning Conference" are, from left: ASAC President David Bechtol, DVM, CAC; 2000 ASAC President William Riddle, Ph.D., CAC; Francis Schaffer, and; K. Chandler. Also pictured (from left to right, back row are: Robert Lee, Ph.D., CAC, 1993 ASAC President; John Jackson, CAC, 1998 ASAC President; ASAC EVP Kelly Harrison; James Wheyland, and; workshop facilitator Lyall Vanatta. Second row: Michael Chilton, CAC, 1996 ASAC President; Joseph Marshall, Ph.D., CAC, 1990 ASAC President; Robert Maxwell; David Garst, CAC, ; Brad Bradley; John Airy; Michael Peden, and David Hamblin, CAC, 1995 ASAC President. Front row, standing: Michael Salisbury, CAC, 1997 ASAC President; William Sayre; William Varano; CAC, Roy Ferguson II, CAC, 1991 ASAC President; Jack Martin, Ph.D., CAC, 1987 ASAC President; Madelline Mellinger; Ahmad Ahmadi; John Baker, Ph.D., CAC,; Richard Reuter; Cindy Leigh, and: Frank Frazier, ASAC Executive Vice President.



1992 ASAC Meeting in Louisville, KY



1997 ASAC President Michael Salisbury, CAC, visits with Frank and Lib Frazier.



Cross-pollinating ideas with members of the Canadian Consulting Agrologists Association at that organization's meeting in 2004 are, from left: Kelly Wutzke, Bill Holstine, CAC, 2004 ASAC President; Fred Hepler, 2005 ASAC President; Ib Hagsten, Ph.D., CAC, 2003 ASAC President; Ken Hilton, CAC, 2007 ASAC President; Hans-R Michel, CAC; Leonard Meador; John Jackson, CAC, 1998 ASAC President, and; Donald Hoover.



Robert Ascheman, Ph.D., CAC, 1988 ASAC President, presents a citation to Jack Martin, Ph.D., CAC, for his leadership as president of the group in 1987.



Receiving recognition plaques during the 1998 ASAC Annual Meeting are, from left: William Holstine, CAC, 2004 ASAC President; Curtis Eikenberry; Robert Mehrle, Ph.D., CAC; Ken Hilton, CAC, 2007 ASAC President; Sam Bartee, CAC, 2006 ASAC President, and; Ida Hurley, CAC, 1999 ASAC President.



Taking advantage of perfect weather are ASAC members joining in a San Antonio Riverwalk dinner barge experience. The 2011 Annual Meeting included an off-site visit to the University of Texas -- San Antonio for strategic planning on the future of the group.



Russell Morgan, CAC, and Sam Bartee, CAC, 2006 ASAC President, discuss the formal poster presentation made by Courtney Buckley of the University of Florida during the 2011 Annual Meeting in San Antonio. It was the first year ASAC invited graduate-level students to make paper/poster presentations for peer review at an ASAC meeting.



ASAC's female leadership team has consisted of, from left, Paige Gilligan, CAC, Ida Hurley, CAC, and Peggy Raisanen, CAC. Hurley was the first woman president of the organization serving in 1999. Raisanen was president of the group in 2010, and Gilligan has held the post twice, in 2009 and in 2012.



Past ASAC Presidents were feted during the Past Presidents' Luncheon at the Annual 2012 Conference held in October in Denver. Those past presidents attending were, seated, from left: Peggy Raisanen, CAC, Hurley & Associates, 2010; and, Paige Gilligan, CAC, Rabobank, NA, 2009. Second row, from left: Roy Ferguson II, CAC, Ferguson Group -- Tulsa, 1991; Bill Zweigbaum, CAC, Farm Credit East, ACA, 2008; Gary Wagner, CAC, Great Earth Agri-Business, Inc., 2011; Ib Hagsten, Ph.D., CAC, Hagsten Enterprises, Intl., Inc., 2003; and, John Jackson, CAC, Agricultural Management Group, Inc., 1998. Back row, from left: Robert E. Lee, Ph.D., CAC, Lee Agribusiness Connections, Inc., 1993; Sam Bartee, CAC, Helena Chemical Company, 2006; Don Gillings, CAC, Centrec Consulting Group, 2002; and, Ken Hilton, CAC, Red Wing Software Systems, 2007.



2013 ASAC Leadership Team -- Paige Gilligan, CAC, left of center, was elected president of the American Society of Agricultural Consultants at the organization's annual meeting held recently in Denver. Flanking her are, from left: Russell Morgan, CAC, President-Elect; Robert Mehrle, Ph.D., CAC, Southern Region Director; Robert E. Lee, Ph.D., CAC, Eastern Region Director; Erin Pirro, Chief Financial Officer; Norman Brown, Vice President; Gary Wagner, CAC, Immediate Past President; and, Joseph Kluender, CAC, Northern Region Director.

Chapter 6

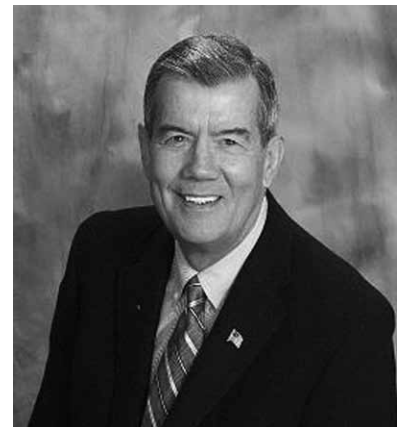
Past-Presidents of ASAC: Reflections, Memories and Advice

During the past 50 years, 48 ASAC members have had the distinction and honor to serve in the capacity of President. An effort was made to contact all of the living Past Presidents; however, there are a few for which no current contact information is available. The following are responses from those Past Presidents who wish to share their thoughts about the ASAC organization, its members, and events; and how these events or persons influenced or enhanced them individually.

Bill Helming, CAC ASAC President 1984

I became a member of ASAC in 1976. I had the honor and pleasure to serve as ASAC president in 1984. I have been a dues paying (CAC) member of ASAC for 38 years. I became a member when I was 34 years old. I turned 73 on July 2, 2013 and I expect to be a member of ASAC for another 15 to 20 years!

I support and believe strongly in the principles for which ASAC was founded and stands for today, i.e. high integrity and excellent ethics, professionalism, honesty, independence, free-market capitalism, self-employment, self-reliance and helping those who are in the agricultural and food production, processing and merchandising business and industry in the U.S. and on a global basis to be better prepared and informed for future production and marketplace competition, changes, conditions, problems, challenges and opportunities.



Bill Helming, CAC
ASAC President 1984

I am the founder, chairman and CEO of a new and large-scale start-up, vertically integrated and cost-plus farming, cattle feeding, beef packing, chicken production and processing, ground beef (hamburger) and chicken restaurant and wind, solar and manure reusable energy company called Rolling Plains. This company will become operative in calendar year 2013. I am very confident that my many years as a livestock, poultry, grain, farm and U.S. macro-economic outlook and agribusiness self-employed economist, consultant and ASAC member has prepared me very well for this new chapter and exciting journey in my life and career. This represents a culmination of my life's work. I strongly encourage younger men and women to become agri-business self-employed consultants and becoming long-term dues paying members of ASAC.

**Jack E. Martin, Ph.D., CAC
ASAC President 1987**

In my nearly 40 years as a member of ASAC, many interesting opportunities presented themselves, such as serving for seven years on the Membership Review Committee or being acting president for Wayne Richardson during his term in office. Although these were significant, I am addressing what I consider the crown jewel of ASAC: The Code of Ethics.



Jack Martin, Ph.D., CAC
ASAC President 1987
(Jack is in the bottom position.
Photo taken June 2013)

Early in my career, I worked for two companies with high ethical standards, Monsanto Co. and Ralston Purina Co. Both companies set the bar high on business principles. During the 1960s and 1970s the beef industry encountered rapid growth in the commercial feeding of cattle in large feedlots. This growth started in California and spread to Arizona, Texas, Kansas, etc. This growth was fueled in large part by surplus grain, beneficial tax credits, and willing investors.

The beef industry has long been one that operates on a hand shake and promise which make it possible for shady characters to operate. With this rapid growth and easy money the ethics of some of the suppliers were questionable. As a new consultant, I was offered "payment" to recommend their products. I felt this practice would have created a serious conflict of interest.

Aware of these tactics when I started Sterling Nutritional Services in 1971 and I became dedicated to building my company on a foundation based on a strong ethical standard. Getting established in business was slow as most feed lot managers (rightly so) would ask who I consulted for, along with asking for references. It was a chicken and egg problem as I needed a client to get new clients. Aid came in the form of a phone call from Harry J. Konen, CAC, (ASAC president in 1976). Harry invited me

to join ASAC, outlining the benefits. I was reluctant until he pointed out the Society had a Code of Ethics, and maintained high professional standards. Soon after joining ASAC, I placed the Society Seal on my stationary and business cards. This helped give me more recognition. The Code of Ethics was framed and placed on a prominent wall in my office, reminding me and all that gathered there the importance of that document.

The ASAC Code of Ethics has been a strong foundation in all aspects of my life, both professional and personal. I am proud to say that it has made me aspire to be a better man. I believe that I succeeded.

Joseph H. Marshall, III, Ph.D., CAC
ASAC President 1990

My years with ASAC began about 1981, after leaving the corporate world to become an entrepreneur in the field of making and managing Agricultural and Agribusiness Investments for individual and institutional investors. I was looking for a professional affiliation of peers with which to associate and exchange ideas and expertise. It was then that I learned of The American Society of Agricultural Consultants...headed by Frank Frazier...who I had known and admired as an undergraduate student and when he headed the major poultry trade association of the time. Between that time in the 1950s and then, Frank had assumed association leadership for ASAC.

After the requisite application and review of references, I became a member in 1982. Society membership provided a great opportunity to meet a whole world of Ag Professionals with similar interests and offer an opportunity to share ideas and work assignments. Since that time and until the recent past, I have enjoyed many international assignments, most as a result of my association with ASAC. My travels have included The Philippines, most of Central America, Ecuador, Venezuela, Brazil and other parts of South America, Russia, Ukraine, and other parts of the former Soviet Union, China, Malaysia, Indonesia, Thailand, and others.

ASAC membership has also been a factor in attracting and retaining international and domestic clients for domestic investments.

Along the way, I have been privileged to serve the Society in a range of capacities, ranging from Board Membership to Secretary, Vice President, President, and Chairman of the International Committee....each office was a pleasure to serve.



Joe Marshall, Ph.D., CAC
ASAC President 1990

Probably the most important benefit of membership was the meeting and association with so many new friends and colleagues along the way.....many still with us and some departed. I won't try to name them for fear of omitting some of the best. Most importantly, I hope we have contributed to mankind in some small way by contributing to more world food and fiber production.

Roy C. Ferguson II, CAC
ASAC President 1991

I joined ASAC during 1980 following the urging of Dr. Wolfgang Jochle of Denbury Township, New Jersey, a German expatriate veterinarian to the U.S. with whom I had been associated in an extremely successful hybrid swine breeding venture in Georgia.

Frank Frazier was the Executive Vice President at that time as well as during many of ASAC's formative years. We had known each other quite well during the 1950s and 1960s when Frank was a nationally known poultry organization administrator and I was active in international turkey breeding. The ability to achieve Certified Status through ASAC was immensely appealing, so I jumped enthusiastically at the invitation to become a member.

The opportunity to serve as a Director and begin progressing up the leadership ladder presented itself surprisingly during Bill Helming's reign as President in 1984. The Society's financial resources became undesirably thin soon afterward, so I teamed with Walter Minger of California, who was the head of agricultural banking for Bank of America, to persuade ASAC's Board of Directors to institute a formal financial plan which led to the accumulation of cash reserves totaling some \$160,000 by 1992.

While serving as President during 1991, an effort was launched successfully to have every ASAC member serve actively on a Committee of his or her choice. Strong emphasis was continued on individual attendance at ASAC's Annual Meetings...with the result that 125-150 members being present was typical for several years. Moreover, when my wife, Jill, coordinated the special programs for spouses along with Lib Frazier during 1991, some 45-50 spouses participated.

ASAC's certification process has always contained special personal interest. During the mid 1990s, former President Joe Marshall and I were asked to draft an updated process for achieving Certified Agricultural Consultant status. Subsequently during Ken Hilton's service as President in 2007, Francis Schaffer and I co-chaired a small committee that reviewed and updated the process for achieving CAC status again.

My 33+ years as a member of ASAC have been filled with pleasant memories and invaluable friendships. The

opportunity of representing ASAC with Joe Marshall on a consulting assignment in Thailand was an obvious highlight.

David T. Bechtol, DVM, CAC
ASAC President 1992

After graduation from Texas A & M Veterinary School in 1965, I became actively involved in the “first phase” of veterinary consulting in the cattle feedlot and swine production industry in the Texas Panhandle. This type of practice was not taught in veterinary schools in the 1960s so as I became more involved in consulting I started looking for expertise and information on how to provide this type of practice along with my general veterinary practice.

John Algeo and Jim Elam, both members of ASAC, were doing nutrition consulting with feedlots where I was providing veterinary service so they were the first ones to tell me about ASAC. I attended a meeting in Las Vegas and became acquainted also with Charlie Crane, DVM, Jim Nofziger, Frank Frazier and others.

ASAC was one of the few organizations that could provide the information and expertise that I was looking for in establishing my practice. I became a member in 1969 and as I became more involved as a consultant I became a Certified Member. ASAC not only provided all that Frank and others said it would, it also gave me the confidence to start my full-time veterinary consulting practice — Palo Duro Consultation, Research and Feedlot in 1974.

ASAC and Frank also gave me the insight to help form the Academy of Veterinary Consultants in 1972, which provides continuing education for veterinary consultants throughout the United States and some foreign countries. As I became more involved nationally and internationally in veterinary consultation, I also became more involved with ASAC. I became a director in 1989 and was elected president in 1992. I also was appointed to represent ASAC on the National Emerging Democracies Committee in 1992.

One of the most “trying” parts of my presidential days was the retiring days and transition of Frank Frazier as our Executive Director to Kelly Harrison. This required a lot of time of several members to make this a smooth transition but it was finally done. Again, I want to thank all the members involved (Roy Ferguson, Bill Helming, Jack Martin, Ib Hagsten, Dave Garst, John Jackson, Ralph Knowles and others that I am sure I have failed to mention) for all the help and support.



David Bechtol, DVM, CAC
ASAC President 1992

Robert E. Lee, Ph.D., CAC
ASAC President 1993

My career as an Agribusiness management consultant started when I joined the international consulting firm Arthur D. Little, Inc. based in Cambridge, MA in 1968. I joined ASAC in 1982 after returning from an eight-year tour of duty in Algeria and Brazil. I joined ASAC because our firm was doing a great deal of work in agribusiness consulting both domestically and internationally for multinational firms and international development organizations. At the time there were several members of the society doing similar work and I felt that by interacting with these professionals it would be good for my professional development as well as good business for our firm. This turned out to be true. The most rewarding part of my association with ASAC has been getting to know the people in the society and building friendships with kindred spirits who have remained supportive colleagues over many years.



Robert Lee, Ph.D., CAC
ASAC President 1993

Food is the mainstay of every human being living on earth. Providing the food for people as earth's population doubles over the next few decades will become an increasing challenge. To provide this food will require new technologies, production systems, management systems, packaging systems, transportation mechanisms, environmental procedures, labor utilization practices, and several more tools. Meeting these demands will require highly trained, understanding professionals who can work with farmers, processors, wholesalers, retailers and others of all scale in many different countries and cultures who will help get food from where produced to where consumed. It will be the job of agricultural/ agribusiness consultants (the trained, understanding professionals in all agricultural/agribusiness disciplines) to help the

players to put their minds and labor to work so as to meet the challenge of feeding a world with 12 billion people in not many years. I think agribusiness consultants will be in demand at many levels and in many countries and the need will expand over the next 50 years. A vibrant ASAC could be a catalyst for helping to develop the next generation of agricultural/agribusiness consultants.

While I was President of ASAC, the organization faced a serious challenge because our Executive Director since inception, Mr. Frank Frazier and his able assistant Ms. Lib Frazier, decided to resign shortly before I took office. Replacing Frank (nearly an impossible task) was an able ASAC colleague Dr. Kelly Harrison; and, working with Kelly was Mr. Mike Peden. Under Dr. Harrison's leadership, ASAC set forth with a goal, approved by the board, to increase the society's working relationship with USAID and some other development agencies in Washington, D.C., in hopes of developing projects that members could work on and at the same time generate some funding support for the society.

Unfortunately, the effort did not prove successful. Thus, just before I took office the society was faced with downsizing its activities in order to stay viable as the aggressive expansion effort did not materialize. After

Kelly's departure, Mike became ASAC's Executive Director. During my term, we were seeking ways to reduce costs and still maintain a means for serving the members. Ultimately this all led to the board deciding to join forces with the ASFMRA and moving ASAC activities to Denver under the capable leadership of Mr. John Ross. The society continued under this management arrangement for several years until it was decided that the arrangement was not the best for the society and we returned to being autonomous.

David C. Hamblin, CAC
ASAC President 1995

I joined in 1980 or 1981. John Carbonniere talked to me about joining after I left my corporate job in the egg business and became a consultant. I joined because I liked the people who were a part of ASAC. They were very professional. They were very supportive of each other. I decided to help by serving on several committees over the years. I always learned from the annual meetings and my private contacts with many members. I was able to participate in in-country studies in Grenada and Jordan. These were wonderful experiences and I became close to those I worked with on these assignments.

Over the years, I enhanced my skills and learned a lot about agriculture consulting from the annual meetings. I believe in the Society's code of conduct. I made many friends in the Society and have watched them excel in their chosen fields. Many members have been excellent examples to me.

My membership in the Society has made me a better consultant and enriched my life. I will always be glad I joined and participated in ASAC. I look forward to attending the 50th Year Anniversary in Washington D.C.



David Hamblin, CAC
ASAC President 1995

Michael W. Chilton, CAC
ASAC President 1996

ASAC.....The Why's, What's, Who's, How's, When's, & Where's----for Me!!
After working in various international positions for fifteen years, in 1984 my career was at a cross-roads.--Following a return to the U.S. in 1975, the Oregon agricultural company, involved in seed, chemicals and fertilizers, where I had worked for eight years had just been sold. It became apparent after managing a suc-

successful start-up in specialty seed production, a continuation under new ownership would likely focus on the expansion of this lucrative component with only modest benefit to myself.

And so, I asked myself, "Why should I be a part of another cycle of successful international seed production and marketing operations when I could do the same thing for myself??"...ultimately realized as an important decision! I needed the broadening contacts that ASAC offered, and I became aware of this opportunity at a rather fortuitous moment, ie., in 1984 through friends....thus answering the "why's" of joining ASAC!!

ASAC answered the 'What's' by offering the opportunity to learn about differing agriculture in various parts of the country. I needed this in order to judge the best areas for seed and specialty plant production and all its related disciplines. I also needed to know something of the working diversities various ASAC members brought to the table. This diversity was ultimately rewarded in 'spades', helping to broaden considerably my spectrum of agricultural knowledge.

Members of ASAC represented a delightful and 'among the living' collection of various entrepreneurial endeavors. Most were small, one- (to only a few-) employee companies, all pursuing various niche markets of some kind or another of intellectual capacity. I felt being associated as stimulating and most worthwhile,... thus reaffirming the "Who's".

The "How's" of ASAC were most evident in the form of periodic meetings, creating a culture of interaction among its members, and even sponsorship of international consulting of which I was able to fulfill two different roles.

As to "When", ASAC was always a reserve of contacts which could be tapped for many reasons. The networking possibilities were always available at any time of the year.

And, the "Where" was applicable world-wide. There was a strong emphasis in international agriculture, membership was well distributed over the entire US, but also in a number of countries abroad. It was truly a system without geographical limits.

Being comfortable within ASAC, I became interested in being a part of its administrative and directional role, and consequentially served in various officer capacities, through the presidential chair in the mid-'90s. I have been most pleased that I could count myself as a long-time member of ASAC and contribute what was possible. In fact, ASAC probably contributed much more to me than I could have ever returned to the organization.

Michael H. Salisbury, CAC
ASAC President 1997

When Sam Barteer asked me to record some of my reflections on my years on the ASAC board and my year as Board President, the word “daunting” came into my mind.

ASAC, founded in 1963, a year before I graduated from high school, has played a very pivotal role in my career as a Farm Family Business consultant, and to attempt to use a few words to capture the role that ASAC has played in my life is a difficult task. I think my first introduction to ASAC was when Bill Helming, at some ag conference I can't recall, invited me to attend an annual meeting. I was young, in my early 30s, just fresh off eight years with Farm Credit Services, looking to find my way as a consultant.

As is the case with many of us, I was a sole practitioner. I was finding lots of potential clients, but was short on tools to use to help them. It was at my first annual meeting that I met some of the people who became instrumental in my development as a consultant. ASAC was, is, and hopefully will always be, a gathering of professional consultants in many diverse practice areas. And because of this diversity, it is a group that provides a great place to gather new ideas and ways to use old tried and true practices. Many members of ASAC were great mentors for me: Bill Helming, Roy Ferguson, Dave Hamblin, Ida Hurley, and Mike Chilton, just a name a few; however, the list could go on and on. I received my Certified status in 1983, so this is my 30th year as a certified member of ASAC, as ASAC turns 50.



Michael Salisbury, CAC
ASAC President 1997

My years on the board culminated with my year as President of the ASAC Board in 1997. That year was personally a very humbling year. I was honored to serve the members of ASAC, to work with an awesome board and to help chart a new direction for ASAC. In the previous years, the mission and vision of ASAC had to change as the public monies that had been available to finance many of our international consultants' foreign projects dried up, also drying up a fair amount of grant money that had been a part of ASAC's funding. These circumstances caused ASAC to have to downsize staff, find more cost effective ways to operate and to depend on members to step up and provide services to the organization. A number of members took over duties and responsibilities that traditionally had been services provided by our professional management team. Cutting expenses, reducing services and recruiting members to assist in key roles were high priorities during the last few years I sat on the board. The members of the board did yeoman's work to accomplish those tasks. However, we were able to make changes and endure the challenges. During this time not all ASAC members were in agreement concerning the direction that the membership voted to take, however, the organization did survive and has regained independence.

To wrap up, I owe a large part of the success that I have experienced to my relationship with the members of ASAC and to the principles that the members exhibited on a consistent basis. Late in my term on the board, a couple of the founding members of ASAC returned to active involvement: Dr. James Nofziger and Dr. J. D. Aughtry. Getting to know those two gentlemen was a real joy for me and they passed on much wisdom to me. In the past seven to eight years I have not been as active in ASAC as I would have liked due to demands on my time as our firm, Salisbury Management Services, was acquired and my role changed. I did attend an annual meeting in 2011 and found that the same spirit of cooperation and camaraderie still exists. Being a family business consultant has been the best career that I could ever have imagined. ASAC has played a significant role in my success. I look forward to the celebration in Washington, DC this fall.

John M. Jackson, CAC ASAC President 1998

I was sworn in as President of American Society of Agricultural Consultants (ASAC) in Orlando, Florida in 1997. This was 15 years after I joined ASAC, my thirtieth year of marriage with Sharon and I was 50 years old. That was my busiest year. I was either: working; attending ASAC meetings (Orlando, Washington DC in February 98 for Eastern Regional meeting, Chicago to select an executive VP, St. Louis MO, for ASAC/BOD, and October in Reno October 98) to swear in Ida. Other times I was traveling or working every day that year. Exceptions were three days spent: attending a funeral, a wedding and hosting a 4th of July party at our home (I was told those were not rest days). I traveled to more states and countries than in any other year.



John Jackson, CAC
ASAC President 1998

As President Elect, I helped plan the meeting in Orlando. I worked with Dixie to have a lighter menu; I was always so full from eating so much and doing so little while at annual meetings. I was not used to doing so little. I did not hear any complaints on the meals. I had good young folks in mind and placed them on the program, such as Pedro de Costa from Portugal, Paul Litow from Florida and Ron Hansen from University of Nebraska State, among other good presenters.

David Garst told me that to be successful as president I should communicate often with the members (send out newsletters). Dixie Castellani, from the Denver office at that time, helped edit those communications and e-mail or fax them to everyone. It was different technology than we have today. I have copies of seven of those updates, but believe I sent three or four more. I did not make every month, which was my goal and well short of David's suggested number.

Shared management services for ASAC and American Society of Farm Managers and Rural Appraisers (ASFMRA) started that year. John Ross changed jobs so we did not start my term with an Executive Director, Tom Lipetsky was hired, later left and another interviewed and hired. I don't remember how long he lasted. Much of this was covered, not by me but, by my very able successor, Ida V. Hurley. She was not too happy with me, and let me know it, in no uncertain terms. Ida is a true Iron Lady and covered for me many times in 1998. Thanks, Ida.

In all actions, I supported the sharing of management services. Gene Maurer was ASFMRA President when I was President of ASAC. Gene and I agreed that it was necessary, and our duty, to help make the transition successful. He and I had a deal. We agreed that we would both push positively for cooperation and success of the two associations sharing a management structure, neither would say anything negatively, and that we would both try for common ground in any rough spots. There were a few service issues from the former ASFMRA Denver staff. I supported the integration of new members from ASFMRA to our board and as officers.

Like many things, there is a Presidency you plan, one you execute and one you wished you had done. Mine was no different. I feel like I did not do enough for ASAC, but I was proud to serve.

Ida V. Hurley, CAC ASAC President 1999

(The following is Ida Hurley's Presidential Address to ASAC as her term ended in 1999)

This is the last time that I will address you as President of ASAC in our newsletter. It is very difficult for me to believe that my term is almost over.

I will try as best I can to convey to each of you what this opportunity has meant to me. In addition I want to be able to leave you with my thoughts on the importance of our organization and the job we have before us.

I want all of you to know that except for God and my family, this opportunity has been the best experience of my lifetime. I have made many friends. As one of only a few female members, I have been treated with respect far above what one could ask for. I have learned so much from each of you that the void that was there from my lack of formal education has, for the most part, disappeared. What I do not know, I have the confidence of knowing that I can turn to one of you.

Agreeing to become an officer and working through that chain has enhanced my lead-

ership skills. I have learned to communicate in the midst of controversy and to respect all of the ideas that flow and the people and what they stand for.

My faith has grown, not only in God, but in each of you and in our organization. All of this is why I feel that it is so important for our organization to stay strong. The one fear that I have is that we will focus on the little problems that are similar to a grain of sand in our shoes. They can irritate us and even cause serious infections if they are not dealt with. We cannot let that happen. There are too many people in agriculture who need us.



Ida Hurley, CAC
ASAC President 1999

The August issue of the *National Geographic* magazine is dedicated to the vast amount of changes in global culture. One quote is by Peter Jackson, Geographer, 1989: "Cultures are maps of meaning through which the world is made intelligible."

Another quote in the same issue is: "No culture is static. Ideas, technologies, products, and people move from one place to another. When cultures come into contact through migration, they influence each other. Sometimes cultures cross-pollinate, exchanging foods, music, sports. At other times, say critics of globalization, a culture swamps another like an invasive, fast-reproducing weed."

"Cultures have evolved in response to contact for thousands of years. But the pace has changed. In the past, the influences of distant cultures came slowly, delayed by long journeys. Today, because of the telephone, the television, the Internet, telecommunications satellites, world trade, and long-distance travel, cultural influences can spread across the planet as fast as the click of a mouse."

I would urge you to get a copy of this issue. It leaves you with much to think about. After reading it, and then after having received copies of parts of it from Ib Hagsten, I made the decision that this would be my final thought to you.

Every day I work with farmers who are fearful that their culture will be destroyed and that they cannot cope with this change. I work with others who are excited about the opportunities. As consultants, however, we need the seasoned wisdom to understand what changes are healthy for our clients and our organization, and what changes may be harmful. To be able to make those types of judgment calls we will have to stay informed. The only way that I personally see to stay informed is through an organization such as ours. We have the networking opportunities; educational courses; annual

meetings; publications and member service developments to keep us on this leading edge.

That is why I believe the strategic plan that we are now putting together to present to you in Reno is of utmost importance. We have to decide who we are before we can help our clients understand themselves and to help them preserve the way of life they have chosen. THE DECISIONS THAT WILL BE MADE IN AGRICULTURE OVER THE NEXT FEW YEARS COULD DETERMINE, NOT ONLY THE DIRECTION OF AGRICULTURE, BUT THE DIRECTION OF OUR COUNTRY. NO COUNTRY SURVIVES WITHOUT A STRONG AGRICULTURAL BASE. We want to ensure that our culture is preserved.

I urge each of you to stay active in ASAC and to provide positive input to the officers and to the committee chairs. Only in the past two months have I started getting the kind of input that the officers need. It is always good to hear from the members and get their thoughts and ideas. It keeps the officers motivated to hear from you.

Again, thank you for the opportunity to serve as your president. May God bless each of you and our organization.

William E. Riddle, Ph.D., CAC
ASAC President 2000

When I was about to leave The Battelle Memorial Institute and start my own consulting company (continuing what I had done for the past 14 years for a corporation), I knew I needed to identify an organization of like-minded individuals in the real world, rather than academia. After some research, I identified The American Society of Agricultural Consultants (ASAC), a group of individuals who shared similar business professional standards and ethics as I. Upon joining ASAC in 1984, I never realized the depth of involvement nor the impact its members would have on my professional life.

To enumerate all would cause this note to be rejected as too long, but just let me name a few and please don't take offense at my omissions. Dave Hamblin, Ian Greig, and Sarkis Sarabian and our month in Jordan; Frank Frazier for convincing me to run for the Board of Directors; J.D. Aughtry and



William Riddle, Ph.D., CAC
ASAC President 2000

Jim Nofziger for convincing me to run for ASAC Secretary/Treasurer; Tim Jackson for the hours we spent discussing ASAC and agricultural in general; Ida Hurley and the way she was able to heal fractures within ASAC; and the list could go on and on.

One particular incident, among many that are memorable, was the time Jim Nofziger and I were in his California office and I had brought a bottle of wine from the area north of Santa Barbara for us to enjoy prior to dinner, and Jim asked if I had a corkscrew, which I did not. We dug the cork from the bottle with a pocket knife and as we were enjoying the fruits of our labor, Jim exclaimed, "Good friends, good conversation, and good wine; that's what life is all about." Jim always could state the essentials simply and succinctly.

ASAC, happy 50th and I hope the organization continues for another fifty years.

Timothy T. Jackson, CAC ASAC President 2001

My introduction to ASAC was through my Academic Advisor, Dr. Robert Lytle, at Arizona State University in the mid-1970s. Arizona State University Ag Engineering had several USAID and World Bank projects at the time in Egypt, Mexico, Libya, and other desert regions around the world. To my knowledge, this was the only university in the world that gave its students global exposure and real world mentoring, while pursuing degree programs, by actively engaging in USAID and Work Bank projects. These projects were supported by Caterpillar, Lockwood Irrigation, John Deere and many other corporate sponsors. Many of the professors were ASAC members.

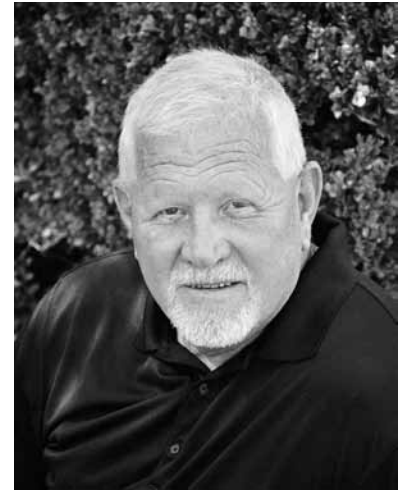
After completing graduate schools at the University of Arkansas (Ag Economics) and Iowa State University (graduate Ag Banking), I eventually met up with other ASAC members such as Gary Conley in Texas. By that time, I had four years of major ag banking experience and was classified by *Agri Finance* magazine as the 40th largest farmer in the U.S. (for Travelers Insurance). International Ag Development still appealed to me but I was always too busy. Then, in 1986, I got my first chance at consulting in Saudi Arabia correcting failed irrigation projects. That project led to many others.

One of my most memorable international projects was serving as "Shadow Minister of Agriculture" in Macedonia and other "Iron Curtain" countries after the Iron Curtain fell. The daunting task of converting a Planned Economy to a Market Economy taught me not everything was as it seemed. The World Bank demanded an immediate transformation to a Market Economy while the State Farms wanted to be left alone and they would do it themselves. Neither made sense in the short term. Ultimately, I was successful in getting it done

but not without many challenges. I made a great number of friends in-country and learned the in-country professionals were quite good—they just needed a level playing field to accomplish the massive task—bureaucracies are rarely the answer, whether it is the USAID, World Bank, or the in-country bureaucrats.

Many members whom I revered were The Founding Members, William Riddle, Ida Hurley, Dave Hamblin, David Garst, Gary Conley, Mike Chilton, Ib Hagsten, John Jackson, Jim Wheyland, and so many, many others who I, unfortunately, cannot recall at the moment. I apologize to the many I cannot recall but their contributions were significant too. Suffice it to say, the ultimate list is stellar and long.

About 1994, while ASAC was still affiliated with ASFMRA, I approached the ASAC/ASFMRA Executive Secretary about starting member internet education and establishing a Society internet web presence. Not many of our professionals were even aware to what the internet was at the time. I believed the internet would change how we all would do business—that was undoubtedly the understatement of the century. In 1994, while working with the World Bank, I sent my first e-mail, with a PowerPoint presentation and report attached, to the Paris, France, World Bank Office. We conversed by “Chat” about my report the next day—from my naïve viewpoint then, I had saved hundreds of dollars in international shipping. I never met the people I was working for. I then realized the way we were all doing business would soon go through a complete transformation. We started training our members at the New Orleans Convention and many were overwhelmed. Our first website was limited but it has grown tremendously since. All of our members now use the internet and digital data to manage, communicate, and plan our businesses.



Timothy Jackson, CAC
ASAC President 2001

I remember giving a GPS presentation to the ASFMRA convention that same year and most were overwhelmed in understanding what GPS and geo-spatial data base information would do for agriculture. I remember looking out over a large, glazed-faced audience remarking that their Grandfathers had used the same information, though anecdotally in the manner the data was derived. I drew the inference between their Grandfathers riding the plow, planter and harvester and learning spots in the specific field that produced less or more than other spots (real time information a century ago) and GPS data units on operated by hired labor using plows, fertilizer applicators, planters and harvesters collecting digital data about those same spots (real time modern information digitally-delivered to my office without me running the equipment). The audience began to grasp the importance of the new technologies and the transformation to our current-day modern agriculture.

Today, my company is underwriting and servicing large agricultural real estate loans in a completely-digital environment (\$1 to \$30 million sized notes). Our digitized loan files are on a laptop and backed up on the

"cloud". We upload a complete loan application via internet e-mail now whereas the physical loan file ranged from a four (4") inch note book up to more than double that. I just uploaded a completely digital 500+ page appraisal for final review. There is no file cabinet in my loan office. I can service my clients by "smart phone" and meet them on their turf. The business is largely run with a smart phone. There is no support staff. It is the world I dreamed of many years ago. I cannot wait for the next generation of technology.

**Ib Hagsten, Ph.D., CAC
ASAC President 2003**

During the spring of 1977, while working as a consulting nutritionist in western Illinois, I heard about ASAC's upcoming meeting in nearby St. Louis that fall. Hearing that ASAC had been founded by Dr. Ensminger was intriguing, too, as my wife and I had spent two days with the Ensmingers in Fresno two years earlier, during a prospective job interview for a member of their publication empire. When my ASAC application and fee were accepted, I became an associate member in May of 1977. (I believe, if one were to check the records, that this may make me one of the longest-standing members of the American Society of Agricultural Consultants).

Attending that first meeting and being able to freely mingle with and interact with the premier agricultural consultants in myriad fields/professions was very encouraging and mind-altering (as the old saying goes, "your attitude determines your altitude") and I became "hooked" thru the associations with all the great consultants.

During my 18 months in the feed business and 20 years in the animal health business, as a technical services specialist covering a plethora of species, skill-sets, and geography, I served five times as the associate board member of ASAC; (five terms of two-years each means I was on the board half my tenure as associate member). The intimate board meeting dinner discussions or visits to Washington, D.C., legislative offices, under the tutelage of such great leaders as Dub Berry, Ph.D. (who told how the famous elevated Hereford bull in Kansas City ended up with its rump facing Texas) and David Bechtol, DVM (who inherited a significant cash flow deficit, and for whom I, as the most PowerPoint-savvy board member, had the privilege of compiling the "explanatory" membership meeting presentation).

Most years I attended the annual meeting, except in Hawaii, since the company I worked for had a policy against such travel. The most memorable message from one of these annual meeting presentations was one made by Bill Helming. Bill, speaking to mostly independent ag consultants, said, "Someday soon cash will be king – so as a consultant make sure to keep a cash reserve for that day." Since I was not independent,

I wondered what his take-home message might be? I decided it had to be “increase house payments.” Little did I know, at the time, how fortuitous heeding that advice would be, since ten years later when I was released from my duties (along with another half dozen technical specialists), my wife, Patricia, and I were able to make our final house payment during that same week.

Instantly, having “mingled” with many great ag consultants over the years, I knew I wanted to be one of them, too. So late in 1998 I became classified as an ASAC consultant, and started worldwide consulting, although by then I had been on several international assignments to three continents since I was able to use some of my annual six-week vacation time for consulting. Attending President Ida Hurley’s mid-year board meeting as an observer proved life-changing, as it was then I was asked to seriously consider entering the ASAC officer track. Believing that I “ought to” be a CAC by the time I became president, I started on an accelerated quest to meet the currently-requested class work, exercises, and interviews. At the investment of \$3,700 in class fees, hotels, and airplane tickets, I qualified for the prestigious CAC (Certified Agricultural Consultant) designation by the time my term as president started.

The most challenging consulting assignment was when I accepted the role of editorial consultant to a half million dollar, six-month, seventeen-member team that was assigned to evaluate and recommend solutions for a four-million dollar annual shortfall from a 100,000-acre diversified farming operation. The assignment resulted in a 354-page report compiling all the individual team member inputs into a cohesive and well-substantiated document.



Ib Hagsten, Ph.D., CAC
ASAC President 2003

The second-most challenging assignment was that of collecting worldwide data sets on the effects of heat and cold stress on dairy and beef cattle performance for a company that wanted to produce a risk-management package for sale to their clients around the world. Halfway through the “lucrative” project to be paid based on deliverables, I received a phone call from my company contact who said, “I’m calling from my garage – I was just fired along with 700 other employees and all consultants have been fired, too – I like you, so I suggest you call the VP and ask for a meeting still TODAY.” Calling the VP, who apparently also liked him, I was given the option within hours to show up “with a suitcase full of deliverables” and a written account of how each of the 12 deliverables had progressed up to that day. Based on my delivered material, the VP cut me a check right on the spot. (Apparently very few were paid).

Having had the opportunity to be an integral part of ASAC during the last 35 years, been allowed the friendship, wisdom, and humor of many great consultants in a variety of agricultural disciplines, and been permitted to communicate monthly with fellow ASAC members, since my term of president in 2003, in what is now known as the Communiqué, I consider to have been a privilege, too.

**William J. Holstine, CAC
ASAC President 2004**

Those I met in, and because of, ASAC are warm, bright, and interesting. The original core that I met were towers professionally and morally reminding me of Carl Hertz who founded my company. Carl was stimulated by the seemingly impossible. Those pioneers had tremendous personal discipline, probably learned from extreme challenges during the Depression and early careers. Those of us who followed received benefits. For me, it was also important to learn all that I could from these mentors to help shape and strengthen my inner core. I appreciate that. I appreciate the many relationships with ASAC friends. I do have a couple of ASAC members I do want to mention.



William Holstine, CAC
ASAC President 2004

Bill Riddle, Ph.D., CAC, and ASAC President – 2000, was a brilliant dairy industry expert and when I knew him he was focused on analysis of dairy processing facilities and how they could be modified or made more efficient. Then in 1998 the Dairy Farm of America Milk Coop was formed which changed the industry. Bill began his career as an early a.m. milk man for a summer job. Bill said there were many temptations and that all the stories of babies looking like the milkman were probably true. The end of home delivery eliminated that inefficiency. Bill was the definition of professionalism in a one-man shop. Bill really enjoyed the ASAC members, their communication skills, and their broad skill sets.

Ib Hagsten was born in Denmark. I was an IFYE (International Farm Youth Exchange) to Denmark and later we realized that my host brother attended the agricultural school where Ib's father taught. Ib attended graduate school in the U.S. and joined ASAC almost as soon as he began his first job in industry. Ib combined practical knowledge with a strong sense of ethics, doing what is right. Ib also loves people and observing people's psychology. All those qualities show in his written communication, including periodic newsletters to ASAC members. The "Great Dane" has certainly enriched ASAC.

Dave Harms was the definition of a professional. His agronomy consulting business was science based. Dave's alliance of agronomy consultants gave an additional dimension of consistent information across the Corn Belt. Dave put in the extra effort to coordinate and to publish as a way to improve the practices, the industry, and the consulting profession image. Dave was a strong believer in continuing education and in ethics. He sought membership in organizations offering education and certification. Dave worked hard in each organization and became an officer, usually president, of at least three organizations. Dave became a liaison between the organizations which had certifications and for a time those several organizations had joint meetings on proper certifications. Again, Dave was working to increase professionalism. I was often in

Bloomington, Illinois, and we would meet and visit. We both liked barbecue, so "Famous Dave's" was a good choice near his office in the old fairgrounds building. Dave's love of life became richer when he and Colleen, a high school sweetheart, were married. Soulmates and wonderful people. Dave energized and enriched ASAC.

I also have some great memories of David Garst. My comments about Dave are incorporated in the section of this book that features several ASAC members – one of them (David Garst) is certainly worthy of a stand-alone section.

Fred L. Hepler, CAC ASAC President 2005

One of the most prestigious experiences in my career was serving as President of ASAC. This is to be a brief comment so I will speak to two special areas: Mentors and Culture.

Three past ASAC presidents were special "Mentors" to me in my career. Ida Hurley, whom I've known since 1978, taught me that one of the most important components of any business decision is whether the decision is "ethical". Ida built her career and company, and lived her personal life on the highest level of ethical and moral standards. We all have to take refresher courses on "ethics" in order to maintain our licenses or professional titles. Have you ever thought about what that requirement illustrates about our society, if we have to be reminded of the true meaning of ethical standards by which to conduct our business?

Dr. Joe Marshall gave an extremely insightful presentation the year I became President. Of course, that was after some guy from Kansas dressed me up in a special cowboy outfit. Thank you, John Jackson. Dr. Marshall taught me that you have to always evaluate "all" aspects of a situation whether it is a land deal, a grain trade, or maybe even an equipment purchase. In addition, Dr. Marshall is one of the most eloquent speakers that I've come to know in my career.

David Garst: Well the name says it all as I am sure many of you will agree. I was raised on a farm in Adair County, Iowa, which is about 50 south of the Garst's base operation and as a result I knew the Garst family reasonable well.

Two stories: At one annual meeting I was the moderator for an open forum discussion about various ag subjects. The discussion was quite active and we were within 15 minutes of lunch. David walks in the room in his usual style, walks through the tables to find a seat close to the front of the room and proceeds to say "Hi" to everyone, not paying any attention to the fact that we had an ongoing discussion in progress. To be courteous, I wished David "Good Morning" but made the mistake of asking Dave if he had any comment on the subject. I did let him know that we were scheduled for lunch in 15 minutes. If you know Dave, you won't be surprised to learn that we all were 25 minutes late for lunch. Dave was extremely smart, well versed in

world economics and politics, and could speak for “hours” on any one of those subjects. However, one very special skill that Dave exhibited was the ability to write and deliver poetry. We frequently asked him to deliver a poem during the annual meeting and everyone left the room in “awe” at his extremely professional level of delivery. He always delivered the poem from memory. Dave had a photographic memory. The world lost a true scholar when Dave left us a few years ago.



Fred Hepler, CAC
ASAC President 2005

The second subject is culture. The world today is built on different cultures. Many of our wars, failures in business, and disagreements among people in general are caused by different cultural beliefs. In the early 90s, ASAC and ASFMRA attempted to change the culture of the ASAC organization. The attempt continued for several years through combined annual meetings and education programs, of which I was one of several members to participate in those efforts. However, the year that I served as President is when the attempt came to a boiling point at ASAC. My good friend and colleague, Dick Edmunds, and I worked through a three-year time frame in one year trying to maintain and continue the new type of culture at ASAC. However, the ASAC membership decided it was time to re-evaluate the decision. A membership vote was taken according to the bylaws with the outcome supporting the decision for ASAC to return to its original “Culture”. Since that time, ASAC has continued on its own course based on its original culture of business practices, membership ethical standards, and educational programs. The entire process was extremely stressful for me as the President to make certain the desires of the ASAC membership were followed and enforced.

The personal lesson that I experienced was that it’s very difficult, if not impossible, to change a “true” culture whether it be personal or professional.

I wish ASAC another 50 years of success in providing guidance, education, support, networking, and friendships in the agricultural consulting profession worldwide.

**Sam N. Bartee, CAC
ASAC President 2006**

My journey within agriculture began when I first entered the world and has not stopped as my parents were cotton farmers in West Texas. At the tender age of two, a move into another state (Socorro, New Mexico) found me on the second largest dairy in the state. During my early, formative years, I was able to feel, touch and taste several aspects of agriculture. For instance, I became a “quick learner” of how quickly

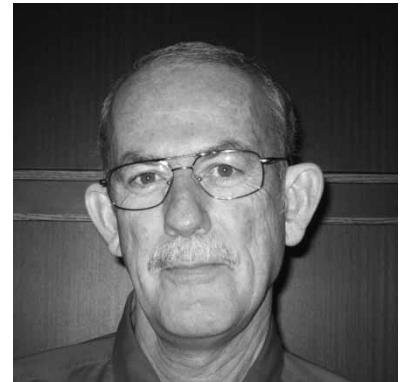
dairy cows, within one second, can be your best friend or worst enemy – they kick fast and with great accuracy! The cycle of life taught me that not all baby calves are born in perfect weather and without complications during the birthing process! I also learned you can bale alfalfa well into the early morning hours as long as the humidity is at an acceptable level. So began the journey of joining the “large world team” of folks who provide food, fiber and other agricultural necessities to sustain life.

So my university studies in agronomy topics in soils and crops focused on how to make plants grow, how to protect them from pests, etc. This specific area of agriculture has provided me a very satisfying career, and still allows me to work with some great folks, a lot of cool crops, some of the neatest technology, and in numerous, diverse regions of the U.S. and a few other countries. I really enjoyed attending meetings and conferences that focused on my “agronomy world topics”; however, I always thought, “There is so much more in agriculture.” I wondered, “Is there a way I can be with other folks to learn, discuss, and network about what they do?”

In the fall of 1983, ASAC held its annual meeting in Kansas City. Since I reside in the Kansas City metropolitan region, I thought I would attend and see what this organization had to offer. I can say that it was truly an eye opener! There were about 300 folks attending from not only most regions of the USA, but several consultants from other countries. I felt I had hit the “mother lode” because the membership had people who specialized in so many agricultural disciplines outside my familiar crop production area. Here were people who were involved in livestock production, animal health, aquaculture, floriculture, viticulture, agricultural economics, farming business, finance, grain handling and marketing, and the list goes on and on! Yes, I quickly realized I had found an organization that would allow me to meet some consultants in many other disciplines, learn from them, network with them, and yes, even have the understanding that we could agree-to-disagree on topics, politics, or general philosophy; but continue to remain “ASAC family and friends forever!”

As ASAC celebrates its 50th anniversary, I realize I have been involved for 30 of those 50 years! Along the journey, I have enjoyed every meeting I could attend. To hear other experts share a little about their world has definitely made me a better person – broadening the knowledge base it a good thing! I could start naming many consultants that have influenced my life, but I don’t want to get started as it would take a long time and a lot of pages to do so. Let me simply say “THANK YOU” to all of my former and current ASAC colleagues! Some of the folks on that list have left this earth, but they will always be remembered.

One of the highlights of my ASAC journey was to “dig through” old files, photos, and other information provided by many persons and assist with preparing this commemorative book. It certainly has brought back a lot of memories, and allowed me to re-connect with a lot of wonderful associates I have been blessed to know along this journey.



Sam Barteo, CAC
ASAC President 2006

While ASAC has attempted to modify and adapt to fit into other “organizational” molds; it appears it has made the “full circle” and will remain a “stand-alone” society focused on the diverse consultant community. I am excited to see the next generation of agricultural consultants explore their options of where to network, to learn and share, and to decide what organizational connects will be suited to them. For some, they will find ASAC is the “mother lode” just as it was for me 30 years ago!

**Kenneth M. Hilton, CAC
ASAC President 2007**

I was in my early thirties when I joined ASAC at the recommendation of Roy Ferguson. It was quite intimidating attending my first annual meeting with such a distinguished group of individuals. I really didn't feel I was worthy of associating with folks of this caliber, and in many ways still feel it is quite a privilege to know them, let alone call them friends. Everyone at that first meeting went out of their way to make me feel welcome.



Kenneth Hilton, CAC
ASAC President 2007

A few years later, at a meeting when the organization was going through some very painful changes, there was a passionate discussion on the direction the society should take for its' future. No one came to blows, but I thought it might be coming. At the lunch break, John Jackson came out of the restroom and onto the elevator with a stream of toilet paper strategically placed out the back of his trousers. It was the perfect way to calm down the rhetoric and I remember the rest of the meeting to be quite civilized.

I will always remember Dave Garst sitting in the lobby bar at the end of a long day of education, reciting poetry from memory with a crowd of people fully engaged in his presentation. With the meeting usually taking place around Halloween, there was always a theme to his poetry.

It was a great honor to have been able to serve as president of ASAC, and I will value the friendships I've been able to cultivate over the many years of membership. The many people that have worked hard to keep ASAC a valuable organization for the first 50 years should be proud of their accomplishment.

William H. Zweigbaum, CAC
ASAC President 2008

Although I have only been a member of ASAC for 11 years, it feels as though I joined the organization in a different era. At that time, ASAC marketed itself as a professional credential/certification that carried a value to our consulting customers. Prior to being able to become a certified member, we were required to take over a week's worth of courses. While those required courses may not have been earth-shattering, new information, they were of outstanding quality and were extremely useful in "sharpening the saw". The thing I will always remember about those classes is that we got to know other ASAC members who were involved in teaching them to these small groups.

During the time I spent qualifying for membership in ASAC I had Tom Boyer, Bill Riddle, Bill Holstine, Fred Hepler, Dick Edmonds and Ib Hagsten as instructors. Today, only one of those individuals is still a member. That brings me to perhaps the single most important thing that has occurred during my tenure with the organization - the decision to become an independent organization and split off from the American Society of Farm Managers and Rural Appraisers (ASFMRA). This was a difficult situation as we lost our backroom support staff and took on management of the organization and programming for the annual meetings with the able assistance of Carroll Merry as our new executive vice president.

I still have mixed feelings about this decision despite the fact that I advocated strongly for the split. The logistics of being a small group has presented challenges, and of course, we lost a significant number of members along the way. The "new ASAC" (which has been in place since 2006) is now a tightly knit group of professionals, with strong common goals as agricultural consultants, comprising tremendously diverse backgrounds and specializations. The "old ASAC" organization struggled to meet the professional development needs of our group and when I look back over the agendas from those joint annual meetings I can't help but notice that about 90 percent of the content was targeted towards appraisers. Today, we have an organization that provides professional development across consulting disciplines; and does an excellent job of helping our membership expand their understanding of global agriculture.

In my opinion, we have a strong organizational base now and the ability to focus ourselves better on our roles as consultants. That doesn't mean we don't operate without challenges for the future. As we continue to create a vision for the organization's long-term relevance and provide professional development to our members, we also have a need to demonstrate the value of this organization to those outside our current membership and to build a strong bench not only for leaders and members but to help provide for the financial viability of this organization so that it may continue for another 50 years.



William Zweigbaum, CAC
ASAC President 2008

The request for this article came with the suggestion that we opine on where agricultural consulting will be going for the next 50 years. When I think back on my career and the changes that have occurred in the first 50 years of our history, my immediate thought is that I could not have envisioned the technological changes that have driven us to the point we've arrived at today and I know I'm not intellectually capable of even imagining where we will be in 50 years from now. I started college with a slide rule and finished graduate school the year the first desktop computers became available. Those early computers with their dual 5.25" floppy disks seemed technologically amazing and out of reach financially for the everyday person. Today you can get more computing power in a \$50 handheld calculator.

Perhaps the greatest value in our organization comes from being able to probe the minds of so many people who work in different areas of the same industry and develop their perceptions based on different sets of information and different perspectives. I'll never forget my very first ASAC meeting when I had the opportunity to sit in a hallway after introducing myself to Dave Garst and enter into what ended up being an hour and a half debate over the future of ethanol. Eleven years later, I'm still pretty sure I was right about the science and the economics of ethanol production, but Dave understood the world of politics and in the end, his position prevailed. More importantly, it didn't matter which one of us was right or wrong, because we got a tremendous education from one another that could not happen in other venues.

I hope, that if nothing else over the next 50 years (although I probably will not be here to see it) that I can continue to grow as a servant leader of this organization and of the agricultural industry. I am working towards a goal of evolving into a "retirement career" that gives me the ability to participate in international projects and allows the spread of the market economy to developing nations. The liberty found in capitalism will help other parts of the world provide prosperity to their populations.

Peggy Raisanen, CAC ASAC President 2010

Ida Hurley encouraged me to join ASAC quite a few years ago now. I filled out the application, paid the dues, went to my first ASAC Annual Meeting and then got "too busy" to attend meetings for quite some time. Then, in 2007, Ida and I decided to make it a priority for me to attend ASAC Meetings on a regular basis. As soon as I did, Robert Mehrle sold me on the idea of joining the Board as the Northern Regional Director. From there, I went down the officers' track and also obtained my CAC designation.

Being a "luke warm" ASAC member in my early years and then an active member in recent years, I can honestly say that the value of the organization is ten times greater when a person chooses to engage. Does

it take a little time and commitment? Yes. Certainly. But doesn't anything that is worthwhile? Being involved allowed me to get to know a lot of other consultants much better than I ever had before. Several of those connections have been very beneficial to our company in various ways – from using connections that I learned of through Carroll Merry to having other consultants work with clients of ours who needed their expertise.

I guess what I'm trying to say through all of this is that you will receive in equal measure or greater from ASAC the time and effort that you put into it. And, it is unlikely that you will know the forms that the return will come in.

I encourage you to be involved. Spend time getting to know other members. It is sure to bring benefit to you if you do.



Peggy Raisanen, CAC
ASAC President 2010

Gary Wagner, CAC ASAC President 2011

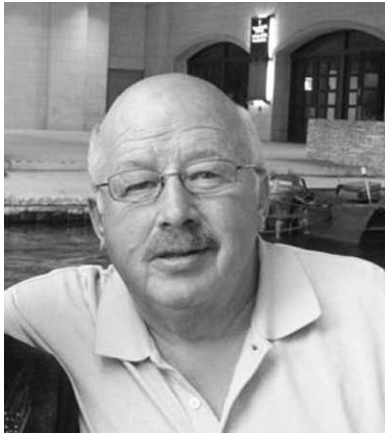
It became apparent to me that I needed to expand my knowledge in agricultural finances prior to joining ASAC. So how did I go about expanding my knowledge base? Searching for individuals and/or companies that offered those attributes was my first step. How could they help me?

So attending ASAC annual meetings or workshops, I found knowledgeable members who were willing to share ideas, and make you feel welcome. They had experience and the ability to communicate and share ideas. Just what I was looking for!

In addition, I found other members who were willing to take time to share their ideas about themselves and their business, or offer ways to improve myself and/or my company.

It is good to attend ASAC functions, because you come away with a positive attitude. Every time I have attended an annual meeting, the collective group always finds ways to make ASAC stronger. It is easy to meet new members or re-new friendships.

It was a great opportunity to be involved in the leadership of ASAC, from organizing, planning, directing, communicating and leading. ASAC members continuously need to seek ways to improve their business so



Gary Wagner, CAC
ASAC President 2011

they can operate in a manner to thrive and remain vital. Technology has changed rapidly in recent years and that trend is expected to continue to affect members and their businesses in the coming years. Join ASAC!

The main benefits of being an ASAC member are to:

- Learn from the many topics and information at the annual meetings
- Take home some “useful key nuggets” from educational seminars that address important topics
- Meet new members and keep in contact with them

In the time since I have been a member of ASAC, I have grown both personally and professionally. Our members bring forth cutting edge technology and that helps me and my clients grow.

Paige Gilligan, CAC ASAC President 2009 and 2012



Paige Gilligan, CAC
ASAC President 2009, 2012

I have had the pleasure to serve this society as its president on two different occasions. First in 2009-2010 and then again this year, 2012-2013. When I started in the agricultural consulting business, I was looking for an organization that would bring all the general business aspects of ag consulting together. I found that in ASAC! I enjoyed the people and the purpose so much that I decided to take a more active role in the management of the organization. I had the privilege of being a Regional Director then jumping in with both feet into the officer rotation. I came on board as ASAC was just separating from ASFMRA. What a wonderful time to be on the leadership team! We had some struggles as we were learning to walk on our own again, but it helped lay the groundwork for the leadership teams after us.

My most memorable activities as President included the first time I dealt with the people. There was a core group of people who believed in the organization and wanted to move it to the next level. During that year, we made great progress at further identifying who we were as an organization. Forward the clock a few years and we are celebrating our 50th year as an organization!

I am honored to represent the society again as its president during this milestone. We continue to build on the programs developed over the past few years including the addition of the social network marketing, a new society website, and an expansion of the "Buddy Program." We will also be holding our conference in Washington D.C. to gain more exposure to the government sector again.

Chapter 7

ASAC — The Next 50 Years

So, what lies ahead for ASAC during the next 50 years? An easy question to ask and no way to list the vast array of possible answers. One thing we do know for sure is that the only thing constant is change. The need for networking opportunities, the need for on-going education in this era of fluid information and the need for a strong moral compass in our careers as consultants will not go away. If we choose it, ASAC will remain strong in providing ways to fulfill those needs. The biggest question is, “Will you be a part of growing ASAC into the next 50 years?”

It seems fitting to conclude this section by including the ASAC Mission, Standards, Experience, and Strategy statements that make this organization one of the premier consulting organizations in the world. That has been true for the first 50 years and no doubt will be true for the next 50!

Our Mission

The specific purpose of ASAC is to foster the science of agricultural consulting in all its varied fields; to promote the profession and maintain high standards under which the members conduct their service to the public; hold meetings for the exchange of ideas and the study of the profession of agricultural consulting; and maintain a Code of Professional Ethics in the broad field of agricultural consulting.

All members uphold rigid standards involving training, experience, knowledge, performance, and the ability to provide independent and objective consulting services.

Professional Standards

ASAC's ethical and professional standards set the membership body distinctly apart. Our certified members must satisfy rigorous continuing education requirements to maintain certification.

Global Experience

ASAC's membership represents the largest single body of internationally experienced Agricultural consultants on the globe. Many of our members are multi-lingual. They understand and respect cultural differences. Our members were globally-focused long before world market-oriented systems were fashionable.

Domestic Experience

Many of our members are distinguished U.S. domestic consultants and serve the domestic market notably. But, they too are globally-focused. Whether in Small Town, USA or somewhere in Russia or Africa, our members are on the cutting edge.

Global Strategy

Competitive Global Markets make for a very intense management strategy environment. Corporate downsizing continues to decrease internal support staffs at a time when both the scope and diversity of information resources are escalating. Modern corporate management no longer has the time or resources to internally source all the answers, especially when corporate needs are changing daily. That's where ASAC members come in.

Finally, it seems only fitting to conclude this book by sharing some "insightful remarks" made by Dr. M. E. Ensminger during his September 12, 1964 President's Report. His remarks concluded his term as the first ASAC President:

Before relinquishing the office of President, I should like to exercise my prerogative of admonishing the organization -- in a spirit of helpfulness, of course. But let me re-emphasize that I'm only admonishing, and that the decision on these matters will be up to you.

I admonish the Society, and its individual members, ever to keep in mind the objectives that prompted the founding of this organization; namely --

1. To chart the destiny and well-being of members to the end that self-respect and esteem shall prevail.
2. To foster the best interests of clients of members.
3. To provide an avenue for (a) opening up new frontiers of knowledge, (b) providing more opportunities, and (c) helping each other.
4. To establish high standards of technological competence for those engaged in the profession.
5. To discourage members from (a) misusing interests, (b) condoning illegal action or practices which might endanger human or animal health, or (c) dispensing misinformation.
6. To accept for membership only persons of unquestioned honesty, integrity, and character -- and all that these words imply.
7. To encourage members to have the moral courage to say and do what is right, even at the risk of losing a client.
8. To establish a thorough concept of ethics, and a deep conviction of the moral code -- including fairness and decency to all.
9. To cooperate with agricultural colleges, the U.S. Department of Agriculture, and all other groups and individuals in programs and projects of mutual interest.

Yes Sir, Dr. Ensminger – your vision for ASAC has been a “beacon of focus” for the first 50 years. May the American Society of Agricultural Consultants continue to focus on your words of wisdom during the next 50 years!

American Society of Agricultural Consultants

**N78W14573 Appleton Avenue, #287
Menomonee Falls, WI 53051**

262-253-6902

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