

March 30, 2017

Dr. Mike Tokach
Search Committee
Professor/Head Animal Science Search

Dr. Tokach,

I am writing to express my interest in the position Department Head and Professor, Animal Science at Kansas State University. In this letter I have summarized my background and administrative experience along with some highlights and initiatives accomplished in my tenure here at Cal Poly Pomona. I have attached my curriculum vitae and a list of three references.

In my current role of Chair in the Animal & Veterinary Science department at Cal Poly Pomona, I have learned a great deal about leadership, from how to deal with conflicts among my direct reports, dealing with intense budget crises and being forced to make tough decisions, to leading my faculty to be the best they can be by providing them the resources and support they need to be successful. I lead a team of 14 FTE faculty, 7 staff and just over 600 students in two distinct programs, Pre-Veterinary Medicine and Veterinary Technology.

My concurrent role as Associate Farm Director and member of the Executive Farm management team also provided valuable management experience in planning, purchasing and marketing our wide variety of farm products within our overall farm budget of just over \$2,000,000. I have been able to secure funding to replace several pieces of outdated equipment, new vehicles and remodel our farm facilities to be compliant with USDA and AVMA accreditation requirements. I successfully negotiated a lease for 440 acres of prime grazing land in Orange County, basically doubling our current grazing land on campus. This land is also being considered for a long-term Avocado research projects and other collaborative research efforts with Plant Science Department.

My Administrative Philosophy is one of collaboration and openness. I have practiced this philosophy ever since I was a young and very inexperienced Department Chair. All major decisions (when time allows) are made on a collaborative basis with open discussion and input from all involved parties. I spend time with my entire faculty learning what they need to be successful in their endeavors, whether it be research or teaching or both and finding resources to make this happen. We have had numerous Provost Teacher Scholars in the last 6 years, which allows our primary teaching faculty to have some release time to pursue their research and other professional development. This goes for all my staff too, all mu farm unit managers are now in control of their own

budget and I expect them to make the targets I give them. In this time of volatile livestock markets this is difficult but they continue to impress me with their ability to make ends meet yet still support the teaching and research efforts of our faculty.

Collaboration with other faculty within the College of Ag as well as across the university would be vital as Ag continues to expand and technology plays a greater role in our everyday lives. Here at Cal Poly Pomona, this type of across discipline collaboration has led to grants and projects with Plant Science, Nutrition/Food Science, Mechanical and Electrical engineering, Biochemistry and environmental design programs.

Since becoming Chair in 2010, I have hired every one of my current faculty and staff except 2 tenure track faculty and one part time faculty that started year before I arrived in 2005. This has allowed me to build a successful team that has thrived in all areas of measurement. This has been difficult and rewarding at the same time. I strive to make my faculty successful in everything they do—so much so that the exceptional ones often receive offers from larger universities and go on to bigger and better things, which actually makes me proud. I am fully aware that we will never have the resources to compete with the larger land grant programs but am proud that I could help my faculty continue to be successful even if it is not under my direct supervision. For this they have all thanked me and we remain colleagues and collaborators.

I am always up for a challenge and in Spring 2015 I took on an additional administrative role as Interim Director of the W. K. Kellogg Arabian Horse Center. This post allowed me to further hone my administrative skills with many challenges that I came across keeping things running until a permanent Director could be hired. I learned a considerable amount about dealing with grievances, union issues, etc while still maintaining a collegial working environment to support our students and mission. In addition I have learned a fair amount about equine barn/farm management. This was great learning experience for me.

As a show of my continued administrative expertise, the tenure/tenure track faculty just recently unanimously voted me in as Interim Chair of the Human Nutrition and Food Science Department while a Nationwide search takes place. Combined with my current role I will be responsible for over 40 FTE faculty and staff and over 1,100 students (65% of the college student body). I also had the full support of the Dean and Provost for this interim appointment.

It is important to note that I was thrust into an administrative role very early on in my academic career and due to this, my publication, grants and research accomplishments may be lacking compared to my peers at this stage in my career. This was a decision I made when I became department chair. I knew these areas would suffer, but I chose to focus on being a great academic leader, and I do feel that I have succeeded in this thus far in my career.

Under my supervision the department has increased grant applications considerably from previous years (awarded well over \$1.3 million in last 3 years alone). Given Cal Poly's

full time teaching load and the administrative challenges that conducting research in a non-land grant university brings, this is a very difficult task, but one that I feel is vital to the development of our teacher-scholars and opportunities for student research. As an effective academic leader I feel it is more important to provide opportunities to your faculty rather than pursue your individual research interests. I have tried to stay somewhat active in some small research projects and also serve as Director of Research and Development for local Dog Food Company that utilizes USDA human grade ingredients for its diets. We were the first company to show clinical improvements in certain parameters of canine health when compared to traditional kibble.

Our state operations budget (non farm) allocation only covers about 35% of our overall department direct instructional and operations expenses. Something I am also very proud of and one of my strong suits is finding funds or finding ways to generate funds for our department needs. I have been very active and extremely successful at finding ways to generate income using the facilities and resources we have on campus. On average we have to generate approximately \$85,000/yr in operations income from various MOU's, agreement, boarding fees, etc. to make ends meet and ensure our faculty have adequate resources to do what they do best. This does not include any profit we make from our farming operations that help support the education mission.

While I have not held a formal extension appointment, I value the importance that extension plays in the land grant mission. While not being a land grant institution here at Cal Poly, we do a tremendous amount of outreach activities within our department and college, as we are the only Agriculture College in Southern part of the state. I regularly give talks and demonstrations to 4-H and FFA groups on livestock production, we host the annual FFA field day on our campus as well as having a dedicated outreach facility, AGRIsapes, that sees well over 150,000 visitors on an annual basis visiting our children's garden, educations petting farm, greenhouses and many other agriculture related activities. I was extremely active in 4-H growing up and my father was very active on the Kansas State Extension advisory Council for several years before they moved out of state.

We are very much student centered here at Cal Poly Pomona and we are a very cultural diverse campus. I currently serve as faculty advisor for our Pre-vet club and for our Livestock show team and served as the Cal Poly Pomona Rodeo Coach and Advisor for 8 years as well. We have consistently been able to matriculate 25-30 students into Veterinary School every year from our group of 85-90 graduating seniors. Our vet tech students report close to 100% job placement and often receive multiple offers upon graduation. Combine this with our best in the university graduation rates and this speaks volumes to our department's student success and to my leadership.

My Vision for the Department of Animal Science is one of simplicity. To truly have a vision that your team can get behind, it is important to know the vision of the Dean as well as the vision of your faculty. If this vision is developed together, there is a greater chance of it succeeding and coming to fruition.

Having grown up in Southwest Kansas (Lewis, KS) it would be an honor and privilege to be chosen to lead the Animal Science department and continue to serve the great students, faculty, staff, and producers in the great state of Kansas. I have friends, colleagues (and potential donors) all across the state that I would love to reconnect with in this new role. Plus the opportunity to be able to attend more K-state football games would be an added bonus!!

In summary, the skills that I would bring as Department Head 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 in turn make the department and college successful. Please feel free to contact me if you require any additional information.

Sincerely,

A handwritten signature in black ink, appearing to read "Broc Sandelin". The signature is fluid and cursive, with a large initial "B" and "S".

Broc Sandelin, Ph.D