



September 7, 2022

Professor and Assistant Director and State Program Leader for Agricultural, Natural Resources, and Community Economic Development, Oklahoma Cooperative Extension Service Search Committee

I would like to submit my name and supporting documents for consideration by the Search Committee for the position of Assistant Director. I have a real passion for agricultural and the role of the land grant university system. I believe my experience and skill set will allow me to further the mission of the Oklahoma Cooperative Extension Service.

I completed my B.S. in Agronomy at Oklahoma State University in 1989 and received a M.S. from Oklahoma State University in 1992 under the direction of Dr. Thomas Peeper. My thesis project provided me the opportunity to work with county extension educators and producers on a new emerging weed problem in Oklahoma wheat. This experience was likely the foundation of my future career. I continued my education at Mississippi State University and earned a Ph.D. in Weed Science with a minor in Entomology and Agronomy in 1994 under the direction of Dr. David Shaw. Upon completion of my Ph.D. I had the opportunity to work as a Post-Doctoral Research and Extension Assistant at Mississippi State University. This position was under the direction of Drs. David Shaw, John Byrd, and Charles Snipes. I was given the opportunity to present educational information on cotton weed management at various extension meetings in the state of Mississippi in this role. This gave me my first opportunity to experience the joys and rigors of an extension specialist role.

In 1995, I was hired by Sandoz Agro, Inc. as Product Development Field Representative covering North and South Carolina and Southern Virginia. In this role, I conducted research with agricultural chemical products that were under development as well as technical support for the sales team in the V-C region. This position allowed me to develop an appreciation for a whole new area of agriculture and to experience the inner workings and thought process that goes on within an agricultural cooperation.

In 1996, I was given the opportunity to join Texas A&M AgriLife Extension as an Extension Agronomist responsible for the Rolling Plains region of Texas. This area included approximately 1.5 million acres of wheat and over 0.5 million acres of cotton. I conducted research and educational programs in these crops along with other crops including peanut, grain sorghum, and improved pastures. This position allowed me to experience many aspects of agronomic production. First and foremost, I provided technical support to county extension educators through county educational events, field visits, and subject matter training. In addition, I had the opportunity to work closely with the wheat breeding program, along with the agronomy, agricultural economics, entomology, range science, and ruminant nutrition research and extension programs.

I was approached in the fall of 2008 and offered the Texas A&M Extension Peanut Specialist position. This position allowed me to participate in both a state and national role regarding the peanut industry. While I participated in the normal endeavors of a state specialist, I had the opportunity to collaborate closely with numerous grower organizations and other allied industry. This experience provided me with a much broader knowledge and perspective on the peanut industry as a whole and the challenges faced by each area of the agriculture industry.

I was recruited and encouraged to apply for the administrative position of Program Support Leader for Oklahoma State University's Institute for Agricultural Biosciences (IAB) located in Ardmore. I accepted that position in the fall of 2011. The facility was in the final phase of construction, and I was asked to assist in overseeing this portion along with managing the facility and the facility staff. This position was a challenge, allowing me to develop my organizational and interpersonal skills. I had to be concerned

with contractors, personnel, budgets, and the issues that arise with maintaining a facility. While arduous at times, these tasks helped me to grow as an individual. I garnered an appreciation for concerns that others might have outside my own program. I was allowed an opportunity to develop a closer working relationship with staff. While always aware, this increased my realization of the significant role they provide in the success of the organization.

While in the role of Program Support Leader, I had been operating a research and extension Weed Science program in summer row crops. In 2018, due to the increased time required of my research and extension role, I was asked to assume the role of Professor and Weed Scientist on a full-time basis. In this new role, I have provided research and extension leadership for weed management in Oklahoma summer row crops. My program primarily deals with soybean, cotton, peanut, sorghum, and corn weed management research and education. An example of the educational leadership that has been required of me: was in establishing and providing federally mandated dicamba training for certified applicators. This required cooperation between ODAFF, area and state specialist, and county educators. This program trained growers on the proper way to use labeled herbicides in dicamba tolerant cropping systems. Through educational efforts provided by the extension service we were able to train pesticides applicators on the proper way to apply these new herbicides. Currently, I am providing leadership and support in developing continuing education units (CEU's) opportunities to certified pesticide applicators within the state. This was a new program that allows private applicators to receive CEU's rather than having to retest at a central testing facility. Unfortunately, the timeline between receiving enough CEU's to prevent retesting had been shortened. Through commitment at both the county and the state level and the use of novel technology we are providing educational opportunities to applicators throughout the state. This could not be accomplished without teamwork and the devoted employees we have in the extension system. There is no doubt that a team approach can bring about the most positive solutions to questions and issues. I have been extremely fortunate to be a part of several formal and informal teams throughout my career with more than one expanding across state lines. I know that each of my team members has assisted and challenged me in becoming a better specialist.

I developed both my program at Texas A&M and at Oklahoma State from the ground up. Through hard work and desire, I developed these into well supported and recognized programs throughout both states and beyond. I have received continued funding from a variety of commodity organizations during my career including Oklahoma Soybean Board, Oklahoma Peanut Commission, Cotton Incorporated – Oklahoma and Texas State Support Committees, National Peanut Board, United Sorghum Checkoff Program, Texas Wheat Producers Board, Texas Peanut Producers Board, and private industry. I feel like this continual support has been because producers and the agricultural industry recognize my dedication to developing real-world solutions to real-world problems. I have always been cognizant of the challenges our producers face, and I have worked in finding answers to those issues.

I am honored that my program has been recognized for its accomplishments through the years. During my tenure at Texas A&M, I received the Superior Service Award (2012), West Texas Agriculture Chemical Institutional Award (2010), and Specialist Achievement Award for Extension (2003). The Dicamba Training Team, which I served as Group Leader was recognized by the Oklahoma Cooperative Extension Service with the Outstanding Group Award. One of my most treasured awards is being recognized as the Texas County Agricultural Agents Association Specialist of the Year (2011). This was awarded by colleagues I hold in high regard and many I consider good friends. I hope when asked, county educators will say that Todd is a county agents' specialist.

I have been highly active in several professional societies throughout my career. I was privileged to be elected and serve as the President of the American Peanut Research and Education Society in 2011-2012 and recognized as Fellow in 2014. I am currently serving in the role of Vice President of the Southern Weed Science Society and was recognized as the Outstanding Young Weed Scientist in 2006. These roles further exemplify my leadership credentials.

I believe that agriculture is not only the most important industry in the U.S.; it is also paramount to national security. We must continue to assess and evaluate our programs and determine how we can make improvements to better serve the citizens of Oklahoma, as well as impact the nation and the world. We must ask, what things can we add, adapt, or change within each of our programs to both guarantee our success while improving the lives of others. Increasing livestock and crop producer profits will not only improve their lives but will provide additional support to rural communities which so desperately need it. I feel that it will be my role as Assistant Director to continue the push for our faculty and staff to be dedicated to these ideals.

I am a product of the Land-Grant System. Oklahoma State University was founded on the principals of scholarship, instruction, and service. There are currently over 77,000 farms in Oklahoma contributing over \$6 billion dollars in production annually. Agriculture provides almost 200,000 jobs and untold support to rural communities. The agriculture industry is vital to the vibrancy and success of Oklahoma. The Ferguson College of Agriculture, Oklahoma Agricultural Experiment Station, and Oklahoma Cooperative Extension Service must continue to strive to promote and provide the excellence needed to insure the future of Oklahoma. It is paramount that we deliver relevant programs that will address producers needs while also training the future leaders of both our universities and the agriculture industry.

My responsibility as an administrator will be to represent Oklahoma State University and the Oklahoma Cooperative Extension Service both within and outside the University. This position will serve as a leader, mentor, and advocate for the system and its employees. Additionally, I will work tirelessly to assure that each person is provided the utmost opportunity to succeed. I will do my part to understand the diverse needs of employees across a broad range of disciplines and responsibilities. I will encourage a team approach to program development. This encouragement will include team building within and across departments, and with other university partners. We should all want to see new educators flourish and succeed. I believe a strong mentoring process along with an established and dedicated support program is vital to everyone's success. A key component is making every individual feel they are crucial and important to the mission of the overall success of the system. I also believe developing opportunities for our educators to increase their knowledge is paramount to their success. One goal is to make sure that each faculty and staff know me personally. I know as a young faculty member how important it was to have that connection with my administration.

My philosophy on management is simply that it starts with open and honest dialogue. I feel that individuals must trust and respect each other to ultimately succeed. I would encourage faculty and staff to discuss questions and issues they have. The only way to improve a situation is to recognize that it was an issue in the first place. I also realize that my success hinges on the success of each and every one within the Oklahoma Cooperative Extension Service.

I have a sincere appreciation and passion for the continued success of the Oklahoma Cooperative Extension Service. My background, knowledge, and experiences lend itself to leading the Extension Service into the future. My qualifications as outlined in my CV provide a unique set of skills to serve in the role of Professor and Assistant Director. I honestly believe I can be a real asset to the continued success of the Extension Service, Division, and the State of Oklahoma. I look forward to the opportunity to discuss my qualifications in further detail. If you have any questions or need additional information, please do not hesitate to contact me via email or at [redacted] (mobile).

Sincerely,

Todd A. Baughman

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