



KING RANCH INSTITUTE FOR RANCH MANAGEMENT

TEXAS A & M UNIVERSITY - KINGSVILLE

Volume 4, Issue 1
Spring 2008

*Thank you for helping us
cross the finish line!*

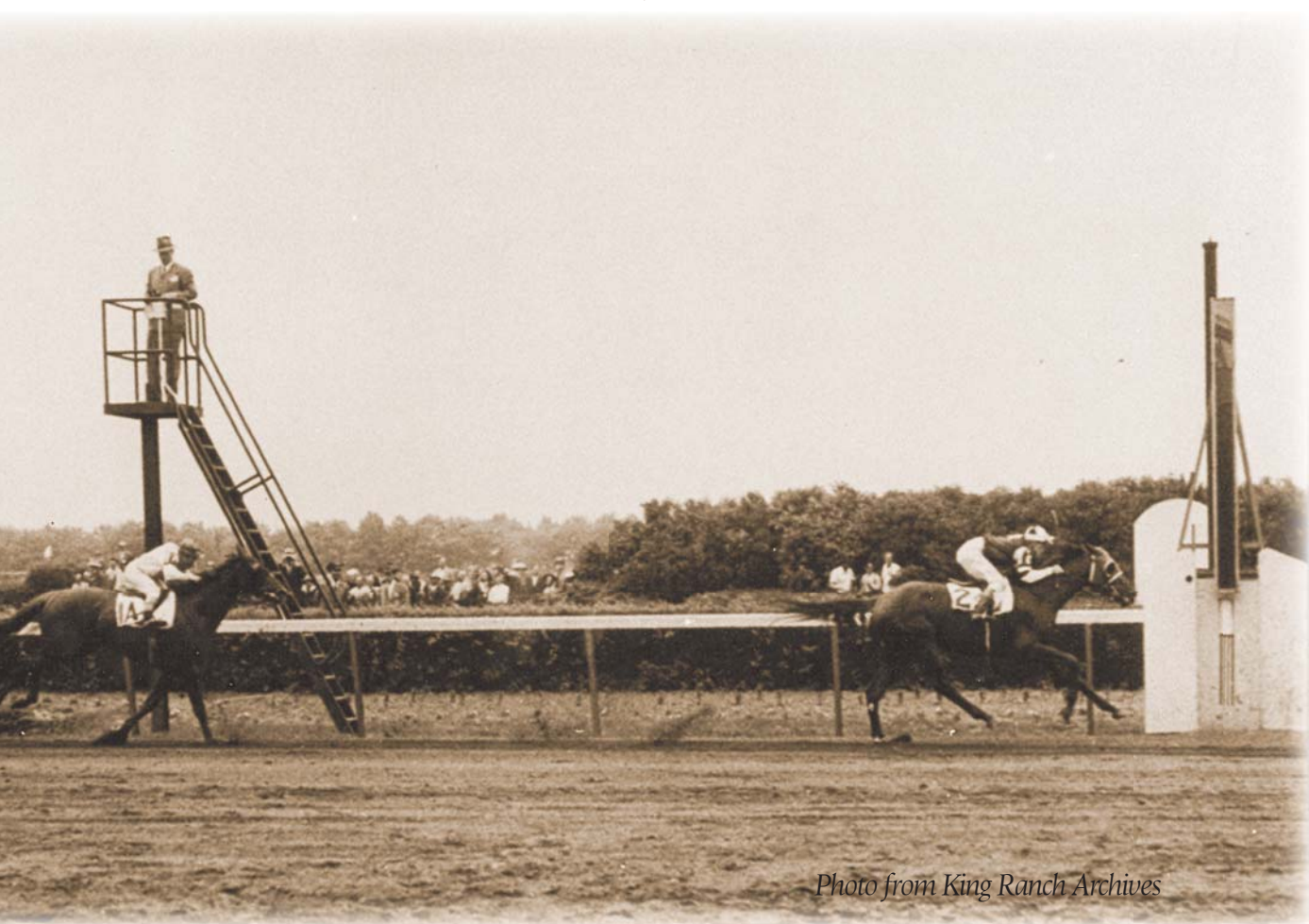


Photo from King Ranch Archives

Assault- King Ranch's 1946 Triple Crown Winner

Look for exciting details inside about accomplishing our capital campaign goal!



TEXAS A&M
UNIVERSITY
KINGSVILLE

KRIRM Management Council

Chair: James H. Clement, Jr., *Chairman, King Ranch, Inc.*

Caroline Alexander Forgason, *Robert J. Kleberg, Jr. & Helen C. Kleberg Foundation*

Gus T. Canales, *A.T. Canales Ranches*

Dave DeLaney, *VP and General Manager of Livestock and Ranching Operations, King Ranch, Inc.*

Lynn Drawe, Ph.D., *Director, Rob & Bessie Welder Wildlife Foundation*

Paul C. Genho, *President, AgReserves, Inc.*

Bob McCan, *McFaddin Enterprises*

NEWSLETTER

From the Director, Dr. Barry Dunn

Setting a specific lofty goal for the accomplishment of an objective is a powerful motivational tool in management. Actually achieving that goal is another matter. When I took this job four years ago, as the first executive director of the King Ranch Institute for Ranch Management, the goal for the Institute's capital campaign of \$10 million seemed very lofty. While the idea for the program was unique and interesting, we had accomplished nothing. We had no track record. There were no students. I was the only employee. There were no offices. We hadn't held a symposium or lectureship. And I was a "Yankee" in the birthplace of cattle ranching.

What I couldn't fully appreciate at the time, but have come to treasure, is the spirit from which this institute was born. It truly was a private/public partnership to accomplish a shared vision of a very novel, but extremely important, idea, to improve the management of our nation's ranches. The family members of King Ranch and their ranch's management team, from top to bottom, all bought into the concept of the Institute and not only pledged financial resources towards its success, but even more importantly, their names and reputations. The administrative team of Texas A&M University-Kingsville also wholeheartedly committed to the concept, even though there were no models at other institutions for an institute on ranching, or for that matter even degree programs, to follow. It is clear to me now that the chief cornerstone of the trust exhibited by the King Ranch family members and the University lay with the tremendous success of Caesar Kleberg Wildlife Research Institute. Its director, Dr. Fred Bryant, had proven that a world class organization in higher education could be, and should be, located in South Texas. He had also shown that great things could be accomplished with the support of private individuals when they felt part of something truly important. So based upon a great idea, commitment from a far sighted family, and a solid role model, we have reached and exceeded the \$10 million goal for the capital campaign of the King Ranch Institute for Ranch Management!

The oft spoken statement that success is due to many people is doubly true in this instance. On behalf of the staff, students, and Alumni of the Institute, it's Management Council, and everyone at Texas A&M University-Kingsville, to the very generous donors to the King Ranch Institute for Ranch Management, THANK YOU! There are also countless individuals who have given to the Institute in a myriad of ways. You know who you are. Again, THANK YOU!

For me, one of the surprising, and also very humbling, experiences here at the Institute has been the trust shown by the first eleven students in our program, and in myself. Four years ago, I was recruiting Matt

Etheredge and David Genho to be the first students in our program. Matt was a Unit Manager on King Ranch, and David and his wife Leslie were raising their two little boys in a small town in Iowa. I was either a heck of a salesman and missed a calling in selling used cars, or they were very naïve. Seriously, I think the three of us were at a special place and time, where we could envision a future together where two years of their lives in this emerging program would result in very positive outcomes for themselves and their loved ones. A year later, Dr. Craig Payne sold his veterinary practice in Missouri and moved with his wife Coli to Kingsville to join Clint Richardson in our second class. Clint had left a good job in Florida and moved with his wife Deborah and their four children to the Kingsville area. All of the sudden, we are currently recruiting our fifth class of students, each with a unique life story and a dream of ranching.

Along the way, we have successfully held four HOLT CAT® Symposiums on Excellence in Ranch Management and are busy planning our fifth. It has been a real treat in my life to know Peter Holt. Thank you Peter for your support and "GO SPURS!" Due to the generous donations of many individuals, we have held lectureships on a wide variety of topics and are planning more. We are extremely proud to announce the creation of the "Texas AgFinance Certificate in Advanced Ranch Management." This novel concept puts an umbrella over the Institute's symposia and lectureships and allows ranchers and other interested individuals to build their resumes, while providing them with new management tools for their ranch toolbox. Texas AgFinance has shown tremendous industry leadership in endowing this program.

And the best is yet to come! In the next few years, the graduates of our program will become leaders in the ranching industry as they build exciting and rewarding careers. Our outreach program, with our symposium, lectureships, and certificate program, will reach thousands of individuals. Our web site will be a resource for place-bound learners of unbiased information on managing ranches and other large landscapes.

A "THANK YOU" to all of you who have supported the King Ranch Institute for Ranch Management in so many ways doesn't seem enough, but I offer it once again. Hopefully you will share with us in a sense of pride, in what has been created here.



WAGON TRACKS

We've Reached Our Goal!

The work of the King Ranch Institute for Ranch Management is made possible through the generous donations of ranchers, philanthropists, foundations and the other supporters who are listed below.

Honor Roll of Donors

Symposium on Excellence in Ranch Management

Peter and Julianna Holt

Endowed Chair

Robert J. Kleberg, Jr. and
Helen C. Kleberg Foundation

Certificate in Advanced Ranch Management

Texas AgFinance

-FUNDS FOR EXCELLENCE-

Sugden Family Fund

Dr. Richard G. Sugden

King Ranch, Inc. Fund

King Ranch, Inc.

Yarborough Family Fund

Yarborough Family

James H. Clement, Sr. Family Fund

Ida Clement • James H. Clement, Jr.
Martin Clement, II • W.P. Clements, Jr.

Tio Kleberg Graduate Student Support Fund

South Texas Charity Quail Hunts • Jay C. Evans • Jimmy Evans
Fred Bryant • Dana and Kate Juett

-FELLOWSHIPS-

James H. Clement, Sr.

Ida Clement

6666's Ranch

Burnett Foundation

Stephen "Tio" Kleberg

South Texas Charity Quail Hunts

Don Brock • Charlie DeYoung

Paul Genbo • Kenneth Leonard

Jim Wikert • Patsy and Charlie Winn

Bub Williams • Mickey McKenzie • Dan Kinsel, III

Joe Marlin Hilliard

Joe Marlin Hilliard

Lee and Ramona Bass

Lee and Ramona Bass

-LECTURESHIPS-

B.K. "Kley" Johnson, Jr.

Patsy Zoch Tate • Sara and Stephen Pitt

Cecilia and Mark McMurrey

Patsy Zoch Tate Memorial

John Armstrong Memorial

Jeffrey S. Amling • Stewart Armstrong Family

John Armstrong Memorial • Janie and George Beggs, III

Julia Armstrong Jitkoff • Tobin and Anne Armstrong

Tom Loeffler • Hilmar Moore

Richard M. Kleberg, Jr.

Mary Lewis Kleberg • Scott Kleberg

Richard "Tres" Kleberg, III

Stephen "Tio" Kleberg • Sally Kleberg

Benjamin Espy • Thomas Espy

W.B. "Dub" Yarborough

Yarborough Foundation

Sam Kane Beef Processors, Inc.

Sam Kane Beef Processors, Inc.

J.A. "Tony" Canales

J.A. "Tony" Canales

-GIFTS RANGING FROM \$1,000 TO \$200,000 FOR GENERAL SUPPORT OF KRIRM-

Alice Kleberg Reynolds Fdn.
Mrs. Douglas Auchincloss
Henrietta Pruyin Clement
Hildebrand
Jean Larkin Dobson
David and Louise Cutler
Helen Kleberg Groves
John and Ann Larkin
Peter Larkin
Dr. James L. Forgason
Caroline and Mark Forgason
Leslie Clement

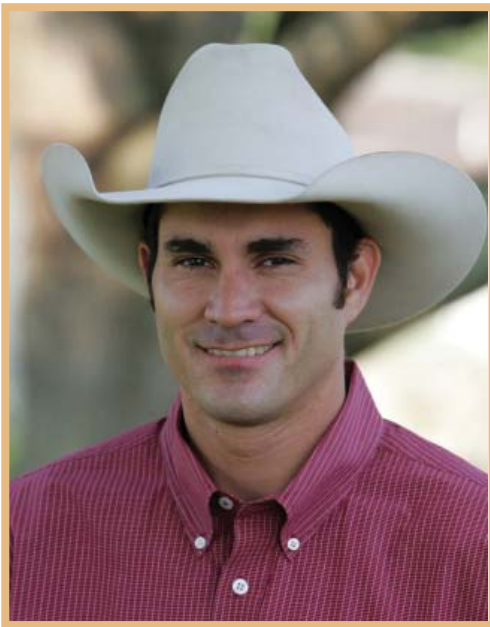
Erik and Lisa Hanson
Farm Management Co.
Superior Energy
ExxonMobil
Brisco Ranch, Inc.
San Chicago Corp.
Kenedy Memorial Fdn.
Fondren Foundation
Lawrence Wood
Neva and Wesley West Fdn.
Richard Wallrath
William M. Lamont

Frost Bank
Lyssy & Eckel L.P.
Gus and Pat Canales
Gayden Family Foundation
James A. Baker, III
Phil Plant
Cliff & Sherri Mountain
Alex Half
Red and Charline McCombs
JP Morgan/Chase Bank
Locke Liddell & Sapp
Priest River, LTD

Robert Parker
The Kayser Foundation
South Texas Heritage Rodeo
Association
A.C. Jones, IV
Scott Dodds
Mac Thomas
Lawrence and Susan Williams
Carl and Peggy Sewell
Leo J., Jr. and Karen Welder
Steve Skinner
Robert N. Sharpe

Judy A. McAda
Thomas Energy Service
Daniel Yturria Butler
Ruth Mutch
Bernard Paulson
Sergio and Denise Tavares
Roger F. Welder
Ben F. Vaughan
Clayton W. Frye, Jr.
Dicky Grigg
Fred Underwood

KRIRM Prepares Graduates for the *Real World!*



Sean Kelly

Sean Kelly came into the KRIRM program with a strong background in range management and has added a diversified set of business classes to his educational resume. These business courses included managerial finance and accounting, as well as business process management.

He is currently considering a career in ranch management or possibly working with the Department of Interior. Both require strong skill sets in the practical and managerial side of how to properly manage and sustain large western landscapes... something his KRIRM experience has prepared him for!

In addition to his classes, Sean had two “real-life” internships during his two years in the program. During his first hands-on work experience, Sean was mentored by the unit manager of the Encino Division of King Ranch, where he learned the day-in and day-out responsibilities of managing a cattle unit on a large ranch. He assisted

with all cattle working and processing, handled daily and weekly reports sent to headquarters and itemized all expenses within the structure of the ranch. Sean spent this winter and spring on Wyoming’s historic Padlock Ranch, working on the ranch and completing his research project. The Padlock consists of three segments; cow/calf, irrigated farming and a feedlot. Sean is researching the feedlot’s value to the ranch as a whole, and how that might change given the changing world the ranch finds itself.

Sean grew up in a small farming and ranching community in South Dakota. He received an associate’s degree in ag-business in 1997 and then worked on ranches and farms in South Dakota and Nebraska, and also started his own cow-calf and backgrounding operation. In 2002, he returned to school and received a B.S. degree in range science from South Dakota State University. He then worked as a rangeland management specialist with the USDA’s Natural Resources Conservation Service in Kansas.

Sean saw the KRIRM program as an opportunity of a lifetime and wanted to have that experience. He believes it has truly been just that, and that it will stand out on his resume, setting him apart in a competitive job market. In addition to the education, he has found the networking and contacts invaluable and is excited to begin the next phase of his career.

CLASS OF 2008



Les Nunn

Les Nunn estimates that he has learned what most people would learn in 10 to 15 years in the “real world” in just two short years at the King Ranch Institute.

In his two years spent in South Texas, Les completed courses in wildlife, range and ranch management classes, and worked one semester on a practical internship at King Ranch. He supplemented these experiences with a business process class from the University of Texas, a leadership class in nearby Corpus Christi, and an equine reproduction course in Houston. He is confident that he now has the tools to think outside the box, to think deeper, and to offer creative solutions for different problems.

Les spent the summer of 2007 in a range monitoring program on three divisions of King Ranch that included 48 different photo points and 15 forage enclosures, while working with the wildlife and range group of King Ranch. This spring, he gained hands-on experiences working on the heifer development, quarter horse, purebred cattle and feedlot units of King Ranch. His master’s project will cover selection indexes and how they can be utilized to select sires for the King Ranch’s purebred Santa Gertrudis herd.

Les is originally from British Columbia, Canada, where he worked on various ranches growing up in the agricultural community. He earned a B.S. in Resource Recreation and Tourism from the University of Idaho and worked for three years for Idaho Power Company where he oversaw their parks department.

He feels his life experiences and the two years in the KRIRM program have prepared him well for a ranch management position. He hopes to return to the Northwest someday, but in the interim looks forward to putting his knowledge, experience, and problem solving skills to work managing a ranch in the west. He and his wife, Hollis, have four children.



David Rios

David Rios will finish his two-year program at KRIRM in July. He feels the strongest attribute of his education at the Institute is the breadth of knowledge he has received in diverse topics. David feels this will be a key element that will catapult him into a position as a ranch manager.

David’s internship program this winter and spring has included “shadowing” a rancher in New Mexico while learning the managerial side of ranching. He has been exposed to the wide range of issues and challenges faced by ranch owners and managers across the nation. His master’s project includes comparing his host ranch’s management style to ideas on management expressed in the bestselling book, *Good to Great*, by Jim Collins. He and his host will decide where the ranch rates in comparison to the book, discuss implications of the current management strategy, analyze suggested changes, and develop implementation strategies for change as needed. During the summer of 2007, David spent three months on a large cattle ranch in Nebraska. Both internship experiences represented not only new ranching systems and ideas, but also new

geography for David, who grew up in the Rio Grande Valley of Texas.

Before coming to the KRIRM, David was the ranch biologist and hunting lease manager for the historic El Sauz Ranch in South Texas. This very diversified ranch included cattle, dry-land farming, aquaculture, gas leases, in addition to the hunting enterprise that he was responsible for. It was here that David realized how multi-faceted today’s ranching industry is, and proved to be the spark he needed to enroll at KRIRM. He now feels he is well qualified to provide a systems approach to a multi-enterprise ranching operation and is looking forward to putting his knowledge and experiences to work in a ranch management position.

Campaign Goal Accomplished as King Ranch Institute Garner \$1 Million Gift

A \$1 million gift from Texas AgFinance, based in Robstown, Texas, put the King Ranch Institute for Ranch Management's capital campaign over the top in just four years. The Institute, located at Texas A&M University-Kingsville, has raised \$10.4 million since it was established four years ago in the College of Agriculture, Natural Resources and Human Sciences.

Texas AgFinance provides gift to establish ranching certificate program.

The gift from Texas AgFinance will be used to create the Texas AgFinance Certificate in Advanced Ranch Management aimed at ranchers who want to expand their managerial skills to keep up with the ever-changing ranching industry.

“The ranch manager of the 21st century manages a complex set of resources and business interests including energy, recreation, pollution mitigation, water, consumptive and non-consumptive wildlife management and food production,” said Dr. Barry Dunn, KRIRM's executive director.

“Every now and then an opportunity comes along that allows an organization to do something that is far greater than what is expected – an opportunity

that will allow the organization to be a part of identifying itself with future generations in agriculture and allow us to have a permanent footprint in the future of agriculture,” said Jimmy Wright, president and chief executive officer of Texas AgFinance. “Such an opportunity presented itself to us in the certificate in advanced ranch management program.”

“It is wonderful to see such a generous outpouring of support from such a wide range of individuals and foundations,” said Dr. Rinaldo Z. Juárez, university president.

The Institute's capital campaign was kicked off in 2003 with three \$1 million dollar gifts from King Ranch Inc., the Robert J. Kleberg Jr. and Helen C. Kleberg Foundation, and the family of James H. Clement Sr. Many other King Ranch family members followed with generous gifts. Since then, leaders in the ranching

industry from across Texas and the nation have lent their financial support.

“We are thrilled that we have reached our goal. We especially appreciate the support from our early donors who pledged their support on trust. The incredible gift from Texas AgFinance is affirmation that the concept of the Institute is sound,” said Cina Forgason, granddaughter of Bob Kleberg Jr., who has served as the Management Council's Chairperson for the fundraising campaign.

In 2008, the King Ranch Institute for Ranch Management will have eight students working toward the only master's degree in ranch management offered in the world. In addition to regular classes, the students attend the annual symposium, lectureships, and additional short courses to enhance their educational experience.

See Page 3 for a complete list of KRIRM donors.



Pictured l-r: Dr. Paul Genho, Cina Forgason, Jimmy Wright, Helen Groves, Dr. Allen Rasmussen, Dr. Rinaldo Juarez, James H. Clement, Jr., and Dr. Barry Dunn.

King Ranch Institute Initiates Advanced Ranch Management Certification Program

It's not just another certificate to hang on the wall--it's an assurance of managerial skills, learned, practiced and ready to face the future of the ranching industry.

The Texas AgFinance Certificate in Advanced Ranch Management certificate is our latest educational tool and program offered by King Ranch Institute. The certification program has been made available through a generous \$1 million gift from Texas AgFinance.

The certification program is designed to include a wide range of folks involved in agriculture, from ranchers and landowners, to loan officers, accountants, attorneys, extension educators, agricultural appraisers, university faculty and those in agricultural teaching positions at all levels.

"By involving a cross section of people involved in ranching entities, we feel the program will be able to provide a greater understanding of nuances involved in successful ranching and has the potential to create more meaningful partnerships between the various segments and the landowner and manager," said Barry Dunn, Executive Director of the KRIRM.

Ranching today is not like the ranching business of the past and continued education, problem solving skills, business practices and processes are needed to tackle the challenges and maintain the ranch. Today's manager and advisors need to understand many

facets, from range and animal science to oil and gas leases, human resource management, habitat management, marketing, water rights, and global issues, just to name a few of the challenges.

The certification process will require participants to complete four lectureships sponsored by the Institute and participate in two of the annual HOLT CAT® Symposia on Excellence in Ranch Management and must be done in a three year time period.

Some of the initial areas to be covered in the educational program include utilizing managerial accounting in ranching, ag law, GIS for ranch managers, the oil and gas industry in relation to ranching, human resource management, a systems approach to ranch management, habitat management, current ranching issues, meat science and production and equine management.

The Institute is excited about this program and looks forward to helping ranchers and those with interests in the ranching industry. As technology advances, and economic factors change it is important for ranchers to be armed with information, processes and skills and the certification program provides an avenue for continued education and will put the participants on the cutting edge of the business.

We proudly recognize Texas AgFinance for making this program possible and feel their contribution warrants naming rights for the certification.

Texas AgFinance, which is based in Robstown and has offices throughout South Texas, is an agriculture credit association within the Farm Credit System. Their generous gift not only started this program, but also put the institute's capital campaign over the top in just four years.

If this program and its time frame interest you, then check out more details at our web site, call us at 361-593-5407 or e-mail krirm@tamuk.edu.

Upcoming Events

May 19-22, 2008 • Richard Mifflin Kleberg, Jr. Family - Lectureship on Practical use of Location-Based Technologies(GIS/GPS) for Ranch Managers

August 11-15, 2008 • John Armstrong Lectureship on Systems Thinking: "A Systems Approach to Ranch Problem Solving"

October 30-31, 2008 • 5th Annual HOLT CAT® Symposium on Excellence in Ranch Management. "Living the Legacy: Transitioning Ranch Ownership and Management to the Next Generation"

December 15-17, 2008 • Managerial Accounting for Ranchers

Lectureships are limited to a certain number of participants. If you would like to enroll, call the KRIRM office at (361) 593-5407 or e-mail krirm@tamuk.edu.

2008 HOLT CAT® Symposium for Excellence in Ranch Management Set for October 30-31st

Living the Legacy

Transitioning Ranch Ownership and Management to the Next Generation



Photo by Janell Kleberg

October 30 -31, 2008

**King Ranch Institute for Ranch Management
Texas A&M University-Kingsville; Kingsville, Texas**

Rapidly appreciating land values and changing regulations make the transition of both wealth and management of critical importance for ranchers and ranch families. It is extremely timely to discuss and plan for this inevitable transition. The Symposium will be conducted in a practical workshop format. Experts and experienced ranchers from around the country will present information on the issues of transferring wealth, and just as importantly, transitioning management.

Watch for more information this summer or call our office to learn more!



**KING RANCH INSTITUTE
FOR RANCH MANAGEMENT**
TEXAS A&M UNIVERSITY-KINGSVILLE

MSC 137
Texas A&M University-Kingsville
Kingsville, TX 78363-8202

Visit our web site at <http://krirm.tamuk.edu> • 361-593-5401