

On The Record

Dick Barth

PA DHIA General Mgr.



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General Manager, PA DHIA

In the May 1990 issue of "Association Management" magazine, the publisher, Elissa Matulis Myers, had this to say about the efforts within many different types of associations (like DHIA) to merge local chapters (local associations).

"To borrow a phrase from the remarkable architect Louis Henri Sullivan, 'Form ever follows function.' The proper distribution of power in an association network can only be determined after a careful analysis of the work to be done. Since, as associations, we have no direct profit motive, the traditionally American notion of 'free-market competition' seems less relevant to me in chapter relations than the notion of manifest destiny- we have a 'member-given' right to unite our industries or professions from sea to sea, protecting the freedom of the members to act individually and within their local units, but also protecting the sanctity and strength of the federation."

I was struck by the direct application of what Ms. Myers said to the current situation within Pennsylvania DHIA. The association's borders may not extend from sea to sea, but surely from one border of the Commonwealth to another. And within those borders our motive is consistent, to provide

the best member services possible at cost (without making a profit).

I agree completely with Louis Sullivan that form follows function, which translates to mean that the work you have to do determines what your organizational structure (your form) will look like.

Years ago before the advent of the personal computer when DHIA was an Extension function our mission was far simpler than it is today. DHIA did not educate members because Extension did all that. DHIA had no significant competition because there were no computing systems for farms available. DHIA did not have to meet a wide variety of member needs because there was no variety and everyone managed, more or less, like everyone else. DHIA rarely had to change because technology just didn't change all that

often. In those days a federated structure of local county associations worked well.

But, times have changed.

Extension resources are slimmer and are needed for many more missions than in the past, so time is not available to educate DHIA members like it used to be. Who's to do that now?

Times have changed.

The personal computer and dairy management software to go with it threaten to replace DHIA services on large farms that can afford computerized milking parlors. How can we respond?

Times have changed.

Dairy management technology is more complex with changes made faster than ever, and keeping up with new technology applications is tough for both members and DHIA staff. The need to get services to members faster creates its own problems because DHIA cannot effectively direct its field service resources (Supervisors).

Design Affects Outcome

Sullivan said an architect must select the best form to accomplish the job. He can't design a warehouse and then expect it to serve well as a hospital when the work activities change from storage of containers to health care for humans.

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STATE COLLEGE (Centre Co.) — This data is pulled from Pennsylvania DHIA's mainframe computer each week. It is a one-week summary representing approximately one-fourth of the herds on test, as they are tested monthly.

These data are valuable from a business management standpoint and can be used for comparing your operations to the averages from almost 1,400 herds across the state.

DHIA Averages for all herds processed between 6/25/90 and 7/02/90

Number of Herds Processed	1,355
Number of Cows Processed	79,738
Number of Cows Per Herd	58.8
Milk Per Cow (Lbs)	16,749
%-Fat	3.69
Fat Per Cow (Lbs)	619
%-Protein	3.19
Protein Per Cow (Lbs)	534
Average Days in Milk Per Cow	315
*Value for CWT Milk(\$)	14.44
*Value for CWT Grain(\$)	8.00
*Value for CWT Hay(\$)	4.31
*Value for CWT Silage(\$)	1.49
*Value for Pasture Per Day(\$)	.30
*Value for Milk Per Cow Per Year(\$)	2,418
*Feed Consumed Per Cow Per Year(Lbs)	
A: Grain	6,789
B: Hay	2,654
C: Silage	14,699
D: Day Pasture	65
*Feed Cost Per Cow Per Year(\$)	
A: Grain	543
B: Hay	114
C: Silage	220
D: Pasture	20
*Total Feed Cost Per Cow Per Year(\$)	898
*Income Over Feed Costs Per Year(\$)	1,520
*Grain to Milk Ratio	1:2.4
*Feed Cost Per CWT Milk(\$)	5.36
Avg Level For 1097 SCC Herds	327,720
<small>*Member generated figures</small>	

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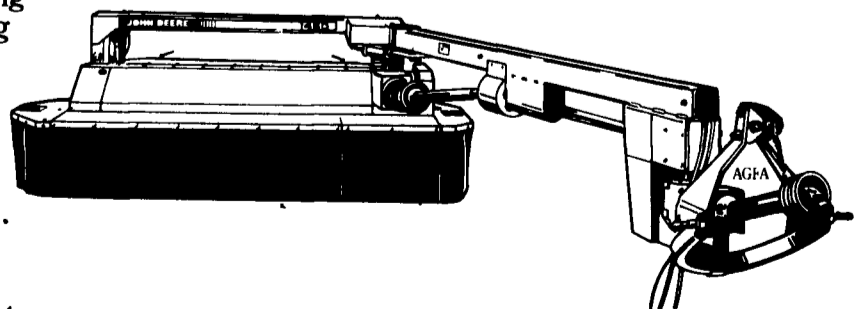
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