

- **Demonstrated skill in strategic planning and organizational change. Proven ability to create a shared vision and mission in a complex, collaborative framework** by applying expertise, experience, judgment, and leadership skills. Under my leadership, the Agricultural Sustainability Institute (ASI) at UC Davis completed its first strategic plan, which led to significant organizational change to align organizational capabilities with a rapidly evolving institutional environment. And, as I demonstrated in my leadership of the Alternatives to Slash and Burn (ASB) Systemwide Programme of the CGIAR, (renamed the ASB Partnership for the Tropical Forest Margins; a multi-disciplinary consortium of over 80 institutions and 250 scientists), I have the ability to discern, assess, and grasp emerging opportunities.
- **Clear sense of principles** and appropriate timing for consultation, delegation, and decisive leadership has produced strong support from board members and local, national, and international partners. Personal commitment to science in the public interest, financial transparency, and working relationships with colleagues and stakeholders based on mutual respect and accountability. Aptitude for learning and for putting new scientific and leadership concepts into practice. Commitment to active, purposeful organizational learning for adaptive management.
- **Seasoned approach to fundraising and donor relations.** Ability to cope with and persevere despite fluctuations in challenging funding environments. Demonstrated capacity to leverage core funding through extramural grants, while maintaining programmatic integrity and scientific quality. **Despite the Great Recession**, extramural funding of the Agricultural Sustainability Institute (ASI) grew more than twelve-fold from 2007 to 2012 and ASI's overall budget grew at a compound rate of more than 17% per year during that period.
- **Strong record of leadership in engagement and effective communication and collaboration with external stakeholders.** Under my leadership, both ASB and ASI were designed to promote use-inspired basic research by crossing a variety of boundaries, both disciplinary and societal. From this flows commitment to strategies for governance, accountability, transparency and engagement essential to the public service mission of the CGIAR and the University of California. In turn, these goals require strong relationships with a wide range of stakeholders, including the distinguished members of ASB's Global Steering Committee (comprising CGIAR and NARES leaders) and ASI's External Advisory Board (<http://asi.ucdavis.edu/about/external-advisory-board>).
- **Adept in building strong organizational partnerships based on collaborative advantage**, including collaborations created through a new national network, the Inter-institutional Network for Food, Agriculture, and Sustainability (INFAS). During my leadership, counterparts at more than two dozen academic institutions across the US advocated for our Agricultural Sustainability Institute to host INFAS and serve as steward for a major endowment gift from the WK Kellogg Foundation.
- **Ability to recruit and lead talented people.** Strong record of recruiting and managing for cultural, disciplinary, and gender diversity; supporting women's leadership; mentoring; and of inspiring commitment to scientific excellence by example and through effective management.
- **Proven team orientation.** Demonstrated ability to establish, lead, and mentor highly-diverse, multi-cultural, multi-disciplinary teams: principle investigator of the California Nitrogen Assessment and Sustainable Sourcing of Global Agricultural Raw Materials; global coordinator, ASB Programme; resident coordinator at the Center for Policy and Implementation Studies (involving economists, sociologists, anthropologists, a variety of experts in agriculture, business, higher education, and public health, and other specialists) at the Indonesian Ministry of Finance.
- **Excellent ability to communicate with people at all levels.** Ready rapport with farmers and rural communities, traders and business people, cabinet ministers, academics, students, and the public. **Active and innovative use of technology for knowledge management:** consultation, synthesis, and process documentation for a globally-dispersed research network.
- **Record of policy impact based on sound science:** elimination of trade barriers to benefit millions of smallholders; phosphate fertilizer reforms saving over \$150 million per year; breakthroughs in community-based natural resource management and smallholder tree crop development programs.

Academic credentials

- **PhD, Stanford University**, Food Research Institute (economics of food and agriculture), 1984.
- **Distinguished Professor of Sustainability Science & Policy, University of California, Davis** (professor with tenure since 2007).
- **Internationally-recognized leadership in integrative, transdisciplinary research, bringing together agricultural, environmental, and social sciences, including economics.** More than 180 publications (roughly 60% in scientific venues, the balance for public communication, outreach, and stakeholder engagement) on land use, natural resource management (land, water, trees, forests, air quality), integrated ecosystem assessment, global and regional environmental issues and policies, climate change, agroecology, food systems, food security, farming systems, agricultural and food policy, economic development strategies, and sustainability science, including complex data and organizational requirements to link science with action. Google Scholar citation profile: h-index = 43.
- **Co-editor, *Annual Review of Environment and Resources***, among the top journals in its field.

Leadership, management, and administrative qualifications

- **15 years of senior level experience with the CGIAR** and other international institutions and partners in national agricultural research and extension systems, natural resource agencies, and social development and environmental organizations in Africa, Asia, the Middle East, and South America.
- **25 years of leadership, management, and administrative experience** as founding director of the **Agricultural Sustainability Institute at the University of California, Davis**, and director of the **UC statewide Sustainable Agriculture Research and Education Program (2007-2020)**; global coordinator, **Alternatives to Slash-and-Burn (ASB) Systemwide Programme of the CGIAR (2000-2006)**; senior scientist/principle economist/programme leader, **World Agroforestry Center (1994-2006)**; and institute associate and policy advisor, Harvard Institute for International Development, **Harvard University (1984-1994)**.
- **12+ years of senior leadership, management, and administrative experience with the University of California (2007-2020)**, spanning the College of Agricultural and Environmental Sciences (ranked among the best in the world) and many other colleges, centers, and institutes at UC Davis, the UC Division of Agriculture and Natural Resources, and other UC campuses, programmes, and initiatives.

Experience and strong networks internationally

- Over **20 years of international experience** as a scientific leader, policy advisor, and researcher on agriculture, natural resources, and the environment. Significant field experience with agriculture, natural resource management, and food systems in Africa, Asia, and South America, including Brazil, Cameroon, Egypt, the Gambia, Indonesia, Kenya, Madagascar, Malawi, Peru, and Tajikistan.
- Member, **Independent Science and Partnership Council (ISPC)** of the CGIAR system (2014-2018), the world's foremost public institution for agricultural research for development. **Deep understanding of the CGIAR, its mission, and current challenges, strengths, and weaknesses.**
- **Exceptional partnership and networking skills.** Founder and host of US national network of 25 academic institutions, the Inter-institutional Network for Food, Agriculture, and Sustainability (INFAS), which aims to remove historic barriers to interdisciplinary collaboration and to engage a wide variety of stakeholders. **The ASB Systemwide Programme won the CGIAR Science Award for "Outstanding Partnership" in 2005**, during my term as global coordinator.
- **Deep roots in agriculture.** Raised on a 120-year-old family farm growing nearly 100 different varieties of tree fruit in California's Central Valley. Hands-on experience across the spectrum of agricultural production and marketing activities for tree fruit and nuts, vegetables, rice, other crops.