



## **Executive Committee**

**April 8, 2026**

**3:00 p.m.**

**via TEAMS**

### **AGENDA**

- I. Call to Order and Roll Call
- II. Determination of Necessity
- III. Approval of Vice President of Student Affairs
- IV. Approval of Provost & Vice President for Academic Affairs
- V. Other Business
- VI. Adjournment



## Agenda Item Summary

**Date:** April 8, 2026

**Agenda Item:** Determination of Necessity

Review

Action

No action required

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**PRESENTER:** Chair Rose

**PURPOSE & KEY POINTS:** Pursuant to Tennessee Code Annotated Section § 8-44-108(b)(3), “[i]f a physical quorum is not present at the location of a meeting of a governing body, then in order for a quorum of members to participate by electronic or other means of communication, the governing body must make a determination that a necessity exists.”



## Agenda Item Summary

**Date:** April 8, 2026

**Agenda Item:** Approval of Appointment of Vice President for Student Affairs

Review

Action

No action required

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**PRESENTER(S):** President Oldham

**PURPOSE & KEY POINTS:** The President is requesting the Executive Committee to approve the appointment of Dr. Katie Aikens to the position of Vice President for Student Affairs, effective upon approval.

# Katherine W. Aikens

Cookeville, TN 38501 • [REDACTED]  
[REDACTED]

## Executive Profile

Forward-thinking Student Affairs executive currently serving as Interim Vice President for Student Affairs at Tennessee Tech, appointed December 2025 to provide Cabinet-level leadership for a comprehensive division serving 10,000+ students across ten functional units. Twenty years of progressive leadership at Tennessee Tech, building deep operational knowledge, strategic partnerships, and transformational initiatives that position the division for continued growth and effectiveness. Demonstrated expertise spanning student conduct, behavioral intervention and well-being initiatives, strategic planning, student engagement, Greek Life program development, signature event creation, and cross-divisional collaboration.

Recognized for a visible, approachable leadership style with daily student interaction and an authentic commitment to student success. Proven track record fostering campus traditions, building institutional partnerships, and advancing holistic student development through collaboration with Academic Affairs, Athletics, Enrollment Management, University Advancement, and community leaders and stakeholders.

Positioned to provide visionary executive leadership grounded in a comprehensive understanding of Tennessee Tech's culture, students, and strategic priorities.

## Strategic Impact & Institutional Contributions

- Provides cabinet-level leadership for the Student Affairs division serving 10,000+ students across ten functional units with 76 full-time professionals and approximately 400 student employees, ensuring seamless operations, strategic alignment with institutional objectives, and highly visible, student-centered leadership
- Developed a vibrant, engagement-driven campus culture by expanding traditions and signature programs, including an enhanced College Town Kickoff experience, two decades of Homecoming leadership, 23 SOLO Concerts, Week of Welcome innovations, interdisciplinary leadership development programs, revitalized honor societies, and enhanced game-day spirit initiatives, strengthening student belonging and connection to the university
- Drove major retention-aligned initiatives, achieving 29% Greek Life growth, launching holistic support systems, and advancing developmental conduct and CARE Team models that led to better retention, enhanced well-being, and a stronger sense of belonging
- Built division-wide strategic and assessment infrastructure, linking all Student Affairs units to university goals and elevating data-informed decision-making
- Led comprehensive student policy, conduct, and compliance operations, developing governance frameworks, overseeing fair and educational conduct processes, directing student complaint resolution, advancing ADA accessibility, and serving as the university's primary liaison for student policy and parent/family engagement
- Strengthened institutional well-being and safety infrastructure, establishing behavioral threat assessment systems, leading CARE Team operations, and advancing a holistic, retention-aligned student support model
- Expanded high-value community and cross-divisional partnerships, enhanced relationships with community leaders, elevated school spirit with Athletics, and integrated Student Affairs into recruitment, retention, and academic success initiatives
- Provide comprehensive operational and fiscal leadership across major Student Affairs facilities units, overseeing University Center renovations, Eagle Card system, and Information Center operations while managing progressively larger, more complex budget portfolios with a consistent record of clean audits and exceptional stewardship

## Leadership Competencies

### Executive Leadership & Strategic Vision

Cabinet-Level Leadership & Presidential Advising | Division-Wide Strategic Planning & Multi-Unit Oversight | Institutional Effectiveness, Assessment & Data-Informed Decision Making | Change Leadership, Innovation & Organizational Transformation | High-Visibility, Student-Centered Executive Presence

### Student Engagement, Belonging, & Campus Culture

Campus Traditions, Signature Events & Spirit-Building Initiatives | Greek Life Strategic Growth & Retention-Focused Expansion | Student Organization Leadership & Governance (200+ organizations) | Athletics Partnerships & Game-Day Experience Enhancement | Residential Community Development & Student Belonging

### Holistic Student Support, Well-Being, & Safety

Mental Health, Counseling & Well-Being Collaboration | Students of Concern Case Management & Early Intervention | Crisis Response, Emergency Management & Campus Safety Leadership | Threat Assessment, Behavioral Intervention & Care Coordination | ADA Compliance, Accessibility & Inclusive Support Services | Student Conduct Administration & Developmental Accountability | First-Generation & Student Success Initiatives

### Collaboration & Partnership Building

Cross-Divisional Collaboration & Institutional Integration | Academic Affairs, Faculty & Enrollment Partnerships | Athletics, Marketing & Advancement Collaborations | Community Relations, Town-Gown Partnerships & Civic Engagement | Alumni, Donor & Business Leader Relationship Development | Facilities Planning, Capital Projects & Student-Centered Space Design

### Operational Excellence, Governance, & Compliance

Budget Leadership, Financial Stewardship & Resource Optimization | Legal, Regulatory & Policy Compliance | Governance, Policy Development & Institutional Alignment | Risk Management, Safety Oversight & Preparedness | Process Improvement, Service Excellence & Operational Efficiency

### Community & External Partnership Development

Regional & Statewide Professional Relationships | Cookeville Community Partnerships & Local Business Engagement | Town-Gown Relations & Civic Collaboration | Executive Board & Community Organization Leadership

## Leadership Experience

### Tennessee Tech University, Cookeville, TN

2005 – Present

#### Interim Vice President for Student Affairs (December 2025 – Present)

Appointed to provide executive leadership for the Student Affairs division during a national search for a permanent Vice President. Serve as a member of the President's Cabinet, overseeing ten functional units, including the Office of First-Generation Student Success, Center for Counseling & Mental Health Wellness, Dean of Students, Accessible Education Center, Health Services, Intercultural Affairs, Student Engagement, University Housing & Residential Life, University Police, and Marc L. Burnett Student Recreation & Fitness Center, with 76 full-time professionals and approximately 400 student employees.

#### Immediate Priorities & Leadership Focus:

- Ensure divisional operational continuity and service excellence during leadership transition
- Participate actively in the President's Cabinet, contributing to institutional strategic discussions
- Maintain high visibility and engagement with students, staff, faculty, and community partners
- Advance strategic initiatives, including growth of fraternity/sorority life student population and student organization support, retention programs, and residential life enhancements

- Strengthen current signature events and traditions, such as College Town Kickoff and Homecoming, while leading efforts to create additional signature campus traditions that build belonging, spirit, and pride, and to enhance game-day traditions and student participation
- Partner with Enrollment and Communication on integrated recruitment and retention strategies and messaging showcasing vibrant campus life and student engagement opportunities

**Assistant Vice President for Strategic Initiatives & Dean of Students (2021 – Present)**

Serve as the student conduct officer for the university. Lead the CARE Team in providing timely interventions for students of concern, maintaining a focus on mental health support and well-being. Chair the Threat Assessment Team, facilitating critical discussions on student welfare and campus safety. Act as the principal contact for higher education policy inquiries related to students and as the point of contact for parents and families regarding the student experience. Ensure that students' expressive rights are protected and that all practices comply with relevant laws and institutional policies. Serve as the resource for students and campus stakeholders seeking clarity on expressive rights. Oversee the student complaint process, ensuring resolutions are fairly and consistently mediated in accordance with university policies. Manage strategic planning and institutional effectiveness for the Student Affairs Division, aligning with industry standards and achieving consistent improvement in service delivery. Lead Student Affairs communications, marketing, and publications efforts. Direct the student identification (Eagle Card) system for seamless integration of identification services across campus facilities. Provide strategic leadership for the Accessible Education Center, ensuring the delivery of equitable academic and housing accommodations in alignment with ADA and Section 504 requirements. Lead, advise, and support Student Affairs team members responsible for campus events, such as Homecoming, SOLO concerts, Eagle Fest, and Week of Welcome events initiated by Student Affairs.

**Key Achievements:**

- Administered the student conduct process with commitment to fairness, due process, and educational outcomes, ensuring 85% of all students engaged in the student conduct process are assigned developmental sanctions that provide education and support student well-being
- Lead CARE Team providing timely interventions for at-risk students, maintaining focus on mental health support, safety, and holistic student success through cross-functional collaboration with counseling, health services, academic affairs, and residential life, among other units
- Pioneered campus behavioral threat assessment infrastructure, establishing Threat Assessment Team and comprehensive protocols for student welfare and campus safety, creating coordinated institutional response capacity
- Deployed a campus-wide cloud-based behavioral records system, created protocols, guidance, and reporting mechanisms to enhance the incident reporting process and response efficiencies
- Led the planning and implementation of the third annual College Town Kickoff event during Week of Welcome 2025 with the event co-chair and the support of the Student Affairs team. Implemented a mixed-methods research study for data-driven decision-making and to implement strategies for continuous improvement
- Revitalized the Omicron Delta Kappa, the premier National Leadership Honor Society, fostering leadership and service excellence among students, faculty, and administrators
- Coordinated Tech's participation at Fall Fun Fest, Cookeville's Annual Main Street Festival, including departmental and student organizations' booths, student-athlete volunteers in partnership with Athletics, concert entertainment showcasing a student organization (EDM Club), and addressed the attendees during "Tech Night," the first night of the festival
- Contributed to the institution's 10-year reaffirmation by serving on narrative developer teams for two critical SACSCOC standards (12.1 and 12.4), enhancing compliance and readiness
- Led the division's annual institutional effectiveness submissions across ten departments, streamlining the development of measurable goals and linking to the institution's strategic plan, bolstering the preparation for the institution's 10-year reaffirmation
- Planned sessions and facilitated Student Affairs' team retreats annually, with a focus on strategic goals and evaluation, student-centered service delivery, improving efficiencies, and cross-divisional collaborations
- Lead, advise and support Student Affairs team members responsible for campus events, such as Homecoming events and parade, SOLO concerts, Eagle Fest, and Week of Welcome events initiated by Student Affairs, such as Mix & Mingle

### **Dean of Students (2015 – 2021)**

Served as the student conduct officer for the university, administering and enforcing student conduct policies to maintain a supportive educational environment. Served as a primary liaison for students, faculty, staff, parents, and community members, addressing inquiries and concerns related to student life. Developed, revised, and enforced university rules and regulations, enhancing campus governance. Ensure student expressive rights are protected and that all practices comply with relevant laws and institutional policies. Served as advisor to the Student Government Association, facilitating leadership development among student representatives. Led the Student Involvement and Leadership Center, which encompassed all student campus activities, including signature student events and traditions, such as Homecoming, student organizations, and fraternity/sorority life, promoting vibrant campus engagement and student involvement.

#### **Key Achievements:**

- Formulated rules governing student conduct and affiliated use of campus facilities, navigating the State of Tennessee Rulemaking process
- Chaired the Behavioral Intervention Team (BIT), coordinating effective interventions to support at-risk students and maintain a safe campus environment
- Led major campus events, such as the SOLO concerts, Homecoming, Student Organizations Mix & Mingle, and traditional student activities held annually, including Live on the Plaza, Bears to Build, football game-day student tailgate competitions, themed participation nights for basketball games, and ticket distribution events in partnership with Athletics
- Enhanced the Student Government Association by providing mentorship and leadership development opportunities for student leaders, including membership retreats, regular goal-setting meetings with officers, and an awards banquet
- Supervised a portfolio of 200+ student organizations, providing comprehensive advising, event planning and space reservation support, and budget oversight of funding opportunities for student organization event requests. Redesigned the student organization recognition process to create a clearer, faster, and more student-friendly experience, supporting eventual growth to more than 260 current recognized organizations
- Established the Student Involvement and Leadership Center in 2018 (now the Center for Student Engagement), centralizing fraternity/sorority life operations, student organization reservations and support, campus activities, and the Student Government Association into one integrated suite while expanding free student organization resources such as poster printing, lamination, and supply access
- Launched Student Affairs' first interdisciplinary student leadership program, culminating in a unique experiential learning opportunity at Disney World for a cohort of twelve students
- Administered a \$700,000+ budget, including SOLO funds for student organizations and major campus events, RUC building funds, programming board funds, and operational budgets for student activities and the Dean of Students
- Spearheaded a task force aimed at enhancing student experiences by gathering qualitative data and candid feedback from campus-wide stakeholders in the areas of student engagement, well-being, and the residential living experiences, providing analysis of common themes and recommendations for improving student satisfaction and campus community cohesion
- Directed renovations and operational management of the University Center, ensuring efficient use of resources and functional spaces for students' use

### **Director of Student Activities and Campus Life (2014 – 2015)**

Provided guidance and resources to 200 + registered student organizations and supported the formation of twelve new student organization registrations. Directed the operation of the University Information Center, ensuring effective service delivery and resource availability for all campus constituents. In addition to director duties, continued serving as coordinator for Greek Life and University Programming, successfully advocating for and integrating two additional graduate assistants to increase total support to 4. Each specialized in a key functional area: Fraternity Life programs, Sorority Life programs, campus programming, and student organization support. Served as building coordinator for the University Center, overseeing budgeting, scheduling, and strategic renovations to enhance facility functionality and student satisfaction.

**Key Achievements:**

- Ensured robust participation and compliance across 200+ student organizations through registration and annual reporting processes
- Continued progress attained in the coordinator role advancing Greek Life strategic growth, achieving a 29% membership increase (763 to 983 students) over a ten-year period from 2005 until 2015 through a values-based approach focusing on academic achievement, service, and leadership
- Led planning and execution of University Center renovations, overseeing budget allocation and scheduling to optimize facility use and student experience

**Coordinator of Greek Life and University Programming (2005 – 2014)**

Led the planning and execution of large-scale university events, including concerts, festivals, and conferences, enhancing student life and campus culture. Directed all aspects of collegiate homecoming competitions and coordinated the annual homecoming parade. Managed event programming for Greek Life and the Tech Activities Board, ensuring diverse and engaging activities throughout the academic year. Negotiated contracts with businesses and agencies to support university events, securing favorable terms and enhancing event quality. Administered a significant budget for student programs, allocating funds to maximize impact and student engagement.

**Key Achievements:**

- Advised 21 Greek organizations with a combined membership of almost 1,000 students, fostering leadership, service, education, and community engagement opportunities
- Implemented strategic recruitment programming, enhanced advisement and support of governing councils and chapter leadership, introduced award structures and incentives, provided clear risk management and event safety standards, and strengthened national organization and alumni partnerships contributing to significant growth of Greek Life membership
- Led the planning and implementation of Tech’s inaugural, large-scale SOLO concert in spring 2011, then each semester following until 2022
- Organized and executed over 40 Tech Activities Board events annually, managing 25 contract negotiations each year
- Administered a \$300,000 budget, allocating resources to support a wide range of student events, programs, and activities
- Implemented a robust safety and risk management framework for social fraternities and sororities, enhancing safety and compliance across Greek life

## Education

**Ed.D. Educational Leadership**, University of The Cumberlands, Williamsburg, KY (2018)

- **Dissertation Title:** *Perspectives of Medical Amnesty Between Student Conduct Professionals and Campus Mental Health Professionals*

**Ed.S. Educational Psychology and Counselor Education**, Tennessee Tech University, Cookeville, TN (2012)

**M.A. Educational Psychology and Counselor Education**, Tennessee Tech University, Cookeville, TN (2005)

- **Thesis Title:** *Differences in Contributory Attitudes Between Greek Affiliated and Non-Affiliated Individuals Toward Hazing Behavior at Tennessee Technological University*

**B.A. Political Science**, University of Tennessee, Knoxville, TN (2003)

## Teaching Experience

### Administrative Adjunct Instructor (Fall 2023)

Delivered comprehensive lectures and coursework on contemporary trends and issues in higher education, focusing on the philosophical underpinnings and historical impacts shaping educational futures. Addressed key topics such as student mental health, college affordability, data-driven decision making, and technology integration, ensuring relevant and forward-thinking content. Engaged in the development and implementation of assessment strategies to measure student engagement and learning outcomes effectively. Facilitated a dynamic learning environment through Microsoft Teams, supporting synchronous online learning.

### Key Achievements:

- Taught the first Ph.D. course in higher education trends and issues during the inaugural semester of Tennessee Tech's Ph.D. program in Higher Education
- Achieved high IDEA Course Evaluation scores with an average of 4.5 of a possible 5.0 across summative questions, reflecting exceptional teaching and course quality

## Professional Engagements (Selected)

- **President's Cabinet** (December 2025 – Present)
- **College Town Kickoff Planning Team** (2023 – Present; Co-chair - 2025)
- **Threat Assessment Team** (2022 – Present)
- **Food Insecurity Task Force** (2022 – Present)
- **Addiction Prevention & Support Coalition** (2022 – Present)
- **Student Affairs Executive Leadership Team** (2021– Present)
- **Preview Day Planning Committee** (2019 – Present)
- **Derryberry Award Selection Committee** (2018 – Present)
- **Coordinated Community Response Team** (2017 – Present)
- **Student-Athlete Appeals Committee** (2016 – Present)
- **Student Affairs Leadership Team** (2015 – Present)
- **CARE Team (formerly BIT Team)** (2015 – Present)
- **University Judicial Council** (2015 – Present)
- **Center Stage Committee** (2015 – Present)

## Professional Associations

- National Association for Behavioral Intervention and Threat Assessment (NABITA)
- Association for Student Conduct Administration (ASCA)
- Student Affairs Administrators in Higher Education (NASPA)

## Certifications

2023 NASPA Certificate in Student Affairs Law and Policy. Earned a rating of “high competency” completion in the only certificate program offered in law and policy tailored specifically for student affairs educators.

## Conference Attendance (Selected)

- Campus Safety Conference 2024
- NASPA AVP Institute 2023
- Basic and Advanced Threat Assessment Training by Ontic 2023
- Association for Student Conduct Administration (ASCA) Gehring Academy 2017

## Program Development & Delivery

### Developed for the campus community

- When In Doubt, Reach Out - Supporting Students of Concern

### Developed for the Student Affairs division-wide professional development

- From Good to Great: Strategic Planning
- Charting Our Path to Greatness
- Creating Big, Hairy, Audacious Goals
- Moving the Needle: Strategic Planning & Assessment
- Ensuring Program Alignment with CAS Standards
- Telling Our Story: Student Affairs' Communication and Marketing
- Who Are Our Students: A Demographic Overview & Discussion
- Wrap-around Services: Service Coordination to Enhance Student Well-being

### New Student Orientation

- Student Safety & Accountability
- Connect with Campus – Student Involvement and Leadership Opportunities
- Commuter Student Success

### Developed for faculty and students serving on the student conduct judicial council

- Student Conduct and the Role of the Judicial Council

### Developed for the fraternity/sorority life community

- Living Your Values
- Hosting Safe Events with Alcohol
- Risk Management and Liability

### Developed for the registered student organization development

- Values-Based Leadership
- Event Planning, Marketing, & Funding
- Effective Officer Transitions

## Community Engagement & Service

- Omicron Delta Kappa Circle Coordinator
- Miracle Faculty Advisor
- CityScape Downtown Revitalization Executive Board Member
- Town and Gown Club
- Tech Food Pantry
- Cookeville Rescue Mission Hope Rings Out

## **Awards and Honors**

- Advisor for Student Organization of the Year (Miracle – a Philanthropic organization supporting Monroe Carell Jr. Children's Hospital at Vanderbilt), 2024
- Friend of SGA Award (Advisor of the Year), 2022

## **References**

Available upon request



## Agenda Item Summary

**Date:** April 8, 2026

**Agenda Item:** Approval of Provost and Vice President for Academic Affairs

**Review**                       **Action**                       **No action required**

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**PRESENTER(S):** President Oldham

**PURPOSE & KEY POINTS:**

The President is requesting the Executive Committee to approve the appointment of Dr. Mickey Latour to the position of Provost and Vice President for Academic Affairs, effective July 1, 2026.

## Mickey A. Latour

Arkansas State University  
College of Agriculture



### Education and Faculty Appointments

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NIH Fellow, 1997	Washington University School of Medicine, St. Louis, MO. <i>Division of Nutrition and Lipid Disorders (Studied rare lipid disorders in Hypobetalipoproteinemia kindreds)</i>
PhD, 1995	Mississippi State University, <i>Animal Physiology</i>
MS, 1992	Mississippi State University, <i>Animal Physiology</i>
BS, 1990	Southeastern Louisiana State University, <i>Major Animal Science and minor Biology</i>

### Faculty Appointments:

At Purdue University, maintained a three-way appointment, research, extension and teaching.

- Assistant Professor, Purdue University, West Lafayette, IN 1997-2002
- Associate Professor and tenured, Purdue University, West Lafayette, IN 2002-2009
- Professor with tenure, Purdue University, West Lafayette, IN 2010-2012
- Professor with tenure, Southern Illinois University, Carbondale, IL 2012-2020
- Professor with tenure, Arkansas State University, Jonesboro, AR 2020-present

## **Executive Experience:**

With more than a decade of senior leadership experience across Purdue University, Southern Illinois University, and Arkansas State University, I have developed and refined a leadership approach rooted in strategy, collaboration, and continuous improvement. Over the past five years in particular, my focus has been on identifying strategic priorities, executing key initiatives, advancing fundraising and development, strengthening outreach, enhancing student success, growing research activity, and developing future leaders through intentional mentorship and professional development. I believe effective leadership is a continual process of growth and learning that applies to every facet of life.

1. **Dean, College of Agriculture (CoA), Arkansas State University (2020–present, R2)**  
Lead one of the university’s oldest and most established colleges, encompassing programs in animal science, food science, agronomy, agricultural education, geographic information systems, and agricultural business. Oversight includes academic programs, research, outreach, faculty development, budget management, and strategic partnerships across the state and region.
2. **Dean, College of Agricultural Sciences, Southern Illinois University (2012–2017, R1)**  
Directed the university’s oldest academic college with programs in animal science, foods and nutrition, hospitality, forestry, agronomy, agricultural education, precision agriculture, and agribusiness. Provided leadership during Illinois’ historic two-year budget impasse ([two-years with no budget](#)), ensuring continuity of programs, faculty stability, and student success through strategic planning and fiscal management.
3. **Associate Dean, Purdue University (2010–2012, R1)**  
Oversaw Purdue Extended Campus and Distance Learning (75% appointment) while maintaining an active lipid metabolism research program (25%). Directed the design, delivery, and quality assurance of online courses, degree programs, and strategic initiatives serving thousands of students across disciplines.

## **Major Initiatives & Outcomes (Arkansas State University-present)**

Development of a New Strategic Plan (2022–2027): Established key priorities identified:

- Expanding experiential learning and research opportunities.
- Promoting entrepreneurial initiatives.
- Growing enrollment and enhancing student success metrics.
- Strengthening alumni communications.
- Advancing community engagement.
- Driving fundraising efforts.
- Increasing access and sense of belonging.

### **Development of New Executive Advisory Board:**

- Established a board (n=17 members) with elected President, Vice President, Treasurer/Secretary. Board members of advocates for the college and strategically assist in implementation of the college strategic plan.

- Increased endowments by nearly 30% and raised millions of dollars to strategic initiatives to support college priorities. The increase in endowment funds does not include estimates to trust commitments.

#### **Judd Hill Farmers' Market Facility:**

Led a multimillion-dollar experiential and entrepreneurial complex, the Judd Hill Farmers' Market, and the new Aggie Market. The new complex has significant impact on the local community, the regional economy, and agricultural education. The complex is a hub for local produce, education, and innovation, it has fostered connections between growers, consumers, and institutions, advancing the agricultural sector in meaningful ways.

Facility opened in 2023, with student led products entering the marketplace in Fall 2024.

#### **Privately Funded Broiler Complex in Partnership with PECO Foods:**

Led a private partnership with PECO Foods to develop a transformed hands-on experience for students and faculty. The new state-of-the-art complex offers access to advanced equipment and real-world applications, the facility enables students to gain practical experience in poultry production. These experiences prepare graduates to meet industry demands and excel in careers related to agriculture, food science, and supply chain management. Additionally, the facility is designed with flexibility to do advanced applied research.

#### **Meat Science Laboratory Modernization**

Significant funding was secured to upgrade the Meat Science Laboratory at A-State. The newly renovated facility has had a positive impact on our students, the university, the regional agricultural community, and the broader meat and food industries. This state-of-the-art facility supports innovative approaches to product development through student-led activities, providing hands-on experience in meat science, processing, and safety, while effectively bridging the gap between classroom theory and industry practice.

- In 2025, our students competed in the Governor's Cup, where teams from nearly 70 universities pitched startup concepts. A group of our students presented a new snack stick project and performed exceptionally well in the competition. We plan to expand this effort in 2026, fostering an even stronger entrepreneurial spirit among our students.
- One of our major initiatives from this facility is the "Snack Stick Project." The original effort began by accepting venison donations, blending them with 25% pork, and distributing the finished snack sticks through a backpack program to help address food insecurity in Arkansas, which currently ranks among the highest in the nation.
- We recently secured a new endowment (details to be released) to expand this work into "Snack Stick 365," a year-round initiative that will incorporate a variety of protein types as well as rice. This new phase will involve close collaboration with commodity groups and continue targeting food insecurity among children in Arkansas.

## **Workforce Development**

Our college is part of a larger \$10.5 million grant designed to enhance workforce development in Northeast Arkansas (NEA). This effort focuses on building strong partnerships with community colleges to create clear and vibrant pathways into local industries. The goal is to enhance training options for high school graduates and current employees seeking to expand their skill sets. Participants can earn stackable credentials that can be applied toward college credit, progressing from certificates to associate degrees and, if desired, continuing toward a bachelor's degree.

We are currently in the early stages of constructing a new facility dedicated to this specialized workforce training.

### **Judd Hill Scholars:**

This endowment provides research opportunities for undergraduate and graduate students across various fields of agriculture. In addition to enhancing student experiences, the endowment is led by a faculty member. It is structured to cover supplies, tuition, and travel expenses for both students and faculty participants. Beyond advancing scientific research, the program emphasizes the development of essential soft skills, including dining etiquette, leadership fundamentals, networking techniques, and engagement with commodity executives for students, faculty leaders, and their faculty mentors.

### **Riceland Scholars:**

This endowment to provide research opportunities for undergraduate and graduate students (active projects are from the College of Agriculture, Neil Griffin College of Business and Beck College of Math and Science) across the entire campus as it relates to rice. In addition to enhancing student experiences, the endowment is led by a faculty member from the College of Agriculture, offering them valuable leadership experience. It is structured to cover supplies, tuition, and travel expenses for both students and faculty participants. Similar to the Judd Hill Scholars, the program emphasizes leadership development for students, faculty leaders, and their faculty mentors.

### **Agriculture Academy:**

The Agriculture Academy endowment is a signature program within the college that targets leadership development. The program is highly competitive and students selected into the program are exposed to wide-range of experiences including and not limited to leadership development, travel opportunities, dining etiquette workshops, internships, and specialized certification programs.

### **Penn Trading (Commodities and Futures) Program:**

An advanced trading program is at the heart of this endowment where students can purchase/sell contracts, specifically commodities and futures. Students in this club come from Science, Math, Agriculture, and Business engage in simulated, then actual financial commitments in trading,

gaining practical skills in market analysis, risk management, and decision-making under real-world conditions utilizing real funds. At the same time, students learn to navigate global agricultural markets, understand price fluctuations, and apply financial tools like futures and options contracts, making them highly competitive job candidates.

### **Enrollment, Graduation Rates and Online Program Development:**

An important part of the college is growing enrollment, student graduation rates, and online programming. Over the past few years, college has excelled in all of these areas.

#### **Outcomes:**

- A 40% increase in overall enrollment
- Number 1 across all colleges in graduation rate for 4- and 6-year metrics
- Among the highest in retention rates
- Distance Education Initiative: Approximately 135 new students (105 undergraduates and 30 MBA students).

Across the college, we have grown the number of internships, and certificates. In addition, we have enhanced partnerships, funding opportunities, improved facilities, grown endowments, growing a more diverse student body, and providing opportunities for community engagement for our students.

### **Engagement, Community, and Alumni Relations**

- Bi-weekly, visiting with donor(s), strategic partner(s), and cultivating a relationship.
- Furry 5K Fun Walk (2021–present): Annual campus event coinciding with homecoming to engage alumni and showcase college programs.
- Ag and Autism Partnership (2023-present): A new initiative to raise awareness and foster community.
- Bill and Alice Nix Farm Day (refreshed in 2021-present): Updated campus event to connect the community with food production education.
- Football and Basketball Suites (2021–present): Created donor cultivation opportunities at Centennial Bank Stadium.
- Expanded Alumni Awards Program (2021–present): Introduced Young Alumni, Outstanding Alumnus, and Outstanding Service awards to coincide with AG Day football games.

### **Collaboration and Leadership Development**

- Veterinary Medicine College: Co-led the ongoing development of Arkansas State University's College of Veterinary Medicine, 2020-2024.
- Water Symposium (2022): Co-organized a multi-university symposium focused on water management challenges.
- Dean Leadership Retreats: Led efforts in strategic planning (2021) and inclusive leadership (2022) with Washington University's Olin School of Business.

## **Major Initiatives & Outcomes (Southern Illinois University)**

1. **Addressed Financial Challenges**
  - Managed year-over-year budget cuts while identifying new revenue sources.
  - Operated for nearly 800 days without a state budget (2015–2017), navigating the nation’s longest budget stalemate, see [https://en.wikipedia.org/wiki/Illinois\\_Budget\\_Impasse](https://en.wikipedia.org/wiki/Illinois_Budget_Impasse)
2. **Enhanced Student Success**
  - Strengthened student success metrics by implementing professional advising and mentoring programs.
  - Focused on course articulation, degree pathways, and career readiness.
3. **Expanded Distance Learning and Online Programs**
  - Developed online and summer school courses to improve accessibility and generate new revenues.
  - Achieved significant growth in credit hour generation across terms (+319% in Fall; +414% in Spring/J-Term).
4. **Promoted Research and Experiential Learning**
  - Launched *Ideas to Investigation (i2i)* program, providing hands-on research opportunities for undergraduates in collaboration with industry partners. Secured \$325,000 in private funding.
  - Collaborated with the Colleges of Science and Engineering to create the *Elevating Research* initiative, fostering cross-disciplinary partnerships and increased grant submissions.

## **Major Initiatives & Outcomes (Purdue University)**

1. **Distance Learning Growth**
  - Expanded online course offerings by 400%, reducing dependency on Indiana partner institutions and generating approximately \$1 million in annual savings.
  - Developed and implemented new budget models to sustain and strategically support course and program expansion.
2. **Program Oversight**
  - Provided administrative and academic oversight for the Executive MBA, Agribusiness MBA, M.S. in Technology, Online Veterinary Technology, and Teacher Certification programs.
  - Launched new degree programs in Strategic Communication and Curriculum & Instructional Design, expanding the university’s online and professional education portfolio.
3. **Revenue Generation**
  - Directed online education initiatives generating approximately \$15 million annually, directly supporting university-wide strategic and operational priorities.

## Leadership & Administrative Service

- **Co-Chair**, Development of College of Veterinary Medicine, Arkansas State University (2023–present)
- **Chair/Member**, Multiple Search Committees — including A-State Chancellor, Dean of the College of Business, and Vice Chancellor for Student Affairs (2016–2022)
- **Co-Chair**, Faculty Senate Governance Committee, Arkansas State University (2019–2020)
- **Lead Negotiator**, Non-Tenure Track Union Contracts, Southern Illinois University (2014–2017)
- **Member**, Enrollment Task Force, Arkansas State University (2020)
- **Director**, Purdue Meat Products Laboratory (2008–2012)
- **Panel Member**, USDA Grant Review Panels (2006, 2007)

## Leadership Training

- **Leadership 101**, John Maxwell (2009)
- **The 8th Habit**, Stephen Covey (2010)
- **Transformative Leadership Coaching: Understanding Influence & Motivation**, Olin School of Business, Washington University (2013–2022)
- **Executive Presence**, Wharton School of the University of Pennsylvania (2025)

## Awards

- *Richard L. Kohls* Outstanding Teaching Award, Purdue University, 2008.
- Teaching Academy Fellow, Purdue University. 2008.
- National Teaching Fellow, North American Colleges and Teaching in Agriculture. 2007.
- Department of Animal Science, Teaching Award, Purdue University. 2001, 2004 and 2007.
- Excellence in Classroom Instruction, USDA. 2004.
- Award of Excellence in Distance Education, Purdue University. 2001.

## Excellence in Research

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A national and international expert in the area of lipid metabolism, especially as this relates to final food products. Extensively trained many undergraduate, graduate and visiting scientists while at Purdue University and in the area of manipulation of fatty acids, specifically in the fat cells as it relates to growth, stress and/or dietary alterations. Conducted studies on how lipids in fat cells impact final food products such as bratwurst and bacon as well as consumer preferences (texture, mouth feel and appearance). A national leader on the *identification of soft fat in swine, principally the level of linoleic acid (C18:2n6) and how that impacts final food products, specifically bacon and bratwurst.*

## Journal Articles

- 1) Peebles, E.D. and M. A. Latour, 2021. Albumen glucose utilization during embryogenesis

- and effects of *in ovo* glucose supplementation in broiler hatching eggs. Research & Reviews: [Journal of Agriculture and Allied Science](#)
- 2) Schoonover, J., and M. A. Latour, 2015. Crafting the exam, NACTA (59) 89-90.
  - 3) Ellis, C., and M. A. Latour, 2014. Improving course completion rates through the use of a distance learning assistant. JMER Vol 4, No. 11, pages 924-929.
  - 4) Apgar, G., B. Banz, and M. A. Latour, 2014. Engaging students in large lecture classes. NACTA (58) 85-86.
  - 5) Zhu, Y., S. Arnold, B. Richert, A. Schinckel and M. Latour, 2012. Impact of Distillers Dried Grains with Solubles and Restaurant Grease on Pork Loin Quality. JABR Vol 1(6)102-115. *Student in M. Latour laboratory.*
  - 6) Hooda, S., L.G. Ferreira, M.A. Latour, L.L. Bauer, G. C. Fahey, Jr. and K.S. Swanson, 2012. Digestion and Metabolic Characteristics of an Expanded Pork Skin Chew and a Rawhide Chew in Healthy Dogs. J. Anim. Sci. 90:4355-4361.
  - 7) White, H.M., B.T. Richert and M.A. Latour, 2012. Impacts of Nutrition and Environmental Stressors on Lipid Metabolism: ISBN 980-953-307-142-3, Invited Chapter *Student in M. Latour laboratory.*
  - 8) White, H.M, B.T. Richert, J.S. Radcliffe, A.P. Schinckel, S. Koser, S.S. Donkin and M.A. Latour, 2009. Feeding conjugated linoleic acid partially recovers carcass quality in pigs fed dried distillers grains with solubles. *J. Anim. Sci.* 87(1) 157-166. *Student in M. Latour laboratory.*
  - 9) Wert, K.M., N.R. Augspurger, J.D. Spencer, H.M. White, A.P. Schinckel and M.A. Latour, 2009. Effects of distillers dried grains with soluble and growmega™ on bratwurst meat quality. *Amer. Reg. Prof. Anim. Sci.* 695-700. *Student in M. Latour laboratory.*
  - 10) Latour, M.A., B.T. Richert, J.S. Radcliffe, A.P. Schinckel, and H. White, 2008. Effects of feeding restaurant grease, tallow and conjugated linoleic acid on finishing pig carcass and growth performance. *Amer. Reg. Prof. Anim. Sci.* 24(2) 156-160.
  - 11) Platt, J., C.P. Rusk, C.R. Blomeke, B.A. Talbert and M.A. Latour, 2008. An evaluation of digital versatile disc (DVD) instruction, live instruction, and live animals in third grade classrooms. *NACTA* 52(1) 2-5. *Student in M. Latour laboratory.*
  - 12) Wagler, S.E., C.P. Rusk, C.R. Blomeke, B.T. Richert, M.A., Latour, and B. A. Talbert, 2008. Classroom evaluation of an elementary educational swine curriculum: there's a pig in my classroom. *J. Ag. Ed.* 49(3) 8-12.
  - 13) Zhai, W., S.L. Newman, M.A. Latour and P.Y. Hester, 2008. The effects of *in ovo* injection of L-carnitine on hatchability of white leghorns. *Poult. Sci.* 87(3):569-572.
  - 14) White, H.M., B.T. Richert, A.P. Schinckel, J.R. Burgess, S.S. Donkin, and M.A. Latour, 2008. Effects of temperature stress on growth performance and bacon quality in grow-finish housed at two densities. *J. Anim. Sci.* 86(8)1789-1798. *Student in M. Latour laboratory.*
  - 15) Legan, E., H.M. White, A.P. Schinckel, A.M. Gaines and M.A. Latour, 2007. Evaluating growth and carcass changes in cull gilts fed distiller's dried grains with solubles. *Amer. Reg. Prof. Anim. Sci.* 23(6) 612-615. *Student in M. Latour laboratory.*
  - 16) Zhai, W., S.L. Newman, M.A. Latour and P.Y. Hester, 2007. The effects of dietary L-carnitine on semen traits of white leghorns. *Poult. Sci.* 86(10) 2228-2235.
  - 17) Wagler, S.E., C.P. Rusk, C.R. Blomeke, B.A. Talbert, B.T. Richert, and M.A. Latour, 2007. An evaluation of attitude change by participation in an elementary educational swine curriculum. *NACTA* 51(3) 38-43.
  - 18) Latour, M.A., 2006. Evaluating acceptance of modules in a virtual course: introduction to

animal sciences. *NACTA* 50(2) 32-35.

- 19) Wang, X, G. Hockerman, H.W. Green, C.F. Babbs, S.I. Mohammad, D.E. Gerrard, M.A. Latour, B. London, K. Hannon and A. Pond, 2006. Merg1k+ channel induces skeletal muscle atrophy by activating the ubiquitin proteasome pathway. *Fed. Amer. Soc. Exp. Biol.* 20 (9) 233-241.
- 20) Gordon, L. M., A. Cox, A. Schinckel, and M.A. Latour, 2005. Evaluating the fatty acid profile of retail bratwurst and Fertiliium treated sows. *Amer. Reg. Prof. Anim. Sci.* 21:232-238. *Student in M. Latour laboratory.*
- 21) Ley, M.A., K. Orvis, and M.A. Latour, 2005. Analysis of virtual and traditional teaching assistants used in introductory to animal science courses. *NACTA* 49(3) 47-50.
- 22) Norberg, S.E., R.N. Dilger, H. Dong, B.G. Harmon, O. Adeola, and M.A. Latour 2004. Utilization of energy and amino acids of spray-dried egg, plasma protein, and soybean meal in ducks. *Poult. Sci.* 83:939-945. *Student in M. Latour laboratory.*
- 23) Taylor, J., C.F. Babbs, M.B. Alzghoul, A. Olsen, M.A. Latour, A. Pond, and K. Hannon 2004. Optimization of ectopic gene expression in skeletal muscle through DNA transfer by electroporation. *Biotech.* 4:11-15.
- 24) Woodcock, M., E. Pajor, and M.A. Latour, 2004. The effects of hen vocalizations on chick feeding behavior. *Poult. Sci.* 83(12) 1940-1943. *Student in M. Latour laboratory.*
- 25) Frank, N., J.E. Sojka, and M.A. Latour, 2004. Effect of hypothyroidism on the blood lipid response to high dietary fat intake in mares. *J. Anim. Sci.* 82:2640-2646. *Student in M. Latour laboratory.*
- 26) Frank, N., J.E. Sojka, B.W. Patterson, K.V. Wood, C.C. Bonham and M.A. Latour, 2003. Effect of hypothyroidism on kinetic parameters of very low density lipoprotein in mares. *Amer. J. Vet. Res.* 64(8)1052-1058. *Student in M. Latour laboratory.*
- 27) Frank N., J.E. Sojka, and M.A. Latour 2003. Effects of hypothyroidism and withholding of feed on plasma lipid concentrations, concentration and composition of very-low-density lipoprotein, and plasma lipase activity in horses. *Amer. J. Vet. Res.* 64(7):823-828. *Student in M. Latour laboratory.*
- 28) Meunier, R.A., B.A. Talbert, and M.A. Latour, 2003. Evaluation of the incubators in the classroom: does it increase fourth grade students' knowledge about agriculture professions? *J. Agr. Ed.* 44:23-33. *Student in M. Latour laboratory.*
- 29) Latour, M.A. and P. Collodi, 2003. Evaluating the performance and acceptance of teleconference instruction vs. traditional teaching methods for undergraduate and graduate students. *Poult. Sci.* 82:36-39
- 30) Srivastava, N., D. Noto, M. Averna, J. Pulai R.A.K. Srivastava, T.G. Cole, M.A. Latour, B.W. Patterson and G. Schonfeld. 1996. A new apolipoprotein B truncation (apoB-43.7) in familial hypobetalipoproteinemia: Genetic and metabolic studies. *Met. Exp. and Clin.* 45(10) 1296-1304.
- 30) Latour, M.A., 2002. Test comparison between teleconferencing vs. traditional classroom lectures for an introductory animal sciences course. *NACTA* 47(1) 2-7.
- 31) Neuman, S.L., J.I. Orban, T.L. Lin, M.A. Latour and P.Y. Hester. 2002. The effects of dietary ascorbic acid on semen traits and testis histology of male turkey breeders. *Poult. Sci.* 81:265-268.
- 32) Peebles, E.D., C.D. Zumwalt, P.D. Gerard, M.A. Latour, and T.W. Smith, 2002. Market age live weight, carcass yield, and liver characteristics of broiler offspring from broiler hens fed diets differing in fat and energy content. *Poult. Sci.* 81:23-39.
- 33) Braun, C.M., N. Frank and M.A. Latour. 2002. Changes in circulating lipids in duck

- embryos and newly hatched ducklings from different age parents. *Biol. Neo.* 82(2):128-133. *Student in M. Latour laboratory.*
- 34) Braun, C.M., S. Neuman, P.Y. Hester, and M.A. Latour, 2002. Breeder age alters the performance of Pekin ducklings. *J. Appl. Poult. Res.* 11(3):270-274. *Student in M. Latour laboratory.*
- 35) Peebles, E.D., C.D. Zumwalt, T.W. Smith, P.D. Gerard, and M.A. Latour, 2002. Poultry fat and corn oil may be used to adjust energy in the diets of young breeder hens without affecting embryogenesis and subsequent broiler growout performance. *J. Appl. Poult. Res.* 11(2):146-154.
- 36) Frank, N., J.E. Sojka, and M.A. Latour, 2002. Effect of withholding feed on concentration and composition of plasma very low density lipoprotein and serum nonesterified fatty acids in horses. *Amer. J. Vet. Res.* (7):1018-1020. *Student in M. Latour laboratory.*
- 37) Meunier, R.A., B.A. Talbert, and M.A. Latour, 2002. Evaluation of the incubators in the classroom: Does it increase fourth grade students' knowledge of agriculture-related science concepts? *J. Agr. Ed.* 43(3)49-60. *Student in M. Latour laboratory.*
- 38) Peebles, E.D., S.M. Doyle, C.D. Zumwalt, P.D. Gerard, M.A. Latour and C.R. Boyle. 2001. Breeder age influences embryogenesis in broiler hatching eggs. *Poult. Sci.* 80:272-277.
- 39) Latour, M. A., E.D. Peebles, S.M. Doyle and T. Pansky. 2001. Effects of broiler breeder hen age and dietary fat intake on circulating serum lipids. *J. Appl. Anim. Res.* 19:73-84.
- 40) Braun, C.M., J.M. Burgess and M.A. Latour. 2001. Liver lipid accumulation in duck embryos and hatchlings changes with parental age. *Biol. Neo.* 80:228-234. *Student in M. Latour laboratory.*
- 41) Latour, M.A., A.A. Devitt, R.A. Meunier, J.J. Stewart and B.A. Watkins. 2000. Effects of conjugated linoleic acid. 1. Fatty acid modification of yolks and neonatal fatty acid metabolism. *Poult. Sci.* 79: 817-821.
- 42) Latour, M.A., A.A. Devitt, R.A. Meunier, J.J. Stewart and B.A. Watkins. 2000. Effects of conjugated linoleic acid. 2. Embryonic and neonatal growth and circulating lipids. *Poult. Sci.* 79:822-826.
- 43) Meunier, R.A., B.A. Talbert, and M.A. Latour. 2000. Creating agricultural awareness through an interactive learning experience: incubators in the classroom. *J. Ext.* (<http://www.joe.org/>) vol. 38 no. 1 (web-based only). *Student in M. Latour laboratory.*
- 44) Peebles, E.D., C.D. Zumwalt, S.M. Doyle, P.D. Gerard, M.A. Latour, C.R. Boyle and T.W. Smith. 2000. Effects of dietary fat type and level on broiler breeder performance. *Poult. Sci.* 79:629-639.
- 45) Peebles, E.D., C.D. Zumwalt, S.M. Doyle, P.D. Gerard, M.A. Latour, C.R. Boyle and T.W. Smith. 2000. Effects of breeder age and dietary fat source and level on broiler hatching egg characteristics. *Poult. Sci.* 79:698-704.
- 46) Latour, M.A., R.A. Meunier, D. Huber and K. Stallings. 2000. Ammoniated broiler diets reduce fecal phosphorus excretion. *J. Appl. Anim. Res.* 18:91-95.
- 47) Latour, M.A., R.A. Meunier, C.M. Braun, J.M. Eggert and A.P. Schinckel. 2000. Conjugated linoleic acid enriched swine fat alters the growth profile and VLDL composition of Sprague Dawley rats. *Bal. J. Lab. Anim. Sci.* 10:221-226.
- 48) Peebles, E.D., S.M. Doyle, T. Pansky, P.D. Gerard, M.A. Latour, C.R. Boyle and T.W. Smith. 1999. Effects of breeder age and dietary fat on subsequent broiler performance. 1. Growth, mortality, and feed conversion. *Poult. Sci.* 78: 505-511.
- 49) Latour, M.A., and R.A. Meunier. 1999. Transferring poultry information to the public using

- the Internet: AvianNet @ Purdue University. *J. Ext.* (<http://www.joe.org/>) vol. 37 no. 5 (web-based only).
- 50) Peebles, E.D., S.M. Doyle, T. Pansky, P.D. Gerard, M.A. Latour, C.R. Boyle and T.W. Smith. 1999. Effects of breeder age and dietary fat on subsequent broiler performance. 2. Slaughter Yield. *Poult. Sci.* 78:512-515.
  - 51) Latour, M.A., B. Patterson, T. Kitchens, R.E. Ostlund, D. Hopkins and G. Schonfeld. 1999. Effects of alcohol and cholesterol feeding on lipoprotein metabolism and cholesterol absorption in rabbits. *Artero* 19:598-604.
  - 52) Watkins, B.A., A.A. Devitt, L. Yu, and M.A. Latour. 1999. Biological activities of conjugated linoleic acids and designer eggs. Egg nutrition and Newly Emerging Ovo-Biotechnology 2<sup>nd</sup> Ed. J.S. Sim, S. Nakai and W. Guenter editors. CABI Publishing, UK.
  - 53) Watkins, B.A., A.A. Devitta, L. Yu and M.A. Latour. 1999. Biological activities of conjugated linoleic acid and designer eggs (Chapter 14). IN: Egg Nutrition and Biotechnology, 2nd Edition. pp. 181-195.
  - 54) Frank, N., J.E. Sojka, M.A. Latour, S.R. McClure and L. Polazzi. 1999. Effect of hypothyroidism on the blood lipid concentrations in horses. *Amer. J. Vet. Res.* 60:730-733. *Student in M. Latour laboratory.*
  - 55) Chen, Z., J.E. Saffitz, M.A. Latour and G. Schonfeld. 1999. Truncated apoB-70.5-containing lipoproteins bind to megalin but not the LDL receptor. *J. Clin. Invest.* 103:1419-1430.
  - 56) Peebles, E.D., L.M. Li, S. Miller, T. Pansky, S. Whitmarsh, M.A. Latour and P.D. Gerard. 1999. Embryo and yolk compositional relationships in broiler hatching eggs during incubation. *Poult. Sci.* 78:1435-1442.
  - 57) Peebles, E.D., T. Pansky, S.M. Doyle, C.R. Boyle, T.W. Smith, M.A. Latour and P.D. Gerard. 1998. Effects of dietary fat and eggshell cuticle removal on egg water loss and embryo growth in broiler hatching eggs. *Poult. Sci.* 77:1522-1530.
  - 58) Latour, M.A., D. Hopkins, T. Kitchens and G. Schonfeld. 1998. Effects of feeding a liquid diet for one year to New Zealand White rabbits. *Lab. Anim. Sci.* 48:81-84.
  - 59) Pulai, J.I., M.A. Latour, P. Kwok and G. Schonfeld. 1998. Diabetes mellitus in a new kindred with familial hypobetalipoproteinemia and an apolipoprotein B truncation (apoB-55). *Athero.* 136:289-295.
  - 60) Peebles, E.D., T. Pansky, S.M. Doyle, T.W. Smith, C.R. Boyle, M.A. Latour and P.D. Gerard. 1998. Effects of breeder dietary fat and eggshell cuticle removal on subsequent broiler growout performance. *J. Appl. Poult. Res.* 7:377-383.
  - 61) Latour, M.A., E.D. Peebles, S.M. Doyle, T. Pansky, T.W. Smith and C.R. Boyle. 1998. Breeder age and dietary fat influence yolk fatty acid profiles of fresh eggs and newly hatched chicks. *Poult. Sci.* 77:47-53.
  - 62) Shaish, A., M. Pape, T. Rea, R.A.K. Srivastava, M.A. Latour and G. Schonfeld. 1997. Alcohol increases diet-induced atherogenic lipoproteins and aortic atherosclerosis in rabbits. *Artero* 17:1091-1097.
  - 63) Branton, S.L., B.D. Lott, J.W. Deaton, W.R. Maslin, F.W. Austin, L. Pote, R.W. Keirs, M.A. Latour and E.J. Day. 1997. The effect of added complex carbohydrates or added dietary fiber on necrotic enteritis lesions in broiler chickens. *Poult. Sci.* 76:24-28.
  - 64) Peebles, E.D., J.D. Cheaney, J.D. Brake, C.R. Boyle and M.A. Latour. 1997. Effects of added dietary lard on body weight, and serum glucose and low density lipoprotein cholesterol in random bred broiler chickens. *Poult. Sci.* 76:29-36.

- 65) Latour, M.A., B.W. Patterson, J. Pulai, Z. Chen and G. Schonfeld. 1997. Metabolism of apolipoprotein B-100 in hypobetalipoproteinemia (FHBL) subjects differs among kindreds with known and unknown defects. *J. Lipid Res.* 38:592-599.
- 66) Peebles, E.D., E.H. Miller, C.R. Boyle, J.D. Brake, M.A. Latour and J.P. Thaxton. 1997. Effects of consecutive thiourcil exposures in the juvenile and adult single comb White Leghorn chicken on body weight and reproductive performance. *Poult. Sci.* 76:236-243.
- 67) Peebles E.D., A.L. Pond, J.R. Thompson, C.D. McDaniel, N.M. Cox and M.A. Latour. 1997. Naloxone attenuates serum corticosterone and augments serum glucose concentrations in ACTH-stimulated broilers. *Poult. Sci.* 76:511-515.
- 68) Puradolpirod, S., J.R. Thompson, J. Green, M.A. Latour and J.P. Thaxton. 1997. Influence of the yolk on blood metabolites in perinatal and neonatal chickens. *Gro. Dev. Aging.* 61:39-45.
- 69) Pulai, J., M. Averna R.A.K. Srivastava, M.A. Latour R.E. Clouse and G. Schonfeld. 1997. Normal intestinal dietary fat and cholesterol absorption, intestinal apolipoproteinB (apoB) mRNA levels, and ApoB-48 synthesis in a hypobeta-lipoproteinemic kindred without any ApoB truncation. *Met. Clin. Exp.* 46:1095-1100.
- 70) Peebles, E.D., J.D. Cheaney, J.D. Brake, C.R. Boyle, M.A. Latour and C.D. McDaniel. 1997. Effects of added lard fed to broiler chickens during the starter phase. II. Serum lipids. *Poult. Sci.* 76:1648-1654.
- 71) Peebles, E.D., J.D. Brake and M.A. Latour. 1997. Broiler performance, yield, and bone characteristics as affected by starter diet fat levels. *J. Appl. Poult. Res.* 6:325-330.
- 72) Peebles, E.D., J.D. Cheaney, J.D. Brake, C.R. Boyle, M.A. Latour and C.D. McDaniel. 1997. Effects of added dietary lard fed to broiler chickens during the starter phase. I. Body and selected organ weights, feed conversion, hematology, and serum glucose. *Poult. Sci.* 76:1641-1647.
- 73) Latour, M.A., E.D. Peebles, C.W. Gardner and G. Schonfeld. 1997. An evaluation of the lipoprotein composition and corresponding apolipoproteins in the newly hatched male and female broiler chick from two different age flocks. *Biol. Neo.* 72:380-388.
- 74) Latour, M.A., S.A. Laiche, J.R. Thompson, A.L. Pond and E.D. Peebles. 1996. Continuous infusion of adrenocorticotropin influences circulating lipoproteins and corticosterone concentrations in chickens. *Poult. Sci.* 75: 1428-1432.
- 75) Peebles, E.D., J.D. Cheaney, K. Vaughn, M.A. Latour, T.W. Smith, R.L. Haynes and C.R. Boyle. 1996. Changes in gonadal weights, serum lipids and glucose during maturation in the juvenile Northern Bobwhite quail (*Colinus virginianus*). *Poult. Sci.* 75:1411-1416.
- 76) Peebles, E.D., M.A. Latour, S.E. Broome, J.D. Cheaney and C.D. Zumwalt. 1996. Effects of oral ethanol on serum lipoprotein cholesterol in juvenile meat-type chickens. *Alcohol*, 13:111-115.
- 77) Latour, M.A., E.D. Peebles, C.R. Boyle, S.M. Doyle, T. Pansky and J.D. Brake. 1996. Effects of breeder hen age and dietary fat on embryonic and neonatal broiler serum lipids and glucose. *Poult. Sci.* 75:695-701.
- 78) Branton, S.L., B.D. Lott, J.D. May, P.A. Hedin, F.W. Austin., M.A. Latour and E.J. Day. 1996. The effects of nonautoclaved and autoclaved water-soluble wheat extracts on the growth of *Clostridium perfringens*. *Poult. Sci.* 75:335-338.
- 79) Latour, M.A., E.D. Peebles, C.R. Boyle, J.D. Brake and T.F. Kellogg. 1995. Changes in serum lipid, lipoprotein and corticosterone concentrations during neonatal chick development. *Biol. Neo.* 67:381-386.
- 80) Peebles, E.D., E.H. Miller, C.R. Boyle, J.D. Brake and M.A. Latour. 1994. Effect of dietary

thiouracil on thyroid activity, egg production, and eggshell quality in commercial layers. *Poult. Sci.* 73:1829-1837.

- 81) Latour, M.A., E.D. Peebles and J.D. Brake. 1994. The effects of dietary fat on growth performance, carcass composition, and feed efficiency in the broiler chick. *Poult. Sci.* 73:1362-1369.
- 82) Brake, J.D., M.J. Fuller, C.R. Boyle, D.E. Link, E.D. Peebles and M.A. Latour. 1993. Evaluations of whole chopped Kenef and Kenef core used as broiler litter material. *Poult. Sci.* 72:2079-2083.
- 83) Pugh, C.R., E.D. Peebles, N.P. Pugh and M.A. Latour. 1993. Ultrasonography as a tool for monitoring *in ovo* chicken development. 1. Technique and morphological findings. *Poult. Sci.* 72:2236-2246.
- 84) Peebles, E.D., C.R. Pugh, C.R. Boyle, M.A. Latour, N.P. Pugh and J.D. Brake. 1993. Ultrasonography as a tool for monitoring *in ovo* chicken development. 2. Effects of eggshell alteration and ultrasonography on embryonic and posthatch development. *Poult. Sci.* 72:2247-2253.

#### Graduate Student Involvement

Graduated Students: served on numerous graduate committees and either directed or co-directed n=10, MS, PhD – 3; 2 Visiting Scientists and served on numerous committees.

#### **Excellence in Teaching**

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##### **Lead Instructor – Introduction to Animal Science (ANSC 10200)**

Served as the lead instructor for Introduction to Animal Science (ANSC 10200), a foundational course within the Department of Animal Science at Purdue University. Initially offered exclusively on the West Lafayette campus, the course was later expanded to multiple delivery modes to increase accessibility and reach.

In 1998, developed an online version of Introduction to Animal Science, designed specifically for students around the globe and distinct from the on-campus offering. Revenues generated from the online course were reinvested to advance research in distance education, ultimately generating significant revenue while serving the needs of students unable to attend campus. This pioneering work in online learning received national and state recognition (see Awards section for details) and led to membership in the Purdue Teaching Academy.

Additionally, led the development of an Advanced Placement (AP) test in Animal Science for high school students, creating a test-out option for those instructed by qualified high school teachers. This initiative became part of the Core Science requirements in Indiana, providing early college credit opportunities for students pursuing agricultural and animal science pathways.

##### Led Experiential Learning Opportunities for Undergraduate Students

- 1) Meunier, R.A. Lipid transfer in neonatal chicks treated with various fatty acids, 1998.

- 2) Woodcock, M. Maternal behavior of the chicken. 1999.
- 3) Ockenga, S. Poultry behavior in non-selected chickens during incubation. 2000.
- 4) Weaver, A. Developed laboratory learning materials for ANSC 10200 and taught one laboratory section of ANSC 10200. 2000.
- 5) Jinks, A. Developed laboratory learning materials for ANSC 10200 and taught one laboratory section of ANSC 10200. 2001.
- 6) Branson, T. Developed laboratory learning materials for ANSC 10200 and taught one laboratory section of ANSC 10200. 2001.
- 7) Developed laboratory learning materials (n=180 pages) for ANSC 10200 and taught one laboratory section of ANSC 10200. 2002. A. Weaver, A. Jinks, T. Branson, and A. Jasinski
- 8) Bennett, A. Development of a lipoprotein lipase assay for horses. 2001.
- 9) Thomas, M. Evaluating the pigment of layer hens fed specific carotenoids. 2002 (the student presented this material at Creighton Bros., in Warsaw, Indiana and useful information towards a patent).
- 10) Pohle, K. Examining Fatty Acid Profiles of Sows. 2002. (student presented these material at Johnsonville Foods).
- 11) Gordon, L. Investigating the Omega 3 deposition in Sows. 2003-2004 (the student has presented this work at the university agriculture research posters (3<sup>rd</sup> place), Ball State University and at the national Animal Sciences meeting in St. Louis, MO, 2004. (published).
- 12) Perry, K. Investigating the composition of eggs from different retail markets. 2006.
- 13) Berger, E. Investigating the composition and appearance of sausage in casing from various retail markets. 2006.
- 14) Legan, E. Evaluating growth and carcass changes in cull gilts fed distiller's dried grains with solubles, (published). 2007.
- 15) Kesselbrock, K. Manipulation of fat tissue in sow to create a healthier bratwurst (published work). 2009.
- 16) Kamrath, C. ANSC 49300: Estimating the level of trans fatty acids in a wide range of sausage products. 2008.
- 17) Anspach, A. ANSC 49300: Using digital images to estimate pork belly firmness. 2008.
- 18) Benitez, M. ANSC 49100: Literature review on the use of distillers dried grains with solubles in wild bird diets. 2008.
- 19) Carson, A. ANSC49100: Use of a new form of conjugated linoleic acid in swine to improve fat quality. 2008.
- 20) McIntire, W. ANSC49100. Examine bacon defects in final products. 2008-2009. (This work was used as preliminary data in the recently funded Kraft Foods Grant for \$92,000).

### **Excellence in Extension**

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Extensive expertise in poultry and meat products, specifically bratwurst and bacon.

- 1) **Small and Large Producer Assistance:** One of the fastest growing segments of agriculture is the natural and organic sector. USDA reports that growth in retail sales has grown significantly since 1990. Served on the USDA awards panel which distributed

funds for organic farms and was the principal poultry and swine person responsible for reviewing those grant applications.

- 2) **Assistance to Meat Processors:** Along with Dr. Daryl Swartz, served as the technical advisors to the Indiana Meat Processors Association. Provided direct assistance concerning how to handle the bellies of pigs to create the best slice of bacon and expertise on how to create the best bratwurst. In shared responsibilities, workshops on basic knife skills, and pork, beef and poultry processing were done in 2009-2012.
- 3) **State Meats Competition:** Led the meats competitions for the state of Indiana (n=100 participants) and development of the first ever bi-state meats competition between Illinois and Indiana through cooperative relationships with the University of Illinois.
- 4) **State Wide Initiative-Incubators in the Classroom:** In order to increase agriculture awareness, developed created the incubators in the classroom program and the following hands-on teaching components for this program: 1) a story-line coloring book, 2) a teacher's Lesson Guide on incubating chicken eggs, 3) an incubator, and 4) two CD-ROM's.

#### Impact of the Program

- One hundred fifty preschool and daycare programs with an average enrollment of 20 students per program (total students = 2,920).
- Two hundred ninety-five elementary school classes with an average enrollment of 22 students per class (total students = 7,222).
- Three home-schooling programs with an average enrollment of 4 students (total students = 12).
- Fifteen Agriculture day programs in individual counties with an average participation of 600 persons (total participants = 9,000).
- Two presentations at the Indiana School for the Deaf (24 students) and the Indiana State Museum (1,950 participants).

University Recognition for Incubators in the Classroom: Awarded the 2001 distance learning award as the best non-credit material at Purdue University.

National Recognition for "Incubators in the Classroom:" Since October 2000, various components, e.g., either an embryology poster or CD's have been distributed to 1,235 classrooms, across 42 states.

#### **Extension Publications**

- 1) Latour, M.A., and A.P. Schinckel, 2008. The influence of dried distiller's grains on carcass fat in swine. *Ag. Com., AS-345W*.
- 2) Latour, M.A., 2008. Eggs Experiments: A fundamental way to teach science using eggs. *Ag. Com., AS-574-W.pdf*
- 3) Latour, M.A., and T. Applegate. 2005. Getting started with the home poultry flock. *Ag. Com., AS-568W*.
- 4) Meunier, R.A., and M.A. Latour. 2000. Commercial poultry production and processing. *Ag. Com., Purdue University, AS-545-W*.

- 5) Meunier, R.A., and M.A. Latour. 1999. A guide for housing, brooding, and handling chicks safely. *Ag. Com., Purdue University, ACS 527.*
- 6) Linton, R., J. Eiffert and M.A. Latour. 1999. Food safety: it's in your hands. *Ag. Com., Purdue University, FS-8.*
- 7) Latour, M.A., R. Meunier, and K. Wolber. 1998. Incubators in the classroom: A guide for teachers. *Ag. Com., Purdue University, AS-521.*
- 8) Latour, M.A., and A.L. Pond. 1998. Chirp and Shelby's exciting discovery. *Ag. Com., Purdue University, AS-520.*
- 9) Stewart, J., A. McBride, R. Meunier, and M.A. Latour. 1998. The developing chick embryo. *Ag. Com., Purdue University, AS-523.*
- 10) Stewart, J., and M.A. Latour. 1998. The formation of an egg. *Ag. Com., Purdue University, AS-525.*
- 11) Latour, M.A. 1997. Making a chick book. *Ag. Com, Purdue University, AS-519.*
- 12) Akers, D., M. Akers, and M.A. Latour. 1997. Choosing a poultry breed. *Ag. Com., Purdue University, AS-518.*
- 13) Peebles, E.D., M.A. Latour and C.D. Zumwalt. 1994. Pumping up fat in poultry feed. *Res. Highlights, Mississippi State University, 57:2.*
- 14) Brake, J.D., M.J. Fuller, C.R. Boyle, D.E. Link, E.D. Peebles and M.A. Latour. 1994. Kenaf for broiler litter. *Res. Bulletin, Mississippi State University, 1011:24.*
- 15) Peebles, E.D., M.A. Latour and J.D. Brake. 1992. Fat not all bad for broiler chicks. *Res. Highlights, Mississippi State University, 55:3.*

#### ***Conference Proceedings***

- 1) Richert, B.T. and M.A. Latour. Use of conjugated linoleic acid in swine feeding programs, Swine Nutrition Conference, Indianapolis, Indiana (presentation, September 2009).
- 2) Latour, M.A., 2007. Soft fat in swine as influenced by diet and environment. Carolina Feed Industry Association  
<http://www.carolinafeed.com/2007%20CFIA%20Fall%20Program.pdf>
- 3) White, H.M. and M.A. Latour. The impact of added dietary fat on carcass fat quality. 2007. Midwest Swine Nutrition Conference-Indianapolis, Indiana.  
<http://www.livestocktrail.uiuc.edu/uploads/porknet/papers/2007%20MWSNC%20Proceedings.pdf> pages 42-48.

**Extension Workshops:** (chaired or member of approximately 100 different extension workshops)

#### **Invited Presentations (National and International)**

1. Welcome for the 2023 Farm Bill hearing (US senators John Boozman and Debbie Stabenow), Arkansas State University, 2022.
2. Challenges in Distance Learning, University of New Orleans, 2018.
3. Distance Learning, Reykjavik University, Iceland, 2017.
4. Design of Dog Treats, Scott Pet, Rockville, IN. 2016.
5. Hypobetalipoproteina Kindreds, Southeastern Louisiana University, 2016.
6. Headwinds of Higher Education, Southeastern Louisiana University, 2016.

7. Creating an Executive i2i Enrichment program for Talented Undergraduates, Purdue University, IN 2014.
8. Expanding Undergraduate Research Discovery, Alabama A & M, 2014.
9. Illinois Agriculture, University of Havana, Cuba, 2014.
10. Vision for Higher Education in Agriculture, University of Illinois, Chicago, 2013.
11. How fat is manipulated in swine, Elanco, IN 2011.
12. Digestibility of pork skin in non-ruminants, PetSmart, Phoenix, Arizona 2011.
13. Lipid stability in pork skin, Costco, Seattle, WA, 2011
14. What causes soft fat in swine, Kent Feeds, IA, 2010.
15. How to develop distance learning programs. University College Dublin, Ireland. 2009.
16. How soft fat alters slicing ability in pork bellies, Oscar Mayer, Madison, WI. 2009.
17. Linoleic acid impact on sausage, Dublin Ireland. 2009.
18. How n6 fatty acids impact bacon quality, Köln, Germany. 2009.
19. Manipulating sow fat during the cull period, United, Sheridan, IN and Galesburg, IL. 2008.
20. Swine fat manipulation with diet and environment, Sempach, *Switzerland*. 2008.
21. Fatty acid metabolism in poultry, Alberta, Canada. 2008.
22. Distillers dried grains with solubles impact in sow carcass fat, Johnsonville, WI. 2008.
23. Estimating *trans fatty acids* using both gas chromatography coupled with near infrared (NIR) technology, Foss North America, Cleveland, OH. 2008.
24. Soft fat in swine both market pigs and sows, Pioneer, IA. 2008.
25. Fat cell formation and fatty acid manipulation in non-ruminants, Southeastern Louisiana University, Hammond, LA. 2008.
26. Soft fat in swine market pigs and sows, SD. 2008.
27. On math in the college of agriculture, Kansas State University, Manhattan, KS. 2008
28. Teaching symposium on distance learning, National American Society of Animal Sciences, Indianapolis, IN. 2008.
29. Use of introduction to animal sciences to satisfy course science requirement in Indiana high schools, Pearl River High School, Pearl River, LA. 2008.
30. Showcase our efforts in distance education for animal agriculture. *Bangalore, India*. 2008.
31. Challenges in distance education courses. *Paris, France*. 2008.
32. Use of digital media in animal sciences. *Zürich, Switzerland*. 2008.
33. How stocking density influences fat metabolism in swine, Smithfield, VA. 2007.
34. Fatty acid manipulation in swine fed distiller's dried grains, Foss North America, NC. 2007.
35. Fat sampling on market pigs and its impact on carcass iodine value, Kent Feeds and Tyson Foods-Swine, IA. 2007.
36. Fat formation in swine, Akey, Lewisburg, OH. 2007.
37. Sow fat manipulation, Johnsonville, Momence, IL. 2007.
38. Soft fat in swine. Midwest Feeding and Nutrition Conference, Indianapolis, IN. 2007.
39. Fat manipulation by diet and environment, North Carolina Feed Conference, Raleigh, NC. 2007.
40. Challenges in distance learning environments, North Central Region-Academic Program, Lincoln, NE. 2007.
41. Effects of heat stress on fat tissue, Smithfield Foods, VA. 2006.
42. Use of gas chromatography to identify soft fat characteristics, Murphy-Brown, Tar Heel,

- NC. 2006.
43. Sausage softness as influenced by the level of linoleic acid, Johnsonville, Watertown WI. 2006.
  44. Use of distiller dried grains as related to soft fat tissue, United Feeds, Sheridan, IN. 2006.
  45. Fatty acid metabolism in fast and slow growing pigs, Premium Standard Farms, Princeton, MO. 2006.
  46. Fatty acid manipulation using conjugated linoleic acid. BASF Corp., New Jersey. 2006.
  47. Student engagement at a distance using virtual teaching assistants in the classroom and beyond, National American Society of Animal Sciences, St Paul, MN. 2006.
  48. Use of digital technology in the classroom for Introduction to Animal Sciences, University of Connecticut, Storrs, CT. 2006.
  49. Implementing learning materials on embryology in the elementary classroom, University of Illinois, Champaign-Urbana. 2005.
  50. Factors that influence fat firmness in pigs, Smithfield Foods, VA. 2005.
  51. Fatty acid alterations in swine, poultry and humans during various phases of life, University of British Columbia, *Vancouver, Canada*. 2005.
  52. Lipid markers in market pigs, BASF Corp., New Jersey. 2004.
  53. Fat manipulation in market pigs during the final phase of feeding, *Merida, Mexico*. 2004.
  54. Fatty acid markers in sows, Johnsonville Sausage Co., Momence, IL. 2004.
  55. Fat firmness in market pigs, *Hermosillo, Mexico*. 2004.
  56. Lipid metabolism in non-ruminant animals, Purina Mills, St. Louis, MO. 2004.
  57. Fatty acid metabolism in non-ruminants (swine and poultry) *Guadalajara, Mexico*. 2004.
  58. Teaching in a virtual classroom to Indiana high school teachers workshop, Indianapolis, IN. 2004
  59. Distribution of fatty acids of sows challenged with various diets, Johnsonville Sausage Co., Watertown, WI. 2003.
  60. Using a variety of different approaches to teach introduction to animal sciences, Ball State University, Muncie, IN. 2003.
  61. Implementing a totally virtual course, Indiana University School of Dentistry, Indianapolis, IN. 2003.
  62. Challenges and opportunities in creating a distance learning course, North Carolina State University, Raleigh, NC. 2003.
  63. Use of conjugated linoleic acid in market pigs, Smithfield Foods, VA. 2003.
  64. Distance learning in animal science, University of Kentucky, Lexington, KY. 2002.
  65. Physiology of the layer hen, BASF, New Jersey. 2002.
  66. Dyslipidemia in avian offspring from young breeders, The Ohio State University, Columbus, OH. 2001.
  67. Lipid metabolism in avian offspring, USDA/ARS, Starkville, MS. 2001.
  68. Metabolism of conjugated linoleic acid, Trouw Nutrition, Highland, IL. 2001.
  69. Delivery of educational material in cooperative extension, West Virginia University, Morgantown, WV. 2001.
  70. The relationship between lipid mobilization and carotenoids in layer hens, BASF Company, New Jersey. 2000.
  71. Delivery of electronic media and international studies, National American Society of Animal Science, Baltimore, MD. 2000.
  72. Effects of conjugated linoleic acid on lipid deposition and circulating lipoproteins, Alpha

- Food Ingredients, Chicago, IL. 2000.
73. Improving poultry production, *Honduras*. 1999.
  74. Lipid metabolism in avian vs. mammals, Animal Sciences Department, Michigan State University, East Lansing, MI. 1998.
  75. Atherosclerotic plaque formation and lipoproteins, University of Michigan School of Medicine. Ann Arbor, MI. 1998.

## Grants and Awards

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1. Federal
  - USDA, Higher Education Challenge Grant. 2010-2012. Development of pathways for high school students to earn college credit. \$450,000, Co-PI.
  - USDA, Development of a HACCP and GMP's Train-the-Trainer Program, Food Safety \$50,000, CoPI.
  - USDA, Health survey of small poultry flocks, PI, \$72,840.
  - USAID, PI (2012-2014) on advancements in agricultural training, \$110,000.
2. Development of an open-campus course, self-supporting, Virtual Introduction to Animal Science. The online course was one of the very first within the College of Agriculture 1998/1999 and was delivered world-wide online (estimated \$1.5 M contribution and continues today). The purpose was to provide educational opportunities for students world-wide and to garner “new” revenue.
3. State and Government Agencies:
  - Indiana Value Added Grant: “The effects of conjugated linoleic acid (CLA) on blood cholesterol levels of pigs, pig growth and carcass composition, and the regulation of gene expression, \$60,000. Co-PI”
  - To assess a dry egg product in segregated early weaned (SEW) piglets. \$28,000 Co-PI.
  - US Poultry and Egg: “Carnitine’s role in improving reproductive efficiency in chicken and turkey breeders”. \$150,000 Co-PI.
  - National Pork Board: “Pork quality in sows fed distiller’s dried grains.” \$67,000 PI
  - National Pork Board: “Distillers grains in market pigs.” \$60,000 Co-PI.
  - Illinois Board of Higher Education: Co-PI. \$700,000 design of dual credit courses.
  - Arkansas Department of Agriculture and CARES funds, \$500,000.
4. Industry support for research in lipid metabolism (~1,000,000): Swift Foods, Maple Leaf Farms, Cambridge Isotopes, Purina Mills, Nutreco Nutrition, BASF, Smithfield Foods, and Kraft Foods.