

# HOWDY! THIS IS ME...

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- ▶ Born in Havana, Cuba, 1959.
- ▶ Left on July 4, 1961.
- ▶ For the next 3 years, lived in Colombia, Peru, & El Salvador.
- ▶ Moved to Puerto Rico in 1964, where I attended elementary and Jr. High school.
- ▶ Moved to Miami, FL, 1973.



# WHAT'S A CUBAN, BY THE WAY?



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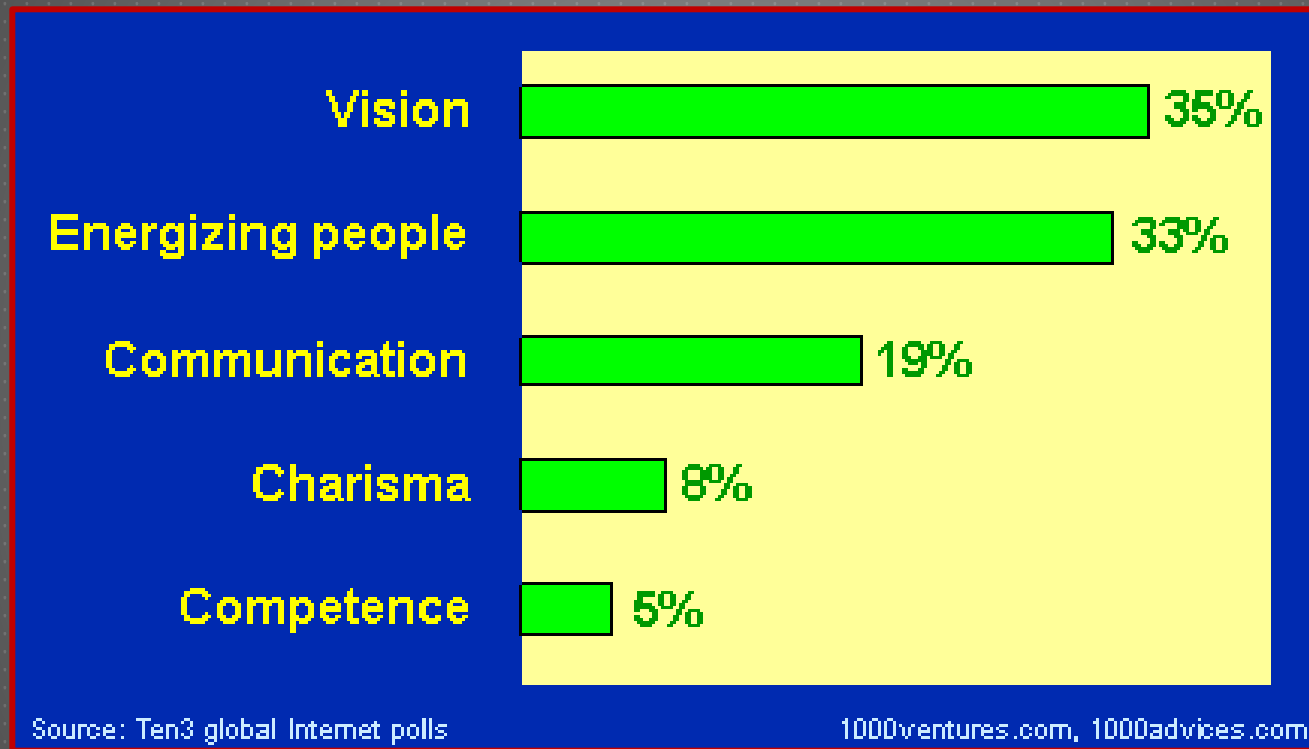
# IN ORDER TO SUCCEED IN LIFE...



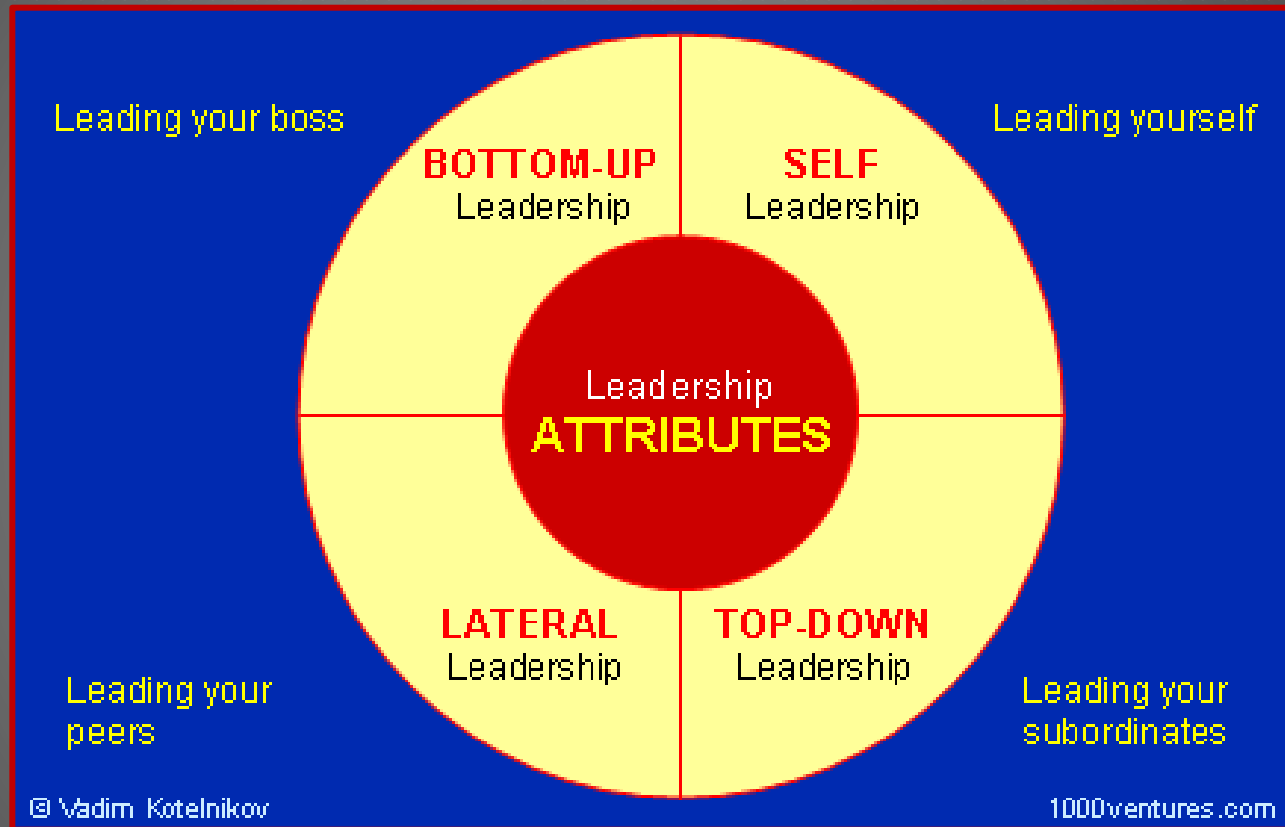
“You either have to be the **first**, **best** or **different**.”

Loretta Lynn, American country music singer-songwriter.

# ACCORDING TO SURVEYS, THESE ARE THE CHARACTERISTICS OF GREAT LEADERS

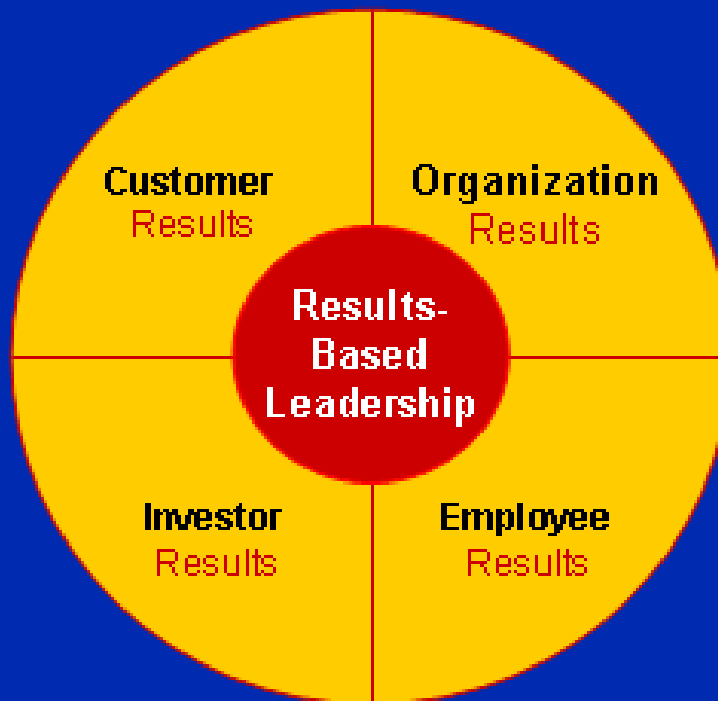


# GREAT LEADERS REALIZE THAT THERE ARE SEVERAL LEVELS TO LEAD...



# IT'S ABOUT CHARACTER **AND** RESULTS

## BALANCED LEADERSHIP WHEEL



Leaders do much more than demonstrate leadership attributes – character and competencies.

Effective leaders get **RESULTS**.

Desired results must serve multiple constituents – customers, investors, employees, and organization – in a **BALANCED** way.

Adapted from "Results-Based Leadership", Dave Ulrich, et al

1000ventures.com

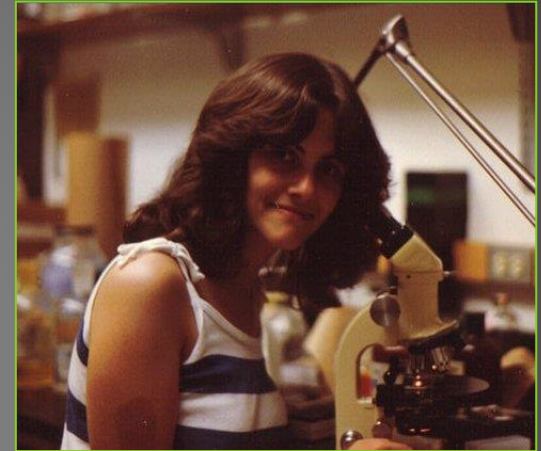
# 12 CHARACTERISTICS OF POOR LEADERS

- ▶ Unable to **organize** detail
- ▶ Unwilling **to do** what you would ask someone else to do
- ▶ Expect to be paid for **what they know** instead of what they do
- ▶ Fear **competition** from others
- ▶ Lack **creativity** in setting goals and planning
- ▶ Suffer from the **“I”** syndrome
- ▶ **Over-indulge**
- ▶ Are **disloyal** to colleagues
- ▶ Emphasize authority, leading by **fear** not by encouraging
- ▶ Emphasize **title** instead of knowledge and expertise
- ▶ Lack understanding of the destructive effects of a **negative environment**
- ▶ Lack **common sense**

# A BRIEF TALE ABOUT MY JOURNEY...

- ▶ **Education (it's harder to succeed without it!)**

- ▶ 1981 - B.S. Biology from F.I.U.
- ▶ 1987 - M.S. Anaerobic Microbiology, **Va. Tech!**
- ▶ 1990 - Ph.D. Food Science, **Va. Tech!**



- ▶ **Married Peter S. Murano (success in life depends on who is by your side!)**



Dr. Peter Murano



# FACULTY MEMBER – A DECADE OF HARD WORK AND LEARNING BY DOING!

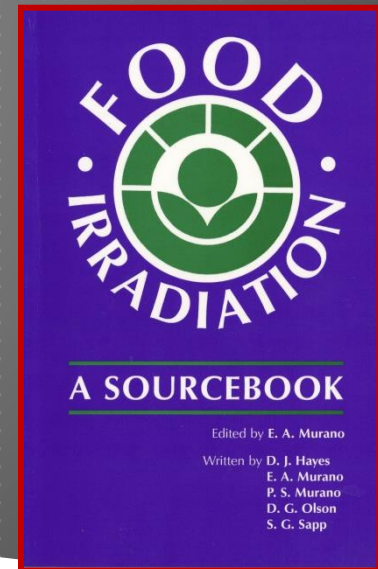
## ▶ Iowa State University 1990-1995

- ▶ First woman
- ▶ First Hispanic
- ▶ Department of Microbiology
- ▶ Professor-in-Charge of Linear Accelerator Research Programs



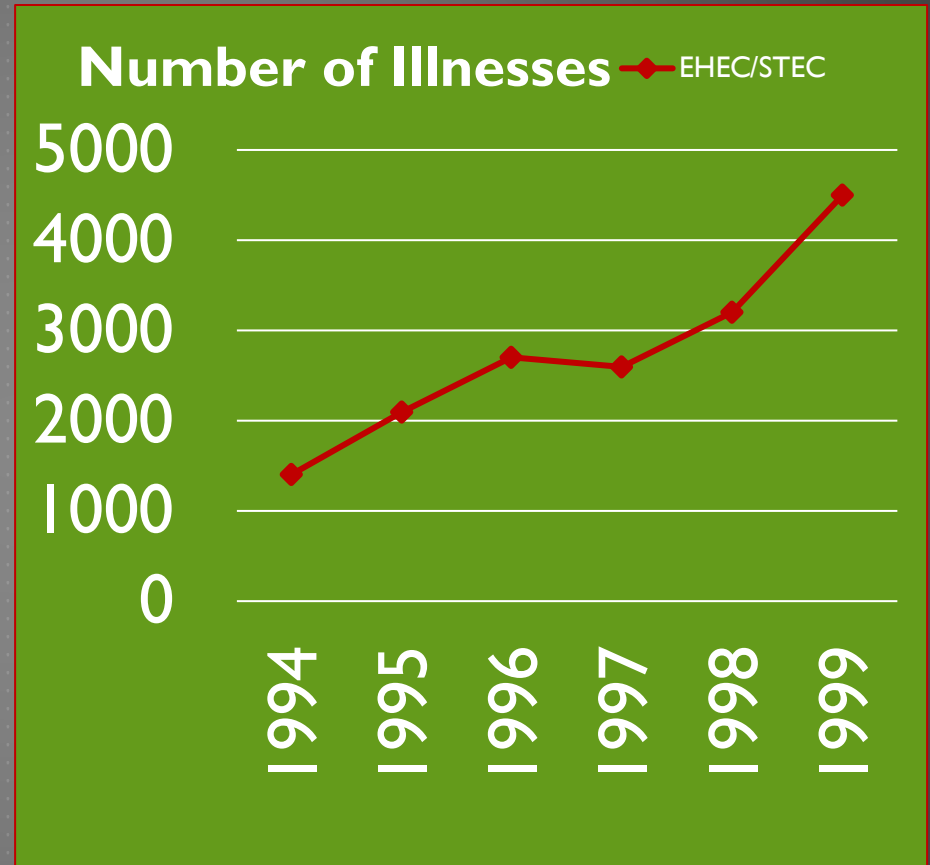
## ▶ Texas A&M University 1995-2001

- ▶ Director, Center for Food Safety
- ▶ First woman
- ▶ First Hispanic

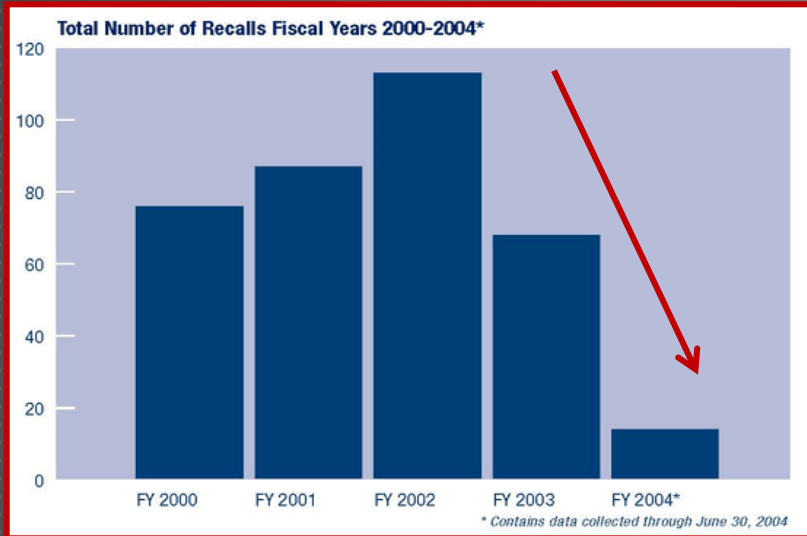


# UNDERSECRETARY AT USDA – GETTING OUT OF MY COMFORT ZONE!

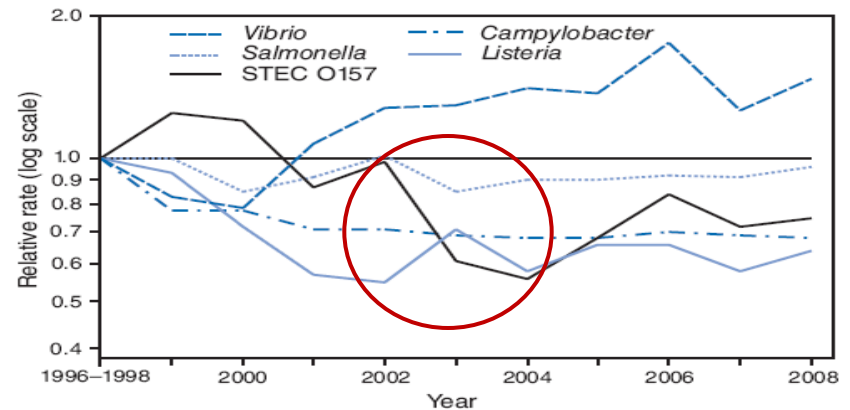
- ▶ **Appointed Under Secretary for Food Safety by President G.W. Bush, confirmed by U.S. Senate (first Hispanic)**
- ▶ **Situation:**
  - ▶ Huge number of outbreaks and recalls of ground beef due to *E. coli* O157:H7
  - ▶ Pressure to take action from every side
  - ▶ Agency did not trust political appointees



# RESULTS OF OUR EFFORTS



**FIGURE 2. Relative rates of laboratory-confirmed infections with *Vibrio*, *Salmonella*, STEC\* O157, *Campylobacter*, and *Listeria* compared with 1996–1998 rates, by year — Foodborne Diseases Active Surveillance Network, United States, 1996–2008†**



\* Shiga toxin-producing *Escherichia coli*.

† The position of each line indicates the relative change in the incidence of that pathogen compared with 1996–1998. The actual incidences of these infections can differ. Data for 2008 are preliminary.

# WHAT MADE THE DIFFERENCE?

- ▶ Conveying that I **cared** about what the Agency staff cared about.
- ▶ Developing a **shared** vision with my team.
- ▶ **Empowering** my team to create, allowing them to learn from mistakes.
- ▶ Rolling up **our sleeves** relentlessly in the pursuit of our goals.
- ▶ Staying tough and **taking bullets** so my team could get it done.

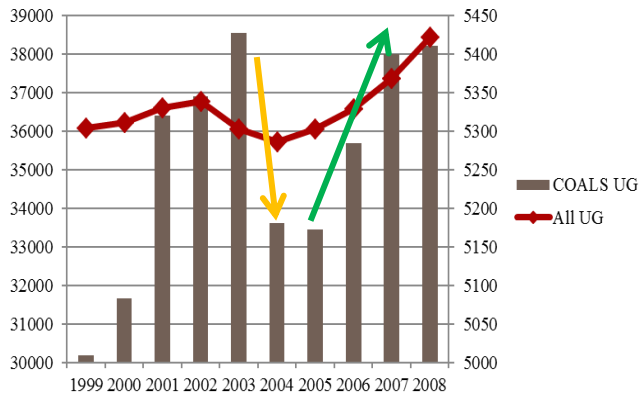


# VICE CHANCELLOR/DEAN OF AGRICULTURE PRESIDENT OF THE UNIVERSITY— A TEST OF PERSEVERANCE, TEAMWORK, AND VALUES

- First woman
- First Hispanic
- Youngest!



# OUR RESULTS...



- Increased state appropriations for TAMU from \$488M to \$530M.
- Launched large renovation projects.
- Increased US News & World Reports ranking from 24<sup>th</sup> to 21<sup>st</sup>.



# WHAT MADE THE DIFFERENCE?

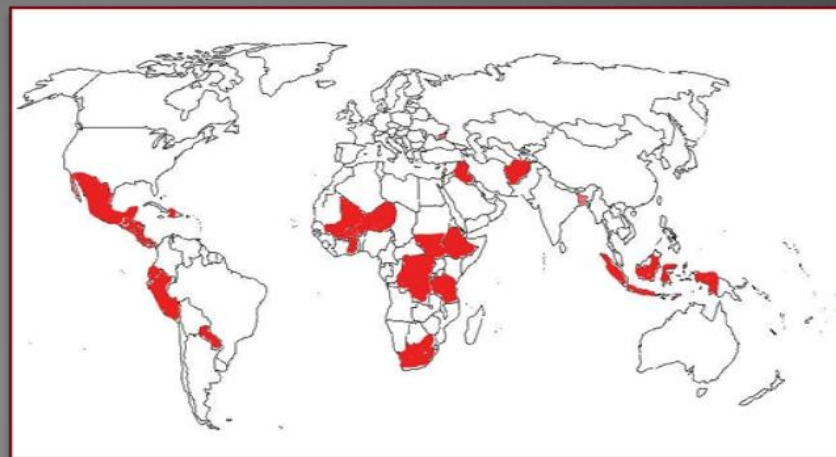
- ▶ Conveying that I **care** about what the faculty, staff, and students care about.
- ▶ Developing a **shared** vision to be top 10 public university in the country.
- ▶ **Empowering** others to be creative.
- ▶ Rolling up **our sleeves** relentlessly in the pursuit of our goals.
- ▶ Staying tough and **taking bullets** so others could get it done.



# DIRECTOR OF THE BORLAUG INSTITUTE AT TEXAS A&M

## OUR MISSION:

*“ To lift small-holder farmers out of poverty and hunger through agricultural science”*



## Funding since 2013

Asia: \$ 60.0M

Africa: \$ 28.6M

LAC: \$ 8.4M

Global: \$ 3.1M

**TOTAL \$100.1M**



# THE 5 LESSONS I'VE LEARNED...

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- ▶ It's about pushing yourself out of your **comfort zone**.
- ▶ It's about observing your surroundings and **learning** from others.
- ▶ It's about deciding that you and your team are going to **make a difference**.
- ▶ It's about **perseverance**.
- ▶ It's about staying true to your **values**.



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