
D. DWAYNE CARTMELL II

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October 30, 2017

Dr. Shannon Washburn, Assistant Dean of Academic Programs
Professor of Agricultural Education
College of Agriculture
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117 Waters Hall
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Dr. Washburn and Search Committee:

I am excited to submit this letter of application for the Professor/Department Head position available in the Department of Communications and Education at Kansas State University. In this letter, I will share my qualifications, administrative philosophy, vision for this position and overall ability to connect with various stakeholder groups, including service at all levels.

QUALIFICATIONS

I will highlight my experiences as a staff member of the Graduate School at the University of Missouri; the primary faculty member responsible for the development of the agricultural communications Master of Science degree program at Oklahoma State University; a committee chair/dissertation supervisor for more than 50 doctoral and master's students; graduate coordinator for the OSU Department of Agricultural Education, Communications and Leadership; a member of the OSU Institutional Review Board; Executive Editor of the *Journal of Applied Communications*, and a co-principal investigator, including budget oversight, of several international grant-funded projects. Each of these areas will provide insight into my leadership abilities, budget management experiences, communications skills, and grantsmanship ability as well as my commitment to excellence in teaching, research and service.

I received my doctorate of philosophy degree in Career and Technical Education with an emphasis in Journalism from the University of Missouri. While completing my degree at Missouri, I spent nearly three years as the Graduate School communications coordinator. During this experience, I worked closely with all staff in the Graduate School developing promotional and marketing materials. Additionally, through this experience I gained an understanding of the role of communications and marketing within the land-grant system. I also was tasked with oversight of three graduate/undergraduate students while serving in this position. Technology use for recruitment was in its infancy stages during this time, but I worked with colleagues to develop innovative online tools to assist in the recruitment of graduate students and in facilitating the graduate education process.

When I graduated from the University of Missouri, I began my academic career at OSU as an assistant professor in agricultural communications. My initial appointment was 75% teaching and 25% research. After obtaining full professor, my appointment shifted to 100% teaching to accommodate our growing curriculum and academic program. The undergraduate program in agricultural communications at OSU was well established when I started my career. This foundation allowed me to contribute to the program by adding new courses, including

photography and new media, which are two of my areas of expertise. These additional areas of study have helped set graduates of our program apart from others in the job market. I have contributed in other areas of the undergraduate curriculum at OSU, teaching courses in web design and professional development as well as the development of an online upper-division writing service course.

Working with graduate students has been a priority for me, including managing teaching and research assistantship positions within the department. When I began my academic career, there were no graduate programs in our discipline. I became a leader in the development of the Master of Science degree in agricultural communications. My colleagues and I have grown the master's program from a handful of students in the early implementation stages to more than 20 graduate students today. I have chaired more than 50 graduate dissertation, thesis, formal report and creative component projects. I have served as a committee member on approximately 60 additional committees. These experiences give me great insight into the challenges and struggles faced by graduate students completing the graduate academic process. My background and experiences with growing the OSU graduate program and managing/evaluating graduate assistants would be a great asset to your department as you work to develop a master's degree as well as a newly formed doctoral degree. I would be eager to assist with helping KSU continue its growth in the graduate education arena. In addition, I have worked with numerous faculty in departments across campus on graduate committees, giving me an appreciation of interdisciplinary work.

In terms of leadership experiences, I served for several years as the graduate coordinator for the Department of Agricultural Education, Communications and Leadership. In this role, I served as a recruiter, adviser, and mentor. I also managed the admissions process and all other tasks related to graduate student enrollment and continuous study in our programs. Additionally, I collected and analyzed assessment data and completed assessment reports for all five graduate programs within the department. Furthermore, I have had experiences with the development of research efforts in accordance with the Institutional Review Board standards. Serving on the OSU IRB allowed me to better understand the important process of developing a research project that protects the rights of human subjects. This experience exposed me to the variety of research endeavors being undertaken by graduate students and faculty across campus.

My leadership efforts have extended beyond our campus community. I provided leadership within our discipline by serving as the Executive Editor of the *Journal of Applied Communications* at a time when the journal was struggling. I worked diligently with the editorial board team and others in the discipline to resurrect the journal and put it back on a solid foundation. It is the premier publishing outlet for research in the agricultural communications field, and I am pleased to see the continued growth in overall submissions and publications today.

During my academic career, I have become deeply engaged in international development work. My first project in international development was funded through the Department of State's Bureau of Educational and Cultural Affairs and was focused on the professional development of journalists in Mali, regarding a free press system. I served as project director for this grant, which included management and implementation of all phases of the project as well as budget oversight. My co-investigators and I received funding for a second project from the same funding agency, which focused on catalyzing communication networks between key stakeholder groups regarding food security issues in Kenya and Uganda. Again, I served as the

project director and managed all aspects of the project, including the budget. In 2013, my colleagues and I received a third grant focused on empowering aspiring entrepreneurs in Kenya, Uganda, and South Africa. I provided budget oversight for this project. These experiences have given me an opportunity to manage large budgets as well as work with international professionals in their personal growth. In all, these three international projects totaled more than \$1.4 million in extramural funding for the university, including cost-share.

As a result of these projects, several participants plan to complete or have completed graduate work either at OSU or another institution in the United States. Most recently, Assoumane Maiga, whose committee I chaired at the master's level, completed his doctoral degree in our department. Dr. Maiga was the coordinator in Mali for our first grant project. I also worked with a Fulbright scholar from Indonesia on the development of agricultural communications curriculum for his country. Finally, I have planned and led multiple study abroad experiences for students in various locales including Scotland, England, Ireland, Czech Republic, Australia, New Zealand and Thailand. These various international experiences give me a broad understanding of the needs and challenges faced by domestic and international students and highlights my commitment to international outreach and development.

As noted on my vita, my work and the work of students I mentor has been recognized in multiple ways. OSU recognized me as a Regent's Distinguished Teaching Award winner in 2006. This award was selected by previous recipients and is presented to only one faculty member in each OSU college annually. In 2007, I was recognized as a finalist for the Phoenix Award, which is given by the OSU Graduate and Professional Student Government Association and the Graduate College to an outstanding graduate faculty member. These awards, and the many others I have received, showcase my dedication as well as the quality of my teaching, research and service efforts.

However, I take even greater pride when student work gets recognized, as this is the epitome of why I serve as an academician. As noted on my vita, three former students have received the OSU Graduate Research Excellence Award in Education. Moreover, students I have mentored have been recognized on campus and through national/international organizations for their academic and research efforts.

ADMINISTRATIVE PHILOSOPHY

My teaching philosophy highlights five characteristics I think make the learning environment a positive experience: Caring, Commitment, Communication, Cooperation and Consistency. These five cornerstones of my teaching philosophy also compose my administrative philosophy.

Caring – As an administrator, I believe it is important to let each person you are connected with know you care about his/her success. I strive to maintain an open environment of collegiality where individuals feel empowered and respected. I attempt to model a positive attitude and bring a sense of enjoyment to the workplace.

Commitment – I bring a strong personal commitment to assist all I work with to strive for intellectual achievement and personal growth. I work hard every day to model standards of excellence through my actions and words. I hope to clearly convey my commitment and provide a contagious, enthusiastic environment for others. Above all, I try to showcase my

commitment by placing the needs of others first. Despite a variety of competing priorities, I strive to structure my time so I meet the needs of others as often as possible. I view myself as a scholar and a teacher dedicated to encouraging those around me to share a passion for “life of the mind.”

Communication – Open communication and dialogue are keys to positive relationships and involve verbal, written and listening communication skills. Through communication, I strive to nurture individual strengths. An administrator must have a firm reading of the pulse of the department. A leader must be a champion for subordinates and work diligently to appropriately recognize, reward and encourage all in the department. Only through open communication and mentorship can one influence positive growth in faculty/staff performance.

Cooperation – It is extremely important to draw upon the knowledge, expertise and ideas of faculty, staff, students and stakeholders when leading a department. An administrator must be in constant communication with personnel and strive for an environment of cooperation and trust. A leader must be a champion for each individual and work, through cooperation, to empower each individual to be successful. Shared-governance in the decision-making process is an important part of cohesion within a department. It is important to solicit input from faculty, staff, students and stakeholders before making critical changes to policy and procedures. Through open communication, dialogue and collaboration, a decision is seldom wrong, especially if it is based on the long-term advancement and growth of the department. The department at KSU has several areas of excellence within each of the units. Through cooperation, I envision the advancement of these areas as well as identifying other critical issues to address, which are important for the people of Kansas and those around the globe.

Consistency – By providing a consistent model of hard work and efficient work habits, as well as a consistent approach to administrative oversight, I will lead by example and foster a dynamic and exciting work environment. My goal as an administrator would be to have consistent expectations and to provide regular feedback and mentorship. Providing consistent encouragement as well as the means and opportunities for strengthening departmental programs will allow faculty and staff to thrive.

VISION

My vision is to have each and every faculty/staff member be consistently productive and successful in his/her role. My goal is to be the principal advocate for the department in terms of human capital support as well as financial support. I will work to provide opportunities for faculty and staff to shine. Faculty and staff should look forward to coming to work each day. I will strive for an environment of shared success and admiration at all levels. All personnel should strive with pride every day to tackle important social science issues relevant to making the world a better place. Through efforts to secure extramural funding as well as continued innovation and evolution in research, teaching and extension programs within the department, the unit can play an important role in the university’s goal of becoming a top 50 research university.

ABILITY TO CONNECT

This past week at the National FFA Convention, I was recognized with the Honorary American FFA degree, an award symbolizing my ability to connect with stakeholder groups and those outside academic walls. I was nominated for this award by the Oklahoma FFA state staff, and it

showcases my efforts to connect with stakeholder groups in my current situation. I believe in supporting organizations such as FFA and 4-H by providing service, when possible. Connecting and collaborating with external stakeholders to work cooperatively to address key social science issues relevant on the local, state, national and international level is imperative. I am currently working with my agricultural communications colleagues at OSU to develop an external stakeholder/advisory panel to assist us with meeting industry needs. We also recently partnered with key stakeholders and alumni in an effort to raise \$72,000 to support the development of a new teaching computer lab in agricultural communications.

Lastly, I would like to share two additional experiences, which have prepared me for this position. I recently completed LEAD21 and the Educators' Leadership Academy's Outstanding Professors' Academy. Both of these opportunities helped me discover my passion for serving as an administrator and have helped me hone my skills in a number of areas including conflict management, communicating effectively, fostering collaboration and leading change.

In closing, I am excited about how my background and experiences mesh with this position. My passion for the agricultural communications and agricultural education disciplines, along with my experiences, makes me an exceptional candidate for this position. I look forward to an opportunity to interact with those involved in the search process in the coming weeks. Please contact me at (405) 880-7953 should you have questions about my qualifications.

Sincerely,

A handwritten signature in black ink that reads "Dwayne Cartmell". The signature is written in a cursive, slightly slanted style.

Dwayne Cartmell
Professor, Agricultural Communications