



IFAS  
North Florida Research and Education Center

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April 6, 2016

Attn: Dr. David Caldwell, Chair of Search Committee  
Department of Poultry Science  
Kleberg Center, Room 101B  
Texas A&M University  
College Station, TX 77843-2472

Dear Dr. Caldwell:

This cover letter may be accepted as my statement of interest for the position entitled: '**Professor and Head in the Department of Animal Science**'. In this letter I have summarized my background and administrative experience along with a summary regarding my credentials in research, extension and teaching. My application also includes a one page administrative philosophy, a copy of my curriculum vitae, and a list of three references.

Administrative background

After completing my Ph.D. at Kansas State University I became a Beef Cattle Specialist at the University of Minnesota, where I was located at the North Central Research and Outreach Center (NCROC). During my ten-year tenure at the NCROC I was responsible for the administrative oversight of the animal science programs. My roles were to oversee the budget, staff, and marketing of livestock, along with providing the structure to conduct research, extension and teaching programs associated with animal science programs. Highlights of my administrative accomplishments at the NCROC were: 1) to increase the income of livestock by more than 300% in nine years. This income was used to enhance facilities and equipment and assist with additional staff salaries; 2) initiated the development and sustainability of a 'Reproductive Biotechnology Center', a public/private partnership that conducted research on applied reproductive technologies for researchers in the public and private sectors; 3) develop two off-campus classes for students to experience hands-on opportunities in beef cattle management and health. One class was initiated in partnership with the University of Minnesota, School of Veterinary Medicine to allow final year students opportunities to gain valuable hands-on experience in beef cattle management. The second class provided senior animal science students the opportunity to gain experience with applied reproductive technologies; and 4) mended and provided leadership in maintaining a strong working relationship between staff members working as members of a bargaining unit and staff or faculty members that were not bargaining unit members. I was able to create an environment and culture that all employees, regardless of hierarchy were critical to our mission.

In 2008 I had the opportunity to move to the University of Florida North Florida Research and Education Center (NFREC) to lead the effort in restoring a foundering beef research and extension

program to become an internationally recognized program. In 2009, I was named the Assistant Director of the NFREC, which is one of 12 RECs distributed around the state. The NFREC is the most diverse of the 12 RECs as it represents 9 academic units, a virtual School of the Environment and Natural Resources, and is the only unit within the University of Florida that addresses issues related to cattle, wildlife conservation, and food/forage/fiber/energy crop systems. The NFREC is comprised of two separate physical locations (one in Marianna and one in Quincy, FL). The current Director of the NFREC is physically located at the Quincy location and I am located at the Marianna location. My role as Assistant Director has been to provide day-to-day oversight of the Marianna location, to work in concert with the Center Director to maintain cohesion in programs, faculty, and staff between both locations, and to oversee the budget, staff, research, and education activities associated with the beef cattle unit.

The beef unit contains a 300 head cow-calf operation, a 480 head feed efficiency facility, 44 miles of electric fence that surround more than 60 cattle pastures. Research associated with the unit focuses on beef and forage systems with expertise in forage breeding to soil nutrient management to forage management to animal nutrition and animal reproduction. Early during my tenure as the leader of this program we have been exposed to budget shortfalls that resulted in staff cuts. However, in spite of these cuts, we have increased the cattle herd size, enhanced our research capabilities, and significantly altered our outputs. For example, prior to my arrival (before 2008), less than one refereed publication per year resulted from research at the beef unit. The output has now increased to exceed more than fifteen manuscripts published each year based on research that was partially or completely collected at the beef unit. The NFREC is now recognized internationally for the research and extension programs in beef and forage programs. In addition, the beef unit is self-sustaining and we have increased income from livestock by more than 500% to enhance facilities, equipment, and for additional labor. However, my proudest administrative achievement was to change the culture among all employees and staff to believe that they are all important in the success of the NFREC. Today it would be hard to find a more committed staff than the staff at the NFREC, because they believe in our mission.

From a leadership standpoint, I have served on numerous department, college, and professional committees, often as the chair. Many of these positions have been highlighted in my C.V., but two notable leadership positions were to serve as a member (two years) and then chair (one year) of the college tenure and promotion committee and to serve as the chair of one of seven initiatives identified in the Florida extension strategic plan. The initiative for which I have been chair since the strategic plan was adopted is entitled: 'Increasing the Sustainability, Profitability, and competitiveness of Agricultural and Horticultural Enterprises'. This is the largest of the seven initiatives and encompasses up to 70% of all the state and county faculty in Florida, which exceeds more than 500 faculty!

#### Personal Record on Research, Teaching, and Extension

My personal experience in research, extension, and teaching and record of achievement provide the foundation to lead the Department of Animal Science at Texas A&M University. I have a credible research record as evidenced by my list of refereed publications and grants that can be found in my accompanying CV. In addition, I have been nationally and internationally recognized for my research efforts and continue to publish and grow my program. Similarly, my Extension program in

beef cattle production has received national and internationally recognition. I have been honored to receive the American Society of Animal Science Animal Management and Early Career Achievement Awards. In addition, I have received numerous team and individual extension-based awards, such as the USDA-NIFA Partnership Award.

While I have not had a formal teaching appointment, I know and understand the value of teaching and have always been active in developing methods in which to educate students. I have developed four separate classes for undergraduate and graduate students (two of these classes were taught internationally), and have developed an undergraduate internship program to expose students to the science of agriculture. Until now I have mentored 34 students, some of whom have become graduate students in my program. Finally, from a teaching standpoint, I am passionate about graduate student education. Until now, every PhD student that I have mentored or co-mentored has become a faculty member at a university. This is quite an accomplishment considering that these students are based at a research and education center three hours from campus.

In summary, the skills that I would bring as Head of Department are the ability to lead both faculty and staff and provide the confidence that allows a culture of success to grow. I am organized, dedicated, efficient, and confident in my ability to lead people. I fully understand that faculty are the engine that drives the department and providing opportunities for faculty programs to be successful will make the department a successful department. To this department I would bring a wide range of experiences in management of people and programs, national and international experience, and a proven track record of turning two programs into internationally recognized centers. Please feel free to contact me for any additional information that you may require.

Sincerely,

A handwritten signature in black ink, appearing to read 'G. Lamb', enclosed within a circular, scribbled outline.

G. Cliff Lamb, Ph.D.  
Assistant Director and Professor