

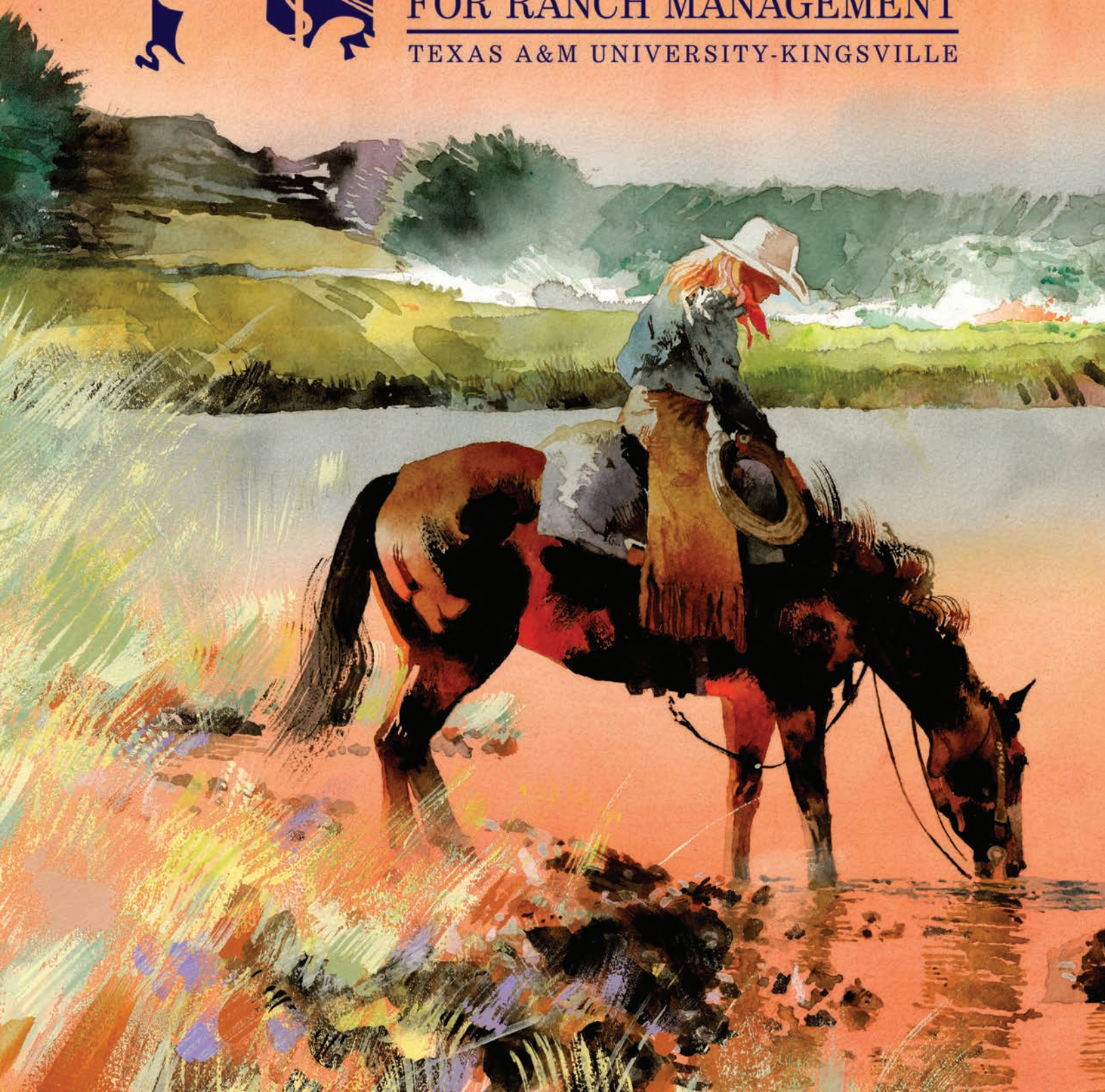
Spring 2019  
Volume 15: Issue 1



# KING RANCH<sup>®</sup> INSTITUTE FOR RANCH MANAGEMENT

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TEXAS A&M UNIVERSITY-KINGSVILLE







## *From the Director*

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


### **Why We Need Your Support...**

**T**he King Ranch® Institute for Ranch Management (KRIRM) was created with a vision to educate leaders who will make a positive difference in ranching and ensure that our hard-earned heritage is not lost. We are passionate about our ranching industry and we aspire to continue, with all the energy we can muster, to assure the success of future generations of ranch managers and owners. Before I explain our plan for the future, let's take a look back on the legacy that was created from a thoughtful vision and dedicated support from so many in the industry.

Since our inception in 2003, we have grown our impact by placing students in management positions on many of the largest and most historic ranches in the United States. Our 38 alumni collectively manage 4 million acres; 150,000 head of cattle and bison; 100,000 head of stocker and feeder cattle; and more than 425 employees. They have also completed more than 120 service projects solving real problems for management and ownership of 40-plus of the most diverse ranches in North America. In addition, we have hosted more than 100 educational lectureships and symposia attended by more than 5,000 ag stakeholders from 38 states and seven countries. In recent years we have continued to expand our outreach efforts to include rancher educational opportunities across the ranching states.

As we think about the future of the Institute, we want to maintain the trajectory of growth that we currently enjoy. We know that as a recipient of the KRIRM newsletter, you share our passion for ranches, cattle, wildlife, and education. We recognize that each of you are playing a role in the success of our industry, and many of you share our commitment to lifelong learning. That is why we are here. Lifelong learning. We want to do so much more for our industry—expanded service work for partnering ranches, more educational resource creation for industry stakeholders, and a greater leadership commitment to ranching.

If you believe in our mission at the Institute and want to make a difference for generations to come, then we invite you to consider a philanthropic investment in the efforts of KRIRM. With our focused vision and industry support, we will ensure that our heritage remains alive and well.

Included in the centerfold of this newsletter is a reply card to easily make a commitment to our program. If you feel compelled to donate to KRIRM, you may fill out the reply card or make a donation online at [krirm.tamuk.edu/giving](http://krirm.tamuk.edu/giving). Thank you for considering this invitation to join the supporters of KRIRM. 

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*Photo by JoAnne Meeker*

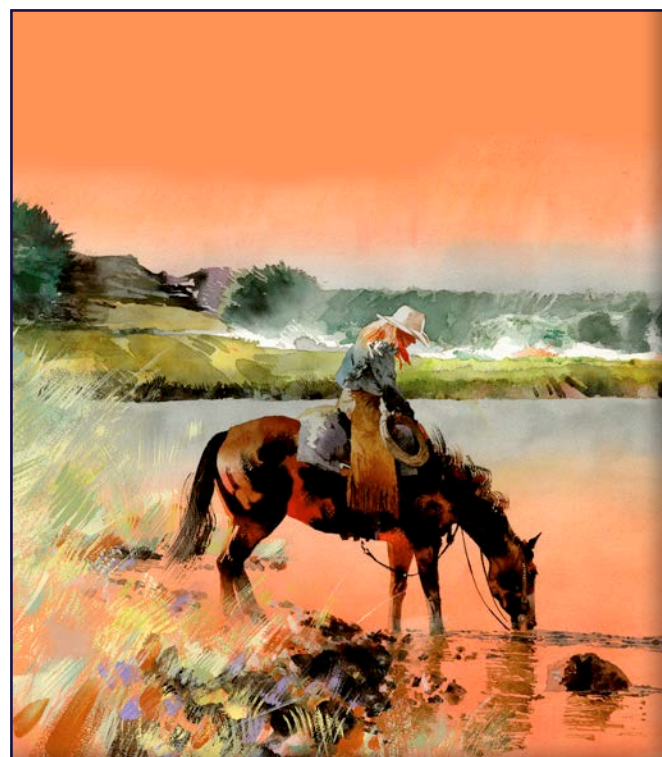
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## *On the Cover*

**“Evening on the River”**  
Cover Art by Don Weller Western Art  
[donweller.com](http://donweller.com)



***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.*





# Return on Investment

## Excellence in Ag Leadership Program participants highlight the value gained

By: Kindra Gordon

It is no secret that education is often credited with being the cornerstone to business success. Consider the words of famed investor Warren Buffett: “Investing in yourself is the best thing you can do....You can have all kinds of things happen. But if you’ve got talent yourself, and you’ve maximized your talent, you’ve got a tremendous asset that can return ten-fold.”

For the ranching industry, the Excellence in Ag Leadership Program coordinated by the King Ranch® Institute for Ranch Management (KRIRM) was created to provide the industry’s emerging leaders an opportunity to invest in education and self-improvement.

Established in 2014, the distance-education program is designed to help participants identify, understand, and capitalize on unique strengths to develop personal, organizational, and community leadership skills.

Initially, the course was offered over two years, but the program was streamlined and is now a one-year program. To be eligible, participants must have completed National Cattlemen’s Beef Association’s (NCBA) Young Cattleman’s Conference or be a KRIRM ranch management graduate student. The program requires participants to attend three KRIRM

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*Todd Inglee (top left) of Arvada, Colo., and Ben Neale of McMinnville, Tenn., completed the leadership program in 2016 in the inaugural class.*

lectureships that focus on strategic planning, managing farm and ranch employees, and systems thinking; complete a 360-degree leadership assessment; and receive individualized coaching from KRIRM faculty that are experienced in leadership coaching.

To date, two cohorts of 24 and 16 individuals have completed the Excellence in Ag Leadership Program in 2014-2016 and 2016-2018, respectively, and for 2018-2019 a third group comprised of 14 individuals is currently participating. The leadership cohorts include the current KRIRM graduate students and men and women from across the industry who have been actively involved in NCBA and state cattlemen’s associations.

## Alum Reflect

Among the Excellence in Ag Leadership Program alumni are Todd Inglee from Arvada, Colo., and Ben Neale from McMinnville, Tenn. The two cattlemen, who had both



previously participated in NCBA's Young Cattlemen's Conference, were selected to be members of the inaugural class from 2014-2016.

Both say they enjoyed the Excellence in Ag Leadership Program, but now in 2019 as their own lives and careers have transitioned, they are particularly valuing the knowledge, perspective and networks gained.

Neale works full-time as a territory sales manager for Alltech while also operating his own consulting business Total Cattle Solutions. He and his wife Lauren are also raising two young children with another due in May, own a 250-head cowherd, and recently purchased a small custom processing plant near Lynnville, Tenn. Additionally, Lauren works as director of communications for the Tennessee Cattlemen's Association.

Inglee recently accepted the position as executive director of the Colorado Beef Council after serving as the interim executive for eight months. In 2017-18 he served as the president of the Colorado Cattlemen's Association. For two decades, Inglee and his wife Kim, who works in school office administration, have owned stocker cattle, been involved in beef industry organizations, and in 2010 established their own direct-to-consumer branded beef business Ralston Valley Beef (with Inglee's new position with the Beef Council, they have recently shuttered that business to avoid conflict of interest). The couple has three children, one still at home in high school and two attending Colorado State University.

Looking back to starting the program in 2014, Inglee recalls, "I was aware of the King Ranch® Institute for Ranch Management Program and based on its reputation, when I received my nomination letter for the Excellence in Ag Leadership Program, I was interested...I knew it was a huge opportunity."

He adds, "I hadn't taken a course since college, so I



*Top: Inglee has actively worked within the beef industry for three decades and has held numerous leadership roles. Bottom: Neale is a first generation cattleman who operates a cattle consulting business and meat processing plant.*

was anxious to learn." As a result of his participation, Inglee recognizes that "you are never too old to learn." Inglee says he enjoyed the perspectives of his classmates, as well as opportunities to be on the King Ranch and even get an impromptu ranch tour led by King Ranch general manager Dave DeLaney.

Inglee valued his KRIRM experience so much he attended extra lectureships and courses to earn the Texas Farm Credit Certificate in Advanced Ranch Management in 2016.

For Neale, value came from being immersed among other business-minded industry thinkers. "Meeting people who are forward-thinking about ag and the opportunities that exist...knowing there are people who are moving forward also drives us," he says. Neale also notes he did not own the processing plant while in the Excellence in Ag Leadership program, but from the experience and insights gained, he and Lauren made the decision to enter into that business and begin to grow a business of marketing local meat products.

Additionally, Neale says that most of his prior experience in business had been as an independent individual. Through the Excellence in Ag Leadership Program he gained new perspectives in working with and managing employees.

## Praise for Systems Thinking

While Neale and Inglee say they came away from each lectureship with new knowledge, the one they both

*Continued on page 10*



*Above left: Neal pictured with his wife Lauren and children. Above right: Inglee, his wife Kim, and their three children.*





*Photo by JoAnne Meeker*

# Ranch Manager Job Board

## Expanding our service to the ranching industry

This spring marks an exciting time for the King Ranch® Institute for Ranch Management (KRIRM) as a new online service is rolled out to the ranching industry. The Institute is proud to introduce an online Ranch Manager Job Board that offers another avenue of service to our industry stakeholders.

The number one priority at KRIRM is to train excellent ranch managers to lead complex ranches. Each year, the Institute is made aware of a number of job searches, some of which its students are candidates for and some they are not. In an effort to better serve the industry, KRIRM created the Ranch Manager Job Board to help those in its network find jobs or find managers for their ranches.

The Ranch Manager Job Board features a listing of managerial and supervisory ranching positions from ranches across the country with readily available application instructions and information. Finding that management-level job posting has never been easier. For the employer in search of a ranch manager or other supervisory position, the ranch manager job board will be a great place to post a job. Through a simple electronic submission request form, posting a job online is fast and easy.

“Our website receives 5,000 to 8,000 visits

each month by industry stakeholders interested in information, education, or training in ranch management,” says KRIRM Director Clay Mathis, PhD. “These visitors make up a large network, which provides an opportunity for employers and those seeking ranch management positions to connect. At KRIRM, we serve all those involved in ranching and see this as an opportunity to help our industry.”

## A Need for the Industry

While many websites and resources are out there to assist a person in a job search, KRIRM is unique in offering only managerial positions. This job board was created with the intention to be the premier website to find high-level ranch management positions at diverse and complex ranching operations.

“It has become increasingly difficult for many ranching operations to find good qualified ranch manager applicants,” says Director of Recruiting and Training of Turner Enterprises Chris Redman. “The Institute has established a powerful reputation for quality continued education throughout the country. They have been able to get people together who value quality education both from an employer and employee standpoint.”

As a recruiter for the second largest landholding company, Redman recognizes that KRIRM’s job board

will be a powerful tool that brings the right kind of applicants to their organization. Through many avenues of recruitment such as job search websites, email chains, and placement services, Redman says those resources are either expensive or not always effective.

“Using job boards like Indeed and others, you end up getting a lot of unqualified applicants you have to sort through,” he says. “The KRIRM job board will draw the most qualified ranch management applicants.”

Redman is no stranger to the mission of the Institute. As a 2014 graduate of the ranch management master’s degree program, Redman knows that the job board will be the first site searched by the most qualified applicants because of the training and education mission of KRIRM.

“If a ranch wanted access to the best possible pool of candidates, they should post on the KRIRM job board. A person seeking a manager would have the best possible candidates all in one place,” he says.

Lee Creech, manager of Rocky Mountain Sire Service for Leachman Cattle of Colorado in Denver, Colo., makes the same observation on the excessive amount of jobs available online that do not necessarily fit a ranch manager role. Creech explains the frustration of sorting through unorganized and vague job descriptions on some job websites. Most of those job sites force individuals to commoditize applications, says Creech, to fit multiple job postings making it hard for an

application to be specific to a certain job or to stand out among others.

Creech is excited for the new ranch manager job board with the Institute, explaining that historically there hasn’t been a place to look for high-caliber type jobs.

“I think the fact that the job postings are vetted lets a potential applicant know that it’s the real deal. The employer is interested in hiring the best and likely believes in the principles that KRIRM represents,” says Creech.

Not even two years ago, Creech was on the job search before graduating from KRIRM in 2017. For today’s candidates looking for a ranch manager job, Creech recommends the new ranch manager job board to find quality job listings.

“Why not start your search with a curated job board from the ones who know the industry the best with the place [KRIRM] that has connected the top ranches with the best managers for the past 15 years,” he advises. “No entity is better connected to the needs of large complex ranching operations.”

## Employer Seeking a Manager

If you are a ranch owner or employer in search of a manager, there is currently no charge for this service. An electronic submission form was created for requests to post ranch managers jobs to the board. All submitted

*Continued on page 10*

Visit our new Ranch Manager Job Board!

[krirm.tamuk.edu/ranch-manager-jobs/](http://krirm.tamuk.edu/ranch-manager-jobs/)

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Q Search

## Ranch Manager Job Board

Welcome to our Ranch Manager Job Board, your source to find ranch manager jobs! This Ranch Manager Job Board is intended to serve the ranching industry through the posting of ranch manager jobs and supervisory level job positions. The job board will serve as a resource for those individuals looking for ranch manager jobs, including assistant ranch managers and any other position with a supervisory responsibility.

If you are in search of an individual to manage a ranch and would like to post a position on this job board, please fill out the form below and complete the electronic form. This service is currently being offered free to the ranching industry staff before the job is posted to the board. Only managerial and supervisory ranch job positions will be considered.

[Request to Post Ranch Manager Job](#)

### Ranch Manager Job Listings

Cattle Area Manager-Commercial Cattle

St. Cloud, FL

[View Job Listing](#)

***“This job board is simply another opportunity that will help us further our service as we work to educate leaders in ranching and ensure our hard earned heritage is not lost.”***  
-Clay Mathis, KRIRM Director

**Request to Post Ranch Manager Job**

Is your ranch looking to hire a manager or other supervisory position? Our Ranch Manager Job Board service is free! To submit a request to post a job on our website, please fill out the form below (fields with an asterisk are required). If a job listing sheet is already created for your position, the option to upload the position description is at the end of the electronic form.

Please note: only ranch manager jobs with a managerial or supervisory role will be approved and posted to the board.

Once received, KRIRM staff will review your request and contact you with further information on the status of approval and posting of the job. If you have any questions, please feel free to contact us at [krirm@tamuk.edu](mailto:krirm@tamuk.edu) or call (861-580-5401). View current job listings on the Ranch Manager Job Board page here.

Position Title \*

Name of Ranch/Business \*

Location \*

# of Employees Supervised \*



# The Ranching Industry 20 Years From Now

What will be the same?  
What will be different?

By: Ashley Patterson

What will the ranching industry look like in the year 2039? That question was raised during a presentation made at the 2019 Cattle Raisers Convention in Fort Worth, Texas, to kick off the School for Successful Ranching. In front of a crowded room of producers from across the country, King Ranch® Institute for Ranch Management (KRIRM) Paul C. Genho Endowed Chair in Ranch Management Rick Machen, PhD, and KRIRM Practitioner in Ranch Economics Stan Bevers considered five areas of interest to the ranching industry, the current situations in each area, and how a 20-year time lapse might shape the industry. These areas include: rural land, world population dynamics, climate change, the role of government, and beef production.

## Rural Land

When it comes to rural land in the future, the questions will arise: Who owns the land? Who controls the land? What are their objectives in owning the land? In regards to present day, Bevers presented current land statistics in the US. According to the United Nations Food and Agriculture Organization, 70% of all US agricultural land is rangeland, which is best used as grazing land for ruminant animals.

The amount of rural land is shrinking while land values have risen significantly, increasing by \$41 acre each year since 1972, explained Bevers. As the national cowherd numbers decreased since 1980, the cattle

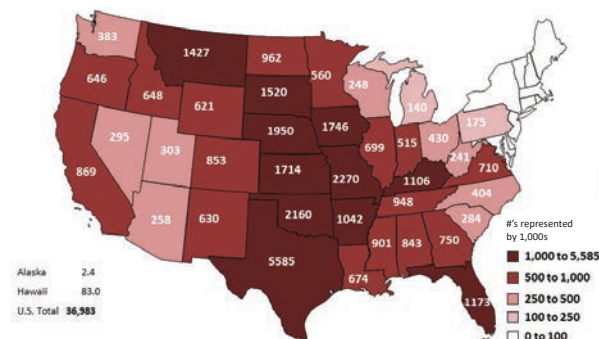


*Rick Machen, PhD, presenting at the 2019 Cattle Raisers Convention (TSCRA photo).*

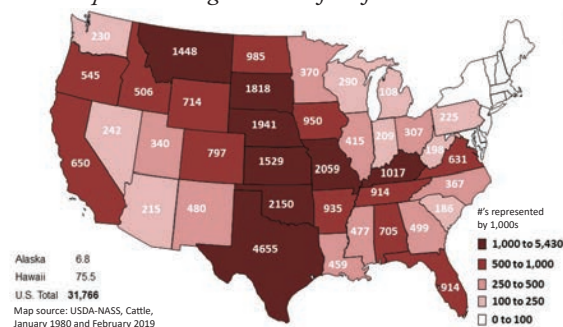
distribution shifted towards the Great Plains (Figures 1 and 2). This condensing of the cowherd toward the Great Plains will continue unless water availability becomes an issue.

Circling back to the questions of who will own the land 20 years from now, Bevers also noted that if today's rancher (average age of 58.3 years in 2012) owns a portion of their land, in 20 years we could possibly see the greatest turnover of land ownership since settling the West.

*Figure 1: Map illustrating number of beef cattle in the US in 1980.*



*Figure 2: Map illustrating number of beef cattle in the US in 2019.*





## World Population Dynamics

Machen continued the presentation discussing the world population dynamics and how it will influence the ranching sector. Research shows the world population standing at 7.7 billion today. It is estimated to rise to a staggering 9.2 billion by 2040 and 10 billion by 2050.

As the rural population shrinks, Machen explained that our consumers will continue to be less informed of food production and where their food comes from. However, they will continue to enjoy the least expensive and safest food supply that is provided by the US. The trend of readily available online information will not go away in 20 years.

As the youngest consumer today (which is Generation Z or Gen Z) ages over the next 20 years, they will be the local, state, and federal leaders. Machen stressed that it is important to understand this group, citing research which explained that Gen Z has never known life without Internet or Wi-Fi. They will most likely prefer convenience food options like meal kits and grocery delivery. So, as the future approaches, how will our beef practices and production change to meet the demands of this new generation?

## Climate Change

“The climate is changing, that will remain the same.” The fight on climate change over the last three decades will continue to be touted as the greatest threat to the wellbeing of mankind, said Machen. Even though the science-sound reliable information shows that agriculture accounts for only 9% of Greenhouse Gas Emissions (GHG), biased research reports will continue to create an atmosphere of misinformation. In 20 years, anti-ag organizations will continue to use climate change as the venue to shape domestic food production and consumption.

Machen took a systems-approach to show how we can look for leverage to make the biggest impact on change. Based on the research and science, the leverage to reduce GHG emissions would appear to come from making changes not to the smallest source of GHG, but to the larger sources that include industry, electric, and transportation sectors.

## The Role of Government

Machen stressed that governmental influence will continue to have huge impact on the beef industry. The definition of meat (fake meat) and milk will be defined by government policies and diet choices will

be influenced by school lunch programs, the USDA Food Pyramid, and the Dietary Guidelines Advisory Committee, explained Machen through a series of slides showing the progression of food guides.

Grazing on the public lands of the West will continue to be at the forefront and in the media spotlight. In a 2016 report by BLM and USFS, there were 1.72 million animal units grazing in the western states on public land. By 2039, said Machen, there will be less grazing of public lands by domestic livestock. As mentioned earlier, the trends show the cattle herd moving toward the Great Plains. Machen posed the question: if we lose public grazing lands, where will the cow inventory move? Do we lose it completely?


## US Cattle/Beef Industry

The aforementioned topics were described by Bevers as “outside our fences” and he took over discussion back to the “confines of our gates” to discuss the issues we face within the beef industry itself. Bevers stressed that moving forward, we must recognize that the issues of today will only become stronger in 20 years.

What will your operation look like in the next 20 years? Bevers explained how he examines three pedestals in a ranching operation: maximum sustainable productivity, at a minimal cost of production, and the delivery of a preferred product to your customer. Maximum sustainable productivity does not equate maximized production. Profitability is maximized prior to production maximization. In the reverse of that scenario, said Bevers, you miss out on profit.

Weather will continue to be the biggest influencer on weaning weights. Bevers summarized that maximizing efficiency is where ranchers need to get their mindset at the ranch level for the next 20 years.

## Conclusion

Machen reiterated the fact that our greatest challenges will happen outside the perimeter fences, far removed from rural America. All of it happening, said Machen, in a social/political arena involving legislation and regulations. He concluded with a final thought calling upon the producers in the room to take part in the many avenues of industry influence and organizations—“We have to be an active part of something bigger than ourselves that represents our interests.” 



cite as especially impactful was the John B. Armstrong Lectureship on Systems Thinking in Ranching.

Neale says, "This was invaluable for me. We can sometimes get single trait selection-focused even in business." As an individual involved in several businesses, and now beginning to employ several people, Neale values the big picture perspective that systems thinking prompts.


Likewise, Inglee says, "My eyes were opened to how systems are complex and how they operate, but when you step back and look at the big picture you begin to see the leverage points. You recognize that you can adjust one thing and it can affect the whole flow – on a ranch, office, organization, or industry.

Most importantly for Neale and Inglee has been the continued relationships with other beef industry leaders

who they've met through the program. The duo continue to keep in touch with one another as well as several of the other participants in their cohort.

Neale and six others from the cohort talk monthly via a "think tank/mastermind" group call – and they meet once a year in person. "We share projects and get feedback," he says.

Inglee concludes, "Even though our class was from all over the country, and we had different ways of doing things, we developed close friendships...It's been great to watch classmates assume various leadership roles within their businesses and the industry as a whole. It's obvious the program played a big part in that for all of us."

*Learn more about the Excellence in Ag Leadership Program and view a listing of all class participants at <https://krirm.tamuk.edu/leadership-program/>.* 

## Upcoming Events



**May 16-17, 2019**  
**Application of Advanced Genetic Technology in Beef Cattle Centennial, CO**

**Hosted with:**  

**Sponsored by:** 

**July 29-August 1, 2019**  
**Gus T. Canales Lectureship on Prescribed Burning Kingsville, TX**




**August 12-15, 2019**  
**John B. Armstrong Lectureship on Systems Thinking in Ranching Kingsville, Texas**

*Ranch Manager Job Board, continued from page 7*

jobs will be reviewed by KRIRM staff and screened to determine if the appropriate criteria is met. Only jobs that include a management or supervisory component will be posted on the Ranch Manager Job Board.

### Employee Seeking a Position

Start your search on the main page of the job board, reviewing a list of available jobs. As you navigate to view more about a specific job posting, it will provide information about the ranch, location, responsibilities, and qualifications. Depending on the application process of each ranch, you will either be directed to their website to apply or instructed to fill out an attached application and submit to the ranch's point of contact.

*To learn more, view the job listings, or submit a request, visit [krirm.tamuk.edu/ranch-manager-jobs](https://krirm.tamuk.edu/ranch-manager-jobs).* 

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John B. Armstrong Lectureship on

# *Systems Thinking*

in Ranching



**August 12-15, 2019 • Kingsville, Texas**

Ranching is a complex business. We can better understand how this complex system really functions and operates by taking a holistic approach to ranch management, a concept known as Systems Thinking.

At the Systems Thinking Lectureship, you will be taught the principles, processes, and tools to empower a better understanding of how each aspect of ranching interacts in dynamic natural systems.

Understanding this interconnectedness is critical for successful management.

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**16<sup>th</sup> Annual Holt Cat<sup>®</sup> Symposium on Excellence in Ranch Management**

## *The Future of Beef Marketing:* **Technology and the Changing Consumer**

Please join us as we look to the future of beef marketing and how emerging technologies and the changing consumer will affect your operation. This symposium will feature speakers spanning the beef production industry and supply chains, including Leann Saunders of Where Food Comes From, Inc., Russell Cross of Texas A&M University, Randy Blach of CattleFax, and representatives from the retail, packers, and feeder sectors of the beef industry.

**Learn more and register online at  
[krirm.tamuk.edu/symposium](http://krirm.tamuk.edu/symposium)**



**16<sup>th</sup> Annual Holt Cat<sup>®</sup> Symposium on  
Excellence in Ranch Management**

*October 17-18, 2019*

**Kingsville, Texas**