

Fall 2018
Volume 14, Issue 2



KING RANCH® INSTITUTE FOR RANCH MANAGEMENT

TEXAS A&M UNIVERSITY-KINGSVILLE





From the Director

Dr. Clay P. Mathis
Director & Robert J. Kleberg, Jr. &
Helen C. Kleberg Endowed Chair

Working Toward our Vision for 15 Years: The Results

“At the King Ranch Institute for Ranch Management, we understand that you want your gifts to have an impact in an industry where jobs are not just jobs...they are a way of life. Our commitment is that your gift will be invested wisely. These earnings will then be used to educate and train future generations of progressive ranch managers who will also carry on the tradition and heritage that go hand in hand with modern ranching.”

These words were published in the second KRIRM newsletter in 2004. It is a commitment we made to those investing in KRIRM. We are grateful to all the supports of this institute, and could not have made it 15 years without you!

The impact of your gifts, donations, and dedication to our mission is best illustrated through the exceptional graduate students we’ve taught throughout the last 15 years. Developing excellent ranch managers remains the core priority of KRIRM, and we are proud to report this return on investment to our supporters.

Established at Texas A&M University-Kingsville with a vision to educate leaders who will make a positive difference in ranching, and ensure that our hard earned heritage is not lost, we’ve graduated 38 students with a Master of Science in Ranch Management degree. These alumni manage more than 150,000 beef cows and bison, 100,000 stocker and feeder cattle, and more than 900 saddle horses and brood mares. Their management umbrella spans about 4 million acres of ranch land and wildlife habitat across 16 states, and they collectively lead 425 employees. We couldn’t be more proud of our alumni and the impact they are having on our industry, the ranches where they work, and the rural communities where they live.

In an effort to give back to the industry that supports us, we established a variety of outreach components to offer educational opportunities to ranching stakeholders and professionals spanning the business. We have hosted a total of 99 educational events yielding more than 5,000 individual event registrations

Continued on page 10

Published By

**KING RANCH® INSTITUTE
FOR RANCH MANAGEMENT**

Texas A&M University-Kingsville
700 University Blvd., MSC 137
Kingsville, TX 78363
361-593-5401
361-593-5404 fax
krirm@tamuk.edu
krirm.tamuk.edu

Clay P. Mathis, Ph.D.,
Director and Robert J. Kleberg, Jr. &
Helen C. Kleberg Endowed Chair
Ashley Patterson, Editor

MANAGEMENT COUNCIL

Chair: James H. Clement, Jr.,
King Ranch, Inc.

Caroline Alexander Forgason,
Robert J. Kleberg, Jr. & Helen C.
Kleberg Foundation

Gus T. Canales, A.T. Canales Ranches

Dave DeLaney, King Ranch, Inc.

Bob McCan, McFaddin Enterprises

Erik Jacobsen, AgReserves, Inc.

Neal Wilkins, Ph.D., East
Foundation

Mark Kossler, Turner Enterprises

Dave Hewitt, Ph.D., Caesar Kleberg
Wildlife Research Institute

Shad Nelson, Ph.D., Texas A&M
University-Kingsville

Clay P. Mathis, Ph.D., King Ranch®
Institute for Ranch Management



**KING RANCH®
INSTITUTE**
FOR RANCH MANAGEMENT
TEXAS A&M UNIVERSITY-KINGSVILLE



In this Issue

Fall 2018
Volume 14, Issue 2

- 4 | **New Educational Journey Begins**
KRIRM Welcomes Two New Ranch Management Graduate Students
- 6 | **Sow, Nurture, and Grow**
The Clawson Family's Commitment as Caretakers
- 8 | **Symposium**
Horse Program Success on Working Ranches: Strategic and Operational Decision Making
- 10 | **Upcoming Events**
- 11 | **Symposium Agenda**
October 18-19, 2018 || Kingsville, Texas

Our Vision: We are determined to educate leaders who will make a positive difference in ranching and ensure that our hard-earned heritage is not lost.

Our Mission: The King Ranch® Institute for Ranch Management teaches graduate students using a multi-disciplinary, systems approach to ranch management, and provides the highest quality lectureships and symposia to stakeholders in the ranching industry. We serve the ranching industry by empowering graduate students and outreach attendees with skills that will enable them to strategically manage complex ranching operations and successfully lead our industry.

On the Cover

Singleton Ranches Photo
By Connie Mitchell





New Educational Journey Begins

Tyler Gardner grew up on a dairy farm in Wyoming, but since the age of 14 has been devoted to working in the beef industry.

KRIRM Welcomes Two New Ranch Management Students

By Kindra Gordon

A common denominator among most successful individuals is often a commitment to lifelong learning. Two individuals dedicated to that learning journey are Tyler Gardner and Zane Herrin, who have been selected as the new King Ranch® Institute for Ranch Management (KRIRM) graduate students joining the ranch management master’s program this fall. Despite different backgrounds, both men share a passion for the ranching industry and aspire to enhance their skills through the KRIRM program.

Specifically, Herrin says, “Through the institute, I hope to expand my problem solving abilities and people management skills through their systems thinking approach. I am also looking forward to growing my business management knowledge.”

Likewise, Gardner anticipates expanding his skills in finance, leadership and human resources. He expresses, “After completing the program I hope to apply the skills that I have acquired and refined back to the beef industry through a career in ranching...I hope to be able to add value to the places that I work and help manage.”

Tyler Gardner

Growing up on a dairy operation, Gardner says he recognized early on that he preferred working with horses and beef cattle over milking cows. At the age of 14, he began helping a neighbor on his ranch, and says, “I was hooked on the beef industry.” He continued to work for that neighbor throughout his high school years, and after high school moved to Northern Utah to work

on a ranch. His responsibilities included calving cows and heifers as well as making ranch improvements with cross fences and water infrastructure with solar panels and pipe lines.

Gardner then pursued a degree at the University of Wyoming in animal science with an emphasis in range management. During college he interned with the Rex Ranch in the Western Nebraska Sandhills, and upon graduating in 2014, returned to the Rex Ranch to work full time. (He will leave the Rex Ranch to enroll in the KRIRM program.)

Gardner’s role at the Rex Ranch has included being responsible for multiple different classes of cattle ranging from yearlings, fall cows, spring calving cows, first-calf heifers, fresh weaned calves and bulls. He has also enjoyed the ranch’s focus on range management and the health of pastures.

He credits his experiences at the Rex Ranch for introducing him to several individuals who have graduated from the KRIRM program. “I have always heard great things about the program from them, and I am excited to soon be a part of it,” Gardner says.

He is particularly interested in learning more about financial management. He shares, “I have been part of putting our budgets and costs together here at Rex Ranch, but I am interested in learning more about managing ranch finances.”

Gardner is also interested in gaining new perspective in leadership and employee management. He explains, “I firmly believe making a place successful happens



Tyler Gardner and his wife Katie will relocate to Kingsville with their young family, which includes son Briggs (6), and daughters Addley (4) and Tinley (1).

when the crew and leadership share the same vision and work together.”

Gardner and his wife Katie will relocate to Kingsville with their young family, which includes son Briggs (6), and daughters Addley (4) and Tinley (1). Gardner says his hobbies include time outdoors with his family. “We go fishing, hunting, and swimming.

Whatever we can do that gets us outside.”

As for a directive toward life, Gardner says, “I once had a shop teacher tell me that ‘Anything that is worth doing is worth doing right.’ I have always remembered that,” he concludes.

Zane Herrin

Raised on Herrin Cattle Company, a commercial cow/calf operation that scatters within five counties in west Texas, Herrin says he developed a deep love for livestock and wildlife and a passion for the beef industry and ranching heritage.

He pursued a degree in wildlife management with a concentration in production at Tarleton State University, and says, “The classes in wildlife science, range science, and beef cattle production reaffirmed my belief that I belong in the beef industry.”

Following college graduation, Herrin served as the livestock manager at the Callaghan Ranch in Encinal, Texas – and worked under KRIRM alum Darrell White. He then transitioned to Hebbronville, Texas, in a role as the assistant livestock manager for East Foundation Ranches. While there, Herrin managed the Foundation’s flagship project: the Coloraditas Grazing Research and Demonstration Area, a study that was initiated across more than 18,000 acres and is designed to monitor the effects of cattle stocking rate and grazing system on cattle production, wildlife populations, and rangeland.

Of his interest in the KRIRM program, Herrin shares, “I initially became aware of the institute while I was exploring graduate school options before I finished my

undergraduate program...working for Darrell White also had a big impact on my understanding of the program and grew my interest.”

As he prepares to embark on his KRIRM journey, Herrin says he is especially interested in the projects with partnering ranches along with the classes and lectureships. He views these as great opportunities to grow as a ranch manager.

Herrin adds, “I aspire to do well, go far, and leave a lasting impact to improve the industry as it currently exists. The education, experiences, and networking opportunities through KRIRM will equip me with the necessary tools to become a better leader and manager.”

Herrin and his wife Sarah will relocate to Kingsville. Herrin cites being horseback as his hobby, including starting colts and riding young horses, as well as team

roping and competing in ranch rodeos. He adds, “I truly love working cattle, even though that isn’t a “hobby,” I enjoy it just as much.

Additionally, he says, “Given the opportunity I enjoy hunting, fishing, camping, and just being outside. I love my family and spending time with them.”

A guiding quote for Herrin is his favorite Bible verse, which is Matthew 5:16, “Let your light so shine before men that they may see your good works and glorify your Father in heaven.” Herrin concludes, “I find it applicable in many ways. I think on top of applying it to how we should live, we could apply it to how we treat the land, livestock, horses, and people that we are entrusted with working.” 🏠



Zane says he is eager to enhance his business management skills and learn more about the systems thinking approach.



Zane and his wife, Sara, will relocate to Kingsville as he begins the KRIRM program.

David Clawson (center) and brother, Dan (right), own and operate four divisions as part of Seed Sowers, Inc. based in Kansas.

Sow, Nurture, Grow

The Clawson's Family Commitment as Caretakers

Story by: Ashley Patterson

Photos by: Denise Cleckler

Driven by a fierce commitment to be the best caretaker of the land, livestock, and most importantly family and employees, David Clawson will be the first to tell you the lessons learned from hardships. But amidst everything that comes with owning and operating an agricultural business, the Clawsons are dedicated to continue their God-given purpose to “Sow, Nurture, and Grow”.

Four Divisions, One Purpose

Under the umbrella of Seed Sowers, LLC, lies the agricultural divisions of dairy, farming, ranching, and land management owned by brothers David and Dan Clawson. The dairy division is located in southwest Kansas, while the farming and ranching divisions span four locations across the states of Kansas, Oklahoma and Texas. David and Dan manage the family farm and ranch ground, which comprises the land management portion of the business. Both take great pride in this particular job responsibility; the brothers oversee tenants (some of whom are family members) and all coordinating details.

“We feel blessed that the family has the confidence in us to be able to oversee the management of this property,” says David.

Each division operates on a dedication to “sow, nurture, and grow”, based on the Sower parable in Matthew 13. David, a fourth-generation rancher raising the fifth generation, strives to be a steward of the land and people under his management.

“Our operation couldn’t be where it is without the dedication of our employees,” explains David. “They are really partners in this journey we are taking.”

David understands that communication is essential in order for the operations to run smoothly and in the right direction. He and his team members work hard to have open and frank communication to meet the goals across one or all of the divisions, he says. As a way to encourage and enhance the team, David says they worked hard to develop their purpose to “sow, nurture, and grow” so that everyone would be proud supporters of their vision.

Building a Better Cow

Through many trials and lessons along the way, the cow/calf operation of Clawson Ranch took some significant turns as David and Dan realized the so-called industry standards were unsustainable for the ranch’s ultimate goals.

“When we got out of college in the mid-80’s, frame won about every livestock contest around. Bigger was better. More pounds weaned meant more dollars in your pocket. Calving earlier meant bigger weaning weights...” explains David.

By the mid-90’s, says David, the ranch operated with huge-framed Gelbvieh and Brangus cattle that took a



Above left: David and his wife, Jeanne, and family. Right: Dan and Tamra Clawson.

I think there is something to the spirit of those of us in agriculture. We don't quit.” -David Clawson

ton of winter feed and didn't breed back in a short time period. They soon realized that the cost of running after these standards was unsustainable, thus the philosophy of "building a better cow" was developed.

This "better cow" is an easy keeping, moderate framed, fertile cow (breeds back early every year on low inputs), and she weans a nice calf year in and year out. Sustainability achieved. But getting there took time, effort, and patience as they began to purchase smaller-framed, lower-milking bulls (primarily Angus). The decrease in frame size allowed for more livestock to be run on the same number of acres, increasing their profit per acre.

Observing Mother Nature more closely and noting when the grass started to green up in the spring led them to change calving season from January and February to April and May. This in turn gave way to improvements and increased profit as they let nature take its course; while decreasing their winter feed needs, the cows were on an increasing nutritional plane as they calved. The profit increased because the cows were not fed so long before calving, neither were they fed intensively after calving while waiting for green grass in the spring. This syncing with nature made it much easier to manage their cowherd, says David.

Even through these changes that made the operation more sustainable and enabled one person to oversee 800-900 cows, David says that problems still arise. However, these can usually be pinpointed back to a management error.

"We have to be humble enough to admit we don't know it all and we are constantly learning."

Over the years, the ranch moved toward Red Angus, polled Hereford, and an Angus cross on the base cow herd. A number of irrigated and dryland acres of wheat are used to wean calves onto in the fall. Replacement heifers are pulled off the wheat in January and put onto dry grass and some protein supplement. By doing so, development costs were cut and nature helps decide which heifers are the most fertile. All other calves are left to graze until March and usually sold right off the wheat. Clawson retains ownership through the feedlot on some calves and markets them through U.S. Premium Beef.

The ranch operates on a spring and fall calving season. In the spring, heifers and cows are calved at the same time through the 60-day period from April to May. The

open two-, three-, and four-year-old cows are put into the fall calving herd, kept mainly in eastern Kansas

at the Sedan

location. They have enough cows to have a

terminal herd, which are kept in the Oklahoma/Texas panhandle location, using Charolais bulls or high growth and good carcass Angus bulls.



First-calf pairs after branding on Clawson Ranch.

Hardships, Recovery, and Regrowth

The Clawsons are not without hardships that some would deem a breaking point. But they did not give up. Their faith only grew stronger, their purpose more meaningful. They persevered through two recent droughts (in 2002 and the 2011-2013 drought that dismantled much of the nation's cow herd) learning from the first drought to be more systematic and patient.

"We saw whole irrigated circles of corn burn up to nothing in front of us. To our recollection, this had never happened before," says David. "This helped us realize we can't rely on the insurance of irrigation to raise a crop... we just know we have to put our faith in God and believe He will provide. This provision will be His decision, not ours."

March 6, 2017, was a day that David, his family, and the people of Clark and Meade county Kansas watched helplessly as the Starbuck fire ripped through the land. The Clawsons lost some cattle and many miles of fence line, but the spirit of the agricultural community shone in the aftermath. Everyone came together to help neighbors recover sooner than David thought was possible.

"I think there is something to the spirit of those of us in agriculture. We don't quit."

The family was also shaken in October of 2017 when Dan suffered a brain aneurysm. By nothing short of a miracle, Dan survived. After spending four months in

Continued on page 10



David plowing land by his house during the Starbuck fire last year.

Horse Program Success on Working Ranches



Strategic and Operational Decision Making

By: Ashley Patterson

As an icon on working ranches—a majestic symbol of the ranching heritage—the ranch horse continues to be a mainstay. Much like the days of the old west, many ranches still use horses as a means to work cattle and manage the land. While these faithful animals have earned their place in the ranching way of life, ranchers are continually faced with complex questions and issues regarding their horses.

“Ranch horses are important and we need them,” explains Clay Mathis, PhD, director of King Ranch® Institute for Ranch Management (KRIRM), “but at the same time, they can be expensive to manage, a challenge to keep sound, and a source of inherent safety risk.”

With similar questions surrounding a variety of ranch horse topics, KRIRM designed the 15th Annual Holt Cat® Symposium on Excellence in Ranch Management to help ranchers learn how the most successful ranches in the country strategically use and manage horses to support cattle operations. On October 18-19 in Kingsville, Texas, the symposium, titled *Horse Program Success on Working Ranches: Strategic and Operational Decision Making*, will include presentations from ranch owners and managers, ranch management consultants, practicing veterinarians, and professionals in the industry. These experienced professionals will offer expertise from managing brood mares to purchasing replacement saddle horses, to discussing issues on nutrition, reproduction, health, ranch economics, employee safety, and legal risks.

“This symposium will help ranchers look at their horse program and figure out how to make it balance with the cattle operations and the goals of the ranch as a whole,” says Mathis.

Diverse Ranches Share Success of Horse Programs

The speaker lineup for this symposium boasts some of the most well-known and largest ranches in the country. Presentations from these ranches will feature individuals with decades of experience in successfully managing horses and cattle operations.

The event will begin with a keynote address by John Welch of Welch Cattle Company in Wolfforth, Texas. Welch, who is among the most respected ranchers in our industry, will describe the characteristics of a successful ranch horse program. Bob Kilmer of Matador Cattle Company will offer a perspective on big decisions about ranch horse safety, which will lead into a presentation by agriculture attorney James Decker about the legal risks of horseback guests, dayworkers, and children.

Following the first presentations of the day, attendees will have a chance to meet and network with various agricultural companies and organizations at the industry trade show. The trade show will be open during the entire symposium.

To wrap up the first day of symposium, a manager panel featuring representatives from Parker Ranch in Hawaii, Singleton Ranches in New Mexico, and Sooner Cattle Company in Oklahoma will delve into horse strategies and policies on their respective ranches. This panel session will discuss questions such as, does the ranch own the horses? Can cowboys ride outside owned or personal horses? Is there a tack allowance? Is there an incentive program for breaking or profit sharing for training ranch-owned horses? These questions and more will be addressed by our experienced manager panel.



The second day of symposium will focus on nutrition, health, reproduction, and economics. Equine nutritionist Dennis Sigler, Ph.D. will present guidelines for keeping a string in working condition, and Glen Blodgett, DVM of 6666 Ranch will discuss preventive health care guidelines for mares and saddle horses. Ranch Management Consultant and Economist Stan Bevers will explain the financial implication of raising versus purchasing replacement saddle horses. King Ranch, Inc., equine veterinarian and private practitioner Ben Espy will discuss mare reproduction and the application of reproductive technology in ranch horse management.

“We are looking forward to hearing from our excellent speakers,” said Mathis. “With their vast knowledge of their respective subjects, they will provide information and tips for ranchers at the symposium to help build and maintain the horse programs they have on their ranches,” said Mathis.

Past, Present, and Future of King Ranch Horse Program

A King Ranch Demonstration and Equine Tour will conclude the symposium on the afternoon of Friday, October 19th. Attendees will travel to King Ranch (transportation provided by KRIRM) to participate in two sessions. During the first session, attendees will learn about the rich history behind the King Ranch horse program, where it stands today, and its outlook for the future presented by King Ranch Horse Division Manager, James Clement III and King Ranch General Manager, Dave DeLaney.

The second session will include a demonstration on lameness diagnosis and treatment; lameness is among the most common problems with ranch horses.

This demonstration will be led by two experienced ambulatory equine veterinarians Ben Espy, DVM and Kurt Heite, DVM, who will take a look at horses with soundness issues and teach attendees how they would diagnose and treat each case.

“Everyone will enjoy learning about the King Ranch horse program, as well as the opportunity to see the experienced veterinarians diagnose soundness issues and give some great advice on a recommended course to recovery,” says Mathis.

Recognition of Texas Farm Credit Certificate in Advanced Ranch Management Recipients

The social event of symposium includes a prime rib dinner on Thursday, October 18th. Each year at this dinner, KRIRM proudly recognizes a group of people who made a commitment to lifelong learning through the attendance of the KRIRM lectureships and symposia. These individuals will be awarded the Texas Farm Credit Certificate in Advanced Ranch Management, having attended four lectureships and two symposia within the last three years. This year’s recipients will join the ranks of 158 others who have earned their certificate since the program began in 2008.

Registration and More Information

The registration fee for Horse Program Success on Working Ranches is \$150, which includes workbook materials, refreshments, meals, entry to the industry trade show, and the King Ranch Demonstration and Equine Tour. For more information, to register, and to view more details about each speaker and presentation, visit krirm.tamuk.edu/symposium or call 361-593-5401. 🏠

“Sow, Nurture, and Grow” continued

rehabilitation in Denver, Colo. he is now completely recovered and working full days on the ranch. David witnessed his team coming together and stepping up during that time of need, facing the new responsibilities and decision making head on.

Looking to the Future

Even through the successes and setbacks, the mindset of Seed Sowers looks to the future with the promise of opportunity. This opportunity is seen through new thinking and an openness to accept new technologies. Marketing of cattle has changed so drastically since they began their operation in the 1990’s that David realizes this trend will continue as they try to find the true value of their product. The ranch also looks to implement management-intensive grazing and recently provided King Ranch® Institute for Ranch Management graduate students the opportunity to visit the ranch and the

challenge of developing a water distribution, storage, and cross-fencing plan to facilitate a more intensified grazing system.

As David reflects back on his life, there are two people who stand out as the guiding force behind it all. His parents, still actively involved in giving advice on the ranch, have a wealth of knowledge that David does not take for granted.

“We wouldn’t be where we are without the guidance of our parents, Kirby and Mary. Dad has been the most important advisor in understanding people and business. It is too bad that we, as kids, don’t listen better to our parents when we are younger. I guess this gives us the opportunity to learn better from our mistakes,” he says.

The Clawsons will continue their mission to “sow, nurture, and grow” the business and the people who work beside them, always keeping their eye on the goal and raising the bar to get a little better each day. 🏠

Upcoming Events



September 21-22, 2018
Managing Farm and Ranch
Employees Lectureship
Kingsville, TX

October 18-19, 2018
15th Annual Holt Cat Symposium
on Excellence in Ranch Management
Kingsville, TX



January 10-11, 2019
W.B. “Dub” Yarborough Lectureship
on Real Estate Law for Ranchers
Kingsville, TX

From the Director continued

from 37 states and 8 countries. Since the establishment of the Texas Farm Credit Certificate in Advanced Ranch Management program, 158 individuals from 18 states have been awarded the certificate. We also began a partnership with the National Cattlemen’s Beef Association in 2014 to create the KRIRM Excellence in Ag Leadership Program. Two cohorts, which includes a total of 36 participants who are involved in cattle production and industry leadership in more than 18 states, have built a leadership network that will span decades and lend to greater success of our industry.

The graduate program, outreach events, and network is all made possible by donations from our supporters, partners, and friends. For that, we say THANK YOU for helping us make a positive difference for this ranching industry that we love. As we wrap up our 15th year, we are honored to be entrusted to this mission. We are also dedicated to continue on this path toward fulfillment of the original vision and the commitment that was made in 2004. 🏠

Keep up with all of our news and events online!



krirm.tamuk.edu



[/krirm](https://www.facebook.com/krirm)



[@KRIRM](https://twitter.com/KRIRM)



[@kingranchinstitute](https://www.instagram.com/kingranchinstitute)

Horse Program Success on Working Ranches

Strategic and Operational Decision Making



Thursday, October 18, 2018

Friday, October 19, 2018

- 11:00 AM Registration and Trade Show
- 1:00 PM Welcome and Introductions
- 1:10 PM Keynote: Characteristics of a Successful Horse Program
- 2:00 PM Matador Ranch Perspective: Big Decisions on Ranch Horse Safety
- 2:30 PM Horseback Guests, Dayworkers, and Children: What's the Risk?
- 3:00 PM Break and Trade Show
- 3:30 PM Manager Panel: Horse Strategies and Policies on the Ranch
- 5:30 PM Social Hour
- 6:30 PM Prime Rib Dinner
- 7:30 PM Recognition and Texas Farm Credit Certificate Awards
- 8:00 PM Adjourn

- 7:00 AM Coffee and Trade Show
- 8:00 AM Saddle Horse Nutrition: Guidelines for Keeping your String in Working Condition
- 8:40 AM Preventative Healthcare: Guidelines for Mares and Saddle Horses
- 9:20 AM Mare Reproduction and Technology
- 10:00 AM Break and Trade Show
- 10:30 AM Economics of Raising versus Purchasing Replacement Saddle Horses
- 11:15 AM Speaker Panel Discussion
- 12:00 PM Lunch
- 1:00 PM King Ranch Demonstration and Equine Tour (Two repeated sessions)
- 5:00 PM Adjourn

Space is limited. For more information and to register, visit krirm.tamuk.edu/symposium

Background photo courtesy of Four Sixes Ranch.



KING RANCH[®] INSTITUTE FOR RANCH MANAGEMENT

TEXAS A&M UNIVERSITY • KINGSVILLE

700 University Blvd, MSC 137
Kingsville, TX 78363



TEXAS A&M
UNIVERSITY
KINGSVILLE

Managing Farm and Ranch Employees

September 21-22, 2018 • Kingsville, Texas

Learn more and register at krirm.tamuk.edu/managingemployees



Photo by JoAnne Meeker