

Vice Chancellor and Dean
College of Agricultural, Food and Natural Resources
University of Missouri
Search Committee
Attention: Mr. Martin M. Baker, Senior Vice President
Baker and Associates LLC
4799 Olde Towne Parkway – Suite 202
Marietta, GA 30068

February 3, 2017

Dear Mr. Baker and Search Committee,

I am honored to have received nominations to be the next Vice Chancellor and Dean of the College of Agriculture, Food and Natural Resources (CAFNR) at the University of Missouri (MU or Mizzou).

Growing up in a rural Pennsylvania town, I witnessed the importance of farming in communities, large and small. During my undergraduate years at The Pennsylvania State University, I pursued my passion for agriculture by studying engineering and working as a cooperative education student at what is now The Hershey Company. My amazing student experience intensified my desire to pursue an academic career. So I attended another pioneering land-grant school, Michigan State University, earning a Ph.D. in agricultural engineering and food science. Following a one-year post-doctoral position at North Carolina State University (NC State), I joined the faculty of its Food Science Department (so named at the time). During my tenure at NC State, I have enjoyed serving in administrative roles with the Biomanufacturing Training and Education Center (BTEC) and within the College of Agriculture and Life Sciences (CALs).

Upon careful consideration of the significant opportunities looming for the state of Missouri, I enthusiastically submit my application for this position because: (1) Missouri is a complex state with many critical agricultural and natural resource challenges ahead; (2) Mizzou is a comprehensive land-grant university committed to driving the economy and educating stakeholders and students alike; and (3) CAFNR has great potential to impact people, programs, and partners that are important to feed, fuel, and heal Missouri, the United States, and the world.

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Leadership Trajectory

In 2003, the North Carolina Golden LEAF Foundation funded an award for nearly \$39 million to create BTEC, a transdisciplinary center that provides educational and training opportunities to develop skilled professionals for the biotech industries of the state. I served as the first associate director with a primary responsibility for developing BTEC academic programs. In this capacity, I hired faculty and staff in both CALs and the College of Engineering, and together we designed a curriculum to educate and place scientists and engineers in the biomanufacturing workplace. My role with BTEC has since transitioned to serving as a member of its advisory board. Proudly, the very BTEC programs originally established have since granted nearly 300 students with minors or certificates in biomanufacturing.

While leading the design and development of BTEC facilities and programs, I championed an effort to establish a new B.S. degree program called Bioprocessing Science (BBS) in my academic home, the Department of Food, Bioprocessing and Nutrition Sciences (FBNS). After a comprehensive study and a demanding process for degree authorization through the University of North Carolina general administration, the BBS degree program was approved in 2006, and I became the first teaching coordinator for this program in 2007. Strengthened by a close relationship with BTEC, the BBS program exposes students to a breadth of coursework in cGMP design, validation science, and fermentation principles. Today, BBS students achieve 100 percent placement and are the highest paid scientists graduating from CALs.

In 2010, I was named department head of FBNS in CALs. Established in 1961 and widely regarded as a leading department of its kind, FBNS has three undergraduate degree programs (Food Science, Bioprocessing Science, and Nutrition Science) and a graduate food science program. Together, they enroll nearly 550 NC State students. With 30 tenured and non-tenured faculty and 63 staff members, the FBNS appropriated state and federal budgets approach \$3 million to sustain staff, programs, and student services. In 2013-2014, our accomplished faculty was awarded in excess of \$14.5 million in extramural funding through 75 projects and published more than 200 papers.

Shortly after becoming head, I inherited the responsibility of cutting the FBNS budget by \$435 thousand - an 8.5 percent reduction to the academic, research, and Extension appropriated budgets. This budget-cutting crisis has continued each

subsequent year, including the current fiscal year, amounting to a total reduction of approximately 45 percent in appropriated funding since 2005. With widespread faculty support, I implemented a cost-share plan to preserve funding for staff positions. Today, FBNS has invested in entrepreneurial, summer and distance education activities that have created an operating budget cushion intentionally purposed to buffer the FBNS faculty and staff from the next budget crisis. This resource flexibility enabled FBNS to refurbish every classroom with the latest instructional technologies (2012), construct a new state-of-the-art training room for industry stakeholders (2013), build a customized boardroom for engaging critical partners and clientele (2014), transform the FBNS pilot plant for improved instructional function (2015), and renovate meeting rooms with latest conferencing capabilities (2017). We made these internal improvements while returning more than \$100K each year of operational support to FBNS faculty. The budget crisis reduced some programs, but tactical fiscal leadership allowed FBNS to thrive.

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Land-Grant University Leadership

The land-grant system is synonymous with economic development and job creation. This mission is best accomplished with world-class scientists, exceptional students, state-of-the-art facilities, developed partnerships, and engaged stakeholder support. The academic, research, and Extension programs must continue impacting the economies of Missouri communities, the nation, and the world by preparing exceptional talent, creating knowledge, and translating innovation into action.

Research

Scientists from around the world convened in 2012 at a United Nations-backed forum in Iceland on sustainable development. They concluded that to keep up with the growth in human population, more food will have to be produced worldwide over the next 35 years than has been produced in total during the past 10,000 years. The flagship agricultural and natural resource colleges of land-grant universities have a duty to respond to the serious challenges facing this and future generations, such as sustainable food production, responding to a changing climate, developing alternative energy sources, preserving our precious natural resources, and promoting the health and well-being of the population. Undeniably, many MU agricultural experiment station (MU Ag Research) scientists and engineers are already contributing solutions to these issues. Furthermore, a strong international program is critical to fostering global collaboration for diversity of thought and culture that will enhance the MU Ag Research ability to procure solutions.

The flagship agricultural colleges of land-grant universities have a responsibility to contribute to local and regional economies. As the senior serving member of the NC State Intellectual Property Committee, I worked closely with faculty entrepreneurs and the NC State Office of Technology Commercialization & New Ventures to transform the NC State patent policy into an industrially-friendly and faculty-engaged policy for advancing sponsored research and economic development opportunities. As a campus champion for the faculty entrepreneur, I was recently named the inaugural Vice Chancellor for Research Fellow. In this role, I work alongside Vice Chancellor Alan Rebar and the NC State Office of Research, Innovation & Economic Development to create knowledge around the culture of entrepreneurship existing at peer and aspirational universities. The critical outcome from this special assignment will be recommendations of best practices for land-grant universities to maximize impact on local economies.

Teaching

The Golden LEAF BTEC is NC State's internationally acclaimed center devoted to workforce development, preparing students for careers in biomanufacturing. The BTEC facility, the largest biotechnology training center in the country, has an 82,500 square foot simulated-cGMP plant capable of manufacturing biopharmaceutical products and packaging them in a sterile environment. An interdisciplinary team of life science and engineering faculty work alongside experienced industrial staff to deliver a cadre of educational and training programs that produce workers prepared for job performance on day one. As the first associate director of academic programs, I routinely interacted with legislators and politicians, industrial lobbying groups, community college partners, and university administration. I participated in all aspects of the BTEC campaign, from concept to design and construction to curriculum development.

Students are our priority stakeholders. By integrating primary research with instructional programs while removing obstacles to teaching across colleges, CAFNR students will be best prepared to meet demands with a global perspective. The College of Agricultural, Food and Natural Resources must uphold academic rigor and expectations across all curricula, protecting the valuable reputation associated with CAFNR degrees. Furthermore, CAFNR must promote leadership and professional development programs for both undergraduate and graduate students alike, to insure the continuity of a diverse talent pool that will one day occupy important positions of influence. Should I be selected as Vice Chancellor and Dean, I will embrace a broad definition of scholarship, one that acknowledges, values, and rewards those who contribute so much to the classrooms of CAFNR. Benefitting from strong, academic programs and leadership existing within the college, CAFNR will continue its excellence educating the next generation of agricultural and natural resource leaders.

Extension

In response to a 2014 request from community leaders, state legislators, and the FBNS strategic plan, I lead an initiative that unequivocally affirmed the feasibility of transforming North Carolina into a regional food-processing destination. North Carolina has a rich history in agricultural production and forestry, and the state economy has been linked to the conversion of biomass resources into value-added products such as furniture and textiles. However, the recent decline of these manufacturing industries has created an underutilized capacity in North Carolina, particularly in rural communities. With legislated funding and in partnership with the NC Department of Agriculture and Consumer Services, the initial phase of the project commissioned Battelle's Technology Partnership Practice to assess the feasibility to catalyze the development of value-added food manufacturing businesses in North Carolina. The resulting study recommended: (1) the creation of a new food products and processing innovation center on the NC State campus; (2) a statewide network of facilities offering assistance programs for aspiring food business entrepreneurs; (3) a concerted effort with state and local leaders to create incentive packages for attracting new businesses to North Carolina; and (4) regulatory training and outreach programs for the food processing and manufacturing sector. Once these recommendations are realized, the total direct and indirect impact of the North Carolina food value chain could potentially add 38,000 new jobs and increase associated economic output by \$10.3 billion.

University of Missouri Extension (MU Extension) is the face of Mizzou and CAFNR to agricultural communities and stakeholders throughout Missouri and the region. MU Extension not only communicates science-based solutions to agricultural and natural resource problems, but also provides a feedback loop to MU Ag Research scientists and engineers, identifying new concerns and challenges experienced in the fields, farms, forests, and factories. A strong MU Extension network must exist between the main campus and county offices, research centers and farms, while furthering CAFNR relationships with Missouri 4H, FFA, and commodity organizations. I value Extension, and I also understand that the vital MU Extension mission must evolve as today the specialists, agents, and programs address uncertainties of economics, health (aging), climate, and security from a different clientele base. As the land-grant model continues to transform, an outstanding MU Extension must not only consider the farms, fields, and streams but also the cities, schools, and markets.

External Activities

As department head, I work closely with both university and college advancement teams to pursue private and industrial partnerships that endow professorships and scholarships, fund graduate and undergraduate student research, and expand research capabilities and facilities on campus. During my administration, FBNS gifts and endowments have exceeded \$5 million. To generate financial flexibility for CAFNR, the Vice Chancellor and Dean must maintain a focus on advancement goals to lessen dependence on appropriated support. If named to this position, I will create a fresh portfolio of enhancement opportunities around signature college initiatives and programs. As land-grant universities move from being state-supported to state-assisted, CAFNR must also consider alternative means for funding programs, including royalty-driven revenue from intellectual property, commodity-driven receipts from university research farms, and entrepreneurial endeavors such as retail products manufactured by CAFNR units and sold to the public.

Partnerships with the Missouri Department of Agriculture, the Missouri Farm Bureau, and other key state and federal agencies are critical for CAFNR success. These relationships, with a strong MU Extension network, will be a formidable force when the CAFNR needs legislative support. Throughout my Food Systems Leadership Institute (FSLI) leadership program, the North Carolina Commissioner of Agriculture and Consumer Services (Hon. Steven W. Troxler) and the North Carolina Farm Bureau Assistant to the President (Mr. Peter T. Daniel) served as my mentors. I benefitted tremendously from their counsel while experiencing firsthand the importance of partnerships in the political arena.

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Strategic Visioning

The CAFNR proudly carries the land-grant banner for MU and is growing in many strategic imperatives. Despite the positive image of agriculture today and the fine reputation enjoyed by CAFNR throughout the state of Missouri, Mizzou was ranked modestly among certain national and international university rankings. In 2016, U.S. News and World Report ranked MU (51) among public universities, behind other land-grant universities: Florida (14), Georgia (18), Clemson (23), Texas A&M (27), Virginia Tech (27), NC State (38), Auburn (43), and Tennessee (46). The same magazine ranked MU among global universities: Agricultural Sciences (130) and Plant / Animal Sciences (79). In the 2016 Quacquarelli Symonds (QS) international ranking of agricultural and forestry universities, Mizzou was ranked (51-100) behind other land-grant universities: Texas A&M (19), Florida (21), NC State (23), Maryland (51-100), and Virginia Tech (51-100). The CAFNR is at a juncture when it can promote itself and MU to a more elite status through successful pursuit of a shared vision and strategic themes specifically designed to increase extramural funding and scholarly productivity. Agriculture is a key driver behind the U.S. and Missouri economies, and the agricultural and forestry industries of Missouri contribute

more than \$88 billion and 378,000 jobs to the state economy (total). Agriculture is a “winner,” and now is the time to invest in CAFNR.

I believe in the importance of a coordinated plan, a playbook, by which an organization can advance to achieve extraordinary goals. Having led the FBNS strategic planning effort for 2013-2018, I was later appointed to represent department heads on the CALS strategic planning steering committee. The next Vice Chancellor and Dean of CAFNR will have the responsibility of creating and implementing a strategic plan, pursuing a bigger and brighter future for the college. If named to this position, I will bring a fresh perspective to CAFNR, one not content with the status quo. I promise to bring energy to the position and enthusiastically engage and listen to CAFNR communities and stakeholders, challenging the college to think grander and more audaciously. By focusing on climate-smart agriculture with outcomes impacting health, nutrition, and energy, CAFNR can unequivocally contribute towards university strategic benchmarks while enhancing CAFNR recognition for national ranking consideration.

The remainder of this section provides *examples* of planning and positioning CAFNR for organizational success. To help CAFNR establish a successful trajectory, as the next Vice Chancellor and Dean I will:

Drive a culture of preeminence, inclusivity, and achievement that will transform CAFNR into a desirable destination for elite scientists to lead world-class programs empowered to grow the agricultural, food and natural resource enterprises of Missouri by rewarding excellence and entrepreneurship

Leadership must unite CAFNR programs with a shared vision, one that captures the land-grant mission while serving all stakeholders:

Be a land-grant leader developing knowledge and technologies to be translated for the responsible production of food, feed, fiber, and energy that will enhance the health and well being of the state, nation, and world in the midst of changing environmental, political, and social climates

As Vice Chancellor and Dean, I will promote a CAFNR vision by supporting key themes for success:

- ***Recruit and retain a superior quality, diverse faculty and staff as challenge-focused, interdisciplinary teams***
- ***Support business center operations in helping faculty and interdisciplinary clusters develop competitive grant applications to increase extramural funding***
- ***Strengthen the CAFNR network of academic, research, and Extension programs to translate science-based solutions to problems facing Missouri industries and its citizenry***
- ***Elevate the CAFNR brand by recognizing achievement through strategic messaging and coordinated communications to stakeholders***

Successful pursuit of these core strategic themes will increase extramural funding and scholarly productivity, and thereby propel CAFNR to a respected status among peer institutions.

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With knowledge gained in Lead²¹ and FSLI leadership programs, I understand that quality administration demands adaptive leadership to build a robust organization prepared to thrive in competitive and challenging environments. Though sensibly progressive, I maintain a compassionate leadership style - actively listening and soliciting input from all concerned when making decisions and seeking solutions. Advancing the mission and vision of CAFNR will require the next Vice Chancellor and Dean develop effective relationships and demonstrate honest, credible communication, and I have experience positively engaging all stakeholders, from truck drivers to policy drivers.

I am well prepared to be the next Vice Chancellor and Dean of CAFNR because I have led organizational change at NC State with integrity, resulting in successful outcomes for the people, programs, and partnerships touched by our land-grant heritage.

My CV and references are included with this letter for your review. Thank you for considering my application, and I look forward to hearing from you.

Sincerely,



Christopher R. Daubert, Ph.D.