

strong sense of leadership with lifelong commitment to teamwork that best typifies the team efforts on Finlay, Reed

and Gorgas so necessary in the first major step towards the conquest of yellow fever.

PRESIDENTIAL ADDRESS—1982¹

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Fellow members, ladies and gentlemen, it is a pleasure indeed to be here in Sacramento, for I consider myself an adopted Californian, having arrived from Switzerland 47 years ago. I left California in 1950 and since then have become a nomad, a more or less normal state when one works for the U.S. Department of Agriculture. This is not meant as a derogatory comment, for much can be learned by living in many different places.

This morning I would like to depart from the usual Presidential Address wherein is highlighted scientific breakthroughs or other important aspects of vector control. You will hear many excellent presentations on all aspects of mosquito control during this meeting, and so I see no reason to present anything to you secondhand. For the past 10 years I have been totally involved in research administration, and it will be from that vantage point that I come to you today. Thus, I would like to philosophize about AMCA and its interrelationships and how we can capitalize on the diversity of our membership to make a more effective and stronger AMCA. In so doing, I am continuing and building upon the short messages that have appeared in the *AMCA Newsletter*. I believe that we have a common goal—service to the public, as well as to our state, regional, and national mosquito control organizations, which are all interrelated.

I would like to discuss briefly some of the factors that underpin everything we do, our *modus operandi*.

One of the key factors deals with our interrelationships, a code of ethics, if you will. I believe that the aphorism that is so aptly used in computer language, "garbage in, garbage out," can be restated for the purpose of this discussion as, "What we put in, we get out," or to put it another way, if you plant squash seed, you cannot expect a muskmelon (as I found out to my sorrow last summer, as I never had so many zucchini squash in my life).

If there is little or no input, as depicted by the let-George-do-it syndrome, then anything that does get done is by default because there simply are not enough Georges to go around. So as far as I am concerned, this means that we must be willing to become involved and assume some responsibility. That is the bottom line.

About now you are probably wondering what on earth all of this has to do with the American Mosquito Control Association. A little patience, please, for I believe that it has a lot to do with our organization and the people in it.

I look at our organization as an organic entity: it is more than just the sum of its parts—members, committees, board of directors, etc. This is because each and every one of us can interact and provide a different input, from those who pay their dues and are often never heard from again (those afflicted with the let-George-do-it mentality) to those on the other end of the scale who contribute unstintingly to AMCA. These latter individ-

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uals undoubtedly believe in the maxim, to paraphrase President Kennedy, "It is not what AMCA can do for you, but what you can do for AMCA." What I am trying to do today is to make the membership more aware of the need for participation in the affairs of the Society. I realize that all of us have other duties, but somehow we have to make a commitment and devote some time to AMCA, for such an organization does not run by itself. Oh, I grant you that all organizations have a certain momentum and will operate fairly well for a while, but they will soon run down when the proper input is lacking. So how can we help AMCA grow and prosper? Let us look at a few ways.

1. Show a little interest in AMCA. Get involved. (This does not wholly apply to you here today but is aimed at those who did not come and who I hope will read these few words and be galvanized into action!)
2. Vote. Cast your ballot for AMCA offices. At the last election, about 33% voted. While this is quite a bit better than AAAS's 18.7% or about the same as North Central States Branch of the Entomological Society of America at 32%, that still leaves two-thirds not heard from.
3. Volunteer to work on AMCA committees. Let the President-elect know that you are interested in some phase of the operation. It does no good to put people on committees if they have no interest and/or commitment.
4. Provide some feedback, written or oral. Let us know what your wishes are. If you don't like some of the things AMCA is doing, let us know, but please, if and when you do, do it in a constructive manner. I am sure no one of us wants to be part of the problem; let's be part of the solution. If one does not get involved, for example to vote, then that person has no right to gripe and complain.

Now let us get down to a case in point. As you are all aware, we had problems last

year in getting nominations for offices. Very few people indeed were willing to throw their hats in the ring. We must all take the long-range view. If anyone is interested in becoming an officer in AMCA, run for office if requested. You may not win the first time, but such exposure is all to the good. When asked to serve in some capacity, please give it some serious consideration and don't arbitrarily turn it down. The reward could be beneficial, both to you and AMCA. The opportunity may not come again.

When you take on an assignment for AMCA, whether it be on a committee or for the revision of a bulletin, please act in a responsible manner. If for any reason you cannot fulfill your obligation in the time allotted, let your committee chairman know. There is nothing more frustrating than to wait to the end of a reporting period and find the work not done, possibly for a very good reason. The point here is to communicate as early as possible. If problems are anticipated, don't wait until the last minute. If you do, you are letting the whole organization down and are not helping your image in the process.

Let us for a moment look at the way we are revising our AMCA bulletins. The outline for the revision of Bulletin #1, "Aerial Application of Pesticides for Mosquito Control," was printed in the June 1970 issue of *Mosquito News*, and we are still anxiously awaiting its publication. You must agree that 12 years is an extremely long gestation period. Bulletin #6, "Biological Control of Mosquitoes," has been in the works for 8 years now, and with luck may appear in 1983. We cannot afford such lengthy delays. The Board of Directors has taken a positive step by appointing a production editor for bulletins already in manuscript form. However, we need to speed up the manuscript process and make sure that contributors do their utmost to meet deadlines.

Now I would like to say a few words about something we all have to cope with, and that is change, which is occurring at

an ever-faster pace. This is a challenge that must be met head-on if we are to survive as a strong, viable organization. Some of the keys to coping with change are to maintain the maximum amount of flexibility, to streamline operations, and to plan. How can we do the job better, more efficiently, and at a lower cost? Some of these questions are now being addressed by several of our committees, and their recommendations will have a profound affect on the operation of AMCA.

I have one suggestion that could make our committees function more effectively. Under our present *modus operandi*, our committees do not have an opportunity to meet in the flesh, so to speak. Would it not be possible to have at least some of the key committees meet during the Annual Meeting for an hour or two? This could be part of the program. Such a forum would enable the committee chairperson to become acquainted with the members of the group, discuss the areas of concern, and thus take off running.

In coping with change with the least disruption, we must look ahead. We need to give some thought to where we want to be, say in 10 years. What kind of services should AMCA provide the membership that are not being provided now? Are there some things we are doing now that should be curtailed? When trying to answer such questions, we should also keep in mind that an association such as ours, a voluntary non-profit group, is not supposed to make money but is supposed to spend money wisely on behalf of the

members. This poses a dilemma because the organization must continue to grow, cope with inflation, and at the same time meet the needs of its members. So we must make sure that these needs are realistic and can be met and we will not be set awash in a sea of red ink.

Now just a few personal thoughts about my term as your president. One of the most valuable benefits was the opportunity to meet with several State and Regional Associations—The Utah Mosquito Abatement Association, Louisiana Mosquito Control Association, Northwest Mosquito Control Association, and the Mid-Atlantic Mosquito Control Association. I was impressed with the technical aspects of the programs and the enthusiasm of the members, especially the generation behind me. All of this bodes well for mosquito control.

I now have a very pleasant function to perform, and to assist me with it I would like to have Don Merritt join me at the podium. As you all know, this is the Golden Anniversary of the California Mosquito and Vector Control Association, and so the American Mosquito Control Association is happy to present to CMVCA this plaque to help commemorate this happy occasion. We all hope the next 50 years will be just as challenging and exciting as the last 50.

In closing, let me assure you that I believe that AMCA has a great future. To achieve it, all of us must get involved in this most worthwhile endeavor.

It has been an honor and a pleasure to serve you.