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KING RANCH[®] INSTITUTE FOR RANCH MANAGEMENT

TEXAS A&M UNIVERSITY-KINGSVILLE





From the Director

Dr. Clay P. Mathis
Director & Robert J. Kleberg, Jr. &
Helen C. Kleberg Endowed Chair

Welcoming a Ranch Economist to KRIRM

It is often our passion for land, livestock and wildlife that lend to tactical strengths of managers in our industry. However, the business management side of ranching is of paramount importance for success in the decades ahead. The most successful ranch managers are competent in a wide breadth of skills ranging from range and livestock management to leadership and business management. The greatest managers will excel in both tactical boots on the ground management, as well as strategic business management.

At the King Ranch® Institute for Ranch Management (KRIRM) we have worked diligently for years to provide our experienced graduate students with the highest level of ranch business management training. Managerial accounting, managerial finance and organizational leadership are core components of the KRIRM development program.

We have strengthened our business management curriculum and learning opportunities by enlisting industry experts. On November 1, 2018, we made an even greater stride toward strengthening the business manager skills of our students by expanding our relationship with one of our long-time partners. We are pleased to welcome Stan Bevers as Practitioner in Ranch Economics alongside KRIRM faculty at Texas A&M University-Kingsville where he will work closely with KRIRM graduate students and alumni.

Bevers brings value to KRIRM and our students with decades of consulting experiences for ranches across North America. Stan and his family own and manage Broken B Cattle in the Rolling Plains of Texas. Bevers is highly-respected as a consultant and public speaker across the country, known for his expertise on topics ranging from ranch analysis and management to cattle and grain marketing. Bevers has served as an associate instructor at KRIRM for several years, teaching an annual workshop on ranch business management and managerial accounting to KRIRM graduate students. He earned a B.S. in Agricultural Education (1982) from Cameron University in Lawton, Oklahoma and M.S. in Agricultural Economics (1989) from Texas A&M University in College Station, Texas. After receiving his Master's degree he served as Professor and Extension Economist with the Texas A&M AgriLife Extension Service headquartered in Vernon, Texas. Bevers retired from Texas AgriLife Extension

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Photo by JoAnne Meeker

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On the Cover

Photo by Kelli Brown
taken on R.A. Brown Ranch



Our Vision: We are determined to educate leaders who will make a positive difference in ranching and ensure that our hard-earned heritage is not lost.

Our Mission: The King Ranch® Institute for Ranch Management teaches graduate students using a multi-disciplinary, systems approach to ranch management, and provides the highest quality lectureships and symposia to stakeholders in the ranching industry. We serve the ranching industry by empowering graduate students and outreach attendees with skills that will enable them to strategically manage complex ranching operations and successfully lead our industry.

A Family Heritage

Anderson brothers grateful for life lessons learned through family experiences and education

By: Ashley Patterson

Austin and Tyrell Anderson's path to successful ranching careers took many of the same turns. Their desire to pursue a ranching career was instilled early as young boys working on family ranching operations. Later, both brothers found themselves at a turning point in their careers where they longed for something more—and that something was only attainable with further education. A family tradition was soon started as the brothers attended the King Ranch® Institute for Ranch Management master's program.

Further Education Becomes Necessary

Like most college graduates, Austin was ready to start working full-time after completing his bachelor's degree and wasn't ready to think about more education. He started work on a seed stock operation in Northern Montana keeping the pursuit of a master's degree in the back of his mind. After learning about the Institute from his parents and hearing his brother-in-law, Les Nunn, tell of his experiences as a student, his interest in the program grew. He realized that advancement opportunities were not available at his current ranch, so he decided to apply. Austin began the program in August of 2007 and enjoyed spending his first year as a student with his sister's family as Les finished the program.

"Going to the Institute has opened doors for me and is one of the best things I could have done for my career at the time," he says.

As Les and Austin worked toward their ranch management graduate degrees, Tyrell recalls that he became interested in pursuing the same. After a first

attempt to apply to the Institute was unsuccessful, Tyrell began working in central Nevada with his brother, Seth, as an assistant manager. While content for a time, Tyrell soon found himself facing challenges that made him realize education and experience would benefit him greatly. The time seemed right to apply to the Institute again, and Tyrell was accepted. He began the master's program in August of 2013.

Experience and Education Brings Rewards

Today, the brothers find themselves with prosperous and satisfying ranching careers. Located in the Sandhills of Nebraska near Ashby is Rex Ranch, a cow-calf operation that runs 13,000 mother cows and 3,800 replacement heifers. Austin has served in the capacity of general manager since February of 2018. In his role, he is responsible for all aspects of the operation, which includes strategic planning, livestock production, land management, financial

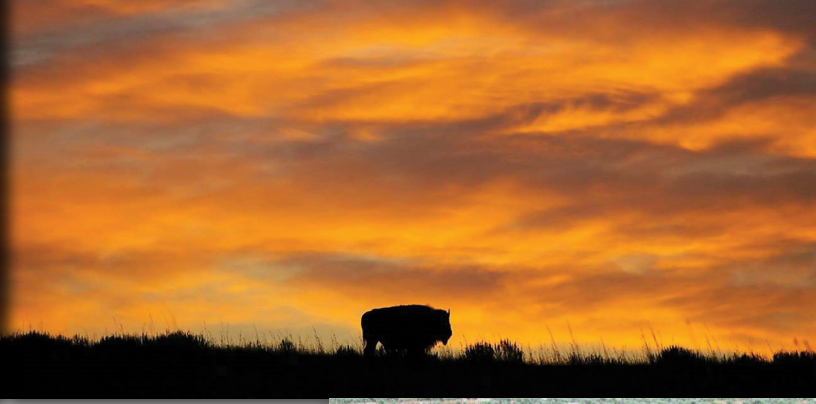
performance, marketing, employee development, wildlife, and more. He operates with 22 employees on the ranch



Feature photo: A single black top lane traversing the Rex Ranch in Nebraska. Above: Bison herd on Blue Creek Ranch in Nebraska.

Branding gather on Rex Ranch.





Above left: A rainbow appears after a spring storm on Rex Ranch. Above right: A lone bison silhouetted at sunset on Blue Creek Ranch.

that is divided into 5 operational units with multiple camps on each unit.

Austin reflects that moving from a front-line employee heavily involved in the day-to-day cowboy work to a manager working behind the scenes and accomplishing the ranch's goals through other people was a tough transition. But he soon realized the reward in witnessing others' success.

"Now, I get a lot of satisfaction from helping our employees succeed in what they are doing," explains Austin. "When they are successful, I am successful. I think that is what I love most about being a manager."

About 60 miles from Rex Ranch in the southern Nebraska Panhandle is Blue Creek Ranch in Oshkosh managed by Tyrell. Blue Creek Ranch consists roughly of 84,000 acres of Sandhills rangelands running between 3,500 to 3,800 head of bison. Tyrell explains that the bison are typically divided into three herds: the main herd of breeding cows and bulls, the second - a yearling stocker herd of weaned bulls and heifer calves, and the third - another stocker herd of two-year-old heifers and bulls. Tyrell is also responsible for the management of the ranch's feedlot.

Both Austin and Tyrell express their devotion and love for agriculture started as young boys working on ranches with their father and the rest of the family.

"Ranching is in my blood and is the only thing I ever wanted to do," says Tyrell.

Austin explains that agriculture and ranching was an important part of his life that taught him some of the

most important lessons.

"I attribute a lot of my success and my ability to do my job now to what I learned from my dad as a kid working on the ranch," says Austin. "You can't really put that on a resume, but that has prepared me for what I am doing now just as much as anything else I have done."



Tyrell works cattle at a branding on Tree Top Ranches in Oregon, managed by Austin and Tyrell's father, Berry.

Applied Learning and Systems Approach

Both brothers agree that the Institute prepared them in many ways, but it was the applied learning and projects that stood out most.

Tyrell recalls that the project work required him to be stretched beyond his comfort zone, which made all the difference. The opportunity to discuss the project work with other students in a constructive environment, he says, created a powerful educational experience.

He continued to stay out of his comfort zone when he took the manager position at Blue Creek, as he had no previous experience managing bison and the team was at a crossroads needing a manager to reestablish trust. Tyrell took the challenge one piece at a time with an open mind, something he says he learned at the institute.

"I found that even though there were many obstacles and difficult challenges in my way, I was prepared for them," he says. And although the tools and knowledge gained at the Institute helped him, Tyrell says it would not have been possible without the insight



Above left: Austin and his son on horseback in Montana. Above right: Austin pictured with his wife and children for a family photo taken in the summer of 2018.

Continued on page 10

Class of 2019 *Ready to Serve*

The graduating class reflects on their experiences at KRIRM

By: Kindra Gordon

It's been said that graduation marks both an end and a beginning. It's an exciting time to look back on growth and new skills gained – and to look forward to applying those skills to new opportunities.

For the three students preparing to graduate from the King Ranch® Institute for Ranch Management (KRIRM) master's program in May 2019, reflecting on the “end” and anticipating the “beginning” is exactly what this trio is currently experiencing. KRIRM's class of 2019 includes Chance Muehlstein from Kerrville, Texas; John Olsen from Ephraim, Utah; and Joe Glascock from Burns, Oregon.

Here, they reflect on their skills gained, the internship experiences that shaped them, and their outlook for future roles within the ranching industry.

Long-Term Gains

From their experiences in the KRIRM program, this trio acknowledges their skills and abilities have been enhanced. Olsen counts improved self-awareness and leadership skills along with an increased understanding of the business side of ranching – particularly accounting and financial principals – among the highlights of his experience. He adds, “I now have the ability to look at problems and opportunities on ranches from a systems approach.”

Similarly, Muehlstein says, “I was able to greatly increase my knowledge of managerial accounting and financial principles. I now have the confidence and understanding to make tough decisions based on information gathered through financial statement analysis.”

Glascock notes that he benefited from the technical expertise and financial analysis focus, as well as the



Top: KRIRM students and lectureship attendees listen to a lab instruction during a recent lectureship on equine management.



Joe Glascock (left) looks on during equine care lab last year in Kingsville.

opportunities for professional development and networking.

Olsen and Muehlstein concur that the networking opportunities KRIRM afforded them will be beneficial throughout their lives. Muehlstein

says, “KRIRM has introduced us to a network of ranch managers and industry professionals willing to share their time and experiences to help benefit our career growth.”

Internship Insights

During their two year KRIRM commitment, each student fulfills an internship, which provides practical experience in a working ranch setting.

Olsen's internship was with Deseret Cattle and Citrus, a 44,000-head cow-calf operation in central Florida. He conducted an analysis evaluating the integration of irrigation pivots for cattle production, and also spent time with different cattle crews on the ranch, which provided on-the-ground experience of ranching in Florida.

From the experience, Olsen says, “I came to realize even more that everywhere has its challenges and advantages – whether you receive 50 inches of rain and have to watch for alligators or if you receive 12 inches of rain and feed hay like producers in the north.”

Working with Deseret manager and KRIRM alumnus Clint Richardson, Olsen says he gained insight into the value of strategic planning and having a vision for an operation. Olsen adds, “While there I also realized how important it is to understand the goals of management and ownership. You need to make sure you are listening to what they want and not forcing what you may think is best.” Additionally, Olsen says he appreciated being able to understand and discuss ranch financial management, which is a skill he gained from his KRIRM courses.

Muehlstein’s internship took him to the Parker Ranch, a cow-calf and grass finishing operation on the Big Island of Hawaii. He worked with the Parker Ranch livestock and accounting teams to help develop several Key Performance Indicators. He explains, “The goal was to build a set of metrics applicable to each level of Parker Ranch, including the board of directors, management team, and cowboy crew. The experience was eye opening for me to see how a large cattle operation operates in the middle of the Pacific Ocean. There are many different challenges and opportunities associated with ranching in Hawaii compared with those we typically face on the Mainland.”

Muehlstein is appreciative of the opportunity he had to work with Parker Ranch livestock managers, Keoki Wood and Jason Van Tassell, a KRIRM alumnus. “Seeing how they interacted with members of their team, planned for success, and how they dealt with challenges as they arose were some of the key experiences I will be able to utilize in the future,” Muehlstein notes.

Glascock’s internship focused on analysis of water distribution across the King Ranch using GIS technology. Of the project, he explains, “King Ranch is interested in increasing profitability through improved data collection associated with stock water, based upon uniform forage utilization by livestock. Working with livestock unit managers, data was assembled for approximately 1,500 troughs and dirt tanks that were utilized to improve livestock distribution and management by identifying areas potentially lacking water.”

Glascock’s analysis included developing profit and loss values on a per-acre basis amortized for infrastructure life span. He also identified approximate water development



Cow-calf pairs pictured on Deseret Cattle & Citrus in Florida where John Olsen completed his internship this past summer.

values. He says, “This internship was an opportunity for me to experience how a large and highly successful ranch uses massive amounts of data to maintain a ranching heritage while keeping a keen eye on profitability.”

Next Steps

Looking ahead, Glascock says, “I am looking forward to running a large, diversified ranch and where applicable, using what I have learned at KRIRM. Being progressive, while at the same time maintaining a traditional ranching culture, is important. Ranch profitability margins are ever tighter and combining efficiency, animal husbandry and good analytical problem solving skills are necessary to keep the operation running in the black.”

Muehlstein has similar intentions. He says, “I hope to be a part of progressive operation where I can continue to grow and learn. As the world population continues to grow and many people are farther removed from agriculture, the challenge continues to be connecting with our consumer. I hope to continue to be a proponent for beef production to those who are unfamiliar with where their food comes from.”

Olsen adds, “My career aspirations are to go to a ranch where I can utilize the skills I have gained to make a difference on an operation and help them to be successful. I also hope to go to an operation where I am around people who will make me better and continue my learning and development.” Olsen says an important component to his future, will also be involvement in a ranching operation where he can provide for his family and raise his kids in ranching.

Olsen concludes, “My goals for serving in the industry are to be involved at all levels from local to hopefully national. I often remind myself of a comment King Ranch general manager Dave Delaney said: ‘If you aren’t at the table, then you’re on the plate.’ I really hope to be a leader in the industry and have a voice for us.” 🏠



Symposium Highlights

Horse Program Success on Working Ranches: Strategic and Operational Decision Making

This past October, the King Ranch® Institute for Ranch Management (KRIRM) was pleased to welcome nearly 250 ranchers and landowners to Kingsville, Texas, for the 15th Annual Holt Cat® Symposium on Excellence in Ranch Management. This is our highlight event of the year, bringing top experts together to share their knowledge on the latest industry trends and issues.

This year's symposium featured Horse Program Success on Working Ranches: Strategic and Operational Decision Making. Attendees from 25 states and Washington D.C. representing more than six million acres of rangeland learned from experienced horsemen, practicing veterinarians, and ranch managers. These speakers shared their knowledge on horse safety, legal risk, ranch economics, health, nutrition, reproduction and more.

Ranchers Share Horse Program Experiences and Successes

A keynote address by John Welch of Welch Cattle Company in Wolfforth, Texas, kicked off the program. With decades of ranching experience, Welch offered participants a unique view on two approaches for successful ranch horse programs: horses as a profit center and horses as a support center. Welch illustrated the big picture of the ranch horse's place in the operations as a co-worker and tool that benefits employee recruitment and retention, and aids in the improvement of stockmanship and cattle performance.

Ranch horse safety was discussed by Bob Kilmer of Matador Ranch in Matador, Texas. Kilmer shared the ranch's experience initiating change in regards to employee and horse safety after a record-number

of accidents on the ranch in 1999. The change, he explained, began with himself as manager, followed by the mindset of the team. Protocols and guidelines were implemented to help the team understand their important role in preventing accidents. After two years, the results of the adjustment showed a positive change in attitude, improved horsemanship skills, and growth in employee pride of the program. Kilmer reiterated that the safety program at Matador is an ongoing process of improvement and positive change.

Horses and ranching operations come with much risk that must be understood by managers and owners. James Decker, an agricultural attorney from Stamford, Texas, explained how guests on the ranch fit into different legal categories and provided advice on reducing legal risk exposure for the ranch. The best legal policy, said Decker, is to strike a balance between workability for the parties that limits your risk and protects management/ownership.

Equine Nutrition consultant Dr. Dennis Sigler explained ranch horse nutrition and feeding guidelines, suggesting the key for healthy horses is regular exercise and feeding to meet the energy demands associated with daily work the horse is performing. Such strategy is seldom that easy, and Sigler went into more detail about conditioning and nutrient requirements of the working horse. Feeding recommendations of a 1,100 pound horse at maintenance or performing light, and heavy work was illustrated. Sigler advised attendees to follow good management practices with routine vaccinations, regular exercise, providing quality forage, and feeding a balanced diet.

Glenn Blodgett, DVM of 6666 Ranch in Guthrie, Texas, outlined a basic preventative health program for ranch mares and saddle horses. He emphasized that the

horses' health and well-being are a vital component of all successful ranching operations and no two ranches share the same health risks. Relative to health risk management, Blodgett stressed the importance of a biosecurity program and isolation of new horses and horses that have traveled off-ranch to work or compete. Blodgett also shared fencing, housing, and nutrition guidelines.

Equine reproduction technology has advanced significantly in the past 20 years according to Ben Espy, DVM. Dr. Espy explained the relationship between a mare's exposure to light and her ovarian activity, management of light exposure and estrus synchronization protocols. He also enumerated his experiences with handling semen and techniques that contribute to artificial insemination success.

The question of buying versus raising saddle horses was addressed by ranch economist and KRIRM Practitioner in Ranch Economics Stan Bevers through a scenario that showed the cost to produce colts, a two-year-old filly or gelding, and three-year-old mares and geldings (mature horses). The costs were compared to the results of the 2017 Return to the Remuda Sale, and Bevers advised attendees to consider the question of what financial benefit is derived from the remuda to other ranch enterprises and activities.


A ranch manager panel with representatives from Parker Ranch, Singleton Ranches, and Sooner Cattle Company discussed horse strategies and policies. Attendees were able to ask these ranchers questions about how the ranch deals with riding outside horses, incentive programs, tack allowance, hoof and health care. This panel provided attendees with multiple perspectives from different types of horse programs from various geographical regions across the country.

Below and right: Various images from symposium presentations, King Ranch tour and demonstration, and the 2018 Texas Farm Credit Certificate in Advanced Ranch Management recipients.

TFC Certificate Recognition and King Ranch Tour

The annual symposium is also the time of year that the Texas Farm Credit Certificate in Advanced Ranch Management recipients are recognized. This year, 13 individuals were awarded their certificates, which is earned by the completion of four KRIRM lectureships and two symposia during a three-year period. After a social and prime rib dinner Dr. Jim Heird, President of the American Quarter Horse Association (AQHA), spoke to attendees about the mission and commitment of AQHA to the ranching industry.

A King Ranch Demonstration and Equine Tour concluded the symposium on the afternoon of Friday, October 19th. King Ranch Horse Division Manager James Clement, III and VP of Ranching and Wildlife Operations Dave DeLaney spoke to attendees about the rich history behind the King Ranch horse program, where it stands today, and its outlook for the future. While Clement and DeLaney discussed the history, King Ranch vaqueros were halter breaking weanlings and demonstrating the athletic ability of the King Ranch horses in the arena. A lameness diagnosis and treatment demonstration and discussion was led by ambulatory equine veterinarians Ben Espy and Kurt Heite.

"The symposium was a great success," said KRIRM Director Clay Mathis. "The practical horse program tips and knowledge that our speakers shared were great tools for our attendees to take back and apply to their own operations. We are also grateful for the support of King Ranch offering a unique opportunity to learn about its rich horse program history." 



and efforts of his ranching team.

Austin believes that the hands-on approach to learning helped him the most as a student and now a manager.


“It wasn’t just about taking classes,” says Austin. “The case studies, group discussions, and lectureships all helped give a context and real life application. The opportunity to apply the concepts that I was learning took it to the next level for me.”

He also realized the importance of networking with other ranching professionals, and left the institute with confidence to build and maintain working relationships. Austin also continues to manage based on the systems approach taught at the Institute. He believes he makes better decisions when he understands that everything is connected in the biological system.

The Family’s Way of Life

The agricultural roots run deep in the Anderson family, and these brothers are proud to play a part.

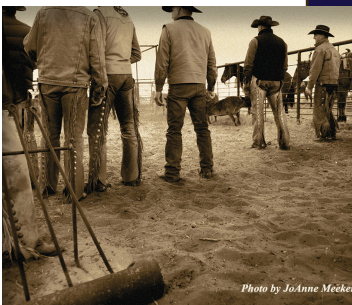
“I feel blessed to be in the same field as my brother Austin and my whole family. My two brothers, sister and brother-in-law, and my parents are all leaders in the industry,” says Tyrell. “I hope to be able to pass that on to the next Anderson generation and make a difference in our communities.”

The passion and dedication to ranching will surely continue to be a strong force for the Andersons as Austin explains what it truly means to him: “For me, ranching has been part of my whole life. It’s not really a lifestyle, it’s just life. And I love every aspect of it.” 

Upcoming Events



January 10-11, 2019
W.B. “Dub” Yarborough Lectureship
on Real Estate Law for Ranchers
Kingsville, TX



February 21-22, 2019
Managing Farm and Ranch Employees
Kissimmee, Florida


April 5-6, 2019
B.K. “Kley” Johnson Lectureship on
Strategic Planning for Ranchers
Kingsville, Texas

Photo by JoAnne Mecker

From the Director continued

after a 27-year career, and because of his outstanding service he is now honored as Professor Emeritus. In 2016, Bevers created Ranch KPI, a consulting company focused on ranch management, economics, and analysis.

In his role as practitioner in ranch economics with KRIRM, Bevers will continue teaching an in-depth ranch accounting and analysis workshop to KRIRM students, which includes follow-up ranch accounting application exercises. He will also provide guidance and teach KRIRM students as they complete service-learning projects for partnering ranches, an important component of the graduate program. As a representative of KRIRM, Bevers will make educational presentations to the ranching industry across the United States at various agricultural events. Bevers’ part-time practitioner appointment to KRIRM will allow him to maintain his current residence in Vernon.

We are excited to welcome Stan to the team. His passion for the ranching industry and wealth of knowledge in the areas of accounting and economics will be a tremendous asset to our students’ educational experience. We look forward to the positive impact Stan will have on our students and this industry that we passionately serve. 

Keep up with all of our news and events online!



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*Photo by
Jesse Mae Dalton*

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**W.B. “Dub” Yarborough Lectureship on Real Estate Law
For Ranchers**

January 10-11, 2019; Kingsville, Texas

Managing Farm and Ranch Employees

February 21-22, 2019; Kissimmee, Florida

Proud Partners with:



**B.K. “Kley” Johnson Lectureship on Strategic Planning
for Ranchers**

April 5-6, 2019; Kingsville, Texas



Application of Advanced Genetic Technology in Beef Cattle

May 16-17, 2019; Denver, Colorado

Proud Partners with:

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Gus T. Canales Lectureship on Prescribed Burning

July 29-August 1, 2019; Kingsville, Texas



John B. Armstrong Lectureship on Systems Thinking

August 12-15, 2019; Kingsville, Texas

Managerial Accounting for Ranchers

September 20-21, 2019; Kingsville, Texas