

CATTLE CALL

Newsletter for Alumni of TCU Ranch Management

Winter 2025

From the President, Trevor Caviness '98 (806)679-2998 trevor@cavinessbeef.com

Hello friends,

Here come the Holidays! What a crazy fall it has been in the markets with all the global politics and newsworthy events going on. It is so important to keep a level head and seek as much quality input and advice as you can! Roundup in January is a great opportunity to network, ask questions, and catch up on old friendships.

This year for the Saturday morning session we are excited to have **Dr. Dale Woerner**, **Cargill Endowed Professor with Texas Tech Meat Science**, come and give a presentation on an exciting initiative regarding the potential evolution of carcass yield grades. New technologies such as 3-D imaging, computed tomography (CT) and artificial intelligence now allow processors to predict and measure carcass composition with striking accuracy. It is really great information you don't want to miss!

Also, as you have seen, we have a "block of 350 tickets" for the Saturday night rodeo on January 31. They will be first come, first serve. We will have a Ranch Management social hour and dinner at the newly renovated and updated *Backstage Club* at the Will Rogers Memorial Center prior and then make our way on over to the rodeo at Dickies Arena. The tickets you buy for the rodeo will be good for all day grounds access if you choose to make full use of that as well.

Please sign up and claim your tickets by the *December 20 deadline*! It will be great to show our TCU Ranch Management pride with a large contingent!

On behalf of the Alumni Association, I wish you all a wonderful Christmas season and a prosperous New Year!



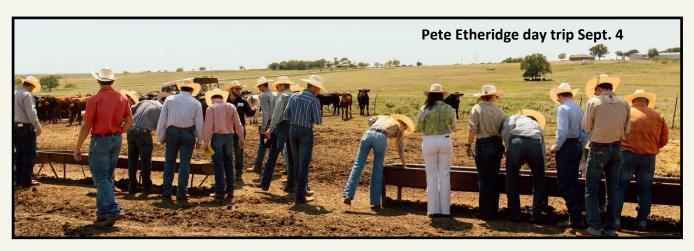


END-OF-SEMESTER UPDATE

The 2026 class of the TCU Ranch Management program looks like they are going to make it to the halfway point of the program by heading into finals week. Everyone (students and faculty) has been busy, working hard, and participating with enthusiasm. The program has survived 2 week-long field trips, 12 day trips, 5 guest speakers, numerous long hours in the classroom and the official assignment of the Management Plan the week before Thanksgiving. I know that this is only my third class here at TCU, but this is probably the hardest working group of students that I have ever encountered in over 20 years of being a professor. They handle the long days, the new projects, traveling, exams and anything else we feel like throwing at them with enthusiasm. I could not be prouder of their development to this point, but will continue to hold their feet to the fire going into the spring semester to ensure that they are the best class to come out of the program yet.

While the current class is always the major focus of all involved in the program, as we all know there are a hundred different things going on at the same time while we are training these new students. The first thing I would like to report is that recruitment for next years class is in full swing and we are having a great deal of success. I cannot even count the number of students that have come into the building with their families to learn more about the program from the certificate and undergrad aspects. I personally have interviewed 6 students to this point, and have another 8 to go with applications coming in regularly. The interesting fact about many of these interviews is that they are students that we met at tradeshows my first or second year that have maintained interest in the program, have finished their schooling elsewhere and are still committed to attending the program. Our undergraduate program also continues to grow. As previously stated, I cannot count how many families have come in inquiring about the BS program and have since communicated that they have been accepted for next year or have officially applied for next year. These are exciting times for the program and I think we are slowly moving out of the "hidden jewel" category to the "best Ranch Management program around"! This is further proof that our marketing and recruiting efforts are paying dividends.

The second thing I would like to talk about is our faculty search. As many of you know we have been trying to fill a position for almost two years now. It has remained open not because of a lack of applicants, but a lack of the *right* applicants. I am pleased to report that we have two applicants interviewing at the end of finals week and we are very excited about what each may bring to the program. However, we will again do our due diligence to make sure they are right and going to enhance our program. I assure you we will never just hire to fill slots, we will always move to do what is best for the program and what will help our students be the best product when they graduate. As always, feel free to reach out to me with any questions or concerns, I look forward to seeing all of you at winter Roundup!





Jason Faubion
Assistant Director
John Biggs Professorship
j.faubion@tcu.edu

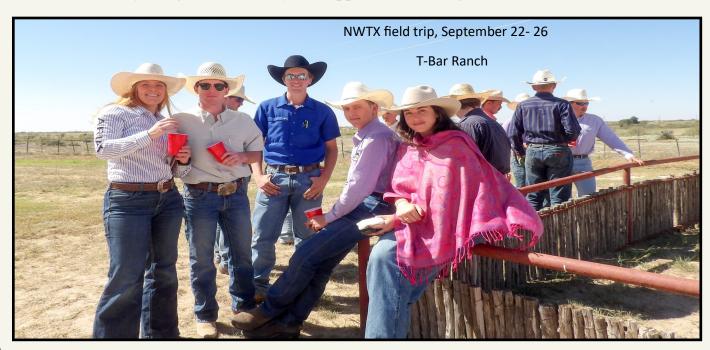
HELP WANTED

Internship Site Request

Over the years, we have had much alumni support in our efforts to help potential students in gaining adequate experience as they prepare to apply for the Ranch Management Program. I would like to ask for your help once again, but this time with a bit more specific request.

We are in need of "entry level" summer work experience for our TCU students that have declared Ranch Management as their major, on the Bachelor degree option. Over the years, we have seen a marked decrease in the level of cattle and ranch experience in this group of students. Many of these students are coming to TCU from high school, with an interest in beef cattle production and ranching, but having never had opportunities to work in our industry. For this request, we are looking for operations that 1.) will have the patience to teach the most basic level of our industry instruction and 2.) will have a place for students to stay on (or near) the ranch site. As a reminder, most of these students have not grown up in our industry, so they will be a blank canvas for you to teach. Of course, they may also need more instruction in order to keep them safe. It probably goes without saying that these students will not be ready to stand in an alley and help sort a set of Brahman cross cows on their first day at the ranch. These students are going to be more suited for helping out with daily chores and graduating up as you see their progress.

If you are interested in taking on a student intern please let me know. These opportunities can be either paid or unpaid, though I believe the student should be content with housing provided, plus your instruction and hospitality, as compensation for any work that they are able to contribute. Thank you again for all of your support to our Program.





Lee A. Knox

Associate Professor

Houston L S & R Professorship
lee.knox@tcu.edu

Global Resources

"Our legendary program prepares professionals to manage a broad range of global resources on an ecologically and economically sound basis while conserving and improving resources." The problem with teaching young professionals to manage a broad range of GLOBAL resources is what tools do you teach them that will be available after graduation? Fortunately, we have identified several internet-based tools that are available to anyone. I thought the alumni would like to know about these tools, also.

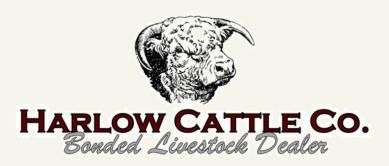
The most commonly used tool for natural resource information is the USDA-NRCS <u>Web Soil Survey</u>. All you have to do is create an Area of Interest (AOI) for the pasture or ranch you want to inventory. Resources available from Web Soil Survey include Ecological Site Descriptions, soil suitability and limitations for use and soil properties and qualities. These reports help you look at the feasibilities of different alternative management practices such as fences, farming, structures, grazing, etc. Web Soil Survey has been used by the students for their Grazing Project, Forage Project, Brush Control Project, Fencing Project, Erosion Control Project, Prescribed Burn Project, Plant Collection and Livestock Water Project.

The second most used tools are the GIS mapping systems provided by Texas A&M Forest Service called "Map My Property" and "Plan My Land Operation". You can digitize polygons such as pastures, lines such as pipelines and points such as water sources. All the mapped information can be exported as KML, MMP, GPX and SHP files that can be utilized in other GIS mapping systems and by contractors. Area, distances and locations can all be measured. Other tools within the programs include an elevation profile that can be used for pipelines, fences and terraces along with a culvert sizing tool that delineates watersheds which is handy for sizing stock ponds, culverts and spillways. Although developed by Texas A&M University System, functionality is available wherever background data layers exist including some internationally. Map My Property and Plan My Land Operation have been used by the students for their Grazing Project, Forage Project, Brush Control Project, Erosion Control Project, Prescribed Burn Project, and Livestock Water Project.

The final system they use extensively is the <u>RAP Production Explorer</u>. The Production Explorer is part of the Rangeland Analysis Platform (RAP) and can be utilized to set initial stocking rates. Don't worry, I still teach how to clip and extrapolate for setting stocking rates, however, the RAP system updates forage production every 16 days. Making it an excellent tool to objectively evaluate current forage production that a trained ranch manager is probably observing in the real time. In my opinion, the most meaningful data the Production Explorer generates is a graph showing the year to year variability of forage production for a specific ranch. That information should be utilized in the planning process for ranch managers to incorporate required flexibility in their stocking rates between years. Are you worried about accuracy? Don't! I evaluated the actual clipping data from the students the past two years on the pasture we intensively sample. RAP production explorer has been within 10% of the actual clipping data both years.

I want to close with the following request from the TCU Ranch Management Alumni. First, if you know other free tools that can add value to the Ranch Management Program, please let me know. I'll be glad to review and incorporate as we see fit. Second, if you feel a summer-time continuing education training for information, such as this or other topics would be of benefit to you, please reach out to me. I would be glad to develop a virtual or in-person training. In-person training locations could include Fort Worth, or any applicable ranch within our area.

Sponsor Spotlight



Tell us a little about yourself and Harlow Cattle Company.

I live in Dallas, Texas with my wonderful wife Melissa, and our three daughters, Katie, Mary Margaret, and Lauren. I graduated from the world's greatest class of TCU Ranch Management in 1998. Our Harlow Cattle office is located near Love Field where we currently have seven full time employees. Five of us are TCU Ranch Management graduates: Hunter Crow '16, Eli Hall '19, Ethan Oberst '14, and Colby Benoit '24.

Harlow Cattle's main focus is cattle trading. We broker weaned yearlings off grass, wheat, and grow yards moving them directly from ranches to feedyards in the Texas and Oklahoma Panhandles, as well as Kansas, Colorado and Nebraska. Last year we traded 200,000 of these yearlings, along with 50,000 calves. Most of our calves come out of Texas, Oklahoma, New Mexico, and the Southeast through a network of eight contract Harlow Cattle buyers who carry our checkbook. We also background and turn out a large volume of wheat-pasture calves in West Texas and Western Oklahoma.

What does a typical day look like for you?

I handle the selling side of our yearlings, which keeps me busiest when the board is open for physical trade. I also keep Harlow Cattle hedged on the CME and trade spec spreads there as well.

Tell us a little about Triple H Feeders.

Triple H Feeders is a state-of-the-art, 28,000 head feedyard in Lebanon, Kansas, just south of Red Cloud, Nebraska. We have a new steam flaker in the yard and operate in a cheap corn basis area, which helps us produce a very competitive cost of gain. Some of the cattle are owned by Harlow Cattle Company, but the yard is primarily customer owned.

What do you think has helped Harlow Cattle Company stay successful in a changing market?

We've stayed successful by keeping our word and using the futures board to stay disciplined. We make decisions based on strategy, rather than hoping the market will rally and bail us out. We also recognize that results can be distractions, sometimes success just comes from dumb luck and you need to be able to recognize it.

In addition to your cattle operations, you've ventured into the restaurant and hospitality business. Can you tell us a little about that?

Yes! In 2022, I purchased the former Ole' Beehive restaurant in Albany, Texas, and renamed it Goodnight's Steakhouse and Saloon in honor of Charles Goodnight. The response has been incredible, please come visit us for one of the best steakhouse experiences in Texas! We also remodeled the Hereford Motel next door, and it's become a neat destination stop.

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Sponsor Spotlight (cont'd from page 7)

Do you have any advice for the alumni?

My advice is pretty simple: show up, ask questions, and honor the "Western Code."

Do you have any contact information you would like to share with our alumni?

TCU Ranch Management is one of the best decisions I have ever made. It taught me far more than ranching, it taught me business, return on investment, and the power of a strong network. I always enjoy hearing from current students and alumni! You can reach me at (214) 906-3262 or email beef@harlowcattle.com.

Jason Harlow '98 Harlow Cattle Company



Pictured: Huy Nguyen, Jason Harlow'98, Eli Hall'19 & Hunter Crow'16

*From the RMAA: We would like to extend a special thank you to Harlow Cattle Company for their continued support of TCU Ranch Management.

Thank you RMAA sponsors! Please take a second to thank any of the following that you work with -- in addition to our alumni base, they are the backbone of our organization!

We are very thankful for the continued support and look forward to working with our 2026 sponsors!



... OKBRAND



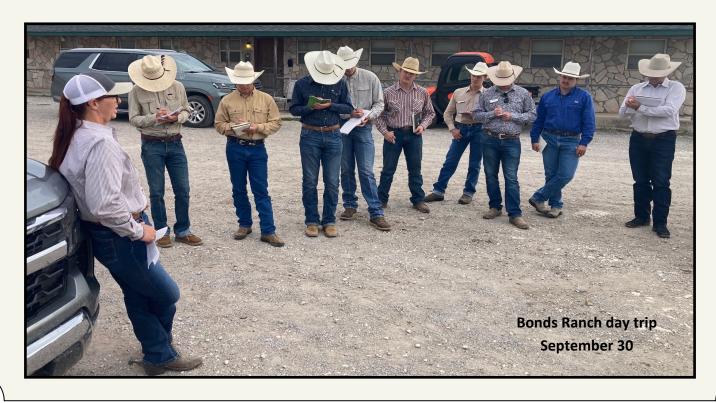




Compass Ag Solutions

Ag Texas, Big Bend Trailers, Capital Farm Credit, Livestock Nutrition Center, RanchBot Paul Hicks, LaPerla, Spitzer, Standard Meat Co.

For sponsorship opportunities, please contact Allison Haubold '22 <u>allisonhaubold@gmail.com</u> (940)736-4132



TCU Ranch Management Alumni Association Sponsorship Levels

LEVELS	GIFT	BENEFITS
CATTLE BARON	\$10,000	 One Reserved Table with company signage at Events Linked Logo on TCU Ranch Management Website Logo and Named information on all Event Marketing Social Media Recognition with Logo Company Banner displayed at Events, when applicable * Logo, Advertisement and "Sponsor Spotlight" in quarterly newsletter, The Cattle Call Advertisement of Company informational events, webinars, etc. to alumni database via email ** Spoken Recognition at events, when applicable
Ranch Boss	\$7,500	 Six Tickets with Company Signage at Events Logo on TCU Ranch Management Website Logo and Named Recognition on all Event Marketing Social Media Recognition with Logo Logo and "Sponsor Spotlight" in quarterly newsletter, The Cattle Call Advertisement of Company informational events, webinars, etc. to alumni database via email ** Spoken Recognition at events, when applicable
TRAIL Boss	\$5,000	 Four Tickets with Company Signage at Events Recognition on all Event Marketing Social Media Recognition with Logo Name Recognition and "Sponsor Spotlight" in quarterly newsletter, The Cattle Call Advertisement of Company informational events, webinars, etc. sent to alumni database via email Spoken Recognition at events, when applicable
WRANGLER	\$2,500	 Two Tickets to Events Company Name Recognition on Ranch Management Website & social media Advertisement of Company informational events, webinars, etc. to alumni database via email ** Spoken Recognition at events, when applicable
Сожвоу	\$1,000	 Advertisement of Company informational events, webinars, etc. to alumni database via email ** Spoken Recognition at events, when applicable

^{*}The donor and/or company should provide a logo of its choice for promotion*

Contact Allison Haubold '22 <u>allisonhaubold@gmail.com</u> (940)736-4132 for more information, or if you have an organization that would like to sponsor the TCU RMAA.

^{**}Sponsors will *not* receive alumni contact information. Advertisements for informational events, webinars, and other relevant content should be sent to the Communications Director and TCU Ranch Management Program Specialist for approval and potential distribution.**

- BOARD OF DIRECTORS POSITIONS JANUARY 2026 - -

Positions available: Board of Directors (2 vacancies)

Board of Directors positions are two-year terms. Nominations by all alumni are compiled and considered by a nominating committee to form an election slate. Class Agents elect positions at the annual business meeting held during Roundup. Elected members shall assume their duties immediately after the Class Agents business meeting and election.

Alumni should consider qualified applicants for the Board of Director positions and submit nominations to: TCU Ranch Management (817)257-7145 or michele.barrow@tcu.edu before **December 29**.

Nominations will be provided to the RMAA Nominating Committee. It is crucial that we receive nominations from alumni in a timely manner so the nominating committee can publish the election slate in accordance with our bylaws.

Many thanks to Wilson Marshall '04 and Andrew Polk '18 for their service.



STRESSED? Even the toughest people need help sometimes.

Stress affects everyone in different ways. It impacts our mental and physical health. Ignoring signs that our mental well-being needs a tune-up could result in time away from work and increased healthcare expenses. *AgriStress* is staffed by professionals trained to respond appropriately to the agricultural community through a program

developed by experts in mental health, agriculture production mediation, and financial analysis.

AgriStress helpline for Texas-call or text: (833)897-2474

For more info visit: https://texasagriculture.gov/Grants-Services/Rural-Economic-Development/State-Office-of-Rural-Health/SORH-Programs/AgriStress-Helpline

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Looking for holiday gift ideas? Look no further!

- short sleeve t-shirt \$15
- long sleeve t-shirt \$25
- onesie/toddler t-shirt \$25
- caps \$35
- gate sign \$25
- hoodie \$48-\$54
- TCU RM socks \$15



Call (817)257-7145 or email <u>s.strother@tcu.edu</u> to see what's in stock!































TCU Ranch Management is celebrating 70 years of educating the next generation of ranchers, and we want to highlight the incredible moments and memories that have shaped the program over the decades. If you're interested in sharing your experience in the program and your career since graduating, please reach out to Michele Barrow Brookover by email/phone: michele.barrow@tcu.edu (817) 257-7145 to get connected. Your stories and favorite memories could play a meaningful role in our 70th-anniversary storytelling efforts!





TENTATIVE AGENDA:

Friday, June 26

- Cattle Work: Run the steers through (time TBD).
- Osage Outfitters: Heavy Hors d'oeuvres + Cocktails, Cocktails & Colors, Hat Shaping Saturday, June 27
- Morning: Ranch Rodeo, 8:00 AM 12:00 PM @ Osage County Fairgrounds
- Afternoon: Skeet Shoot, 1:00 PM @ Reed Ranch
- Evening: Cocktails 6:00–7:00 PM and Dinner 7:00 PM @ Pioneer Event Space Sunday, June 28
- Church Service w/Coffee Bar and Pastries: 8:30 AM Trentman's Arena, with Rick Reimer

HOTEL OPTIONS:

Osage Casino, Pioneer Woman Boarding House, Frontier Hotel, Oilman's Daughter B&B, Air BnB's. You are encouraged to book your hotel EARLY due to other events in the area.

SPONSORSHIP OPPORTUNITIES:

We invite you to partner with us in supporting the 2026 TCU Ranch Management Summer Gathering in Pawhuska, OK. Your sponsorship helps ensure a successful event while providing visibility and recognition directly to 100-150 ranchers and agriculturalists from across the country.

CONTACT INFORMATION:

Joel Reimer (918)695-5545 joel.reimer66@gmail.com

TCU RMAA ALUMNI ROUNDUP 2026 Friday January 30/Saturday January 31

FRIDAY EVENING: CLASS AGENT DINNER MEETING & ALL ALUMNI SOCIAL

Ridglea Country Club: 3700 Bernie Anderson Ave, Fort Worth, TX 76116 5:00 REGISTRATION 5:30 DINNER 6:15 CLASS AGENT MEETING 7:30 SOCIAL HOUR (CASH BAR FOLLOWING MEETING; ALL ALUMNI ENCOURAGED TO

SATURDAY EVENING: DINNER AND RODEO

Will Rogers Memorial Center/Reata @ The Backstage Club: 3301 W Lancaster Ave, Fort Worth, TX 76107
4:30 COCKTAILS/SOCIAL HOUR
5:00 DINNER (\$45 pp)
7:30 RODEO (\$50 pp)
PARKING PASS \$20

SATURDAY MORNING: GUEST SPEAKER AND TCU RMAA BUSINESS MEETING

Dee J. Kelly Alumni & Visitors Center: 2820 Stadium Drive, Fort Worth, TX 76109 \$15/person 9:00 REGISTRATION, LITE BREAKFAST & VISIT

9:30 WELCOME

ATTEND)

9:45 MORNING PROGRAM From Yield Grade to Red Meat Yield: A New Era; Dr. Dale Woerner

11:15 BREAK

11:30 ALUMNI ASSOCIATION BUSINESS MEETING

Make plans to attend the 2026 FWSSR!
This thing is legendary!



2026 ROUNDUP RESERVATION FORM

No. x \$15.00 = \$

x \$45.00 = \$

No

Morning:

Dinner .

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Rodeo:	Nox \$50.00 = \$		
Parking:	Nox \$20.00 = \$		
Total Amount Enclosed \$			
Dec 20 - Dea	dline to purchase rodeo tickets		
Jan 23 - Dead	dline to purchase morning and dinner tickets		
card: store	gistration and payment with e-check or debit/credit https://secure.touchnet.com/C21491_ustores/web/ main.jsp?STOREID=20&SINGLESTORE=true stration form and check to: TCU Ranch Management TCU Box 297420		
	Fort Worth, TX, 76129		
Call	(817)257-7145		
Email	ranching@tcu.edu		
Your Name: _			
Grad Year: _			
Address:			
Email:			
Telephone Number:			
Guest(s) Names for Morning and/or Dinner:			

Saturday, January 31, 2026

MORNING LOCATION: TCU/Dee J. Kelly Alumni & Visitors Center, 2820 Stadium Drive, FW, TX 76109 https://alumni.tcu.edu/new/our-facilities

\$15/person

- 9:00 REGISTRATION, LITE BREAKFAST,
 & VISIT
- 9:30 WELCOME
- 9:45 MORNING PROGRAM From Yield
 Grade to Red Meat Yield: A New
 Era; Dr. Dale Woerner will explain
 how the evolution from YG to
 RMY will reshape beef marketing
 and what it means for cow-calf
 and stocker operations. Discover
 how new measurements, new
 incentives, and new genetics can
 help you produce cattle that are
 profitable, efficient, and ready for
 the future of the beef industry.
- 11:15 BREAK
- 11:30 ALUMNI ASSOCIATION BUSINESS MEETING

EVENING LOCATION: Will Rogers
Memorial Center/Reata at the
Backstage Club, 3301 West Lancaster
Ave, FW, TX 76107 https://reata.net/reata-fort-worth/will-rogers-memorial-center-dining/

\$45/person (dinner); \$50/person (rodeo)

- 4:30 SOCIAL/COCKTAILS
- 5:00 DINNER \$45/person, includes 2 drink tickets
- 7:30 RODEO \$50/person

2026 ROUNDUP hotel room blocks

Courtyard/FW Historic Stockyards, 2537 North Main Street, FW, TX 76164 (\$239 Friday night ONLY, would not extend rate for Saturday night)

Phone: 817-624-1112

Online: Courtyard/FW Historic Stockyards

Reservation Due Date for discount rate: December 31, 2025

Hyatt Place/FW Historic Stockyards, 132 East Exchange, Fort Worth, TX 76164 (\$340/nt)

Phone: (817)626-6000

Online: Hyatt Place/FW Historic Stockyards

Reservation Due Date for discount rate: December 30, 2025

Hyatt Place/TCU, 3029 Sandage Avenue, Fort Worth, TX 76109 (\$189/nt breakfast included)

Phone: (888)492-8847; group code G-TCRM

Online: Hyatt Place/TCU

Reservation Due Date for discount rate: January 9, 2026

Spring Hill Suites/FW Historic Stockyards, 2315 North Main Street, Fort Worth, TX 76164 (\$269/nt)

Phone: (844) 205-7512 and refer to TCU Ranch Management

Online: Spring Hill Suites/FW Historic Stockyards

Reservation Due Date for discount rate: December 12, 2025

ALUMNI VOLUNTEER OPPORTUNITIES

TCU Ranch Management has several opportunities to help

recruit. If you would like to help at any of our Alumni recruiting events,

please email/call Michele Barrow michele.barrow@tcu.edu

(817)257-7145 and let her know you're interested!

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- January 29: TCU Day @ FWSSR
- January 30: RMAA Class Agents Dinner, Ridglea Country Club
- January 31: RMAA Roundup morning session, TCU: Dee J. Kelly Alumni Center
- January 31: RMAA Roundup evening session, Will Rogers Memorial Center/Reata @ The Backstage Club and FWSSR Rodeo@Dickies Arena
- February 3-5: NCBA, Nashville TN
- February 8-13: World Ag Expo, Tulare CA
- February 26 & 27: TX FFA LEAD Career Expo, Austin TX
- March 2-7: HLSR: Ranching & Wildlife Expo, Houston TX
- March 27-29: TSCRA Cattle Raisers Convention & Expo, Fort Worth TX
- April 27-30: Hemphill County Beef Cattle Conference, Canadian TX
- June 23-June 25: FCA Convention & Trade Show; Marco Island FL
- July 24 & July 25: Oklahoma Cattlemen's Association Convention & Trade Show, Norman OK

TCU Ranch Management Alumni Association, Inc. Executive Committee and Board of Directors

President: Trevor Caviness '98

(806)679-2998 trevor@cavinessbeef.com

President Elect: Robert Buchholz '16 (325)226-1510 rrbuchholz30@gmail.com

Secretary: Frank Cargile '22

(325)340-5455 frank@cargileranches.com

Treasurer: Patrick Murray '02

(214)679-4341 prmurray76@gmail.com

Treasurer Elect: Bethany Etheredge '09

(432)553-1528 bbetheredge@gmail.com

Communications Director: Allison Haubold '22

(940)736-4132 allisonhaubold@gmail.com

Communications Director Elect: Blair Hesse '21

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Larry Horwood '79

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Wilson Marshall '04

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Matt McLelland '12

(806)778-8679 mjmclelland1@gmail.com

Andrew Polk '18

(936)671-1711 andrewpolk93@gmail.com

WHO DID WHAT:

mail: TCU Box 297420,
 Fort Worth, TX 76129 OR

call: 817-257-7145 ORemail: ranching@tcu.edu

Grad Year _____ Name _____ **NEW ADDRESS/PHONE/EMAIL** Address _____ City_____State/Zip _____ Phone _____ E-Mail _____ **JOB CHANGE** Company _____ Position ____ City_____State/Zip _____ WEDDING Spouse's Name Date Married **BIRTH** Baby's Name _____ Date Born **OTHER**



Merry Christmas and Happy New Year from our Ranch Management family to yours!



As a reminder, due to the rising cost of postage, printing, and budget cuts,

Cattle Call will ONLY be sent via email.

You are able to view past issues on the TCU RM website https://cse.tcu.edu/ranch-management/alumni/cattle-call-newsletter.php or https://www.facebook.com/TCU-Ranch-Management-269381929485

Please make sure we have your most recent email address.

If you do not have access to a computer or email, or prefer a paper copy, let us know and a copy will be mailed to you.



Dudley Bros. Bull Sale, October 2

