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KING RANCH INSTITUTE

FOR RANCH MANAGEMENT



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Photography by Tom Urban

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“Where Truth Resides”

From the Director, Dr. Barry H. Dunn

During my years in South Texas, it has been my honor to meet many fine ranchers. Alex Halff of Uvalde Texas is certainly one of them. I recently read his history of his family’s ranch entitled “Ranching Over Time.” It is a beautiful book and Alex eloquently and vividly captures what all ranchers feel about the land that is their ranch; it is tough, hard, dynamic, and unforgiving, but it is theirs. It is theirs to use, harvest, work, enjoy, live freely on, be proud of, and to manage. While the degree of responsibility for the consequences of their management decisions varies, a common thread that I have heard throughout my life, from my grandfather to Alex, is a rancher’s pledge to leave the land and its resources in better condition than when they started managing it. Over time, the achievement of this lofty goal is often buffeted by floods, droughts, markets, finances, economies, families, government policies, and a rancher’s own limitations. And yet remarkably, their stewardship and sustainability goals remain.

In spite of the goals and aspirations of stewardship that I hear from ranchers themselves, there is a common and resilient criticism that seems to have taken on a life of its own. That is, that ranchers overgraze their pastures with livestock and leave them year after year in a condition less than ideal. The criticism continues that these actions lead to an assumed loss of habitat for wildlife. In short, conventional wisdom among many in our society and culture is that ranchers aren’t good stewards of the land, and wildlife populations continue to decline. In its extreme, this belief system manifests itself in the removal of grazing livestock from rangelands in favor of only wildlife.

On the scale of human history, the emergence of ranching as a business entity is a very recent phenomenon. Raising and harvesting grazing animals for food, fiber, and by-products on large acreages of semi-arid rangeland is certainly not. But, doing it in the context of a for profit business, for the sustenance of the inhabitants of towns and cities many miles

distant, began only after the United State’s Civil War. It was primarily a response to the economic drivers of the industrialization and urbanization of American society. The creation of ranches with cowboys, a transportation system of cattle drives, and a central auction marketing system were all utilitarian responses to economic opportunity. By the turn of the 20th Century, the use of rangeland resources for the production of sheep and

cattle had become a major force in America’s food and fiber system, and grew dramatically through the first half of that century.

During the development of the United States, management of its wildlife resources was founded upon the emerging theory of capitalism, and framed with a series of polices that created societal paradigms in which wildlife was managed as an externality. Examples of those policies include the Jeffersonian Grid, The Manifest Destiny, and The Homestead Act of 1862. The impact of the historical management of wildlife resources of the United States has been dramatic. After the Civil War, wildlife was viewed as an externality to the food and fiber system of American agriculture; an un-bargained for cost or benefit.

“Truth resides in panoramic view rather than a local view of events.”

Polybius, Greek Statesman, 2nd Century



Continued on page 10

A graphic featuring the words "Wagon tracks" in a stylized font. The letter "W" is large and blue, with "agon" in a smaller, dark blue script font. Below it, "tracks" is written in a dark blue script font. The background is a faded image of a wooden wagon wheel and tracks on a dirt path.

Wagon
tracks

A Broadened Perspective

By Kindra Gordon

Two KRIRM graduates share what they gained from the program and how they are striving to make a positive contribution to the ranching industry – even though they are not employed in traditional ranch management positions.

The vision statement for the King Ranch Institute for Ranch Management (KRIRM) reads as follows: “We are determined to educate leaders who will make a positive difference in ranching, and ensure that our hard earned heritage is not lost.”

While many KRIRM graduates go on to fulfill that vision by becoming ranch managers, a handful of the program’s alumni are contributing to the ranching industry in other ways.

Craig Payne graduated from the program in 2007 and today is the Beef Veterinary Extension Specialist and Director of Veterinary Extension and Continuing Education with the University of Missouri. David Rios is a 2008 KRIRM graduate and is a wildlife biologist with the Texas Parks & Wildlife Department in Uvalde, TX.

Both Payne and Rios say that although they are not working directly in ranch management, they feel their current roles give them the opportunity to positively influence ranch managers.

As an example Rios says, “Prior to enrolling in the KRIRM program I worked as a wildlife biologist on one ranch. Now, my world is 140 ranches over three Texas counties.”

Seeking New Insight

Rios is a McAllen, TX, native who began working as a wildlife biologist on El Sauz Ranch in South Texas after earning his undergraduate degree in wildlife management. Of that experience he says, “The ranch was a hunting lease operation, but as I spent time there I got to know more about the other aspects of the ranch – the cattle, oil, farming and aquaculture. That sparked my interest in wanting to learn more about general ranch management in addition to my wildlife background.”

Rios says he wanted to obtain his Master’s degree, and after hearing KRIRM executive director Barry Dunn speak at a conference, he decided the KRIRM program suited his interests. “Considering the current atmosphere in Texas of ranching and wildlife, I felt the King Ranch Institute program would be beneficial,” Rios says. He enrolled in 2006.

Payne, who is a native of Sedalia, MO, had a similar epiphany that led him to KRIRM. After graduating from the University of Missouri’s veterinary school in 1993, Payne was a practicing veterinarian in Missouri for 12 years.

From that experience, he recognized that he wanted to learn and understand more about the financial and business aspects of livestock production. “Most of us learn about animal husbandry but fail

to understand the business aspects of our industry,” Payne says. As a step to enhance his business acumen, Payne attended a beef production management course offered at the Great Plains Veterinary Educational Center in Clay Center, NE. While there, KRIRM’s Barry Dunn was a guest presenter for the course, and he shared information about the KRIRM graduate program during his presentation.

Payne says, “Dr. Dunn said some key things that interested me on the financial aspects of the livestock industry. I didn’t want to get an MBA, so the KRIRM Master’s program seemed to be the right opportunity to help me get a better handle on the business-side of livestock production.” Payne enrolled in 2005.

While at KRIRM, both Rios and Payne say they gained a well-rounded, multi-disciplinary insight into the ranching industry. Rios spent a summer shadowing a ranch manager in Nebraska and then spent six months on a New Mexico ranch owned by Ted Turner analyzing all aspects of management from bison and wildlife to guest services and human resources. Payne worked on several projects for the King Ranch including designing and beta testing implementation of electronic ID on the ranch, devising brush control management plans, conducting wildlife surveys and completing a financial analysis comparing different calving seasons on the ranch.



KRIRM alumni David Rios along with Brian Garwood and Roy Garwood. Roy and Brian are of the Garwood Family who owns the Frank T. Kincaid Ranch. This picture was taken just before flying a helicopter survey in order to glean data to develop harvest recommendations for white-tailed deer on Frank T. Kincaid Ranch in Uvalde County, TX.

Key Strategies of KRIRM

- To teach our students to see the big picture, we follow a systems approach to learning about the complex business of ranching
- To give our students outside perspective, we enhance their curriculum by using invited lectureships, an annual symposium, and other mediums
- To provide our students with hands-on experience, we use the King Ranch and other large ranches as applied teaching laboratories
- To give our students access to one of the top wildlife research centers in the world, we leverage the Caesar Kleberg Wildlife Research Institute as a model of success and a sister institute for collaboration
- To teach our students to apply what's been learned, we provide internships for them with selected ranches and use successful ranch managers as mentors



Above: Dr. Payne presenting to beef cattle producers at a backgrounding lot in southwest Missouri during last year's Missouri Beef Tour.

Teaching Others

Since graduating from KRIRM, both Rios and Payne have returned to the working world and have chosen to continue focusing on their disciplines of wildlife management and veterinary medicine. But both agree that their Master's degree in Ranch Management has given them a broadened perspective that is beneficial to the ranchers and landowners they work with.

Payne says it was important for him to return to his home state of Missouri, but in doing so, he wanted to find a position that allowed him to use his veterinary skills while also drawing on the concepts he learned at KRIRM. His extension and teaching role at the University of Missouri does just that.

Payne explains that he teaches some classes for third and fourth year veterinary students and also gives guest lectures for the animal science curriculum. As well, he is involved with the University's Commercial Agriculture Program that has created teams of specialists for the beef, dairy and swine industries within the state. As an example, the beef team includes a cattle geneticist, nutritionist, meat scientist, economist, attorney, environmental specialist and veterinarian.

"These teams look at the big picture of what's going on in Missouri and address issues we see affecting the industry," says Payne. Issues include animal welfare, transitioning farms and ranches to the next generation, and offering continuing education programs for beef producers within the state.

"Working in a team environment like that I'm appreciative of having the knowledge of what other disciplines are talking about. The KRIRM program gave me that broad view of the livestock industry as a whole," Payne says.

He adds, "The Institute helped nurture my undiscovered interest in the business-side of the livestock industry. It gave me good practical knowledge in everything from business and financial management in agriculture to human resource management. I no longer consider my job to only entail traditional veterinary topics."

Likewise, Rios appreciates his broad-based ranching insight as well. He says, "Many wildlife biologists are not in tune with ranching. From my experiences, I can meet with landowners and talk

about running stockers, using rotational grazing, and how ranching and wildlife goals can be complimentary."

Rios believes his multi-disciplinary training is especially important given the landowner shift occurring today. "In Texas we are seeing a lot of new landowners who are interested in wildlife and hunting and are less aware of land management and ranching. So my ranching knowledge is very helpful when I'm working with these new landowners. I have also developed a business paradigm that many state wildlife biologists do not have."

Rios also likes the opportunity his new role with Texas Parks & Wildlife Department offers to be involved with people. "Initially, I enjoyed working on a private ranch and focusing just on the wildlife. But I learned it wasn't the right time in my life for that solitary lifestyle. I wanted to be in a position where I could be more involved with people. Now, 75% of my time is spent with landowners and ranchers, listening to what their goals and concerns are and then offering suggestions on how to manage their resources and their wildlife. I enjoy being involved with people," he says. And, he acknowledges that the KRIRM program helped shape his leadership and communication skills as well.

Looking forward, Rios is optimistic about his future. He says that pursuing a ranch manager position isn't out of the question for him in the future. "He concludes, "The skills we developed at the Institute are definitely appropriate for a ranch manager, but I can also use those skills to move up into leadership roles within Texas Parks & Wildlife Department or other agencies or even become a manager of a National Park someday."

Payne adds, "The livestock industry is dynamic, and having an understanding for the interactions between cattle, the environment, wildlife and people is important no matter what your job title. Those are skills that can be used in any aspect of the industry."

Management has been key to finding a harmonious balance between wild game and domestic livestock on the King Ranch.

By Kindra Gordon

Recognized as the birthplace of Texas ranching, King Ranch, comprising some 825,000 acres of pristine wildlife habitat, also boasts the distinction of being the birthplace of Texas game conservation.

In addition to its cattle and horses, the King Ranch is home to Rio Grande turkey and a wide variety of other game and non-game species of wildlife; today it touts the largest population of wild bobwhite quail and quality white-tailed deer on a single ranch in the nation.

As such, hunting is an important entity for the modern day King Ranch. The majority of its land is leased for private, recreational hunting, but, the ranch also maintains and manages thousands of acres for guided hunts for quail, trophy white-tailed deer and other types of deer, turkey, feral hog, javelina, nilgai, antelope and other game. King Ranch makes these hunts available to the general public in accordance with overall ranch wildlife management objectives.

An Early Commitment

The abundance of wild game on King Ranch today is a credit to the visionary land management techniques of Richard King's descendants over the ranch's more than 150-year history. King's descendants recognized that wildlife needed management and habitat, just like domestic livestock. In 1910 it was noted that deer and wild turkey populations were almost completely eliminated in South Texas. During a week of hunting on the Norias



Photo by Tom Urban

Division in 1920, a party of six experienced hunters was able to harvest only one deer.

Intensely concerned about the rapid depletion of wild game on the ranch at that time, Caesar Kleberg led the effort to establish the first game management policy in Texas. Kleberg realized that for wild game to flourish so that generations of hunters could benefit

from ample quarry, game assets needed to be managed. As a result, he spearheaded many game management initiatives, including the building of fenced areas and brush shelters that created cover for quail. He also built overflow tanks at windmills for wildlife. He and Alice King Kleberg, who is widely credited with saving the wild turkey in South Texas, also traveled to Austin and led the

KING

A Pioneer in

initial push to create Texas' first hunting laws.

Likewise, Kleberg clearly voiced his concerns to his cousin, Robert Justus Kleberg, who clamped down strict hunting rules for family and everyone working on King Ranch while simultaneously initiating the ranch's first concerted predator control effort. These efforts paid off in later years, as the Texas Game and Fish Commission used the reservoir of game on King Ranch to stock other regions of the state and the U.S.

Today, Caesar Kleberg's vision and passion for wildlife carries on in King Ranch's modern game management and hunting operations. Dave DeLaney, the current Vice President and General Manager of Livestock and Ranching Operations for King Ranch, credits the early focus on wildlife management on the ranch with establishing a unique culture that is still evident on the ranch today. He says, "Despite wildlife having little apparent economic value at the time, it became a core criteria of our stewardship, and set the stage for the ranch to manage this resource [wildlife] like any other. This was pretty forward thinking for the day."

DeLaney acknowledges that there are challenges to developing a management system that is complimentary to both livestock and wildlife. He says, "There will always be some give and take, and compromises will occasionally have to be made. I believe it would be disingenuous to assert that it is possible to maximize returns from



Photo by Tom Urban

both enterprises without some systems approach to thinking and management.”

Looking ahead, DeLaney believes the dual wildlife and cattle focus will continue. He says, “There is little doubt that wildlife and native habitat will be two of the driving forces on the ranch for generations to come, but we see cattle as vital to this effort both ecologically and financially.”

He adds, “The King Ranch is a working ranch and has been profitable for many years solely from its wildlife and cattle income. The shareholders of King Ranch are committed to managing the native fauna and flora for future generations. We view our range, water, wildlife, and livestock resources as paramount to achieving this goal.”

That said, DeLaney hints that the innovative thinking that has been paramount to the King Ranch’s history will continue as well. He concludes, “While the shareholders are adamant we remain a working ranch, King Ranch has always been innovative and flexible at taking advantage of opportunities that avail themselves and are not contrary to the stewardship effort.”

Editor’s Note: The Caesar Kleberg Wildlife Research Institute at Texas A&M University-Kingsville is the leading wildlife research organization in Texas and one of the finest in the nation. Its mission is

to provide science-based information for enhancing the conservation and management of wildlife in South Texas and related environments. Learn more at <http://ckwri.tamuk.edu/>

RANCH

Wildlife Management

“There is little doubt that wildlife and native habitat will be two of the driving forces on the King Ranch for generations to come, but we see cattle as vital to this effort both ecologically and financially.”

Dave DeLaney, King Ranch Vice President and General Manager of Livestock and Ranching Operations



Photo by Tom Urban

Advice For Others Seeking to Balance Livestock & Wildlife

Dave DeLaney, Vice President and General Manager of Livestock and Ranching Operations for King Ranch, offers this advice to other ranch managers striving to balance livestock and wildlife management goals:

1. Establish stated management goals and objectives which clearly emphasize the roll and contributions of both cattle and wildlife.

2. Have meaningful communications between the staff managing each of these resources to develop a level of trust to discuss and solve difficult issues. As an example, DeLaney tells that all grazing plans, brush management plans etc. at King Ranch must be signed by the Area Managers of both Cattle and Natural Resources. He says, “We have several meetings throughout the year to discuss and resolve any issues. We also have a full time Assistant Area Manager of Range Resources who evaluates and conducts experiments and analysis as to

range condition and carrying capacity. This individual is knowledgeable in both cattle grazing and wildlife, and serves as a communications link both internally and with our lessees.”

3. Develop good cost allocations to your enterprises and implement a management (grazing) system that recognizes the importance of both enterprises. DeLaney explains, “At King Ranch we use several different grazing systems, but most importantly we stock at a light to moderate rate based on average rainfall. We also have a Grazing Management accounting system that marries our cattle inventory to our range resources. For instance, we have programs that can be quickly run that will tell us the average animal units (AU’s) over any period of time (for the last 10 years) for any pasture on the ranch. This ‘look back’ ability is very important in maintaining the flexibility in management to make changes when they are needed.” The data also adds accountability and trust to the system between managers and hunting lessees.

4. Develop a fair rewards system tied to stewardship. DeLaney says, “Last but not least, a ranch or company’s reward system (bonuses) should reflect the values of stewardship and not be shortsighted or force managers to make short term decisions in order to achieve financial short term goals.”



The King Ranch Institute Welcomes its 6th Class of Graduate Students!



John Hay

John Hay was born and raised in Bakersfield, California. He grew up working on his family's commercial cow-calf, stocker, farming and sheep operation. John then attended Cal Poly San Luis Obispo and graduated in 2004 with a bachelor's degree in agricultural business. He also attended Bakersfield College where he received an AA degree in animal science.

While at Cal Poly, John worked at the King Ranch (Norias division) during a summer internship, which is where he was first learned about the King Ranch Institute. Since graduation John has worked on and managed various cow calf and stocker operations in California, as well as, starting his own cow calf operation located in San Luis Obispo.



Jennifer Johnson

Jen Johnson grew up on the Flying Diamond Ranch, her family's fifth generation commercial cow-calf operation near Kit Carson, Colorado. Reflecting deep ties to a rich heritage and tradition, the ranch still uses horses for cattle work but also strives to be innovative and adaptive in order to ensure continued success on the arid Great Plains. She has been fortunate to be integrally involved in the ranch since childhood and has developed a passion for ranching as a challenging but rewarding combination of family, business, and land management.

She attended Princeton University, where she wrote her senior thesis in Anthropology on multigenerational ranch women and was a member of the cross country and track teams. Upon graduating in 2007, Jen worked in Colorado Springs as a Fellow at the El Pomar Foundation, one of the state's largest charitable foundations. As a Fellow, Jen oversaw rural grant-making and a council of community leaders in eastern Colorado, taught finance and investment class to her coworkers, and managed El Pomar's college leadership and high school philanthropy programs.

In January 2009 she was hired by The Nature Conservancy to

develop the Colorado Ranching Legacy Program, which is designed to equip young and beginning ranchers to better manage for economic and ecological success. Jen chose to attend KRIRM because she appreciates the Institute's systems thinking approach to ranch management and believes it will improve her ability to manage her family's ranch as well as effectively represent and impact ranching on a large scale.



Tommy Gilmore

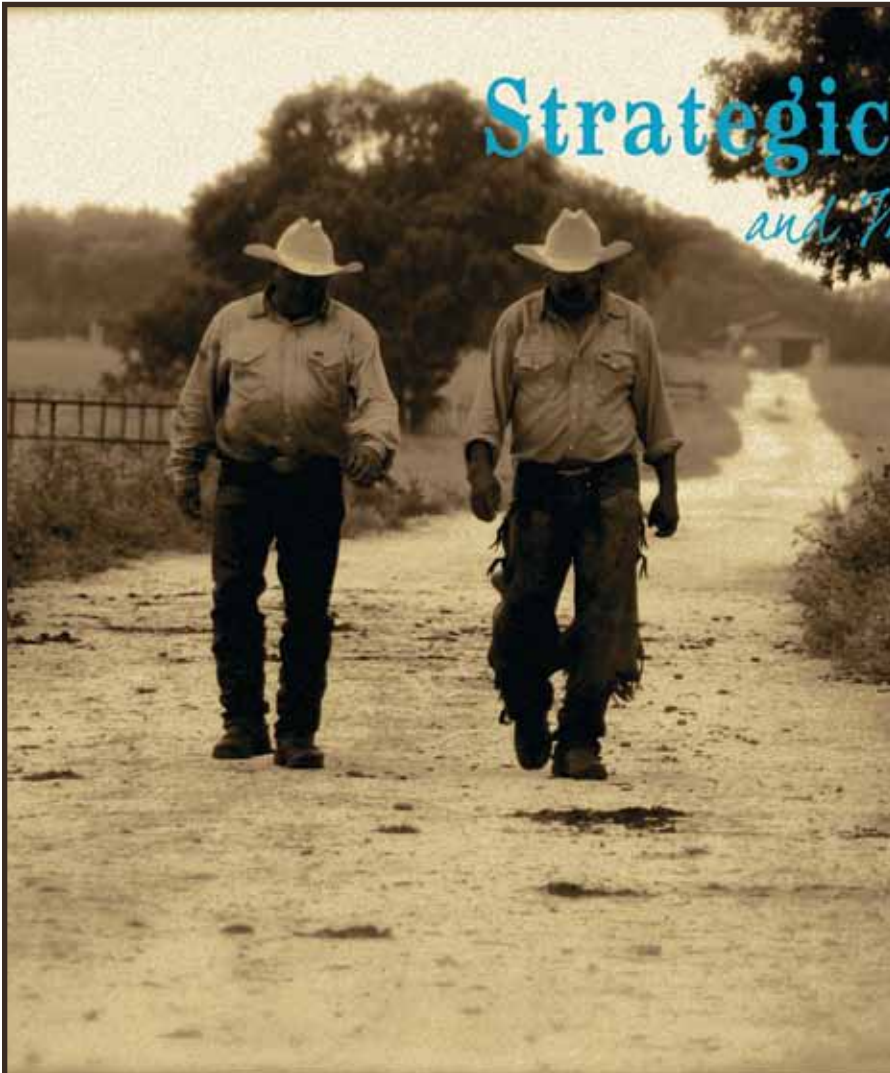
Colonel Tommy L. Gilmore is the Chief Executive Officer (CEO) for Gilmore Ranch, L.L.C. Gilmore Ranch is a Hereford cattle seed stock and cow/calf operation located approximately 50 miles south of San Antonio, Texas. He has managed over 250 head of cattle and was involved in an extensive embryo program. There

were in excess of 500 embryos implanted in recipient cattle on calf raiser operations in Texas, Arkansas, Alabama and Oklahoma. He started working with cattle as an adult in 1997 when he and his family returned to the USA from the country of Panama.

Colonel Gilmore had an extensive military career serving over 26 years in the United States Air Force. He served in Strategic Air Command, Air Combat Command, Air Education and Training Command, Air Materiel Command, Secretary of the Air Force Staff (Pentagon), and Secretary of Defense Staff (Pentagon).

Colonel Gilmore had an extensive military education attending Squadron Officer School, Air Command and Staff College, Defense Systems Management College, Armed Forces Staff College, and Air War College. Due to the breadth of his experience, education, and training, he earned the highest professional certification (level III) in both contracting and logistics, and level II certification in program management. He also earned a Master's Degree in Management and Supervision with a Concentration in Logistics from Central Michigan University. Colonel Gilmore entered the Air Force through the Reserve Officer Training Corps program at Texas A&M University, College Station, Texas. He was commissioned upon graduation as a second lieutenant in the U.S. Air Force in 1978.

A native of Houston, Texas, Colonel Gilmore is married to the former Sheila Cone of Punkin Center, Louisiana. They have one son, Shawn, who graduated at Texas A&M University in the College of Animal Science and has entered Texas A&M School of Veterinary Medicine in 2009.



Strategic Planning

and Management of a Ranch

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Upcoming Events

January 4-8, 2010

Gus T. Canales Prescribed Burning
Lectureship

February 19-20, 2010

Strategic Planning and Management of a
Ranch Lectureship

March 15-18, 2010

W.B. "Dub" Yarborough Lectureship
on Oil & Gas

April 23-24, 2010

J.A. "Tony" Canales Lectureship
on Business Law for Ranching

May 17-20, 2010

Richard Mifflin Kleberg, Jr. Family
Lectureship on GIS Technology

July 19-22, 2010

Grazing Management Lectureship

Continued from page 3

The benefits of wildlife were largely for hunting for food and recreation for a few. The costs of the decimation of entire populations of wildlife species were ignored. For all but a few visionary leaders, like Theodore Roosevelt, John Muir, Aldo Leopold, and the Kleberg family of South Texas, wildlife and resource conservation on America's rangelands were an afterthought to settlement and short-term economic gain.

The turn of the 21st Century has brought with it new demographic, social, and economic realities. America's population is three to four generations removed from production agriculture, and 98% urban or suburban. Its citizenry is relatively affluent and has increasing sources of disposable income. Their image of and the value they place on wildlife and the open spaces of rangeland resources has changed dramatically. The cow-calf and stocker production of the beef industry are the only remaining use of rangelands in America's food system. Hunting and observing wildlife is now bar-

gained for, as reflected by land prices, lease rates, and state and federal laws and regulations. Places like "The Last Great Habitat" of South Texas and the Sandhills of Nebraska

are no longer considered part of the great American desert, but are treasured for their ecological diversity. As a result, ranchers and land managers have new and exciting business opportunities.

However, two-hundred and thirty five years after our nation emerged, a riddle remains. How should publicly owned wildlife resources be managed when critical parts, if not the majority, of their habitat remains under private ownership? Changing societal attitudes towards this nation's wildlife resources creates opportunity for concerned parties to learn from the past to enhance the future through enactment of thoughtfully developed and judiciously applied policies concerning management of its wildlife resources.

I hope you read and enjoy Kindra Gordon's excellent article in this newsletter about the King Ranch's wildlife management program (Pages 6-7). It provides clear and compelling evidence that the riddle can be solved and that in fact, ranches can be managed to enhance wildlife habitat in concert with profitable livestock production. King Ranch and Alex Halff's family, and many thousand other ranches and ranch family's have similar lofty stewardship ethics towards their ranch's natural resources including wildlife: to leave the land and its resources in better condition than when they started managing it.

...a common thread...is a rancher's pledge to leave the land and its resources in better condition than when they started managing it.

Gus T. Canales Lectureship on
**Prescribed
Burning**

January 4-8, 2010

For more information or to register
contact us at <http://krirm.tamuk.edu>
or call (361) 593-5401

KRIRM Receives A Book Donation from Dr. Wayne Hanselka



*Dr. Kim McCuiston, Dr. Wayne Hanselka, Dr. Barry Dunn,
Dr. Allen Rasmussen and Gus T. Canales accepting the gracious
donation of books.*

Dr. Wayne Hanselka recently retired as Professor and Extension Range Specialist in the Department of Ecosystem Science and Management at Texas A&M University-Corpus Christi. He served the Texas Agricultural Extension Service for 33 years. Upon his retirement Dr. Hanselka decided to donate his library of books and journals to KRIRM. They cover a very broad range of topics related to range management, livestock production, and ecology. They are in excellent condition and many are classics that are no longer in print. We are very fortunate to have received such a gracious gift of books and journals that our students and faculty will reference for many years to come.

We are very proud that Dr. Hanselka continues to speak at KRIRM lectureships including the Grazing Management Lectureship as well as the Prescribed Burning Lectureship coming up next month. His expertise in these areas is dynamic and covers many facets of rangeland management.



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TEXAS AGFINANCE CERTIFICATE

In Advanced Ranch Management

Striving to attain the vision for the King Ranch Institute of educating leaders who will make a positive difference in today's ever-changing ranching industry,

the Texas AgFinance Certificate in Advanced Ranch Management was created in 2008. With the implementation of the the Certificate Program, KRIRM took another step in fulfilling this mission by putting an umbrella over its lectureships and symposium. These educational opportunities are available to anyone involved in ranching and related industries and businesses. Certificate eligibility requires that an individual to attend four KRIRM lectureships and two of the KRIRM HOLT CAT Symposiums on Excellence in Ranch Management within a three year period. These lectureships, much like the masters program, promote progressive thinking and innovation in relation to all sectors of the ranching industry while also providing participants and students alike with the unique

opportunity to gain hands-on experience and knowledge from some of the most well informed instructors in the ranching world. The

Texas AgFinance Certificates were awarded in October at this year's KRIRM HOLT CAT Symposium. Recipients included Don Huebner, Professor at Texas State University, Y.N. Strait, Vice President and Branch Manager of Texas AgFinance, James Clement, King Ranch Family Member, Jeff Dyer, Rudy's Feed Store in Falfurrias, Tommy Gilmore, KRIRM student, Lauren Dobson, A&M-Kingsville Alumni, and Mark Bartoskewitz, King Ranch Assistant Area Manager/Range Operations.



From left to right: Dr. Barry Dunn, James Clement, Y.N. Strait, Lauren Dobson, Jeff Dyer, Don Huebner, Ph.D., Tommy Gilmore and Dr. Kim McCuiston. (Not pictured: Mark Bartoskewitz)