

January 18, 2017

TO: Martin Baker
Senior Vice President
Baker and Associates, LLC

I am honored to be nominated to serve as MU's Vice Chancellor and Dean of the College of Agriculture, Food and Natural Resources. I am pleased to submit my materials as a candidate for this important leadership position. I am beginning my 26th year at MU and currently serve as the Vice Provost for Undergraduate Studies and eLearning at the University of Missouri. I believe the experiences across my career in higher education with advancing administrative responsibilities have prepared me to successfully serve Mizzou in the role of Vice Chancellor and Dean.

I have been part of the land-grant university system since starting as a freshman at N.C. State University. I strongly believe in the transforming power that the land grant university system contributes to society through research, teaching and service. The vision and mission adopted by CAFNR in 1999 embraces a mission clearly aligned with the work expected and required of public land-grant universities. CAFNR's efforts to **acquire new knowledge** is accomplished through a diverse research portfolio. Basic life science research, policy and systems analysis research, and applied studies all contribute to CAFNR's diverse research portfolio. This research is supported by unique facilities and specialized equipment located both on campus and on farms and centers located across the state. These resources have allowed CAFNR faculty to be among the world's leading and most productive scholars. This research portfolio is an important asset for MU and Missouri and has been important in MU's meeting expectations as a member of the American Association of Universities.

Developing human and community potential is accomplished in CAFNR through dissemination of research findings through scholarly publications, sharing new discoveries in the classroom and extension programs that make our work accessible and relevant. Being able to demonstrate relevance is of growing importance in our ability to secure financial resources necessary to sustain our work across teaching, research and extension. In the face of growing societal concerns about the health of ecosystems, CAFNR's commitment to **enhancing sustainable use of agricultural and natural resources** is of growing importance. Research, teaching and extension programs must be designed to further **enhance environmental quality while also increasing the safety and quality of food produced on Missouri's farms**. CAFNR also plays a major role in advancing the economic development of the state by helping to **develop food and other bio-based products for value-added and new uses**. CAFNR is uniquely positioned to lead this effort through collaborations with agency and industry leaders. CAFNR is also prepared to expand collaborations with faculty across the campus and nation, and indeed from around the world. This work will contribute to expanding the local economies across rural communities as new products and better solutions are designed for emerging markets.

As a faculty member, I have had the unique opportunity to work across all three missions of the University of Missouri. As an assistant professor, my initial responsibility as an extension dairy specialist gave me firsthand experience in serving Missouri's diverse agricultural industry. My colleagues and I disseminated researched based information to help lead change in Missouri's dairy industry. We advanced the expertise of the allied industry personnel serving Missouri's dairy producers. Our extension programs were interdisciplinary and involved agricultural engineers, agricultural economists, farm business management specialists, veterinarians as well as the disciplines within Animal Science.

My extension work drove my research program with a focus on solving problems Missouri dairy farms were struggling to address. I applied the multidisciplinary approach used in our extension programs. My research partners ranged from reproductive and environmental physiologists to engineers, economists, food scientists and social scientists. I am author/co-author on 32 peer reviewed journal articles and served as section editor and senior section editor for the Journal of Dairy Science, the leading journal in my field. I have experience interacting with granting agencies and industry leaders in developing and securing funds to support research. I understand the importance of balancing basic and applied research in the overall research portfolio of a comprehensive research university that serves the state as both the flagship and the land grant university.

A focus on students, their success and life-long relationships with the College is a key attribute that distinguishes CAFNR from other colleges at MU. I have taught every semester I have been at MU. I have continued to teach and advise Animal Science students while serving administrative roles. It was my passion for teaching that led to my appointment as Vice Provost for Undergraduate Studies. In this campus level leadership role, I serve as the **"campus advocate for undergraduate teaching and learning"** and help lead collaborative efforts to improve student success. In 2010-11, I co-chaired the **Commission for Student Success**, working with the Vice Provost for Enrollment Management and the Vice Chancellor for Student Affairs. We used research to identify issues impacting retention and graduation rates. The largest factor affecting student persistence is the ability to meet the costs of attendance. This discovery led to the formation of a team involving several student services offices that crossed administrative units. The Commission also recommended that MU implement an online appointment scheduler with notes feature. Working with the Office of the Registrar, Student Information Systems and the Division of IT, we have deployed an early alert system with the appointment scheduler and notes feature. Our MU Connect system not only supports the work of academic advisors, but has been developed as a comprehensive student support network. This collaborative approach led to MU being one of three institutions honored for the use of student success technology.

Experiential learning that enriches and enhances student learning is a high priority in CAFNR and at MU. Service Learning, Undergraduate Research Internships and Study Abroad give the students and our faculty opportunities to go **beyond-the-classroom to enrich learning through high impact educational experiences**. CAFNR has consistently provided students with these opportunities that add value to their degree programs. These enriching experiences make our graduates highly valued by employers. With the financial pressures facing higher education, funding models will need to be developed to allow us to sustain these high impact educational practices.

An important aspect of a land grant university's mission is access. In 2010, I was assigned responsibility for reorganizing MU's online/distance education programs. We merged three groups to form one operational unit (Mizzou Online) and reassigned educational designers to ET@MO. Our reorganization efforts were recognized with a national award, a tribute to the efforts of every member of the units involved in the reorganization. This recognition was based on the growth in the numbers of online programs, online distance students and enrollment in distance programs. Our campus has achieved a 100% growth rate over the past four years. We have experienced a concurrent increase **in tuition revenue from online enrollment growing from \$16 million to \$31 million during the last four years.** The hallmark of the success with our online programs has been the partnership with Deans and the involvement of faculty throughout the reorganization process. CAFNR has the opportunity to expand access by expanding online delivery of academic programs. This can be in conjunction with partner institutions within MO, across the country and around the globe.

As Vice Chancellor and Dean, I would represent CAFNR in a wide range of venues with very diverse audiences. The Chancellor and Provost have asked me to represent our campus before a wide range of audiences. I have supported the alumni association and the development office by making presentations to donor and alumni groups across the state and country. I have also represented MU by making presentations to the Board of Curators, MO Coordinating Board for Higher Education and legislators. Donors have had positive responses to my presentations about undergraduate education.

I would be excited to have the opportunity to meet with the search committee. I would welcome the opportunity to hear from the committee about the work they hope the new Vice Chancellor and Dean will make a priority. I would value learning more about the priorities and how we could work together to move CAFNR towards meeting the many diverse needs of our different stakeholders. I would be honored to have an opportunity to discuss the future of CAFNR in service to Mizzou and Missouri.

I am respectfully and sincerely yours,

Dr. Jim Spain
Vice Provost for Undergraduate Studies
University of Missouri