

CURRICULUM VITAE *

Name: John A. TAYLOR

Current Position: Director, Rangelands Australia**, and Professor of Rangeland Management at The University of Queensland, Gatton Campus

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Tertiary Education:

- (a) B.App.Sc. (Rur.Tech.) Hons 1. (Queensland), 1972
- (b) Ph.D. (New England), 1980
- (c) Certificate IV (Workplace Assessment & Training), 2006
- (d) Graduate, Australian Institute of Company Directors, 2007

Awards & Honours:

- Churchill Fellowship, 1990
- CSIRO's Leadership Development Program, 1991-93
- Finalist, WesFarmers Insurance Education Award, 2007
- Finalist, FarmBis SA's Distance Learning & eLearning Awards, 2008
- Winner, Australian Rural Education Award, 2009
- Winner, UQ Award for Programs that Enhance Learning (Postgraduate Education), 2010
- Nominated for an Australian Award for University Teaching (Programs that Enhance Learning), 2011

Personal summary:

I am an achievement-oriented and respected leader who has applied my people, research and project management skills; wide experience of working in teams, organisations, rural industries and communities; as well as my knowledge of natural and production systems; in efforts to achieve economic, environmental and social outcomes in rural and remote Australia.

* As at March 2011

** Note: Rangelands are 80% of Australia, and are primarily used for livestock grazing.

Over the past eight years I have planned and implemented a highly successful, student-centred and demand-driven educational initiative in the most educationally disadvantaged region of Australia. This is delivering significant ‘triple bottom line’ outcomes for individuals, enterprises and communities in the region, and is influencing the direction of range science education internationally.

Key strengths*:

- Effective leader and manager of projects and people
- Effective networker with the capacity to build strong and enduring relations
- Client and market-oriented business developer
- Practical, insightful, goal/results-oriented
- Effective listener, communicator and negotiator
- Strategic thinker, effective in problem definition and in engaging stakeholders in owning and solving complex problems
- Outstanding skills in influencing, team leadership, coaching and mentoring staff
- Flexible, responsive to change, and committed to continuous improvement
- Knowledge and understanding of natural and rural systems, and a range of enterprise types in rural and remote Australia

*Based on Hay Management Consultants, McBer & Co, Marlow Hampshire, DISC, TMI and MBTI reports on leadership and operating styles, and annual performance assessments

Areas of expertise:

- Sustainable grazing and farming systems, rangeland management
- Industry and community needs analysis & stakeholder engagement
- Participatory research, project development and management
- Demand-driven and student-centred education and training
- Educational program/course development and improvement

Skills development/Formal training:

- Time and self management
- Effective communication
- Managing difficult people
- Negotiation skills
- Delegation, coaching and mentoring staff
- Leadership and group facilitation
- Commercial practice, commercialisation planning, IP management
- Strategic planning
- Directors skills and responsibilities
- Strategic financial management
- Managing strategic and cultural change
- Matching science to industry needs
- New perspectives on complex problems
- Research management
- Corporate governance

Employment:

2011 to present: Director, Rangelands Australia, and Professor of Rangeland Management in the School of Agriculture and Food Sciences at the University of Queensland, Gatton Campus

2001 - 2010: Director, Rangelands Australia, and Professor of Rangeland Management at The University of Queensland, Gatton Q, on secondment from CSIRO Sustainable Ecosystems. (\$0.6-1.2m annual budget, up to five staff plus a national network of 10 Rangeland Champions)

Key achievements:

- Conducted a national analysis of the knowledge and skills needs and gaps among producers, advisers, facilitators, etc; which has been acknowledged by FarmBis as *'the most valuable needs analysis in Australia'*
- Recurring and large Research, Development and Educational grants (\$1m+) from Meat and Livestock Australia (MLA) and the Australian Government's Department of Agriculture, Fisheries and Forestry (DAFF), and smaller grants (\$50k-600k) from the Queensland Government and philanthropic organisations such as the Foundation for Rural and Regional Renewal (ie. Fairfax and Myer family foundations) (Total \$2.1+m in external grants over the past four years)
- Commissioned a unique, national analysis of the 'Market for Learning in Rural and Regional Australia' which segmented the market, profiled the segments, and identified barriers to participation and the preferences of mature age learners
- Conducted an analysis of the alignment of supply and demand in short courses and VET and Higher Education programs across Australia. This provided a unique overview of the over-supply, duplication and gaps in offerings
- Engaged over 1000 stakeholders nationally in needs analysis, curriculum and course development processes, which have been nationally and internationally acknowledged as 'best practice'
- Developed the only coursework program in Rangeland Management in Australia, which comprises 12 new courses (available in distance and intensive modes), and is unique in focusing on building capacity for 'triple-bottom-line' sustainability (ie. economic, environmental and social) outcomes
- Courses valued by CSIRO, R&D Corporations and CRCs as an important path to adoption of research findings, and these bodies now provide free access to staff for course development and review, and materials for teaching
- Developed and promoted innovative and simple pathways for entry and/or articulation from VET to HEd; acknowledged by AgriFood Skills Australia as a 'model', and documented as a case study in their 2011 Environmental Scan

- Around 40 invitations *per annum* from industry, community and government groups to promote the program and courses, pathways to entry, support for mature age students, etc. I have participated in around half of these
- Strong growth in enrolments (up 180-220% over the past three years to over 100 students), in stark contrast to the decline in enrolments in most programs in agriculture – VET, undergraduate and postgraduate. In 2010, the Rangeland Management program had 3-20 times the number of students of any other postgraduate coursework program in UQs NRAVS Faculty, and these are all domestic students.
- Increased participation in HED by people with 5-40 years managerial experience and/or a VET qualification (but without a degree), and who currently represent around 40% of enrolments and 36% of the graduates in the RM program
- Impact of the program, through the current students who either directly manage or influence the management of 45% of Australia's grazing lands (175 million hectares)
- Recognition by education professionals as the winner of the 2009 Australian Rural Education Award. This award recognizes excellence in rural education, particularly initiatives which '*expand opportunities, bring about efficient and effective education, and provide educational benefits in rural Australia*'
- Recognition by the US Range Science Education Council as the **inspiration, catalyst, and model** for a recent United States Department of Agriculture-funded project to revamp of the structure and content of range management programs at 30 US universities
- Collaborator in a USDA-funded International Science and Education Project on '*Global Access to Sustainable Rangeland Management Resources for Research, Teaching and Extension*', specifically to develop a multi-media module on 'Australian Rangelands' as part of an on-line 'Virtual Exploration of World Rangeland Ecosystems' being developed by the University of California – Davis and the University of Idaho.

2001- 2010: **Senior Principal Research Scientist and Project Leader, CSIRO Sustainable Ecosystems, StLucia Q, on secondment to the School of Integrative Systems, University of Queensland, Gatton**

Key achievements:

- See Director, Rangelands Australia role (above)

1995 - 2001: **Research management** (ie. **Chief** and **Deputy Chief**, CSIRO Divisions of Tropical Crops & Pastures and Tropical Agriculture, respectively, Brisbane Q). (\$22-32m annual budget, 220-330 staff)

Key achievements:

- Steered and shaped a CSIRO Division (TC&P) through Strategic Planning and Workforce Planning exercises which led to a significant shift in direction (more on sustainability) and identification of skills shortages and surpluses
- Developed a Strategic Plan for a new CSIRO Division (TAg) and implemented a program to transition to the new Division and a new culture
- Refocused and restructured CSIRO Tropical Agriculture's Human Resources and Business Development functions. Realigned research programs and projects to facilitate delivery to customers and interaction with sectors.
- Lifted industry awareness and thinking about forces driving change in agriculture through presentations and press, which, for example, led to a dramatic increase in allocation of resources to sustainability R&D by the then MRC (now MLA)
- Facilitated the development of targeted R&D programs for two new customers – Aboriginal people and Defence
- Initiated and facilitated major integrated R&D projects in the Ord-Bonaparte region (\$30m over 5 years) and the Douglas Shire (\$15m over 3 years), with the process highlighted as a model for development of integrated projects by LWRRDC and the CSIRO Executive.

1985 - 1995: **Research leadership** (ie. **Project Leader**, Sustainable Native grass-Legume Pastures; then **Program Manager**, Pasture Management and Livestock Production, CSIRO Tropical Crops & Pastures, Brisbane Q) (\$4.5m annual budget, 50 staff)

1980 - 1985: **Research Scientist** (CSIRO Wildlife, then Wildlife and Rangelands Research, Darwin NT)

1975 - 1979: **Teaching Fellow** (Department of Ecosystem Management, University of New England, Armidale NSW).

Communication activities and achievements:

Communication skills have been developed through training and experience. These skills are demonstrated in the following examples:

- Written: Popular articles (20+ over the past three years), Scientific papers (over 60 in my career), and Learning guides and materials for six highly rated courses (VET and postgraduate levels) over the past five years.
- Verbal: Facilitation of Focus groups (30) and Scoping workshops (20), presentations to professional bodies, industry and community groups (35), delivery of 13 postgraduate courses (ie. semester long distance courses and 5-day intensive courses), and over 12 invited presentations (eg. seminars at Texas A&M - 2009; keynote address to the US-based Range Science Education Council – Feb 2010) over the past five years.
- Listening: Invited participant in 8-15 industry, community and government events, each year, over the past four years (Note: Approx 30-40 invitations *per annum*).

Current Internal (ie. UQ) Responsibilities:

- Coordinator, Rangeland Management postgraduate coursework program
- Member, School of Agriculture and Food Science's Teaching and Learning Committee

Key external roles and professional responsibilities (over the past 15 years only):

- CSIRO representative, Board of the CRC for Tropical Plant Pathology, 1995-97
- CSIRO representative, Sugar Industry Research Coordinating Committee, 1995-97
- CSIRO representative and Deputy Chairman, North Australia Beef Research Council (NABRC), 1995-2001 (now an Invited Observer)
- Director, Land & Water Resources Research & Development Corporation (LWRRDC), 1996-9
- Chair, LWRRDC's Integration and Adoption R&D Program, 1996-99
- Chair, National Climate Variability R&D Program, 1996-99
- Advisory Editor, Grass and Forage Science, 1996+
- CSIRO representative and Chair of the Board of the Agricultural Production Systems Research Unit (APSRU - a QDPI, QDNR & CSIRO research alliance), 1996-2001
- Member, Northern Australia Aboriginal Land Management Consortium, 1996-98
- CSIRO representative, Board of the Tropical Beef Centre, 1996-7
- Member and Acting Chairman, Advisory Board of Central Queensland University's Institute of Sustainable Regional Development, 1998-2001

- CSIRO representative, Ord-Bonaparte Project Program Management Committee 1999-2001
- Member of a Consortium conducting an '*Analysis of Environmental Opportunities and Challenges confronting the Grains Industry*' for the Grains R&D Corporation, 2000-01
- Invited Observer, NABRC, with special expertise in strategic planning, education and training issues, 2001+
- Member, Expert Panel for the Land Chapter of the 2002 and 2006 State of the Environment reports (DEWHA)
- Non-Executive Director, Board of the Desert Knowledge Cooperative Research Centre (CRC), 2003-10; with oversight of the CRC's Education program (ie. VET to RHD levels) and Board's Social Process Monitor
- Chair, Desert Advisory Forum, Desert Knowledge CRC, 2003-5
- Member, Council of the Australian Rangeland Society, 2007+
- Member, and UQ representative on the Range Science Education Council (USA), 2008+
- Invited participant, AgriFood Skills Australia workshop on VET-HEd pathways, 2009
- Member, Remote Enterprise Centre's Ministerial Advisory Board (DIISR), 2009+ (Minister Kim Carr, Innovation, Science & Research)
- Member, Technical Advisory Panel for the Reef Rescue R&D program (DEWHA/DAFF), 2010
- Member, judging panel, Australian Rural Education Award, 2010
- President and Director, Australian Rangeland Society, 2010-2014

Professional Memberships:

- Australian Institute of Company Directors
- Australian Rangeland Society
- Rural Press Club (Q)
- Society for the Provision of Education in Rural Australia
- Society for Range Management (USA)