

CAFNR 2002 Annual Progress Report and Alignment With Our Strategic Plan

We are a college of 830 dedicated staff and faculty, 2000 undergraduate students and nearly 400 graduate students. We conduct our teaching, research and outreach through six interdisciplinary units that encompass 15 degree programs. Forty-two percent of our \$67 million budget comes from the state (includes tuition and fees); we earn the other 58% from grants, gifts, internally generated funds and direct federal appropriations.

We are the only comprehensive college that offers agriculture, food, natural resources and life sciences in Missouri. We are the only state-assisted research, teaching and outreach organization that supports our state's two largest industries: agriculture and tourism. In addition to our campus presence, we operate over 14,500 acres and associated buildings at 21 different sites across Missouri in a network providing translational research and outreach. The state is truly our campus.

The College is committed to having **at least one-third of our programs in the "Top Ten"** among peer programs. We focus and place high value on:

- *Developing human capital through education and research;
- *Managing, supporting and sustaining production agriculture;
- *Supporting economic development through new uses and value-added agriculture;
- *Developing innovative life sciences and bio-based products research;
- *Guiding environmental consciousness; and
- *Encouraging social stability and economic growth.

Signal Achievements in 2002

Among the accomplishments that stand out during the past year are:

- Faculty/staff set a new record, \$35.2 million, in external grant awards. CAFNR led the campus in grant awards.
- A generous \$500,000 gift allowed us to create the Gary Dickinson Student Achievement Center that provides student services ranging from study abroad to advising, career planning, counseling and placement.
- CAFNR led the campus in freshman retention and in graduation rate. Seven of the top ten programs in graduation rate are in CAFNR.
- International study abroad experiences were at an all-time high. Two new, short-term programs in Germany and Brazil were added to existing programs.
- Stephens Hall was completely renovated as a state-of-the-art biochemistry research laboratory and dedicated in September.
- Three Crop Genomics laboratories were completely renovated with \$2 million from HUD and Mission Enhancement funds. A grand opening, with Senator Bond present, was held in September.
- Dr. Randall Prather's research with genetically modified pigs received international acclaim and Dr. Prather received awards from *Popular Science* magazine and the Missouri Biotechnology Organization.

- Dr. Mike Roberts was informed he will receive the coveted Wolf Prize, one of the most prestigious international awards in the agricultural sciences, in 2003.
- Both the Food and Agricultural Policy Research Institute and the Rural Policy Research Institute received the prestigious USDA Secretary's Honor Award.
- Dr. Doug Randall was nominated to the National Science Board by President Bush.
- Dr. Jim Spain received the Governor's Award for Outstanding Teaching.
- FAPRI analysis had a large impact on the final version of the Farm Bill passed by Congress.
- A multidisciplinary team provided critical input to the analysis and debate that led to the promulgation of new Environmental Protection Agency regulations for Confined Animal Feeding Operations (CAFOs).
- A research team, led by Dr. Prather, received the largest USDA-NRI grant yet awarded to conduct basic beef/bovine genomics research. This positions MU to be a leader in this critical scientific area.
- Researchers at MU-CAFNR and the University of Arkansas released a new fescue grass that is superior to any comparable grass. This research was funded in large measure with special grants that have been supported by Congressman Roy Blunt.
- With the filling of two Endowed Professorships in soybean genomics, MU established the strongest soybean biotech program in the United States. Examples of the groups' excellence were a) successfully mapping the genes that define soybean cyst nematode resistance, and b) receipt of a \$4 million genomics grant.
- The Show-Me Select beef heifer program gained national notoriety and loyal producer support as it helped more than 220 cattle producers improve incomes by approximately \$500,000. The program is in its fifth year helping beef producers.
- Dr. Arun Chatterjee was named a Fellow of the American Academy of Microbiology.
- Dr. David Ledoux was a Fulbright Scholar to Brazil.
- Dr. Sandy Rikoon received a Kemper Teaching Fellowship Award.
- Dr. Lewis Jett received the Provost's Award for Creative Extension Programming by a New Faculty.
- Dr. David Patterson received the Vice President's Award for Outstanding Achievement in Extension.
- The college hosted four distinguished Executives-in-Residence:
 - Dr. Jake Halliday, CEO, ABC Laboratories
 - R. Crosby Kemper, Sr. Chairman of the Board, UMB Financial Corp.
 - Dr. Lowell Miller, Sr. Vice President (ret.), Marion Laboratories
 - Dr. Mary Schon, Manager of Science Communications, Epcot/Disney World
- The college initiated a new publication, *gratitude*, to honor and inform donors and key volunteers.
- We continued to emphasize diversity, e.g., the Social Science Unit has nine women faculty today vs. three just five years ago. We have also attracted new women faculty in Biological Engineering and Natural Resources. In 2002, we hired the top Hispanic Agricultural Education professor in the U.S.

Key Internal Factors Affecting Future Planning (strengths)

Teaching and advising are high priorities for CAFNR faculty. Each student receives personal attention and encouragement. This is reflected in our excellent retention and graduation rates.

We are a national leader in interdisciplinary research. We have active collaborations in all divisions on campus, and with colleagues at many other universities/institutes and in the private sector.

We are known for being connected and interactive with our many clientele groups. We have good two-way communication with the leaders within those groups.

Our faculty are campus leaders in winning external support. They have DOUBLED external research support every six years for the past two decades, even though the number of tenured research faculty is less today than in 1980.

We excel in getting the results of our research programs communicated to individuals and groups that can benefit from the knowledge developed. Through programs of knowledge exchange and application, we help put information to work to create new opportunities that advance our society and solve technical and social problems.

We are leading the integration of research and outreach-extension across MU through joint administration, planning and program implementation.

We promote human and intellectual diversity.

Key External Factors Affecting Future Planning (i.e., economic, demographic, political and competitive opportunities and threats)

On average, CAFNR students come from a lower income strata than the majority of MU students. The large tuition increases in recent years, in conjunction with the A-plus program, has had a significant impact on the pool of prospective students from which the College has traditionally attracted students.

The declining number of rural residents primarily interested in agriculture and natural resources is having a significant effect upon where our students (both undergrads and graduates) come from, and where our faculty/staff come from as well. We are increasingly teaching and hiring individuals with limited knowledge of rural America.

Agriculture and rural Missouri as we have known them have changed dramatically. Current issues of rural Missouri are less about agriculture and food and increasingly about quality of life and economic development. Long-term, life sciences are focused on economic development and quality of life, but many rural Missourians have yet to experience the connection.

Both the State and University have identified life sciences as an area of economic opportunity for the future. Resources are woefully inadequate to realize the potential effectiveness and impact that research and outreach in the life sciences offers. Many people in rural Missouri are thinking in terms of 20th century paradigms even though the State and University are focused on 21st century opportunities, e.g., life sciences, new technologies and the environment.

Because so much of our research is now determined by grant funding, we are spending a greater proportion for time seeking sponsors that align with our mission.

There is a dichotomy between the manner in which campus-based faculty and out-state extension staff engage clientele. Campus faculty are increasingly delivering information via electronic media (web, teleconferencing, radio) and are having less and less direct interaction with regional extension staff and local clientele. The disconnect between campus and field approaches has had a large impact on how our Extension programs within the College operate and are perceived.

The structural change within agriculture (the bulk of production occurring on a few thousand large farms and the bulk of farms being small and/or part-time operations and producing relatively little) is eliminating a traditional clientele group - the full-time family farmer.

Consumers and producers are increasingly accessing our information via the Internet or from third parties. This creates challenges for CAFNR in getting credit and building support from satisfied customers who we rarely talk to and have difficulty identifying. With declining farm numbers, agribusiness is increasingly using direct sales techniques as opposed to mass advertising to reach their customers. This means less direct clientele contact and less recognition that MU and/or CAFNR as the information source.

There is a transition of rural areas from sites/spheres of production (e.g., farming) to sites/sphere of consumption, including recreation and tourism, flight from urban and suburban locations for "rural life" quality, and related trends. All of this leads to issues such as loss of farmland, increasing rural heterogeneity, concern about property rights, right-to-farm issues, culture clash, and competing visions of "rural" and "agriculture."

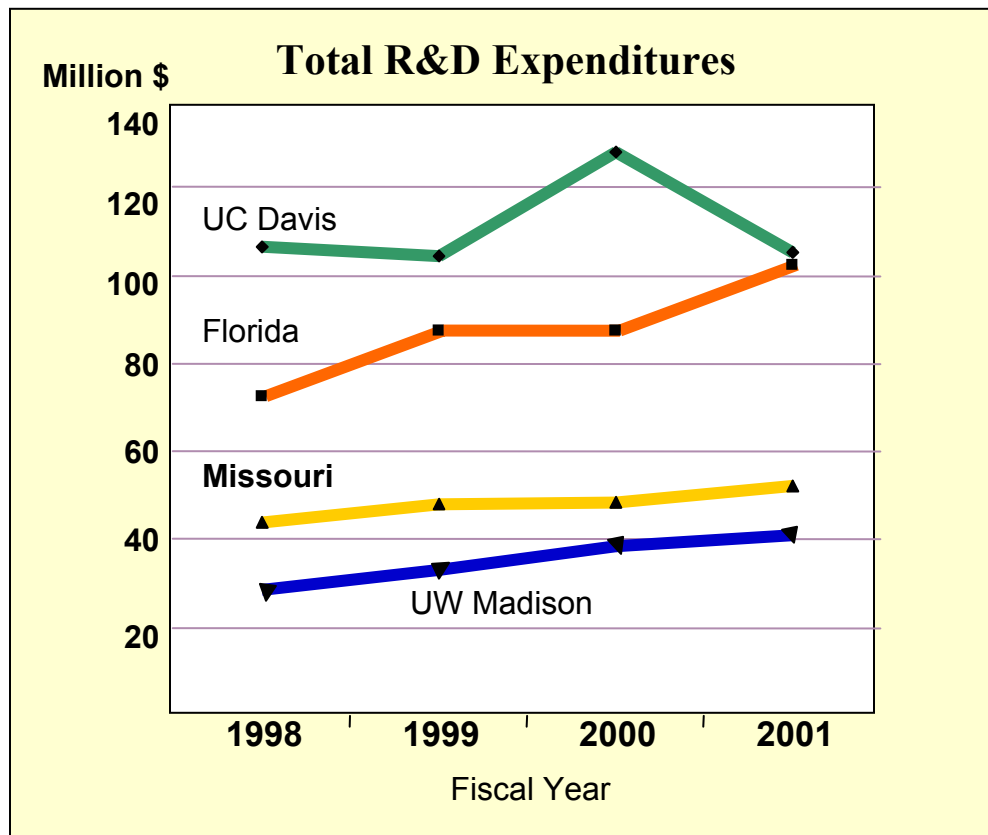
CAFNR's Strategic Plan Contributes to MU's Strategic Goals

MU Goal 1: Strengthen research, graduate and professional programs, and improve MU's stature among public AAU and Carnegie Research Extensive Institutions.

CAFNR Goal 1A: Attract and retain the best faculty who will obtain extramural funds.

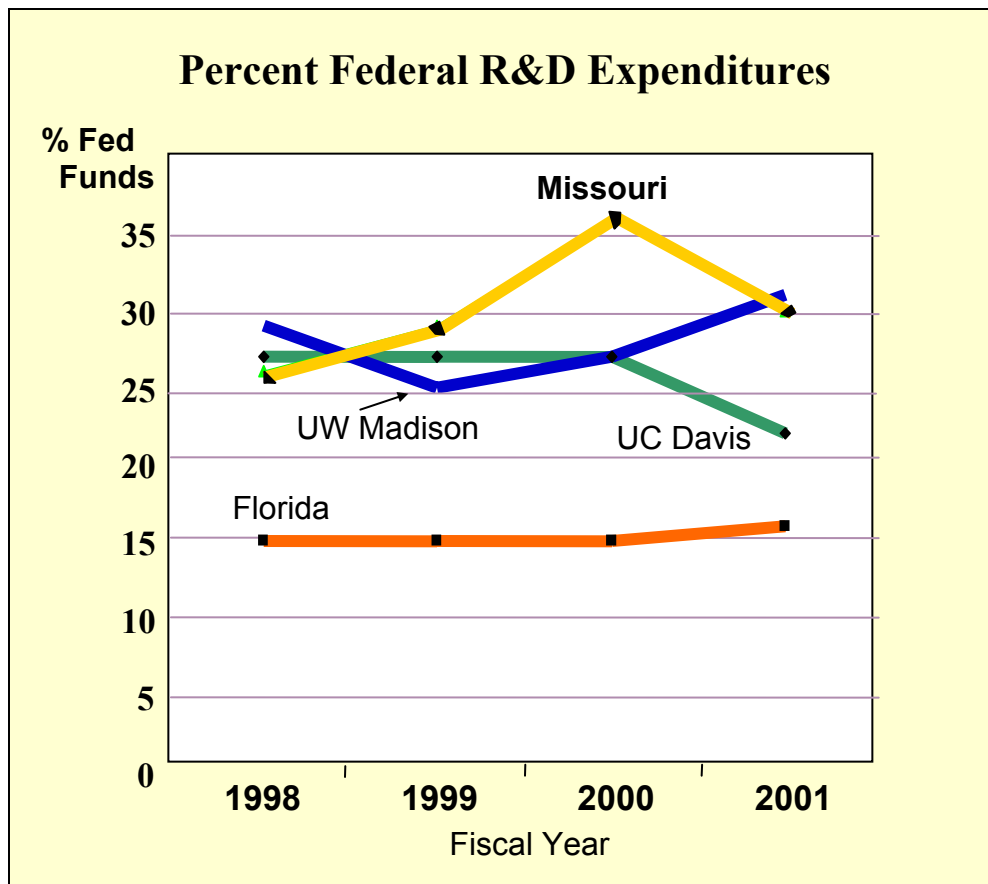
- Three endowed professorships in soybean technology and one in animal genomics have been filled with nationally recognized scientists. All were the first choice.
- Eight women faculty have been hired to tenure track positions since 7/1/00. Each was the top candidate for the position.

- The top Hispanic PhD in Agricultural Education was hired to CAFNR in 2002.
- Excellent faculty win extramural funding. CAFNR faculty won \$35.2 million in grants and contracts this past year; #1 division on campus.
- National and international recognition came to world-class faculty like Drs. Mike Roberts, Randy Prather, Doug Randall, Arun Chatterjee, Abner Womack and Lin Randall.
- Dr. Jim Spain joined Mark Ryan and Rex Campbell among outstanding teachers receiving national recognition by the land-grant system.
- College awards were made for outstanding Teaching, Advising, Research, Extension-Outreach and All-Around Service as a means of recognizing the College's highest contributors to our mission.
- In the most recently available data from NSF on science expenditures by field of science, MU's CAFNR ranked **17th nationally** (see below) in total research and development expenditures with a total of \$52,147,000 in FY01. Our three peer institutions ranked #1 (UC-Davis), #2 (Florida), and #26 (UW-Madison).



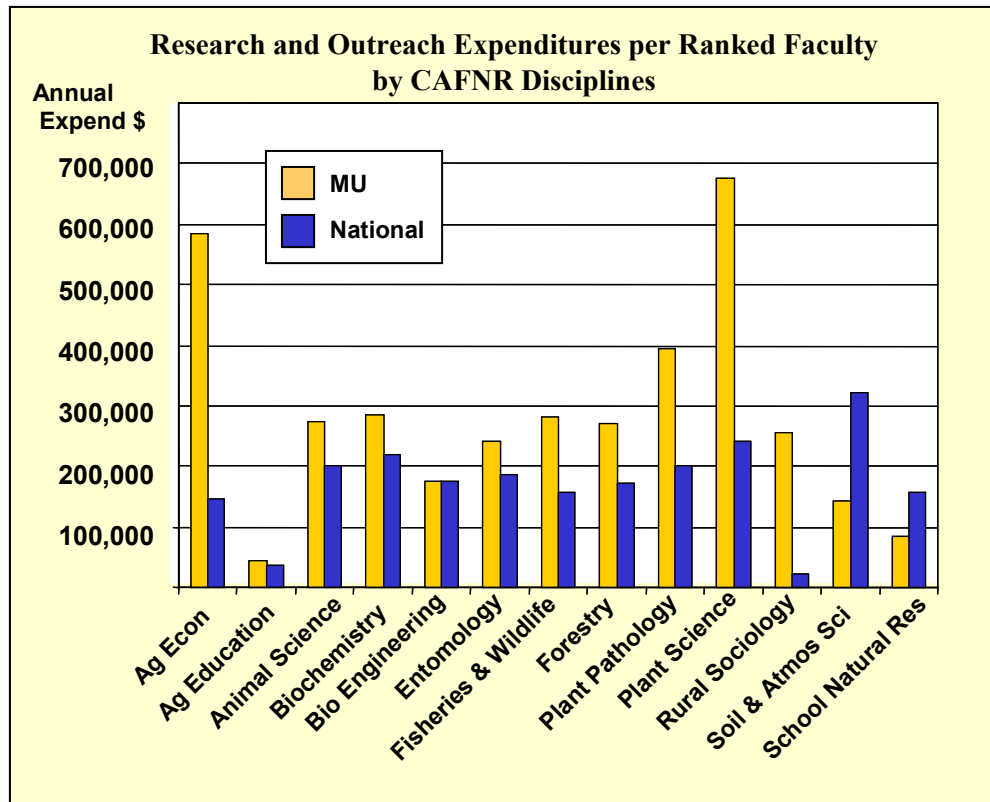
- **CAFNR ranked second** among our peers in the proportion of expenditures from federal funds in FY01 (the most recent year for which data are available), and over the past few years have been among the leaders in the proportion of federal funds (see below). Federal funds that sponsor the agricultural sciences are from direct congressional appropriations and agency competitions. With a nation-wide pool of more than 150 institutions that compete directly among the agricultural sciences, the proportion of total funds that come from federal sources is one measure of the quality and national confidence in our faculty and programs.

CAFNR Research and Development Productivity and Comparison to Peer Institutions



- In comparing CAFNR’s disciplinary departments with the national mean of similarly named departments, we averaged 165% of the national mean (see below). Among disciplines that seemed to match “best”, we ranked at par (Biological Engineering) to 4x the national mean (Agricultural Economics). Though the School of Natural Resources was reported as performing less than it’s peers nationally, it contains two departments that scored well (Forestry at 157%, and Fisheries & Wildlife at 178% of their respective national means), thus emphasizing the need for caution when comparing data across institutions. **NOTE:** Data sources other than the annual NSF surveys must be used with caution. Institutions vary in their accounting methodology and reporting of

sources/uses of funds. We obtained fiscal and faculty performance data directly from our peer colleges at the three peer institutions. We also obtained data from the UM-System institutional research group. They recently attempted measures of faculty quality across all of the nation's Research I and II institutions. As a measure of productivity and competitive ability, they computed research and outreach expenditures per the number of ranked (tenure either earned or being sought) faculty.



- Additional summary statistics of faculty Scholarly Activity and Service can be found in attachment A.

CAFNR Goal 1B: Encourage the formation of additional interdisciplinary research teams to work toward CAFNR's major goals.

- Life sciences research teams have achieved national recognition and funding in plant genomics, animal genomics, phytonutrients and phytochemicals, nutrient management, watershed protection, agroforestry, forage-beef systems, soybean pest management and meat science. Food for the 21st Century has brought significant advancement in science and has attracted outstanding faculty and leveraged funding.

- An Environmental Quality Council has been formed to increase collaboration and grant seeking among a large group of faculty with water, air and soil quality, and related socio-economic, interests.
- An Ag Products Utilization/Incubation Center and a Value-Added Development Center are coordinating research and outreach/service in the high priority area of bio-based and value-added products.
- The Center for Agricultural, Resource and Environmental Systems and the Community Policy Analysis Center are interdisciplinary programs providing cutting-edge economic development assistance to Missouri communities.
- Research from FAPRI and RUPRI (led by CAFNR faculty, but involving several universities) had multi-million dollar impacts on federal legislation affecting agriculture and rural America.

CAFNR Goal 1C: Enhance graduate programs by increasing the quality of students and increasing stipends.

- Similar to other units on campus, CAFNR experiences difficulties in matching stipends offered to students at other universities. As a result, the college has been unable to attract and retain a number of desired graduate students.
- Despite the recent budget cuts, two units (Biochemistry and School of Natural Resources) increased their graduate stipends during the past year.
- Graduate students in the college won numerous regional and national honors during the past year for their presentations and/or research activities.

MU Goal 2: Maintain a strong focus on student learning that continues to develop and achieve a national reputation for exemplary undergraduate education.

CAFNR Goal 2A: Expand student activities in leadership development and undergraduate initiatives.

- Our undergraduate programs feature mentored research and/or career-related experiences with faculty for a majority of undergraduate students.
- The college expanded its agribusiness academy this past year, allowing more students to participate in specialized leadership experiences in agribusinesses in Kansas City (Dickinson Scholars) and St. Louis (John Brown Scholars).
- The college has selected a faculty member to work on leadership development activities for students in the college. In addition to serving as the undergraduate coordinator for the newly implemented Leadership Minor, he will work with the assistant dean of academic programs in developing student leadership experiences.
- The college now offers student membership in over 40 student organizations, all advised by faculty members.

CAFNR Goal 2b: Recruit and retain excellent and diverse students in degree programs in CAFNR, through improved recruitment and advising initiatives.

- The College has the highest freshman retention rate and the highest undergraduate graduation rate on campus. Seven of the top ten programs in the university in graduation rate reside in the college.
- The College is recognized campus-wide for its student advising.
- Twice yearly teaching improvement workshops are offered to all faculty in the College. Vet Medicine and Human Sciences faculty are always invited to attend.
- The college has 1.0 staff FTE devoted to student recruiting, but many faculty are also active in student recruitment. Recruitment activities are developed with the guidance of a college-wide recruitment committee, consisting of faculty advisors and students.
- The college employed a 1/2 time minority graduate student, whose major responsibilities focus on minority recruitment.
- The college continues a strong Student Ambassador Program, which utilizes outstanding students as recruiters.
- A new, expanded website was developed to better inform and recruit prospective students.
- A college-wide student evaluation of both (a) teaching performance and (b) student advising has been implemented.
- Advising workshops for faculty have been held on a regular basis.

CAFNR Goal 2C: Expand CAFNR support of the MU general education architecture and other campus-wide undergraduate programs to enrich the educational experiences of CAFNR and MU students.

- The College is a campus leader in offering writing intensive courses.
- The College is achieving its goal of having all graduates achieve computer literacy and proficiency.
- Community service projects were completed by a majority of student clubs.

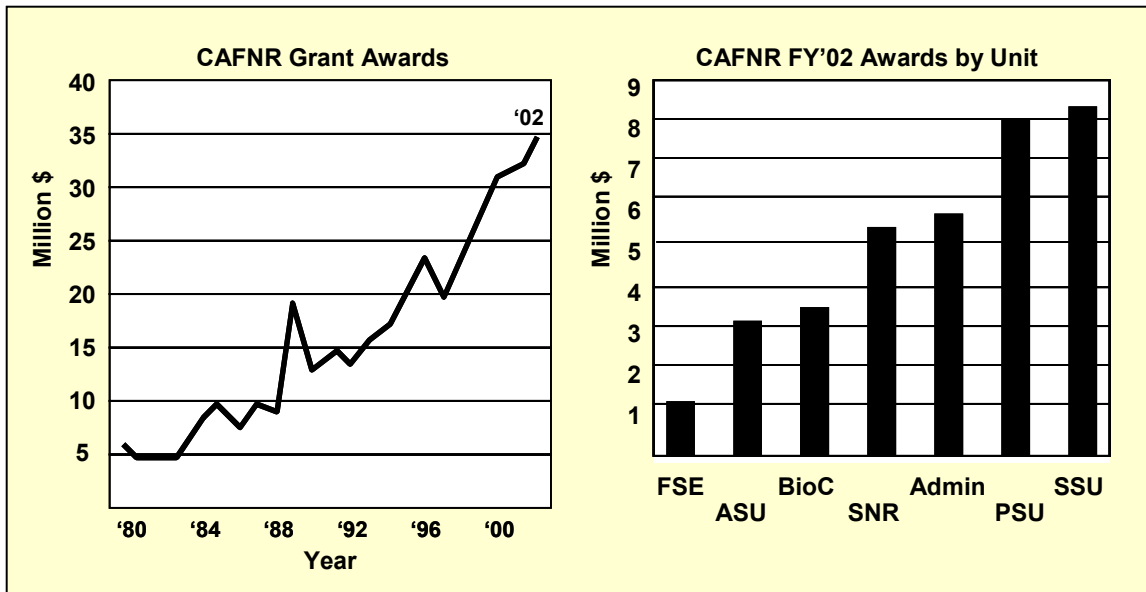
CAFNR Goal 2D: Globalize learning experiences for CAFNR students and expand study abroad programs for graduate and undergraduate students.

- A formal study-abroad agreement is in place with six universities on three continents. More than 100 students participated in study abroad last year.
- New study-abroad opportunities in Germany and Brazil are being planned for 2003.

MU Goal 3: Develop and manage resources appropriately so Strategic Goals 1 and 2 can be accomplished.

CAFNR Goal 3A: Double the support base for the Missouri Agricultural Experiment Station.

- Success in winning external grants continued with an increase in annual awards from \$32 to \$35.2 million for FY01 to FY02. Grant awards have doubled every 6 years for the past two decades.



CAFNR Goal 3B: Consolidate research, teaching and extension budgeting in the College.

- A continuous quality improvement process for financial management has been implemented.
- The deficit financial position of the College experienced 4 years ago has been eliminated.
- Greater coordination between research and outreach programs and budgets has been implemented.
- Consolidation of administration.

CAFNR Goal 3C: Secure \$35 million in private gifts through the Comprehensive Campaign.

- A strategic plan for the capital campaign is in place, campaign leaders have been recruited and are active, and good progress is being made towards our \$35 million goal.

MU Goal 4: While continuing strategic planning at the departmental level, broaden MU's planning efforts to establish institution-wide priorities for program development and enhancement.

CAFNR Goal 4A: Through Fresh Start, engage faculty, staff, students and external stakeholders in developing a shared vision and clear idea of what CAFNR should be in the 21st century.

- A Vice Chancellor's Leadership Council has been established and meets regularly. The Council has actively assisted in developing a "roadmap" for the College's future directions.
- The Dean and Associate Deans have an open door policy. They also schedule monthly rotating meetings with faculty in the six Interdisciplinary Units and host monthly Brown Bag lunches for faculty and staff.
- A college-wide open forum is held for all faculty and staff at least once a semester.
- Unit leaders and Department chairs meet with the Dean and Associate Deans each semester to discuss and evaluate strategic issues affecting the College.

MU Goal 5: Strengthen the University's commitment to institutional values that reaffirm common goals of collegiality, shared decision making, consensus building, integrity, freedom of inquiry, public responsibility and respect for the dignity and rights of others.

CAFNR Goal 5A: Increase diversity of student and faculty populations

- According to a 2000 study conducted by Ohio State University, CAFNR's workforce closely matched its peers in percentage of minorities (CAFNR=7.1%; Peers=7.7%) but lagged in percentage of females (CAFNR=13.0%; Peers=18.5%).
- An indication of the college's efforts to enhance faculty diversity was Zwonitzer's 2000 study, which found that female applicants had a greater opportunity to be hired than men (approximately 3 to 1 during a three-year period).
- Since 2000, eight women and one Hispanic have been hired in the college (out of a total of 34 new faculty.)
- The college has established a college-wide diversity committee that studies diversity issues within the college.
- The college has developed a diversity recruitment plan for the college, which is currently being implemented. It is being coordinated with the university's diversity recruitment plan. The college also partners with the Vet School and the Med School on summer programs for minority students.
- A graduate African-American student has been hired to assist with recruitment, along with an undergraduate African-American student who works for the college's coordinator of recruitment.
- Priority is given to minority students who apply to participate in the college's student ambassador program.
- The School of Natural Resources conducts a Forestry Camp each year that is restricted to minority youth.
- The college has hosted meetings with administrators from Lincoln University to discuss a proposal for joint degree programs in agriculture, natural resources and related sciences.
- The college provides monetary support for MANRRS, the minority association for students majoring in agriculture, natural resources and related sciences.

CAFNR Goal 5B: Engage, value and respect the public's participation in our teaching, research and extension missions.

- College awards were made for Teaching, Advising, Research, Extension-Outreach and Outstanding All-Around Service.
- An organized effort is in place to nominate faculty and staff for College, campus and national awards. College nominees were selected for a Kemper Teaching Fellow, Provost's Young Extension Award, Vice President's Award for Outstanding Extension, Excellence in Education award and Society Fellows.

CAFNR Goal 5C: Implement programs within CAFNR to infuse the values contained in MU's "Statement of Values."

- All persons who are made an offer for a faculty position receive a statement of the College's values and the MU Statement of Values. (Attachment B: Values)
- Electronic newsletters for staff, faculty and students (from the Dean and Associate Deans) emphasize internal communication and campus values. For example, see <http://aes.missouri.edu/synthesis/index.htm> and <http://www.cafnr.missouri.edu/facultystaff/default.asp>

MU Goal 6: Strengthen communication throughout the campus and with external publics...

CAFNR Goal 6A: In cooperation with University Outreach and Extension, increase the public awareness, recognition, and understanding of the Outreach mission of CAFNR.

- ***Discover and Enlighten***, a two-page communication piece for 1700 influential external stakeholders, was sent out monthly.
- The College's website provides current information on accomplishments of faculty, staff and students and has a **new** story about programs of the College at least 3 times a week.
- Dean Payne is a member of the Governor's Agriculture Council and several other influential boards and advisory committees.
- Numerous faculty contribute information to state executive departments and serve on committees and task forces.
- In the interest of economy, our newsmagazine ***The Source*** was converted to an online magazine (yourSource), and is accessed at <http://www.cafnr.missouri.edu/source/default.asp>
- The College had two large exhibits at the Missouri State Fair for the entire 11 days of the fair.
- The College prepared two major displays on life sciences that were displayed at campus and state events.
- More than 3000 news stories about research and outreach programs and accomplishments were published by newspapers across the state. Faculty accomplishments were also covered by national media, like the New York Times, St. Louis Post-Dispatch, Washington Post and Wall Street Journal, and by major

- radio and television stations. The value of this exposure, on a cost of print-space advertising basis, exceeds \$500,000 annually.
- On average, at least 1,200 agriculturally-related publications were distributed **daily**. Much of this information is also available/accessed via a continuously-updated Web site.

CAFNR Goal 6B: Better integrate the College's research and extension missions, with an emphasis on relevancy to Missourians.

- The research and outreach/extension programs of the College were brought together under the Associate Dean of Research and Outreach in 2001.
- Advisory boards at off-campus centers and farms are effectively assisting in program priority setting and in enhanced communication with clientele.
***A listing of the members of our Advisory Boards at eight off-campus Centers/Farms is Attachment C.
- A new overview publication, *The Sciences of Life*, was developed for use with visiting leaders and guests who have interest in better understanding CAFNR programs and operations.

CAFNR Goal 6C: Seek common protocols, common goals and complementary action among Extension programs administered by the entire University system, Columbia campus and CAFNR.

- The Commercial Agriculture extension program was integrated more fully into the college's extension programs in January 2003.
- A joint conference of state and field extension faculty with agriculture and natural resources responsibility successfully developed consensus on priority programs and objectives for next year and intermediate-term implementation.
- The Extension and Agricultural Information office integrated staff/programs from MU Extension that serves the campus via a jointly operated information and web-publications hub.

Attachment A: Scholarly Activities, Service and Awards

2002 CAFNR Accomplishments

Scholarly Activity

Peer reviewed: Total = 661

Journal Article	346
Book	4
Book Chapter	31
Invited Paper	19
Invited presentation	19
Proceedings	44
Other	199

Non peer reviewed: Total = 1286

Publications	646
Presentations	585
Other	55

Service

Scope Number of service activities

International	187
National	366
State	64
Regional	112
Community	33
UM System	45
MU Campus	228
College	257
School, Unit, Dept., Other	522

Review and editing activities:

- 97 faculty served as journal article reviewers for 208 professional journal/publications.
- 41 faculty served editorial duty for 66 professional publications.
- 57 faculty served on 96 grant review boards or panels.

Awards

CAFNR faculty garnered over 140 awards at the international, national, state and campus levels. Examples include:

- Lesa Beamer - Recipient of the 2002 Dorsett L. Spurgeon M.D. Distinguished Medical Research Award from the MU School of Medicine
- Arun Chatterjee - Elected to Fellowship of the American Academy of Microbiology.
- Lewis Jett - Provost Award for Creative Extension Programming by New Faculty.
- David Ledoux – Fulbright Lecturer/ Researcher Program, University of Sao Paulo, Pirassununga campus.
- David Ledoux – American Feed Industry Association Award for 2002.
- David Patterson - University of Missouri Executive Vice President's Award for Outstanding Achievement in Extension.
- Randall Prather - Popular Science's Medical Tech Grand Award Winner.
- Randall Prather - Missouri's Excellence in Life Science Award for Excellence in Life Science Research for 2002. Missouri Biotechnology Association (MOBIO), November 14, 2002.
- Doug Randall – nominated by President Bush for the National Science Board.
- Sandy Rikoon – Kemper Teaching Fellowship Award.
- James Spain – Governor's Award for Outstanding Teaching.

Attachment B: Values

CAFNR administration recommends the inclusion of the following wording (or something close) in all letters of offer to new faculty we are attempting to hire:

MU's College of Agriculture, Food and Natural Resources strongly endorses the principles embodied in MU's values statement - respect, responsibility, discovery, excellence -- (<http://www.missouri.edu/~jesse105pages/values.htm>). In that context we seek to recruit and retain outstanding scholars who are: 1) committed to blending service with scholarship, 2) leaders, 3) good colleagues who will collaborate with others from diverse disciplines and backgrounds and 4) flexible and adaptable in an era of rapid change.

Attachment C: FARMS AND CENTER ADVISORY BOARDS 2002-03

Bradford Farm

Dennis Belcher	Agribusiness	Columbia
Lyndon Brush	Agribusiness	Columbia
Steve Crowe	Agribusiness	Columbia/ Johnston, IA
Ron Flatt	Farmer	Columbia
Terry Hilgendorf	Farmer	Ashland
Steve Hobbs	Farmer/Mo House Rep.	Mexico
George Hobson	Farmer	Columbia
Dale Ludwig	Agribusiness	Jefferson City
Jim McCray	Farmer	Columbia
Rob Meyers	Jefferson Institute	Columbia
Jay Plattner	Farmer/Mo Farm Bureau	Grand Pass
Gary Riedel	Farmer/Mo Soybean Association	Centralia
Wes Shoemyer	Farmer/Mo House Rep.	Jefferson City
Melvin Brees	Extension	
Shawn Conley	MU Faculty	
Larry Darrah	MU Faculty	
David Emerich	MU Faculty	
Jim Jarman	Extension	
Mary Kroening	Extension	
Todd Lorenz	Extension	
Howard Mason	MU Faculty	
Randy Miles	MU Faculty	
Mary Sobba	Extension	
Bill Wiebold	MU Faculty	
Ray Wright	MU Faculty	

Delta Center

Glenn "Skip" Alsup	Business	Wellington
Glenn Barks	Farmer/Consultant	Sikeston
Otto Bean	Farmer/Mo State Rep.	Holcomb
Lanie G. Black, III	Mo. State Rep.	Charleston
David Blakemore	Agribusiness	Campbell
James Bracey	Agribusiness	Portageville
Gary Branum	Farmer	New Madrid
Earl Bullington	Agribusiness (ret.)	Caruthersville
Randy Carter	Government	Kennett
Jerry Combs	Agribusiness	Kennett
Paul T. Combs	Agribusiness	Kennett
Robert Cook	Mo. Farm Bureau	New Madrid

Roy Cooper	Government	Hayti
Jason G. Crowell	Mo. State Rep.	Cape Girardeau
Caleb Davis	Agribusiness	Braggadocio
William Deane, III	Farmer	Sikeston
Gene Dement	Farmer	Sikeston
Charles Earnest	Farmer/Agribusiness	Steele
Fred Ferrell	Agribusiness	Charleston
Bill Foster	Mo. State Senator	Poplar Bluff
Mike Fowler	Farmer	Bloomfield
Tom Green	Farmer	Vanduser
David Haggard	Agribusiness	Steele
George Paul Harris	Agribusiness	Senath
David Herbst	Farmer	Chaffee
Furgison S. Hunter, Jr.	Farmer/Attorney	New Madrid
John Hux	Farmer/Attorney	Sikeston
Joe Janes	Farmer	Qulin
Dan Jennings	Farmer	Sikeston
Peter D. Kinder	Mo. State Senator	Cape Girardeau
Elvin Kingree	Farmer	Dudley
Charles Kruse	Mo. Farm Bureau	Dexter
David P. Madison, Jr.	Farmer	Caruthersville
Scott Matthews	Agribusiness	Sikeston
Robert N. Mayer	Mo. State Rep	Dexter
Flake McHaney	Business (ret.)	Kennett
Baughn Merideth	Agribusiness	Caruthersville
Danny J. Merideth, III	Mo. State Rep.	Caruthersville
Ronald Milbach	Agribusiness	Sikeston
Wendell Minson	Agribusiness	Dexter
Davis Minton	Farmer	Dexter
Max Ray Moore	Farmer	Hornersville
Nancy Moore	Business	Charleston
Peter C. Myers	Farmer/Mo. State Rep.	Sikeston
Monte Owen	Farmer	Kennett
Charles H. Parker	Agribusiness	Senath
Hugh Robinson	Agribusiness	Sikeston
Don Rone	Agribusiness	Portageville
John L. Sanders	Farmer/Agribusiness	Kennett
Clay Shelby	Farmer	Charleston
Hubert Snipes	Agribusiness	Kennett
Clyde Southern	Government	Steele
Kevin Still	Agribusiness	Steele
Elsie Streeter	Farmer	Oran
Larry Strobel	Farmer/Agribusiness	Bell City
Zack Tanner	Agribusiness	Berni
Jack Tipton	Farmer	Caruthersville
Lee Watkins	Agribusiness	Wardell

Stephen Watkins	Farmer	Hayti
Patrick McHaney	Agribusiness	Kennett

Forage Systems Research Center (FSRC)

John Burbank	Farmer/Agribusiness	St. Catherine
Harry Cope	Farmer	Truxton
Donald Davies	Farmer	Dawn
David Davis	MU Faculty/Superintendent	Linneus
Todd Graves	Farmer/Attorney	Edgerton
Dennis Jacobs	MU employee	Linneus
Ivan Kanak	Farmer	Maysville
Chris Kirby	Agribusiness	Shelbina
Dennis McDonald	Farmer	Galt
Leon McIntyre	Extension	Linneus
John Perry	Agribusiness	Laclede
Allen & Powell	Farmer	Laclede
E. L. Reed	Agribusiness/Chairperson	Chillicothe
Kenneth Suter	Farmer	Wyaconda
Valerie Tate	MU employee	Linneus
Martin Turner	Farmer	Elmer
Chris Zumbrunnen	Extension	Milan
Duane Dailey	MU Faculty	
John Gardner	MU Faculty	
Robert Kallenbach	MU Faculty	
John Lory	MU Faculty	
Robert McGraw	MU Faculty	
C. J. Nelson	MU Faculty	
K.C. Olson	MU Faculty	
David Patterson	MU Faculty	
Thomas Payne	MU Faculty	
John Poehlmann	MU Faculty	
Craig Roberts	MU Faculty	

Graves Farm

Matt Clifton	Agribusiness	Mound City
John Dudeck	Farmer	Oregon
Robert Gebhards	Farmer	Rock Port
Phil Graves	Farmer	Fairfax
Ray Gilbert		Bolckow
Russell Herron	Farmer	Rockport
Steve Klute	Educator	Westboro
Chip Lehmer		Mound City
Dick Townsend	Farmer/Government	Rosendale
Monica Wood	Agribusiness	Elmo

Dick Townsend
Monica Wood

Agribusiness

Rosendale
Elmo

Greenley Center

Harold Beach
Wayne Bier
Charlie Boyer
Laddie Briscoe
Steve Burnett
Jeff Case
Kathy Chinn
Jamey Cline
Russell Coon
Ned Daggs
Dan Devlin
Scott Ensminger
Richard Erisman
Pam Fretwell
Hortense Greenley
Robert Harrison
Dale Hawkins
Brent Hoerr
Rhett Hunziker
Chuck Keller
Bruce Lane
John Leeser
Brian Munzlinger
Dan Niemeyer
Jeff Otto
Noel Palmer
David Quarles
Doug Rainey
Chris Robnett
Dan Schmitz
Jesse Schwanke
Tom Shively
Kenneth Suter
Jamie Triplett
Marvis Trump
Thad Trump

Farmer
Agribusiness
Agribusiness
Agribusiness
Agribusiness
Educator
Farmer
Agribusiness
Agribusiness
Farmer
Farmer
Farmer
Farmer
Agribusiness
Donor
Agribusiness
Farmer
Farmer
Farmer
Farmer
MU Extension
Farmer
Farmer/Mo State Rep.
Agribusiness
Farmer
Farmer
Agribusiness
Government
Agribusiness
Farmer
Agribusiness/Farmer
Farmer
Farmer
Farmer
Farmer
Farmer

Leonard
Hannibal
Memphis
Memphis
Macon
Shelbyville
Clarence
Jefferson City
Bethel
Ewing
Knox City
Kahoka
Centralia
Quincy, IL
Edina
Hurdland
Bethel
Taylor
Knox City
Taylor
Kirksville
Taylor
Williamstown
Edina
Novelty
Novelty
Hannibal
Memphis
Quincy, IL
Ewing
Leonard
Shelbyville
Wyaconda
Rutledge
Luray
Kahoka

Paul Wilson	Farmer	Shelbyville
John Wood	Farmer/Agribusiness	Monticello
Wayne Bailey	MU Faculty	
Gene Garrett	MU Faculty	

Horticulture and Agroforestry Research Center (HARC)

Larry Harper	Agribusiness	Columbia
Rich Huffstutter	Agribusiness	New Franklin
Susan Troxel	Agribusiness	New Franklin
Bruce Barrett	MU Faculty	
Yohann Bruhn	MU Faculty	
Mark Coggeshall	MU Faculty	
Gene Garrett	MU Faculty	
Michael Gold	MU Faculty	
Monty Kerley	MU Faculty	
Bob McGraw	MU Faculty	
Jeanne Mihail	MU Faculty	
Steve Pallardy	MU Faculty	
Chris Starbuck	MU Faculty	
Dave Trinklein	MU Faculty	
Michele Warmund	MU Faculty	

Hundley-Whaley Farm

Leo Barnes	Farmer	Albany
Rod Barr	Farmer	Maryville
Dennis Belcher	Agribusiness	Columbia
David Brown	Farmer	Pattonsburg
Bob Hooten	Agribusiness	Kansas City
Greg Macy	Farmer	Gallatin
Richard Mullock	Farmer	Parnell
Allan Schneider	Farmer	Crosby
Bill Selby	Farmer	Ridgeway

Southwest Center

Gregg Bailey	Commerce Bank/Agribusiness	Mt. Vernon
Jim Bellis	Educator	Aurora
Pat Byers	Fruit Exp. Station	Mountain Grove
Marilyn Calvin	Farmer	Mt. Vernon
Eldon Cole	University Extension	Mt. Vernon
O.D. Cope	Farmer	Aurora
Stacy Dohle	Agribusiness	Halfway
Dave Drennan	Agribusiness	Chesterfield
John Elkins	Agribusiness	Springfield
Leonard Goodman	Farmer	Monett
Stacey Hamilton	University Extension	Greenfield
Tom Hansen	University Extension	Springfield
Mark Harmon	Agribusiness	Mt. Vernon
Dennis Hatfield	Farmer	Pierce City
Sara Herndon	Herndon Orchard/Agribusiness	Marionville
Chuck Hubbert	Agribusiness	Republic
Mark Hutchings	Government	Pierce City
Don Lucietta	Government	Lamar
John Massey	Farmer	Aurora
Larry Moennig	Agribusiness	Wentworth
Gaylord Moore	MU Extension	Springfield
Joe Patton	Agribusiness	Mt. Vernon
Bill Reid	Government	Chetopa, KS
Richard Reynolds	Government	Ozark
Tony Rickard	MU Extension	Cassville, MO
Curtis Schallert	Agribusiness	Monett
Dean Sims	Farmer	Branson
Bill VanEaton	Agribusiness	Monett
Elza Winter	Farmer	Neosho
Rob Kallenbach	MU Faculty	

Thompson Farm

Jim Brinkley	Farmer	Milan
David Davis	MU Faculty/Superintendent	Linneus
Shawn Deering	Extension	Albany
Stephen Eiberger	Farmer	King City
Bruce Emberton	Farmer	Milan
George Gates	Farmer/Chairperson	Bethany
Phil Hoffman	Agribusiness	Trenton
Steve Holt	Farmer	Trenton
David McAtee	MU employee	Spickard
Larry Meservey	Farmer	Trenton
Richard Moore	Farmer	Princeton

Jim Sadowski	Farmer	Eagleville
Mack Woodard	Farmer	Trenton
Chris Zumbrunnen	Extension	Milan
Duane Dailey	MU Faculty	
John Gardner	MU Faculty	
Robert Kallenbach	MU Faculty	
Monty Kerley	MU Faculty	
K.C. Olson	MU Faculty	
David Patterson	MU Faculty	
John Poehlmann	MU Faculty	
Don Spiers	MU Faculty	

Wurdack Farm

Bill & Analisha Bahr	Farmer	Cook Station
George & Elizabeth Barnitz	Farmer	Lake Spring
Frank Barnitz	Farmer/Mo State Rep	Lake Spring
Betty Franz	Farmer	Rolla
Jim Freeman	Livestock Specialist	Salem
Lavern & Doris Greig	Farmer	St. James
Bill & Shirley Headrick	Farmer	Salem
Carl Henderson	Farmer	Vienna
Tom & Marilyn Kloeppe	Farmer	Dixon
Leon & Helen Kreisler	Farmer	Salem
Ken Lenox	Farmer	Rolla
Bill Meirli	Farmer	Owensville
Dave Mueller	Farmer	Sullivan
Bob Parson	Teach/FFA Instructor-Salem	Salem
Darrell & Marianne Skiles	Farmer	Salem
Les Volmert	Farmer	Vienna
Ed Wallis	Farmer	Bourbon
R. E. (Gene) Munson	Assoc. Prof. Entomology Emeritus-retired	