

Facing the Future,

Editor's Note: The following article is excerpted from the presentation CEO Allen Moczygemba delivered Nov. 7, 2016, during the American Angus Association Convention of Delegates at the 2016 Angus Convention in Indianapolis, Ind. It has been modified for print publication.

CEO Allen Moczygemba unveils the strategic plan — and the thought processes behind it — that will set the Association's course for the next three years.

by Allen Moczygemba, CEO

At the American Angus Association's 2016 Annual Convention of Delegates in November, I had the honor of unveiling the Long-Range Strategic Plan (LRSP) approved by the Board at its September meeting. Along with the goals and strategies outlined in the insert mailed in the December *Angus Journal*, I presented an Association update, an overview of the process we took to establish the LRSP, and some additional insights regarding the strategies we will be focusing on for the next three years.

It is important to share this game plan with all of our members, so I want to present the same message delivered in Indianapolis with our *Angus Journal* audience. In the following pages, I'll give you a quick update on the Association. We'll look at some of the feedback we received as we built the LRSP, and then we'll go through the strategies of the plan.

Association update

Let's begin with registrations. We had a great year, with 334,607 animals registered, a 4.45% increase over the year before. To give you a sense of perspective, we register, on average, more than 1,200 animals each business day of the year. The total included 157,101 bulls (46.9%) and 176,408 females (52.7%). It was the 15th-largest year in this Association's long and illustrious history, so it was a great year for us.

Let's talk a moment about prices. The average price for the past year went down a little bit. Obviously, 2015 was a record year, but we also marketed a lot more animals this year (see Table 1). We marketed more than 52,000 bulls and more than 18,000 females, a 15% and a 21% increase, respectively, vs. the year before.

Prices were a little bit softer. For auctions reported to the American Angus Association, the average bull price, at \$5,605, was down

17%. Females were down a little more than 6%, averaging \$5,036.

It's important to keep these prices in perspective. Bull prices at auction in 2016 were still 12% higher than they were in 2014, which was a pretty good year (see Fig. 1). Female prices were almost 40% higher than in 2014. Keep in mind, we're still talking about marketing a lot more animals in 2016 than in 2014. It's never good when you make a little bit less than the year before, but I think it's important to keep a historical perspective and consider the strength of this breed and of your cattle.

I want to touch on one other point. We have more members than the next eight U.S. beef breed associations combined. We register approximately as many cattle as they do, combined, as well. We have 33% more expected progeny difference (EPD) offerings than the closest associations. It's a sign of a robust and strong association.

Table 1: Angus cattle marketings* in FY 2016

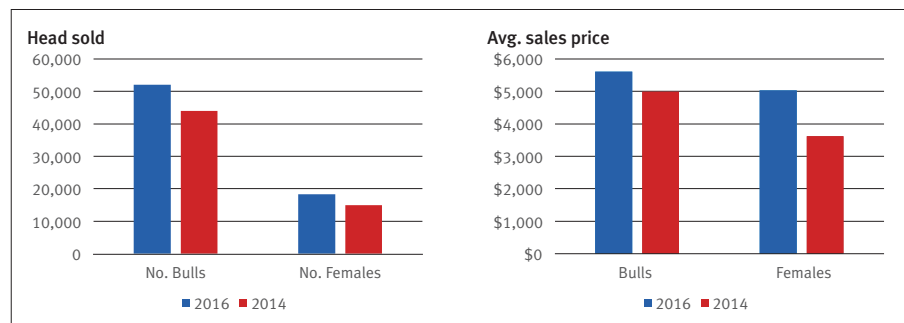
	No. head sold in 2016	% difference from FY 2015	Avg. price, \$ in 2016	% difference from FY 2015	FY 2016 sales, \$, million
Bulls	52,108	14.7%	\$5,605	-16.9%	\$292.1
Females	18,301	20.8%	\$5,036	-6.4%	\$92.2

***Note:** Represents cattle marketed through auctions reported to the American Angus Association and summarized in the "Salering" section of the *Angus Journal*.

FY 2016 = Oct. 1, 2015-Sept. 30, 2016.

Fig. 1: Prices remain historically strong

The market adjustment in 2016, while significant, still left average sale prices at high levels, with bull prices (12.2%) and females (39.3%) higher than the 2014 average price.



Membership survey

The electronic membership survey we did in July had an outstanding response — 11.5%. Respondents submitted 1,943 completed surveys, and 81% of those were from active regular members, while 19% were from active life members. Fig. 2 shows respondents broken down by the number of animals registered. It closely parallels Association membership demographics.

The greatest number of members we have register, on average, six head a year, and they accounted for almost 35% of the respondents in the survey. Correspondingly, those who register around 50 head a year, on average, accounted for right at 30%, as well. The reason I want to share that with you is it signifies that the respondents were representative of our membership.

They were representative from a geographical basis, as well (see Fig. 3).

Again, the reason I share this with you is when we get those responses we want to make sure we're getting an accurate reading of the membership, because it's very

Strategically

important that as we use those results to determine our future, we understand that they're being compiled accurately and fairly.

One last thing on that respect: The respondents were reflective of a diverse membership (see Fig. 4). Thirty-eight percent have registered Angus cattle only, but almost 50% include some commercial cattle along with registered animals.

All said and done, we got a terrific response. I told the Board when we did the survey I was hoping to get 750, maybe 800 responses, total. We had almost 700 the first day, so thank you for your engagement and participation.

Survey results

I want to go through some results quickly. We asked folks a couple of questions with regard to their perception of the importance of the seedstock business and of the Angus business. Pardon the pun, but they were pretty bullish on both (see Fig. 5, page 46). Almost 60% indicated they felt the *seedstock* business is increasing in importance, and 63% said they felt the *Angus* business is increasing in importance. That's very encouraging. That's very positive.

Only a small number of respondents indicated they felt it is diminishing in importance.

We asked members what they see as top opportunities for the next three years. Let me point out the top 10.

1. Continued investment in EPDs and genetic selection tools (indicated by 63% of respondents).
2. Service to the commercial cow-calf sector to capture value for Angus genetics (59%).
3. Genomic technology (almost 49%).
4. Marketing assistance to members (40%).
5. *Certified Angus Beef®* (CAB®) premiums (40%).
6. Education of producers in areas that influence business (38%).
7. Further development of herd data management tools (36%).
8. Communications and marketing opportunities (30%).
9. Purebred cattle (29%).
10. Improved regional adaptability (14%).

We also asked what are the top 10 threats for the next three years. You'll note in the

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Fig. 2: Demographics — respondents by annual registrations

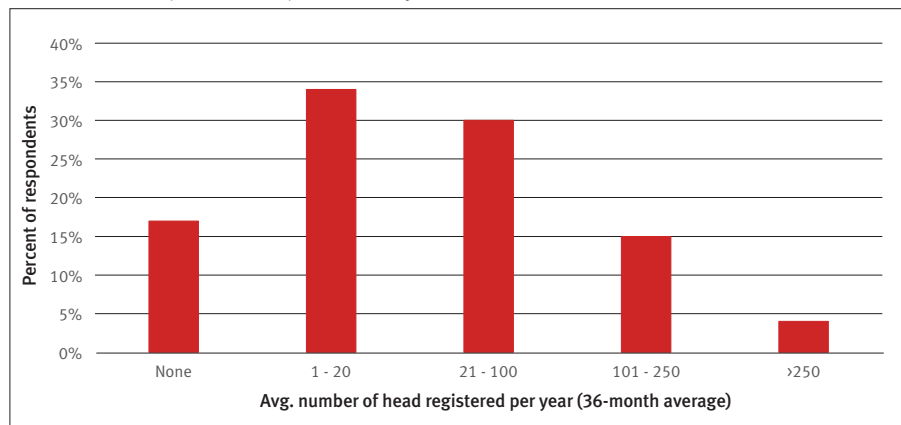


Fig. 3: Demographics — respondents by region

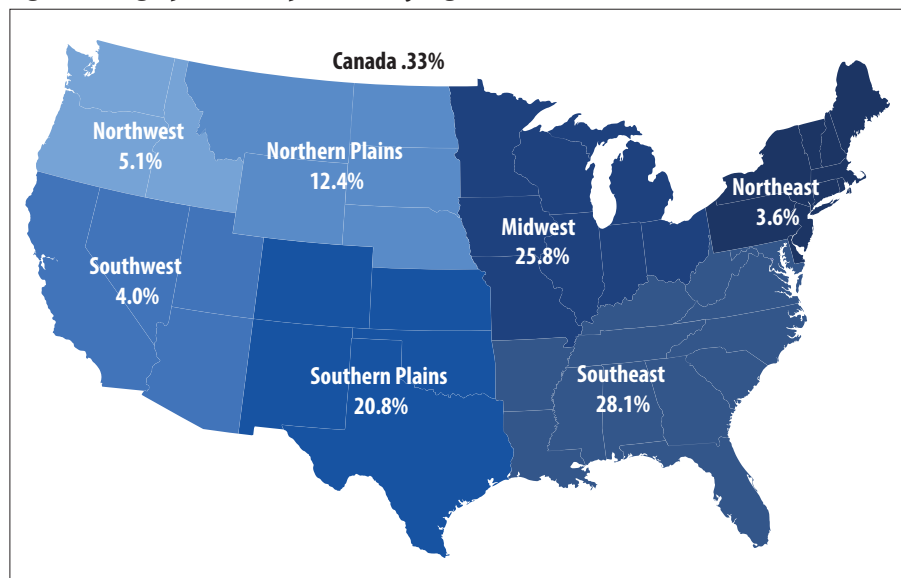
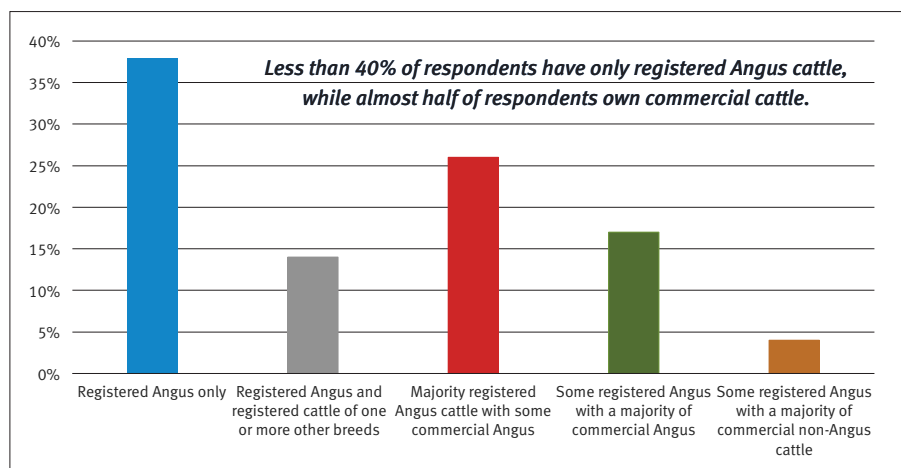


Fig. 4: Demographics — respondents by type of herd



following top 10, it took a while to get to issues we can really control.

1. Market trends and the economy (indicated by 62% of respondents).
2. Nonagricultural threats (37%).
3. Competition with other protein sources (29%).
4. Other registered crossbred cattle (28%).
5. Angus saturation in the buyer marketplace (27%).
6. Reproductive issues (23%).
7. Ranch/generational transition (22%).
8. Performance issues (22%).
9. Commercial Angus bulls (22%).
10. Angus seedstock that use genomics but are not registered with the Association and lack Association EPDs (17%).

We asked what sort of emphasis we should place on commercial programs. You can see from the results (see Fig. 6) the respondents were very much in favor of an increased emphasis on commercial programs, with 60% saying yes and only 15% saying no.

Other results indicate how relevant the American Angus Association is to its membership. The numbers are very positive (see Fig. 7). Only 10% said decreasing in relevance.

Then we asked how relevant the Association is to your customers. The numbers were very similar, with slightly more saying decreasing in relevance.

Don't misunderstand me; we've still got work to do. Until we remove all those negatives, we can always improve. Still, as a whole, it's nice to see the affirmation that the Association is serving you well.

As part of the survey we asked the membership their expectations for Angus market share in the next three years (see Fig. 8, page 48). About 8% said they expect a rapid increase in market share, while almost 80% said they expect Angus market share to remain about the same. About 13% said they expected a slow decrease. Most felt positive about the future.

Then we asked respondents their intention to use Angus genetics in the next three years (see Fig. 9, page 48). Right at 80% said they are either going to expand or maintain the same level of Angus genetics in their herds. That's positive as well.

As we worked on this Long-Range Strategic Plan, it was really important to understand not just where we are in the marketplace today, but where we are going. There are two figures that I think reinforce the importance of what we do.

Fig. 5: Member perception of the future role of the seedstock business and the Angus business

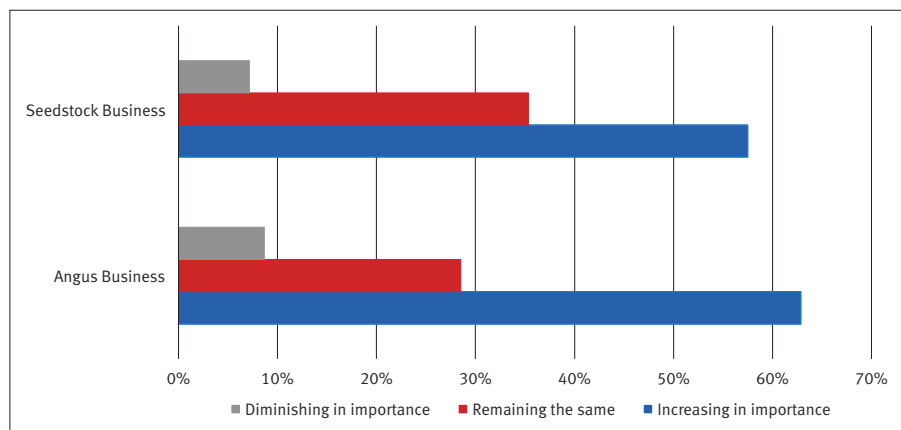


Fig. 6: Membership is strongly in favor of an increased emphasis on commercial programs

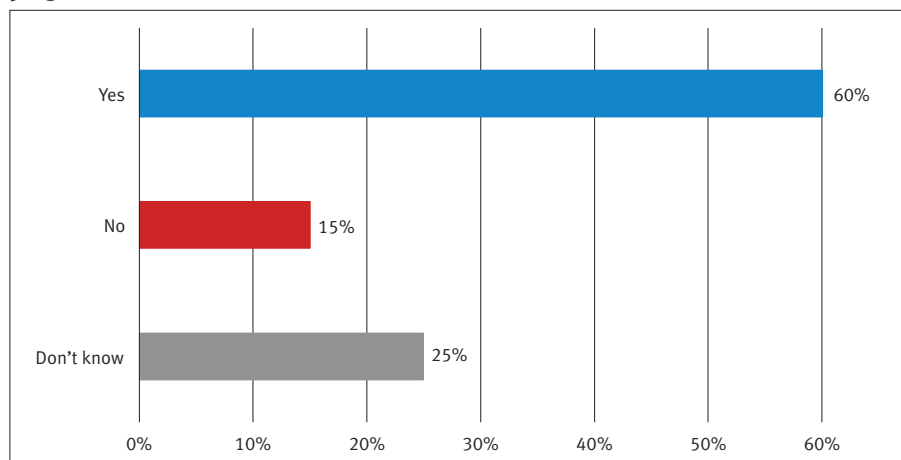
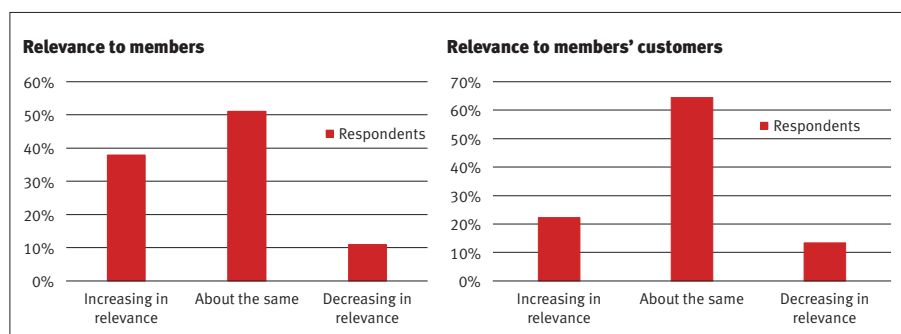


Fig. 7: Rating the relevance of the American Angus Association to its members and to members' customers



Figs. 10a and 10b (see page 48), reinforce the importance of where the cattle inventory has been the last few years and where it's going. The key point to remember is this: Somewhere between 1.8 and 2 million head of beef cows are going to be added to the inventory by 2018.

We'll need a lot of bulls to serve the 2

million head. I'd like to tell you that with our market share we're going to sell another 65,000 bulls. It's not that simple, obviously, but there is a lot of potential for this association as we attempt to serve those increasing cow numbers.

As Fig. 10b shows, the beef cow inventory

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is expected to level off in about 2018, 2020. We'll be back in that area around 31 million head.

The other thing to note is the shift in the industry's infrastructure that is taking place (see Fig. 11, page 50). Frankly, we talked a little bit about this at the Convention Sunday as we discussed culture (see coverage of Howard Putnam's and Tom Walter's Angus University keynote addresses on pages 84 and 86, respectively). There's a generational transformation taking place. The average producer is my age now.

Those larger commercial operations are controlling more and more of the cows. Today 69,000 producers control 55% of the beef cows. CattleFax is projecting that by 2020 60% of the beef cows will be controlled by 65,000 producers. You can take a relatively average-size college football stadium and put them all in there. It's roughly equivalent to the circulation of the *Angus Beef Bulletin*.

We all know about the concentration in cattle feeding. That's not going to change, obviously, and with four major packers representing almost 90% of fed slaughter, that's probably not going to change, either. The key number to keep in mind is the number of cow-calf producers, the ones who really control the marketplace. They continue to become fewer in number and to have more cows.

Strategic plan

Let's dive into the Long-Range Strategic Plan. I'd like to begin by setting the stage, if you will, for how this process worked.

We began our planning process in January 2016 at the National Western Stock Show. At that point the Board met as a planning session. We identified the type of input we wanted. We wanted input from key opinion

leaders in the industry and across the industry segments. Obviously, we wanted input from Board leadership. That's what the board is elected for. We wanted membership input, which is probably the most important of all, so the members could weigh in.

Then we needed to weigh industry trends. A Long-Range Strategic Planning

committee was appointed. I want to thank each one of these gentlemen. They put in countless hours and a lot of extra miles working on this project. The committee was headed by Don Schiefelbein. Also on the committee were Tom Burke, David Dal Porto, James Henderson and Mick Varilek.

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Fig. 8: Member expectations for Angus market share in the next three years

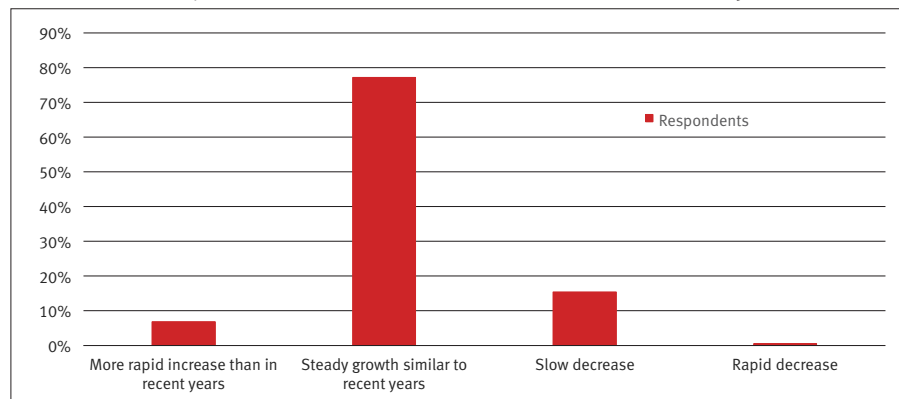


Fig. 9: Member intended use for Angus genetics in the next three years

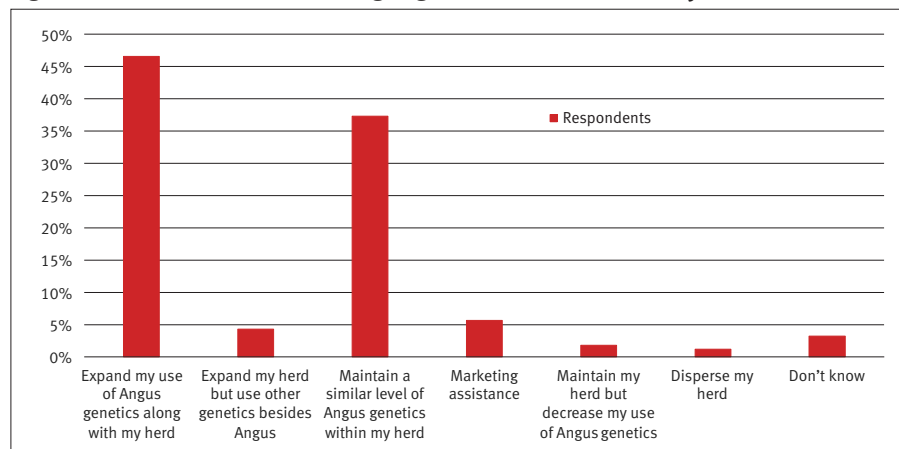


Fig. 10a: Most rapid expansion period in history

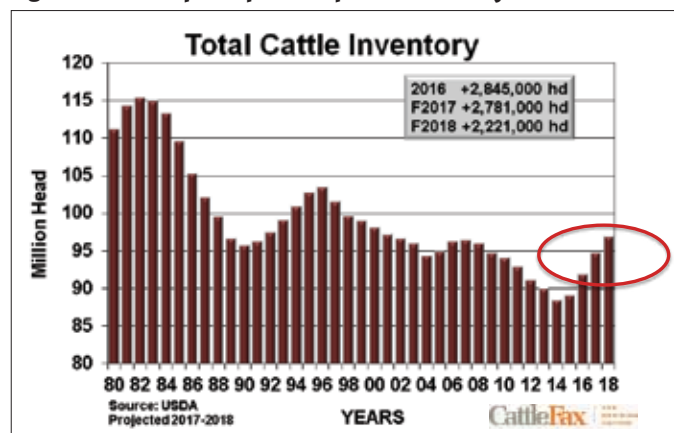
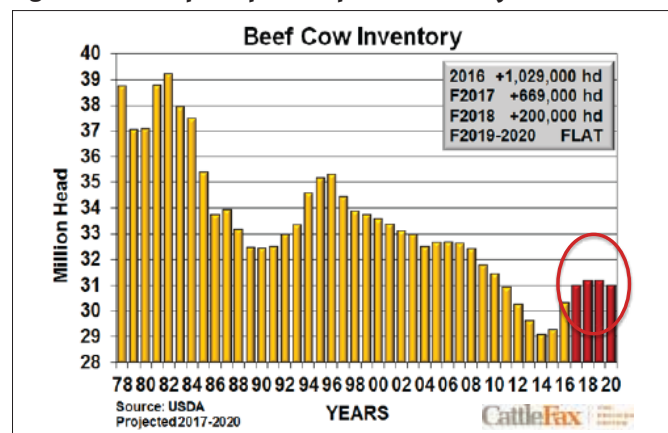


Fig. 10b: Most rapid expansion period in history



As we went through the process over the course of months and we gathered the information, we analyzed it and the Board discussed it. Eventually we settled on five areas of focus:

- ▶ genetics;
- ▶ commercial segment;
- ▶ leadership;
- ▶ product (*Certified Angus Beef*); and
- ▶ research.

I don't have them listed in order of priority. They're all important.

We asked five different groups of key opinion leaders to attend half-day roundtable sessions in Dallas, Texas, this past spring. Moderated by Mark McCully, vice president of supply development, packing and industry information at Certified Angus Beef LLC (CAB), the roundtables included panels representing seedstock, commercial cow-calf, fed-cattle, allied industry and marketing.

For these sessions, we'd bring folks in the evening before. We'd take them to dinner, let the panelists get to know each other a bit, and let them get to know the board members who were present. The next day we'd do a half-day roundtable discussion. We had a variety of questions compiled in advance, then we adjusted with their input.

The seedstock panel had seven participants. All the others had six, except for the marketing panel. We had a couple of last-minute cancellations, so we ended up with three at that one. As a whole, we received really good input from people who were very involved in this business and on the leading edge of their respective industries. They were very candid in their responses.

As a whole, they were very complimentary to the Association, but they also at times could be a bit critical — not critical as in you guys got it wrong, but critical as in you guys can do so much more to help us. That was the same regardless of what segment it was.

I want to go through each of the five areas of focus and share with you some of the highlights of the market insights we gathered. Then we'll actually go through the strategies (see Table 2, page 57). I'll highlight strategies from each of the focus areas.

Focus area: Genetics

Our goal here is to leverage the leadership position and expertise of Angus Genetics Inc. (AGI) to serve an evolving beef industry.

We learned some key things here (see Fig. 12). While we're really growing in genomic testing, there's an industry transformation

Fig. 11: A shift in industry infrastructure is taking place

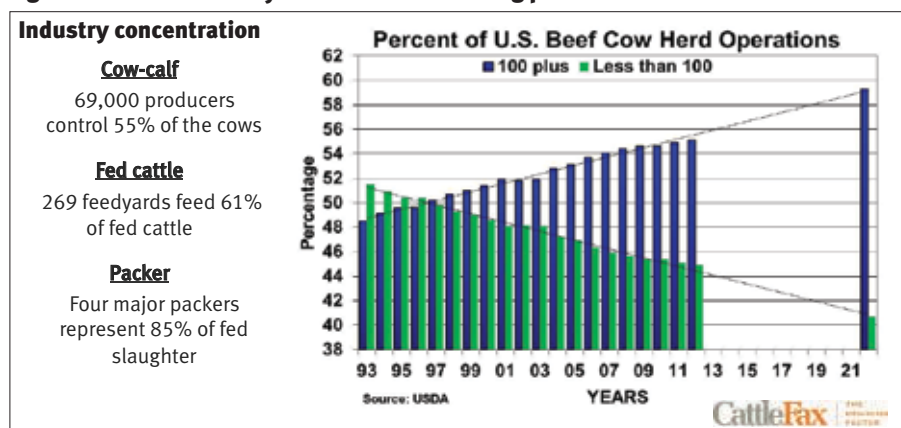


Fig. 12: Goal — Leverage the leadership position and expertise of Angus Genetics Inc. to serve an evolving beef industry

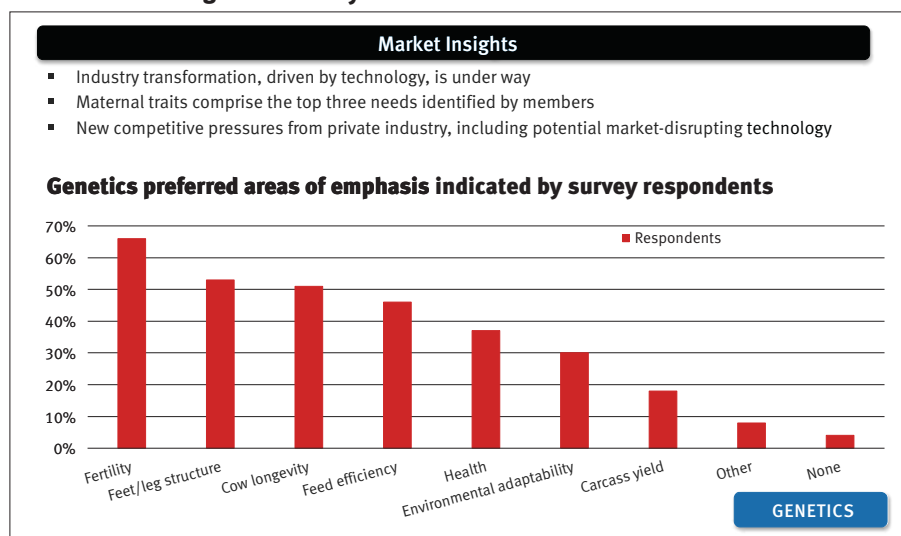
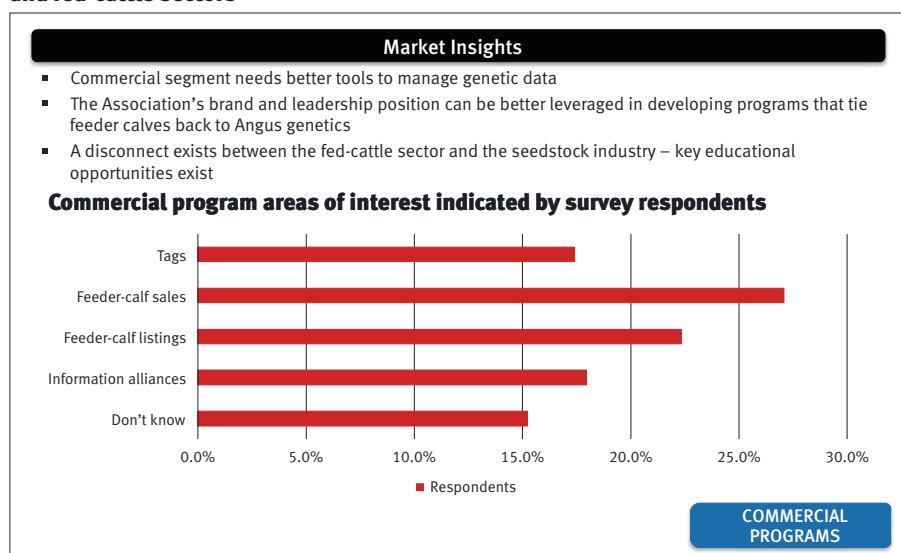


Fig. 13: Goal — Create a comprehensive commercial program that drives the cow-calf and fed-cattle sectors



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taking place. It's being driven by technology, and it's growing fast. You heard that during the International Genomics Symposium (see highlights on pages 78 and 80), and I'm sure you heard it as you visited the trade show.

The top three needs identified by members were maternal traits, namely fertility, feet and leg structure, and cow longevity. Then we need to be aware of new competitive pressures coming from private industries, including potential market-disrupting gene-splicing technologies that could be used on animals. It's something we need to be aware of as we move forward.

AGI President Dan Moser mentioned that we annually do 105,000-110,000 thousand genomic tests right now. Our members have embraced it. I think they're going to embrace it even more moving forward because, frankly, this technology has been proven. It works. As the price point gets more affordable, you'll see more and more members testing.

Strategies for genetics focus

No. 1, we're going to establish a genomic education center that will be used for research, education and leadership development, while at the same time providing needed office space. Essentially, we're talking about adding on to the office building in Saint Joseph.

There's a building committee being formed, with four board members, and you'll be hearing more from us as we move forward. It's really important for us to get the space and to be able to do research and work with outside representatives to continue to move that segment of the business forward.

No. 2 is to develop a commercial cattle database to provide genetic information to commercial producers, creating added value for registered-Angus cattle and Angus-sired feeder cattle with superior genetic potential. We don't know what that looks like.

By the way, let me add this: For every one of these strategies you see, no work has been done yet. We'll begin the process as we go home from Convention. In this case, the commercial cattle database, that strategy will get handed back to the AGI Board of Directors, and they'll work with sorting out the details of which direction we'll go. They'll welcome your input.

No. 3 is to create a greater emphasis and focus on whole-herd reporting by Association members by considering incentivizing data input. It's critically

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Fig. 14: Goal — Leverage market strength to establish an industry leadership position

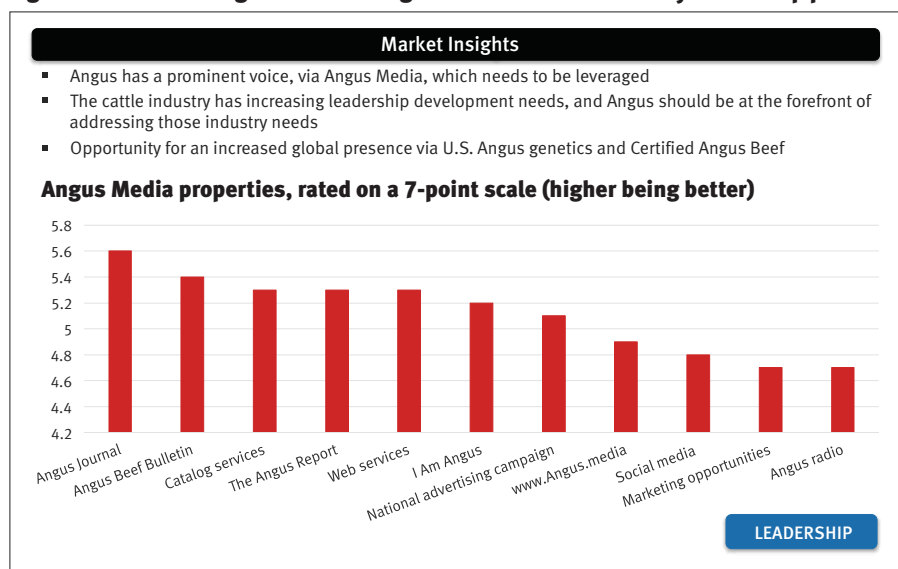


Fig. 15: Capitalize on the strength of Angus Media to leverage the Association's leadership position

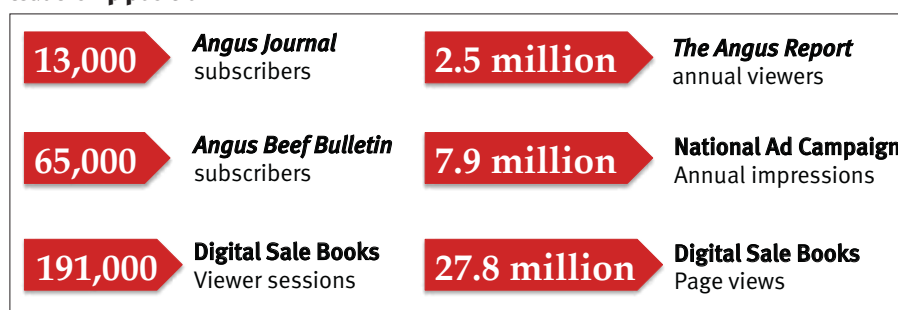
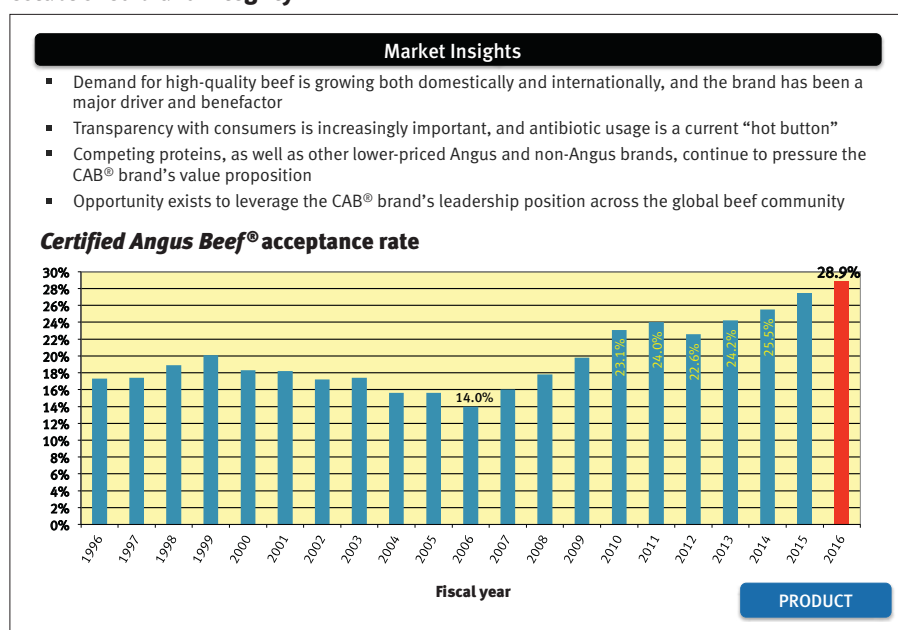


Fig. 16: Goal — Aggressively expand CAB's influence while zealously protecting its established brand integrity



important we get more whole-herd data because we're woefully short at this point.

Finally, we want to develop a combined index of maternal and terminal traits to aid producers when considering the purchase of Angus genetics.

With the new genomic education center, the key thing I want you to take home is this will reinforce and drive our leadership position in genetics and the beef industry. We don't think anybody is better positioned to do it. Nobody is better geographically located to do it. It's something we're very excited about as we move forward.

Focus area: Commercial programs

The goal is it to create a comprehensive commercial program to drive the commercial cow-calf and fed-cattle sectors.

We heard over and over — both from members and key opinion leaders — that the commercial segment needs better tools, not only to manage their genetic data, but also to help with their herd health programs and to manage their herds as a whole.

We were told over and over that our brand and leadership position could be better leveraged in developing programs that tie feeder calves back to Angus genetics.

Finally, it became rather apparent there is a disconnect between the fed-cattle segment and the seedstock segment. It's a real opportunity for us, because we have all the tools. We have all the information. We just need to do a better job of informing them of that fact and helping them to understand how our information can help them.

Likewise, we need to understand the way they manage their feedlots and the metrics they use, then look at how we can use them to help tie all the information together.

I mentioned earlier we asked the members about the importance of having a commercial program and 60% said yes (see Fig. 6, page 46). We also asked them where we should place our emphasis. You can see a lot of different emphasis areas mentioned in Fig. 13 (see page 50). I think my favorite answer of all is the 15% who said "don't know."

We don't know yet either, but we will. We're going to develop a program that serves the Association well and provides you more value for your cattle and ultimately those calves with Angus genetics.

Strategies for commercial programs

No. 1, we want to create a feeder-calf program that is built upon the use of

Fig. 17: Goal — Increase research emphasis within the Association and the Angus Foundation

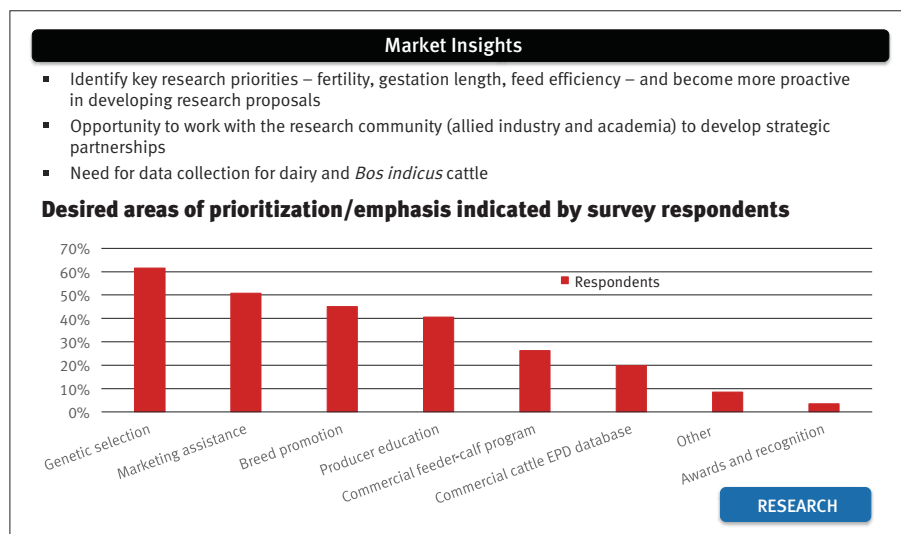
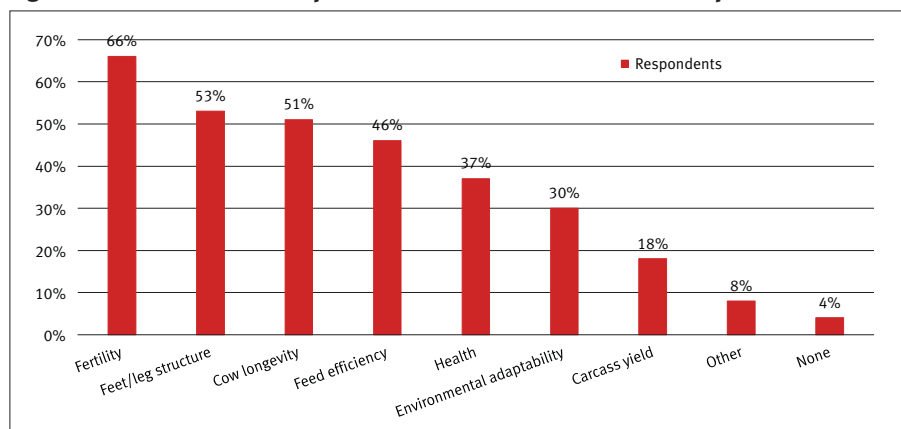


Fig. 18: Identified membership needs will drive research areas of emphasis



registered Angus bulls that ties calves back to the genetics that you produce.

No. 2, we want to reinforce the value of using registered Angus bulls by developing a campaign for the commercial market, trying to limit the use of just commercial bulls, Angus bulls that are unregistered.

Strategy No. 3 is to create an easy-to-use mobile recordkeeping system that can be utilized by both members and non-members that seamlessly interfaces with both AGI and the common industry software programs. In real simple terms, we want to develop a management program that people can have on their smartphone. Then all the data goes back to the cloud. We think we can do it, and we think people will use it because the Angus brand is perceived in such a positive manner.

Finally, strategy No. 4 is to build relationships with the fed-cattle industry by developing information-sharing alliances that

leverage fed-cattle metrics with our own Angus cattle genetics. We do have a commercial program now with AngusSource®. It does drive premiums, but there's a lot of opportunity to grow it. Whether we expand it, whether we revise it, you'll see a program somewhat similar to AngusSource when we're all said and done.

Focus area: Leadership

Our goal in leadership is to leverage market strength to establish an industry leadership position (see Fig. 14, page 52). I want to make sure nobody gets confused on this point: Our role as the Association is to serve you first, but by serving you and meeting your needs, we have opportunities to expand that reach into a leadership position within the industry.

In our panel discussions, we heard over

and over that we have a prominent voice with Angus Media, and it needs to be leveraged. That was one of the areas panelists gushed about.

We have 11 different Angus Media platforms. We can reach this market unlike anybody else, and the really cool thing about this — and I was in the media business for a long time, people trust us. They trust us because all we have to sell are cattle. We're not selling products.

The other thing we heard is that the cattle industry has increasing leadership development needs, and we should be at the forefront of addressing those industry needs. Obviously, we do that with our own junior programs now and our regular members, as well, but there's opportunity to grow those programs to be even stronger and more robust.

Finally, we were told over and over that there's a bigger opportunity for increased global presence with our genetics that will ultimately drive CAB supply.

Strategies for leadership

Strategy No. 1 under leadership is to develop educational and informational strategies that capitalize on the strength of Angus Media and foster a leadership position within the industry (see Fig. 15, page 52).

No. 2 is to expand our current initiatives on leadership development by improving and certifying curriculum offerings and goals.

No. 3 is to develop relationships with international Angus partners that will be based upon mutually collaborative efforts that drive the use of American Angus genetics.

No. 4, and this applies directly to our members, we want to enhance the membership experience. There's a lot of ways we can do that. It's important to do that because it's important that we retain our membership and adequately serve its needs.

Again, this is to give you a sense of the reach that we have with Angus Media. Our foundation is the *Angus Journal*, but then as you start going down through our properties, they literally build upon each other. We reach a lot of cattlemen, and we reach them on a daily basis.

Focus area: Product

The goal here is to aggressively expand CAB's influence while zealously protecting its established brand integrity (see Fig. 16, page 52). We heard CAB President John Stika speak very eloquently the other day about the



PHOTO BY LEANN SCHLEICHER, ANGUS MEDIA

►American Angus Association CEO Allen Moczygemba outlined goals and strategies for the Long-Range Strategic Plan during the 2016 Angus Convention in Indianapolis, Ind.

demand for high-quality beef growing both domestically and internationally (listen to those remarks in the opening session of the 2016 Angus convention at <https://www.youtube.com/watch?v=i-Gq0TAyKqA>).

At the same time, consumers are demanding more and more transparency. Antibiotic use is the hot button now, and that hot button is not going away. There will be something else down the road. We need to continue to monitor things, then grow the beef that consumers want.

Competing proteins obviously will continue to be a factor, and lower-priced Angus and non-Angus brands will always put pressure on our value proposition, but the key here is we've got a great value.

Finally, there's an opportunity that exists to leverage the CAB brand's leadership position across the global beef community, which we've already seen occurring in Russia.

Strategies for product focus

No. 1, we want to build upon the trust placed in the brand while protecting the equity in the CAB logo and trademarks. Brands have an image. If somebody can create an image in another country that's similar, and if somebody doesn't look that closely, they literally steal the equity built in that brand, and it's something we can't allow.

No. 2, we want to build brand awareness by building greater brand loyalty among current users.

No. 3, we want to provide unparalleled brand services and resources by developing materials and resources that reflect the quality of the brand.

No. 4, we'll continue to pursue innovations and messages that enhance the brand experience to become more of an emotional purchasing/dining experience. That's what you're able to do when you get a brand that starts reaching maturity. That's positive.

Finally, No. 5 is to drive growth in brand production and sales with cattlemen, both domestically and internationally. I want to focus right now on increasing brand loyalty among current users. We need to build brand fans that consistently buy that product.

Focus area: Research

Finally, the last focus area is research. The goal is to create a research emphasis within the Association and the Angus Foundation (see Fig. 17, page 54). We need to do a better job of identifying key research priorities. We've done that now. The membership has done that [through this survey], but we need to become more proactive in developing research proposals that are submitted to us to make sure that we get research proposals that fit our needs, not necessarily that fit somebody else's needs.

We feel there's an opportunity to work with the research community, both allied

industry and academia, to develop strategic partnerships.

Strategies for research focus

Strategy No. 1 is to take a more proactive role as an association in seeking out research proposals that address identified research needs.

No. 2 is to place an emphasis on identifying potential fertility challenges and make it a priority with the Association of members to improve fertility across the breed.

No. 3 is place an emphasis on improving feet and leg structure of Angus cattle. We need to improve their performance and production longevity.

Finally, we want to proactively work with the research community, both academia and private industry to develop strategic partnerships that utilize new genetic technologies to produce disease-resistant cattle if we go down that path.

The key thing here is we want to make sure we're closely aligned with other leaders, so we understand what's coming down the path. I mentioned that we've got these priorities identified by the membership (see Fig. 18, page 54). The top four are fertility, feet and leg structure, cattle longevity, and then feed efficiency.

Wrapping up

Those are your 21 strategies for the 2016 Long-Range Strategic Plan. Note that it is a three-year plan. We'll go through this process again three years from now. We'll be working through this every week. Every time we have a Board meeting there will be a report measuring metrics and how we're achieving our success.

I want to make one last point, because it's very important. When I interviewed here, I was asked, "How do you see your role? How does your role work with the Board when it comes to developing strategies for the future?"

I made the point that my role and my staff's role is to provide as much information as possible on both sides of an issue so Board members can then make their decision, and they can make an accurate decision because they have all the facts. That's what this process was all about.

Each one of these strategies was voted on by the Board. There were 21 strategies. Nineteen were approved unanimously; two had one dissenting vote each. If you want to keep score, it was 313 to 2.

Table 2: Goals and strategies of the American Angus Association 2016 Long-Range Strategic Plan

Genetics Goal: Leverage the leadership position and expertise of Angus Genetics Inc. to serve an evolving beef industry

- ▶ Establish a genomic education center that will be used for research, education and leadership development while at the same time providing much needed office space.
- ▶ Develop a commercial cattle database to provide genetic information to commercial producers, creating added value for registered Angus cattle and Angus-sired feeder cattle with superior genetic potential.
- ▶ Create a greater emphasis and focus on whole-herd reporting by the Association's members by considering incentivizing data input.
- ▶ Develop a combined index of maternal and terminal traits to aid producers when considering purchase of Angus genetics.

Commercial Goal: Create a comprehensive commercial program that drives the cow-calf and fed-cattle sectors

- ▶ Create a feeder-calf program that is built upon the use of registered Angus bulls that ties calves back to superior Angus genetics.
- ▶ Reinforce the value of using registered Angus bulls by developing a promotional and educational campaign for the commercial market.
- ▶ Create an easy-to-use mobile-platform recordkeeping system that can be utilized by both members and non-members that seamlessly interfaces with both AGI and common industry software programs.
- ▶ Build relationships with the fed-cattle industry by developing information-sharing alliances that leverage fed-cattle metrics with Angus cattle genetics.

Leadership Goal: Leverage market strength to establish an industry leadership position

- ▶ Develop educational and informational strategies that capitalize on the strength of Angus Media to foster a leadership position within the industry.
- ▶ Expand current Association initiatives in leadership development by improving and certifying curriculum offerings and goals.
- ▶ Develop relationships with international Angus partners that will be based upon mutually collaborative efforts that drive the use of American Angus genetics.
- ▶ Focus on enhancing the membership experience of Association members.

Product Goal: Aggressively expand Certified Angus Beef LLC's influence while zealously protecting its established brand integrity

- ▶ Build upon the trust placed in the brand while protecting the equity in the CAB® logo and trademark(s).
- ▶ Grow brand awareness by building greater brand loyalty among current users.
- ▶ Provide unparalleled brand services and resources by developing materials and resources that reflect the quality of the brand.
- ▶ Pursue innovations and messaging that enhance the "brand experience" to become more of an emotional purchasing/dining experience.
- ▶ Drive growth in brand production and sales with cattlemen, both domestically and internationally.

Research Goal: Increase research emphasis within the Association and the Angus Foundation

- ▶ Take a more proactive role as an Association in seeking out research proposals that address identified research needs.
- ▶ Place an emphasis on identifying potential fertility challenges and make it a priority with the Association and members to improve fertility across the breed.
- ▶ Place an emphasis on improving feet and leg structure of Angus cattle in order to improve performance and production longevity.
- ▶ Proactively work with the research community (academia and private industry) to develop strategic partnerships that utilize new genetic technologies to produce disease-resistant cattle.

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I don't want to create the impression the Board rubber-stamped everything. That wasn't the case at all. We worked months on this. We kept revising and tweaking and making changes. When we finally got to the end point, the Board was comfortable, and that was indicated by their vote.

Let me close with the mission statement of the American Angus Association: *To provide programs, services, technology and leadership to enhance the genetics of the Angus breed, broaden its influence within the beef industry,*

and expand the market for superior-tasting, high-quality Angus beef worldwide."

If you've seen me speak to a group, you know I always close with this, because our mission is to work for you. It's to provide programs and services and all those other factors important to the membership. We work for you.

Thank you for all your support this past year. Thank you for your input. I'm very humbled to be part of your organization.



AMERICAN ANGUS ASSOCIATION

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