## **ADA/ADAF 2005 Annual Report**

## Year in Review

### Shaping and Leading the Future

The American Dietetic Association is dedicated to advancing ADA's members and the profession of dietetics in the eyes of the public; government leaders and agencies; and the education, health-care corporate and scientific communities. In all areas of food and nutrition, ADA is shaping the future that our members will inhabit and lead.



### **Meeting Fiscal Challenges**

ADA is committed to increasing the Association's stream of non-dues revenue and continuing to tightly control expenses. Success in each of these areas, with a rebound of the stock market, has allowed ADA to fund new member services and programs including the Leadership Institute, New Member Advisory Committee and *ADA Times*. ADA's FY 2005 budget was balanced and continued to focus on providing new programs while controlling operational expenses, with no member dues increases in FY 2006.



## Highest-Quality Care Based on Best Available Science

Health professionals increasingly are turning to evidence-based practice to improve the quality of care and to manage ever-escalating costs. Evidence-based practice, defined as reliance on the best available science as the basis for practice decisions, has emerged as a major core competency for dietetics professionals. During the past year, ADA appointed an Evidence-Based Practice Committee to oversee the development of guides for practice and evidence analysis projects. ADA's online Evidence Analysis Library, a compilation of research on important dietetics practice subjects, was introduced, offering valuable resources for practitioners including bibliographies, conclusion statements, research grades and evidence summaries. ADA conducted training for members in evidence analysis and evidence-based grading and has developed and funded a five-year effort to support evidence-based practice. Evidence-based practice is being incorporated throughout ADA's program of work: building evidence-based practice skills into education curricula; assisting members with development of evidence-based practice skills; and building evidence-based guidelines and ADA's Nutrition Care Process and Model into all practice materials, publications and training.

More than 400 dietetics professionals have enrolled in ADA's Dietetics Practice-Based Research Network, enabling them to continue improving their dietetics practice and delivery of food and nutrition services through outcomes-based research in their day-to-day practice settings.

The launch of ADA's online Nutrition Care Manual in late 2004 offers health professionals an entirely new level of access to research-based nutrition information and clinical tools. In addition to information on diet and diseases with nutrition components, the manual features a customizable formulary of nutritional solutions; calculators for body-mass index, weight goal and body surface area; disease-specific screening and assessment forms; and a special section on cultural food practices – all in a searchable database.

## Meeting Members' Needs

ADA has been active and creative in developing programs, products and services to meet the needs of dietetics professionals. In the past year, the *Journal of the American Dietetic Association* began carrying articles containing free continuing professional education credits. ADA is in the process of rewriting and updating brochures and other

publications that reflect recommendations of the 2005 *Dietary Guidelines for Americans*, which ADA members were instrumental in creating. ADA conducted its second *Compensation and Benefits Survey of the Dietetics Profession*. Members use this survey to research their market value and investigate factors that lead to higher salaries and other benefits, such as reimbursement for Association dues or funding to attend continuing education programs.

### **Public Policy and Advocacy**

ADA's goal is to influence the direction of legislation and public policy that affects the practice of dietetics. ADA's advocacy efforts in Washington, D.C., during the past year focused on development of local school wellness policies as required by the 2004 Child Nutrition Act; reauthorization of the Ryan White CARE Act, which funds unmet health-care needs and support services for people with HIV/AIDS; reauthorization of the Older Americans Act; and expanding Medicare coverage of medical nutrition therapy.



### **Extending ADA's Reach and Influence**

As a nonprofit organization dedicated to providing accurate, science-based information to the public, the American Dietetic Association collaborates with others to achieve greater results than we it could on the strengths of its own resources. Examples include ADA's participation in the National Institutes of Health and Centers for Disease Control and Prevention's *National Diabetes Education Program*. In addition to award-winning consumer education materials, the program features valuable tools for health-care practitioners.

## Informing the Public

ADA continued its widespread and effective outreach to consumers, bringing the Association's sound evidence-based information and healthful-eating messages to hundreds of millions of people through print, broadcast and electronic media. More than 2,500 interviews with ADA's spokespeople appeared on every major TV network and news Web site; on local TV and radio stations; and in national and local newspapers and magazines. Highlights included more than a dozen appearances on nutrition topics by ADA spokespeople on CBS's "Early Show" to a CNN interview devoted to the benefits of consulting with a registered dietitian to healthfully lose weight.



As part of the ADA/ConAgra Foods Foundation consumer education program *Home Food Safety ... It's in Your Hands*, ADA developed a public service announcement featuring actress Faith Ford and ADA member Jackie Newgent, RD, CDN, that reached millions of people through airings on TV stations and in more than 2,600 Wal-Mart stores. A special section of *Newsweek* contained nutrition information provided by ADA and featured a full-page interview with 2004-05 ADA President Susan H. Laramee, MS, RD, LDN, FADA. In the April 11 issue of *People* magazine, a full-page ad from ADA asked the question: *What's your most valuable source of good nutrition?* The answer: *A registered dietitian*. The ad featured ADA member Elisa Zied, MS, RD, CDN.

For National Nutrition Month® in March, ADA secured window space in Rockefeller Plaza in Manhattan for a display highlighting "The Top Ten Reasons to Consult a Registered Dietitian." More than 250,000 people passed the window each day during the month.

# Operating Review

### Setting ADA's Direction, Governing the Dietetics Profession

In advancing the profession of dietetics and leading the Association, ADA assigns distinct and co-equal governance roles to the 17-member Board of Directors and the elected House of Delegates. Six House leaders serve on ADA's Board, directly connecting the professional issues of members to the interests of the entire Association.

### **Board of Directors**

The course of the American Dietetic Association is charted by a Board of Directors, consisting of national leaders in food, nutrition and public health.

During the past year, ADA's Board continued to devote much of its efforts toward implementing the Association's strategic plan for the 2004-08 period. Additional ADA activities and accomplishments at the Board level include:

- Strengthened ADA's governance performance, including the review and evaluation of Affiliate and Networking Groups' structures and relationships within ADA.
- Monitored the implementation of steps developed during discussions of the ADA/dietetic practice group relationship.
- Enhanced public policy and advocacy programs, including support of activities that expand coverage of nutrition services and raise reimbursement rates for dietetics professionals.
- Strengthened member focus through supporting activities that document the value of dietetics professionals, such as evidence analysis projects, outcomes research, standardized language, nutrition care process and reimbursement and other research roles.
- Ensured fiscal and risk management by evaluating and implementing income-generating programs and services and by monitoring reserves and contingency guidelines to maintain appropriate reserve levels.
- Provided an effective headquarters operation by supporting resources for training on identified needs for staff and continuing the implementation of current technology strategy.

### House of Delegates

As the deliberative body serving as the voice of all ADA member, the House monitors and evaluates trends, issues and concerns affecting members and the dietetics profession; debates and approves educational, practice and professional standards; establishes ethical standards for the practitioner and disciplinary procedures for unethical conduct; and identifies and initiates development of ADA position papers.

During the past year, the ADA House of Delegates made significant strides, including:

- Discussed the issue of generational diversity in providing nutrition services to the various customers served by the profession during the Fall 2004 meeting. As a result of the discussion, the House requested the ADA Executive Team and ADA organizational unit management to review the results of the meeting comments. A final report was submitted to the ADA Board of Directors and House of Delegates in spring 2005 which prioritized ideas and implications for current and future programs of work for the Association.
- Approved the Scope of Dietetics Practice Framework developed by the Practice Definitions Task Force in November, 2004. The Framework was developed to assist dietetics professionals in making decisions about the appropriate level of safe and effective practice and serves as a guide for the Association. The Scope of Dietetics Practice Framework was published in the April 2005 Journal of the American Dietetic Association (pages 634-640) and is available at <a href="https://www.eatright.org/Member/PolicyInitiatives/83\_21717.cfm">www.eatright.org/Member/PolicyInitiatives/83\_21717.cfm</a>. In addition, delegates were provided with training on the use of this document to educate members.
- Approved amendments to the ADA Bylaws: granted International members voting privileges at the affiliate dietetic association level and the ability to hold offices in these associations; granted students the privilege to vote in ADA national and affiliate elections; and removed restrictions for Active members to transfer to the Retired member category at age 62 or with total disability.
- Discussed the Dietetics Education Task Force Report and Recommendations during the Spring 2005 meeting. The House requested continued investigation of the educational needs of dietetics practitioners so that members can continue discussing future education needs. A new charge was given to the Dietetics Education Task Force to explore alternatives to address the future education needs of all entry-level dietetics professionals (DTRs, RDs), as well as advanced-level practitioners. Members can watch for a report in Fall 2005 on progress being made by the Task Force to continue the discussions.
- Addressed the value of ADA membership during the Spring 2005 meeting. The outcome of the discussion resulted in a request for all ADA organizational units and teams to utilize the key messages and delivery methods identified for promoting the value of ADA membership. This information should be used to develop recruitment and retention messages for members.
- Approved the Nutrition Diagnostic Codes and the process for updating and maintaining these codes in the future. These new Codes will provide standardized language for communicating in a consistent fashion within the profession and to other health care providers. A newly established Nutrition Care Process/Standardized Language Committee will oversee the continued refinement and implementation of the Nutrition Diagnostic Codes. Watch for regular updates from the committee to keep members aware of progress for implementation.

# **ADA Financial Statements**

ADA and the American Dietetic Association Foundation each ended the 2005 Fiscal Year with a surplus, continuing the positive momentum we gathered two years ago.

Many factors contributed to ADA's success in the 2005 Fiscal Year. Our challenge was to raise non-dues revenue and continue to tightly control our expenses. The 2005 Fiscal Year results reflected both. All of these, along with the strong growth of the stock market, allowed the Association to fund new programs that would help increase the value of ADA membership.

The Foundation was again successful in generating support from corporations and members alike. Combining this effort with the continued focus on controlling operational expenses has allowed the Foundation to extend the reach of dietetics by providing scholarships and supporting research.

The 2006 Fiscal Year budgets continue these trends. In addition, the ADA Board of Directors has decided to use some of the 2005 Fiscal Year surplus to fund new research initiatives and programs that will continue to expand the value of the dietetics professional in the medical community.

The Foundation budget is aggressive and has increased its support for scholarships and research.

The 2006 Fiscal Year is shaping up to be a great year for ADA, the Foundation and all of our members. We look forward to meeting your needs as together we lead the future of dietetics.

## AMERICAN DIETETIC ASSOCIATION

STATEMENT OF FINANCIAL POSITION (EXCLUDING ADA FOUNDATION)

YEAR ENDED MAY 31, 2005	2005	2004
Assets		
Cash and cash equivalents	\$7,682,657	\$6,898,293
Investments	21,795,202	20,405,037
Interest receivable	105,214	109,099
Accounts receivable	1,012,037	752,135
Prepaid expenses	919,002	635,459
Inventories	498,754	499,727
Interorganizational balances	138,649	160,414
	32,151,515	29,460,164
Property and equipment	2,747,457	2,734,555
Other assets	181,974	37,927
	\$35,080,946	\$32,232,646
Liabilities and Net Assets		
Liabilities	** ***	44
Accounts payable	\$1,347,069	\$1,208,368
Accrued liabilities	1,702,612	1,906,172
Due to state associations	1,759,636	1,636,396
	4,809,317	4,750,936
Deferred revenue		
Membership dues	6,379,103	6,232,788
Registration fees	2,040,728	1,867,612
Subscriptions	1,010,495	676,159
Annual meeting	1,023,195	1,073,546
Other	1,156,412	690,838
	11,609,933	10,540,943
Deferred compensation	784,766	746,977
Deferred rent liability	1,754,375	1,482,451
Note payable	1,590,000	1,990,000
	4,129,141	4,219,428
N. I.	20,548,391	19,511,307
Net assets		
Unrestricted	E 220 20E	4 524 050
Association operations	5,320,385	4,524,959
Commission on Dietetic Registration	5,939,486	5,369,491
Dietetic Practice Groups	3,272,684	2,826,889
	14,532,555	12,721,339
	\$35,080,946	\$32,232,646









#### AMERICAN DIETETIC ASSOCIATION STATEMENT OF ACTIVITIES

YEAR ENDED MAY 31, 2005	ADA	Commission on Dietetic Registration	Dietetic Practice Groups	Commission on Accreditation for Dietetics Education (CADE)	Total
Revenue					
Membership dues - net	\$8,045,586	-	\$1,391,483	-	\$9,437,069
Registration and examination fees	7,385	3,706,252	-	-	3,713,637
Programs and meetings	3,233,854	-	208,637	25,340	3,467,831
Publications and materials	4,022,237	182,247	146,920	1,942	4,353,346
Subscriptions	425,304	-	3,155	-	428,459
Advertising	1,586	-	46,290	-	47,876
Grants and donations	2,729,129	-	633,744	-	3,362,873
Education program	-	543,485	-	542,874	1,086,359
Other	761,517	96	11,936	-	773,549
	\$19,226,598	\$4,432,080	\$2,442,165	\$570,156	\$26,670,999
Expenses					
Personnel	\$8,583,658	\$1,064,991	_	\$538,479	\$10,187,128
Publications	1,797,654	18,300	10,734	450	1,827,138
Travel	1,051,988	249,099	544,314	158,714	2,004,115
Professional fees	1,631,836	341,651	301,512	3,740	2,278,739
Postage and mailing service	543,464	272,963	177,452	7,979	1,001,858
Office supplies and equipment	209,472	22,380	18,299	1,806	251,957
Rent and utilities	1,030,624	94,661	850	76,847	1,202,982
		,			
Telephone and communications	533,611	37,837	29,983	13,230	614,661
Commissions	6,813	-	23,575	-	30,388
Computer expenses	378,614	- 0.510		-	378,614
Advertising and promotion	193,235	8,518	5,715	10 222	207,468
Insurance	154,546	74,147	-	12,338	241,031
Depreciation and amortization	603,904	108,048	-	19.390	731,342
Other	507,358	796,770	226,899	12,397	1,543,424
Donations to the foundation	-	701.046	51,176	-	51,176
Examination administration	-	701,246	-	-	701,246
Meeting services	1,459,953	172,529	440,365	14,173	2,087,020
Legal and audit	99,536	457	-	-	99,993
Printing	365,687	324,694	401,148	7,810	1,099,339
	\$ <u>19,151,953</u>	\$4,288,291	\$2,232,022	\$867,353	\$26,539,619
Increase (decrease) in net assets					
from operating activities	74,645	143,789	210,143	(297,197)	131,380
Investment returns					
Designated for current operations	805,004	-	102	-	805,106
Balance less than amount designated					
for current operations	212,974	426,206	235,550	-	874,730
Net Investment returns	1,017,978	426,206	235,652	-	1,679,836
Increase (decrease) in net assets					
before other items	1,092,623	569,995	445,795	(297,197)	1,811,216
Other items	(297,197)	-	_	297,197	
Increase (decrease) in not assets	705 426	560 005	115 705		1 911 916
Increase (decrease) in net assets	795,426	569,995	445,795	-	1,811,216
Net assets	4 504 050	5 260 401	2 926 990		10 701 220
Beginning of year	4,524,959	5,369,491	2,826,889	-	12,721,339
End of year	\$5,320,385	5,939,486	\$3,272,684	\$-	\$14,532,555

# Operating Review (cont.)

### Commission on Accreditation for Dietetics Education

The Commission on Accreditation for Dietetics Education serves the American public and ADA members by establishing and enforcing standards for the educational preparation of dietetics professionals and by recognizing dietetics education programs at colleges, universities and other organizations that meet these standards. CADE is recognized by the United States Department of Education and the Council for Higher Education Accreditation, affirming that CADE meets national standards and is a reliable authority on the quality of nutrition/dietetics education programs.

CADE's scope of accreditation includes baccalaureate-and graduatelevel dietetics programs, post-baccalaureate dietetic internships and associate degree dietetic technician programs. During the past year, there were more than 600 such accredited or approved programs, preparing almost 16,000 students for entry to the profession.

CADE's program of work continues to fulfill its mission of ensuring the quality and continued improvement of dietetics education reflecting the evolving practice of dietetics. During the past year, CADE continued to implement eligibility requirements and accreditation standards released in 2002 for education programs seeking initial and continued recognition. These accreditation standards are a product of CADE's comprehensive, ongoing process to maintain the currency of the educational competencies and to match those competencies to the expectations for future practice. In response to the interest of programs in other countries in the U.S. model of quality assurance and program evaluation, CADE also has policies that will allow international, non-U.S.-based dietetics programs to apply for review and recognition.

### Affiliate dietetic associations

All ADA members also receive automatic membership in the affiliate dietetic association of their choice, making affiliates a powerful benefit of ADA membership. There are 50 state dietetic associations, plus the District of Columbia, Puerto Rico and the American Overseas Dietetic Association, all affiliated with ADA. And within these groups, there are approximately 250 district or local dietetic associations. Affiliates enable members to build lasting collaborations and relationships close to home.

### Dietetic practice groups

ADA is committed to keeping our members abreast of trends in food and nutrition and preparing members for the requirements of an everchanging profession and marketplace. Now in their 28th year, ADA's 29 dietetic practice groups are an important way in which DPGs create personal professional opportunities for members to excel and grow through professional development, networking opportunities, leadership development, and specialization. Membership in DPGs was nearly 54,000 this year - the most ever.

## **ADA** positions

The result of carefully considered deliberations by leading authorities as well as ADA's House of Delegates, ADA position statements represent the Association's stance on important issues in food, nutrition and health that affect the public.

During the past year, ADA published updated statements and support papers for health professionals and consumers alike on the following

- Benchmarks for Nutrition Programs in Child Care Settings
- Fat Replacers
- Fortification and Nutritional Supplements
- Nutrition across the Spectrum of Aging
- Nutrition and Women's Health
- Nutrition Intervention in the Care of Persons with Human Immunodeficiency Virus Infection
- Promoting and Supporting Breastfeeding

## **Commission on Dietetic Registration**

The Commission on Dietetic Registration remains committed to its public protection mission by attesting to the professional competence of more than 75,000 credentialed dietetics practitioners who have met CDR standards to enter and continue in dietetics practice. CDR is accredited by the National Commission for Certifying Agencies. CDR provides credentialed practitioners with the tools to maintain and continue to advance their professional knowledge and skills. CDR administers four separate and distinct credentialing programs: Registered Dietitian; Dietetic Technician, Registered; Board Certified Specialist in Renal Nutrition; and Board Certified Specialist in Pediatric Nutrition. Plans are underway for the development and implementation of two new specialty board certifications in sports dietetics and gerontological nutrition. These programs are scheduled for implementation in 2006.

In addition to administering examinations and recertification for these programs, the Commission on Dietetic Registration:

- Administers a prior approval process for continuing professional education programs. More than 5,000 programs were reviewed and approved in 2004-05.
- Administers a program provider accreditation process for continuing professional education program providers. There are currently 115 accredited providers.
- Maintains a searchable continuing professional education database of more than 6,000 programs
- Administers licensure board services, including use of CDR's registration examinations for licensure purposes and continuing professional education tracking for licensed non-registered dietitians
- Administers certificates of training in childhood and adult weight management. Since implementation in April 2001, more than 4,000 members and credentialed practitioners have participated in these programs.

# **ADAF Financial Statements**

AMERICAN DIETETIC ASSOCIATION FOUNDATION
STATEMENT OF FINANCIAL POSITION

YEAR ENDED MAY 31, 2005	2005	2004
Assets		
Cash and cash equivalents	\$194,795	\$424,836
Investments	8,760,360	8,031,861
Interest receivable	47,326	48,389
Accounts receivable	284,332	264,384
Prepaid expenses	450	450
Inventories	15,533	15,533
Interorganizational balances	(138,649)	(160,414)
	9,164,147	8,625,039
Property and equipment	0	0
Other assets	54,435	54,459
	\$9,218,582	\$8,679,498
Liabilities and net assets		
Accrued liabilities	27,410	0
Deferred revenue	61,100	16,000
	88,510	16,000
Net assets		
Unrestricted	2,619,398	3,013,814
Temporarily restricted	1,848,397	1,467,220
Permanently restricted	4,662,277	4,182,464
	9,130,072	8,663,498
	\$9,218,582	\$8,679,498

## AMERICAN DIETETIC ASSOCIATION FOUNDATION STATEMENT OF ACTIVITIES – BY OBJECT AND FUND

YEAR ENDED MAY 31, 2005

	Unrestricted	Temporarily Restricted	Permanently Restricted	Total
Revenues				
Publications and materials	\$260	-	-	\$260
Grants and donations	110,401	35,939	-	146,340
Member contributions	332,612	348,432	479,813	1,160,857
Other revenue	338	-	-	338
Release from restrictions	427,032	(427,032)	_	
Total ADAF	870,643	(42,661)	479,813	1,307,795
Expenses				
Personnel	\$455,611	-	-	\$455,611
Publications	342	-	-	342
Travel	103,950	-	-	103,950
Professional fees	147,562	-	-	147,562
Postage and mailing service	17,477	-	-	17,477
Office supplies and equipment	6,972	-	-	6,972
Rent and utilities	69,861	-	-	69,861
Telephone and communications	12,518	-	-	12,518
Insurance	12,615	-	-	12,615
Other expense	211,016	-	-	211,016
Meeting services	110,898			110,898
Legal and audit	3,380	-	-	3,380
Printing	43,902	-	-	43,902
Scholarships and awards	319,492	-	-	319,492
Total ADAF	1,515,596	-	-	1,515,596
Increase (decrease) in net assets				
from operating activities	(644,953)	(42,661)	479,813	(207,801)
Investment returns				
Designated for current operations	124,747	291,341	-	416,088
Balance less than amount designated				
for current operations	125,790	132,497	-	258,287
Net investment return	250,537	423,838	-	674,375
Increase (decrease) in net assets	(394,416)	381,177	479,813	466,574
Net assets				
Beginning of year	3,013,814	1,467,220	4,182,464	8,663,498
End of year	\$2,619,398	\$1,848,397	\$4,662,277	\$9,130,072





# Operating Review (cont.)

### **American Dietetic Association Foundation**

The ADA Foundation is the only 501(c)3 organization devoted exclusively to nutrition and dietetics. As the philanthropic arm of the American Dietetic Association, the Foundation funds the future of the dietetics profession through research and education.

### Research

Raising money for the ADA Foundation Food and Nutrition Research Endowment continues to be a priority for the Foundation.

More than \$1 million has been raised for this initiative to date. Notably, Susan and James Finn and Kenneth W. Wear gave generous gifts to this campaign. The research endowment will help keep dietetics professionals at the forefront of knowledge in food and nutrition science and will enable ADA members to provide the public with the most up-to-date and accurate food and nutrition information. Annually, \$50,000 in awards and mini-grants is available to ADA members for dietetics research.

The Foundation funded, thanks to generous donations from Ann A. Hertzler and Herbert and Nylda Gemple, the childhood overweight section of the Evidence Analysis Library as well as a section on spinal cord injury and nutrition. The EAL facilitates comprehensive understanding of food and nutrition science and elevates the dietitians' role in analyzing related research.

#### Education

The ADA Foundation is committed to reducing financial roadblocks and creating incentives for the best and brightest to pursue careers in dietetics. The ADA Foundation is the largest provider of academic scholarships in the dietetics field, annually providing funding to deserving students at all levels of study.

For the 2005-06 academic year, ADAF awarded 186 scholarships totaling \$238,850. In addition, \$70,000 was awarded in the form of fellowships, research mini-grants, recognition awards and education stipends.

Special thanks goes to the Foundation's corporate scholarship sponsors.

ConAgra Foods

Colgate Palmolive

Distilled Spirits Council of the US

**ECOLAB** 

ILSI North America

Marsh Affinity Group, a Division of Seabury and Smith Mead Johnson Nutritionals/Bristol-Myers Squibb

Sodexho Health Care Services

## **Public Awareness**

Increasing public understanding of both the importance of nutrition and of the dietetics professional's role in providing sound advice is the goal of the ADA Foundation's public awareness initiatives. A top priority is educating the public on creating a healthier lifestyle for all children, especially those at risk for obesity.

Over \$1.5 million dollars has been awarded through the Foundation's partnership with the General Mills Champions® Grants program. Hundreds of community based programs across the US are now working to educate children and their families about good nutrition and physical fitness.

## Supporters of the ADA Foundation

The ADA Foundation thanks organizations and individuals who have made gifts or pledges of \$10,000 or more to help support research, education and public awareness initiatives.

The Almond Board of California

Colonel Frances Ballentine

Coca-Cola Corporation

Colgate-Palmolive Corporation

ConAgra Foods

Velmabelle R. Cornford

Chalmers & Flora Davies Memorial Fund

Diabetes Care and Education Dietetic Practice Group

ECOLAB

Susan and James Finn

Herbert and Nylda Gemple

General Mills Foundation

Gerber Products Company

Jean Hankin

Ann A. Hertzler

Robert W. Langholz

Charles Little Estate

Colonel Katharine E. Manchester

McNeil Nutritionals, LLC, a Johnson & Johnson Company

Mead Johnson Nutritionals/Bristol-Myers Squibb

Morrison Management Specialists

The Cattlemen's Beef Board and the National Cattlemen's

Beef Association

National Dairy Council

Geraldine Piper Estate

Kenneth W. Wear