

# *Intercollegiate Faculty of Agribusiness*

Texas A&M University



## **Self-study for Academic Program Review**

**February 2012**

January 27, 2012

Dear External Review Team:

This self-study document was prepared with input from full members of the IFA as well as those who are associated with the degree programs. Since interdisciplinary programs are not universal in their presence or governance structure in Land Grant Universities the governance structure has been described in detail at the beginning of the document. The IFA supports two degree programs, the Master of Agribusiness and the PhD in Agribusiness and Managerial Economics, however teaching and research support for these degrees is provided by the Agricultural Economics faculty and the faculties of Mays Business School. There are no courses with a designation associated with the IFA and, in fact, only two (capstone) courses offered by Agricultural Economics are restricted to Master of Agribusiness students. The degrees are highly integrated with the Department of Agricultural Economics, but uniquely benefit from the partnership with Mays Business School in providing cross-cutting breadth as well as disciplinary depth of training to meet the needs of the food and agribusiness higher education market and increasingly complex global industry.

As indicated in the charge letter from the Provost, the reviews of the Agricultural Economics and the IFA degree programs were initially scheduled separately but have been integrated for the reasons given above. However, there are sufficient differences in governance and objectives that separate self-studies and final reports are warranted.

The Intercollegiate Faculty of Agribusiness (IFA) is very appreciative of the time and effort that you will spend in reviewing the documents and engaging with faculty members, students and support staff. We look forward to the interaction with the whole review team, but particularly with the team members designated to review the IFA degree programs.

Sincerely,

Eluned Jones  
Chair, Intercollegiate Faculty of Agribusiness

## Table of Contents

|   |     |
|---|-----|
| Table of Contents .....   | iii |
| List of Tables and Figures.....   | iv  |
| Overview of the Intercollegiate Faculty of Agribusiness (IFA) Degree Programs.....  | 1   |
| Perspectives of the IFA members: .....  | 1   |
| Intercollegiate Faculty of Agribusiness.....  | 3   |
| Governance of the IFA .....   | 3   |
| Budget and Funding .....  | 7   |
| Master of Agribusiness Program.....   | 11  |
| Enrollment and Graduation .....   | 11  |
| Demographics .....  | 14  |
| Recruiting .....  | 17  |
| Graduate Student Funding .....  | 17  |
| Program Summary and Course Requirements.....  | 18  |
| Assessment of Student Learning Outcomes .....                                       | 22  |
| Activities to Support Retention and Success in the MAB Program .....                | 22  |
| Significant International\Globalization Opportunities for Students .....            | 23  |
| Placement.....  | 23  |
| Issues to Be Considered.....  | 27  |
| Doctoral Program in Agribusiness and Managerial Economics .....                     | 28  |
| Overview .....  | 28  |
| Applications and Enrollment .....   | 28  |
| Demographics .....  | 29  |
| Program Summary and Course Requirements.....  | 29  |
| Issues to Be Considered.....  | 30  |
| Appendix A: Supporting Documents.....   | 31  |
| Appendix B: Representation of Research Work in Agribusiness Field.....              | 66  |
| Appendix C: Intercollegiate Faculty of Agribusiness1 Curriculum Vitas or Bios ..... | 86  |

## List of Tables and Figures

|          |  |    |
|----------|--|----|
| Figure 1 | Structure of PhD in Agribusiness and Managerial Economics .....                                | 6  |
| Table 1  | FY12 Projected Budget.....   | 9  |
| Table 2  | FY11 Budget.....   | 9  |
| Table 3  | FY10 Budget.....   | 10 |
| Table 4  | MAB Degrees Awarded from Beginning of Program.....   | 12 |
| Table 5  | Master of Agribusiness Applications and Enrollment.....  | 13 |
| Table 6  | Diversity of Disciplinary Background: Undergraduate Degrees of MAB<br>Students by Cohort ..... | 15 |
| Table 7  | Enrollment by Fall Semester .....  | 16 |
| Table 8  | Course Enrollment Numbers .....  | 16 |
| Table 9  | Scholarship and Fellowship Awards by Academic Year, 2003-2011 .....                            | 19 |
| Table 10 | Food and Agribusiness Industry Symposia to Date.....   | 20 |
| Table 11 | Instructors of Mays Business School Core Courses, Fall 2009-Spring 2011 .....                  | 21 |
| Table 12 | Typical Electives Taken by MAB Students.....   | 21 |
| Table 13 | AGEC 684 Professional Internship Enrollment, Summer Term .....                                 | 23 |
| Table 14 | Placement.....   | 24 |

## **Overview of the Intercollegiate Faculty of Agribusiness (IFA) Degree Programs**

1. The IFA was established in 1999 to provide governance of the Master of Agribusiness (MAB) degree program. Between 1999 and May, 2011 a total of 233 MAB degrees were awarded.
2. Partnership with Mays Business School has been critical to the training of MAB students, to the 'brand' credibility and to the success of the graduates in management-track careers.
3. The long term partnership with Mays Business School was crucial in developing the PhD in Agribusiness and Managerial Economics. This degree program has the potential to re-position the Agricultural Economics professions expectations of faculty in agribusiness positions, in the same way that the master's degree programs in agribusiness have opened up a market of career opportunities previously not accessible.
4. In 2008 the by-laws and governance structures were amended to accommodate administration of an intercollegiate PhD in Agribusiness and Managerial Economics. Interest and growth in this program has been slower than projected with one student fully admitted and several students in the process of admission.
5. Operational and scholarship funding for the IFA as a whole and, in particular the MAB, has evolved with success in the MAB industry partners program, the institution of an MAB program fee, and a transparent system for allocating funds among the interdisciplinary programs. Funding for students interested in pursuing the intercollegiate PhD remains a problem.
6. Interest by industry partners in outsourcing advanced research needs and in executive education has demonstrated the potential of providing funding support for graduate students through the AFCERC.

### **Perspectives of the IFA members:**

1. How consistent and stable is University engagement and financial support for the IDP's? Inconsistent signals deter faculty from engaging with interdisciplinary programs.
2. How will the proposed change in University administrative oversight of interdisciplinary programs, to reflect research (VP Research) versus academic (Provost) groups, influence the oversight and funding of the IFA?
3. How can the admission structure for the PhD be revised to increase transparency of the process and to reduce the uncertainty (risk) for students considering this field of study versus agricultural economics?
4. What faculty recruiting strategies should be used to increase the number of faculty with interest in teaching and research in agribusiness related topics?

5. What priority should be given to implementing the PhD in Agribusiness and Managerial Economics? Should this be prioritized by the Department of Agricultural Economics administration as well as the IFA?
6. What should be the priorities for further development of the MAB? Distance program? Growth in industry partners including executive outreach?

## **Intercollegiate Faculty of Agribusiness (IFA)**

### **Intercollegiate Faculty of Agribusiness**

In response to an identified market demand in the mid-1990's for higher levels of skills in food and agribusiness management, marketing and financial analysis, a proposal was submitted to the Texas Higher Education Coordinating Board to create a Master of Agribusiness (MAB) degree program. The MAB would incorporate many of the academic elements of an MBA but with an emphasis on the skills required to successfully pursue a career in an industry sector that was, globally, commodity based upstream at the farm level and consumer based at the retail level downstream. A key objective was to provide students with life science undergraduate degrees the opportunity to acquire economic and business analysis skills that would qualify them to enter management-track positions in food and agribusiness related product and service companies.

### ***Governance of the IFA***

Three factors motivated the need for an interdisciplinary governance structure between the department of Agricultural Economics and Mays Business School to provide oversight and support to the MAB.

1. Clear policies and procedures and transparent oversight of the degree that would not depend on individual faculty members or administrators for continuity and sustainability.
2. Clear designation of the students who would have access to courses in Mays Business School. The original agreement provided access to all MS and MBA courses for which the MAB students met the pre-requisites. However, transforming the MBA program from semester to term scheduling precluded the MAB students from access to those courses due to the incompatibility of scheduling.
3. Branding: a graduate of the MAB program would have greater immersion in the language of business studies. MAB graduates would add translational capability between employees with technical science and those with business educations. At its inception, the proposed degree was one of a few graduate level agribusiness degrees in the US, and unique in its partnership between an agricultural economics department and business school on the same campus.

A longer term objective was also to provide a more transparent structure for faculty members and students to engage in interdisciplinary research activities.

The IFA primarily comprised faculty from the Department of Agricultural Economics and faculty from all departments of Mays Business School. A list of the current IFA faculty and their CVs can be found in Appendix B. The By-Laws (see Appendix A) governing the IFA, and the proposed MAB degree, were approved by the Texas Higher Education Coordinating Board in 1999. In accordance with University Faculty Guidelines governing interdisciplinary programs all members of the IFA must be graduate faculty and be nominated for membership and accepted by majority vote of the IFA.

The combined position of Chair of the IFA and Director of the MAB is administratively located in the Department of Agricultural Economics and appointed by the Deans of the College of Agriculture and Life Sciences (COALS) and Mays Business School. Since 1999, interdisciplinary programs have reported at various times through the Dean of Graduate Studies, the Vice-President for Research (VPR), the Assistant VPR, and more recently to the Associate Provost for Graduate Studies. The Dean of the COALS is designated as the lead Dean for the purposes of University oversight and administration.<sup>1</sup>

The IFA is one of twelve interdisciplinary programs (IDP) and one of two, with Biotechnology, established to support a professional degree program. The IFA initially comprised faculty members who were teaching core and elective courses in all the departments contributing to the MAB degree program. Membership growth through fall, 2002 was associated with serving on student committees and advising MAB students on research for their non-thesis paper. In spring, 2002 the IFA membership voted to replace the non-thesis paper requirement with successful completion of the two capstone courses, Agribusiness Strategic Management (AGEC 629) and Financial Analysis for Agribusiness Firms (AGEC630), that integrated economic and business analysis through the use of firm-specific cases. Included in this proposal was the recommendation to drop the requirement for a three-member graduate committee in favor of all MAB students being advised by the Director of the MAB program. The proposed changes were approved by the Faculty Senate in September, 2002.

In fall 2002, a revised program for the agricultural economics doctoral program was implemented that reduced the number of field areas to three: Resource and Environmental Economics, Agricultural Markets and Information Economics (AMIE), and Agribusiness and Managerial Economics (AME). Doctoral students would still be required to take their first year of economic theory followed by an economic theory qualifying exam, and subsequently take a common series of agricultural economics and econometric courses. However, each of the field areas would have two designated courses; a "Fundamentals" course and a "Frontiers" course. Faculty members who designed the curricula and taught the classes in the AME and in the AMIE fields were also key faculty members in the IFA. The curricula supporting the AMIE field built directly on the applied economics and quantitative methods training provided by an undergraduate degree in economics or agricultural economics. In contrast, the AME curricula required students to study literature associated with business-related disciplines as well as applied economics. If students had studied agribusiness for their undergraduate or master's degree they were better prepared to read the business discipline literature. However, agribusiness degrees are considered professional degrees preparing graduates for careers in industry. Consequently, most of the doctoral students' educational background had not included more than the basic principles and concepts of the business disciplines.

A doctoral degree program review in fall, 2003 included a recommendation to consider the feasibility of gaining depth and rigor in the agribusiness and managerial economics field by

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<sup>1</sup> As a consequence of the separation of the Vice President for Research Office from the Provost's Office, the rule guiding the creation and governance of interdisciplinary programs is currently being modified to refer only to interdisciplinary research groups. A new rule will be created to provide institutional recognition of interdisciplinary academic faculty groups. It is not clear at this time which rule the IFA will fall under or if it will have to report under both pathways.



requiring students to take the doctoral seminars in the separate disciplines of Mays Business School. A task force of faculty members from the Department of Agricultural Economics and the graduate coordinators or Department Heads from Mays Business School was convened to review the feasibility of creating a PhD in Agribusiness and Managerial Economics with sub-fields in the Mays Business School disciplines. The task force recommended that this was desirable for both academic entities and that the most efficient implementation and effective governance would be achieved via the IFA.

The IFA proposed the PhD in Agribusiness and Managerial Economics through the Texas A&M University governance system, the TAMU-System and received final approval to implement the degree by the Texas Higher Education Coordinating Board in 2008.

To provide appropriate oversight to both the Master of Agribusiness and to the PhD in Agribusiness and Managerial Economics, the IFA By-Laws were amended to create a separate operations committee for each degree. The amendment to the By-Laws was approved by the Texas Higher Education Coordinating Board in 2008, and the operations committees were set up as shown below. The governance structure of the Intercollegiate Faculty of Agribusiness is shown in Figure 1.

Current Committee Members:

The Executive Committee:

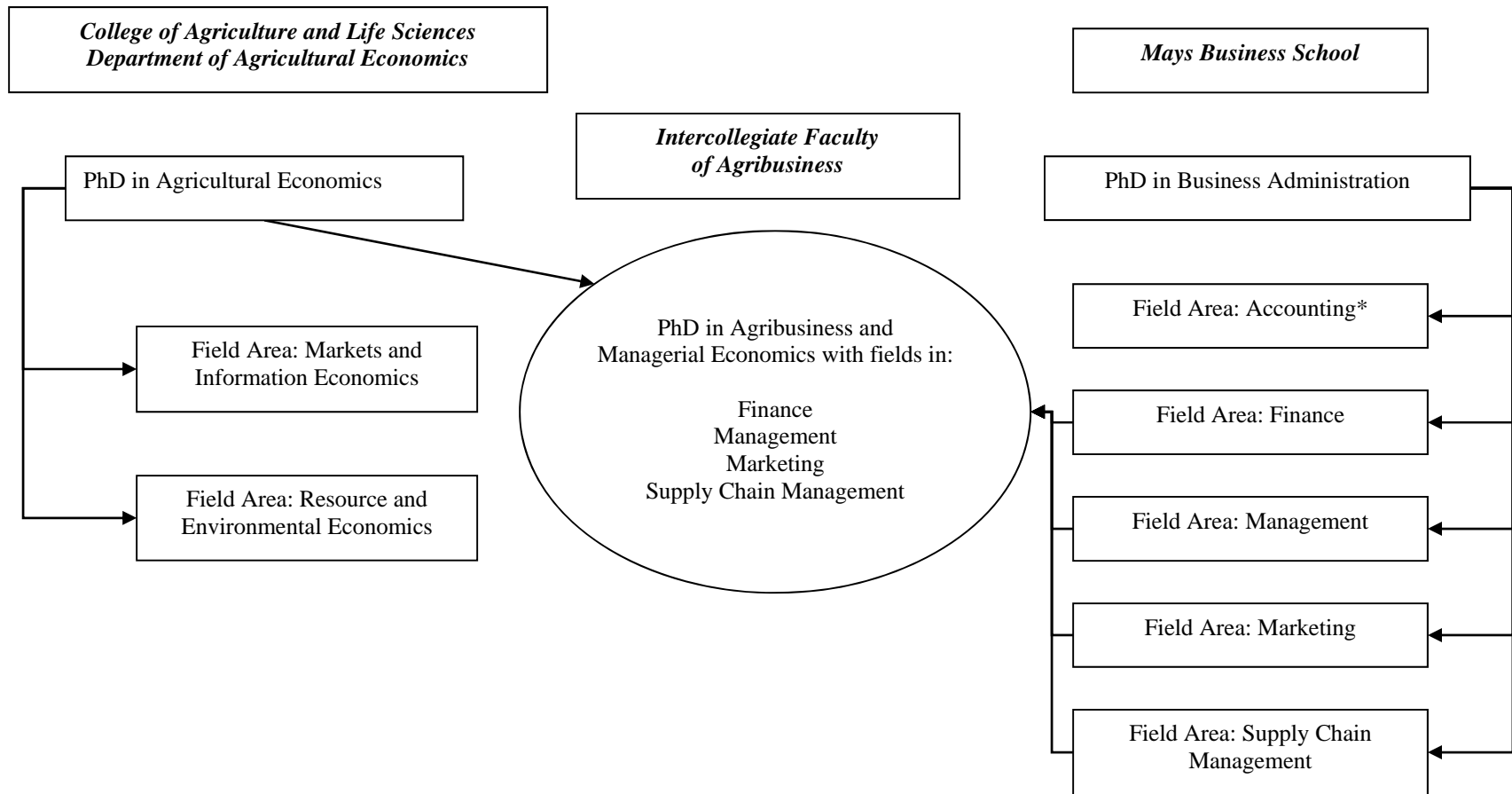
Chair: Dr. Eluned Jones  
Vice-Chair: Dr. David Blackwell  
Member: Dr. David Leatham

MAB Operations Committee:

Chair: Dr. Eluned Jones  
Members: Dr. Victoria Salin  
Ex Officio: Dr. David Blackwell

PhD Operations Committee:

Co-Chair: Dr. Eluned Jones  
Co-Chair: Dr. David Leatham  
Members: Dr. John Penson  
Ex officio: Dr. David Blackwell  
Chair of GAC



\* The PhD in Agribusiness and Managerial Economics does not propose a field area in accounting at this time.

**Figure 1. Structure of PhD in Agribusiness and Managerial Economics**

## **Budget and Funding**

The business and administration functions of the IFA and MAB degree program are financially supported by the Department of Agricultural Economics. The Chair and MAB Director position is administratively located in the department. The Graduate Program Coordinator for the Department of Agricultural Economics provides support to the 40-50 IFA students, out of a combined total of 170-190 graduate students with respect to admissions, assistantship, fellowship and scholarship contracts and general support of the IFA graduate degree programs. In addition, the department's business office provides financial and accounting support for the IFA. These support activities are essential, but are not directly charged, to the IFA.

The Office of Graduate Studies provided three years of start-up funding to implement the Master of Agribusiness program from FY99 –FY01. From FY02 through FY11 funding from either OGS or the Office of the VP for Research was in the form of one Regents Fellowship and \$13-14,000 in graduate enhancement funds.

From FY02-05 the Department of Agricultural Economics provided \$5-10,000 per fiscal year in operating support that was generally used to fund recruiting and provide support for students to participate in case competitions at the International Food and Agribusiness Management Association (IFAMA) and AAEA meetings.

The expectations of a professional degree program whose graduates were competing for entry-level management positions were unsustainable with the existing financial support model leading to two proposals in FY06:

*MAB Industry Partners program and Food and Agribusiness Industry Symposium:* The symposia provide the opportunity for industry leaders to engage with students with the anticipated outcome of increasing internship and placement of students in leading food and agribusiness firms. More importantly, if industry leaders recognized the effectiveness of the symposia model for talent acquisition they will 'invest' in the partnership. The 'entry' level of partnership is set at \$3,000 from which \$1,000 provides an industry partners scholarship and the remaining funds are used to support the symposia, orientation and professional workshops as well as the MAB mentoring program. Three years of funding (\$10,000 per year) was provided by the Department of Agricultural Economics to establish this program. Symposia in fall 2007 and spring 2008 resulted in partnership funding of \$9,000 in scholarships and program enhancement support for FY09. Between FY09 and FY12 direct industry partnership support increased from \$9,000 to \$31,000. Budgets for FY10-12 are found in Tables 1-3.

*MAB Program Fee:* Using the premise of the Business School program fee to support the workshop, recruitment and placement activities that are an integral part of the professional degree experience, a proposal was developed to implement an MAB program fee that would support a coordinator position and provide financial support to the program enhancement activities. Program fees are returned directly to the degree program and must be used, as approved, in support of activities that will enhance the student experience. Thus, the proposal must be approved by the College, representative student organizations at the undergraduate and graduate level, and by the Board of Regents. This proposal was precedent setting in the COALS

but, after a hiatus in submitting any new student fee proposals for FY11, the MAB program fee of \$1,000 per semester was approved in May, 2011 by the Board of Regents to become effective with the FY12 incoming cohort.

#### Impact of Change in Reporting on Budget Allocation from the Office of Graduate Studies FY12

In fall 2010, the incoming Associate Provost for Graduate Studies instituted a new funding allocation structure for IDP's that reflected a 5-year history of performance. The new structure provided support for the IDP chair, staff support based on the number of students, graduate enhancement funds based on the number of master's and PhD weighted student credit hours, and strategic support based on the total number of students.

The combination of funds from the industry partnerships, MAB program fee and change in allocation of funds from the OGS is a paradigm shift in financial support from non-sustainable to a competitive growth model.

**Table 1. FY12 Projected Budget**

| <b>FY12 Expenses</b>           | <b>MAB<br/>Program Fee</b> | <b>MAB<br/>Industry<br/>Partners</b> | <b>AGEC<br/>Department<br/>(IEEF*/E&amp;G)</b> | <b>COALS</b> | <b>VPR</b> | <b>Provost<br/>(OGS)</b> | <b>Sub-Total</b> |
|--------------------------------|----------------------------|--------------------------------------|--|--------------|------------|--------------------------|------------------|
| Faculty Salary                 |                            |                                      |  |              |            | \$10,000                 | \$10,000         |
| Non-faculty Salary             | \$30,000                   |                                      |  |              |            | \$13,150                 | \$43,150         |
| GARs/GANTs                     |                            |                                      | \$6,700*                                       |              |            |                          | \$6,700          |
| Grad Enhancement Scholarships  |                            |                                      |  |              |            | \$13,748                 | \$13,748         |
| Fellowships                    |                            |                                      |  |              |            | \$13,000                 | \$13,000         |
| Scholarships & Grants          |                            | \$28,000                             |  |              |            |                          | \$28,000         |
| Symposia & Enrichment          | \$12,000                   | \$3,000                              |  |              |            |                          | \$15,000         |
| Strategic Support <sup>2</sup> |                            |                                      |  |              |            | \$16,720                 | \$16,720         |
| O&M <sup>3</sup>               |                            |                                      |  |              |            |                          | \$0              |
| Sub-total                      | \$42,000                   | \$31,000                             | \$6,700  | \$0          | \$0        | \$66,618                 | \$146,318        |

**Table 2. FY11 Budget**

| <b>FY11 Expenses</b>          | <b>MAB<br/>Program Fee</b> | <b>MAB<br/>Industry<br/>Partners</b> | <b>AGEC<br/>Department<br/>(IEEF*/E&amp;G)</b> | <b>COALS</b> | <b>VPR</b> | <b>Provost<br/>(OGS)</b> | <b>Sub-Total</b> |
|-------------------------------|----------------------------|--------------------------------------|--|--------------|------------|--------------------------|------------------|
| Faculty Salary                |                            |                                      |  |              |            |                          | \$0              |
| Non-faculty Salary            |                            |                                      |  |              |            |                          | \$0              |
| GARs/GANTs                    |                            |                                      | \$9,700*                                       |              |            |                          | \$9,700          |
| Grad Enhancement Scholarships |                            |                                      |  |              |            | \$13,838                 | \$13,838         |
| Fellowships                   |                            |                                      |  |              |            | \$13,000                 | \$13,000         |
| Scholarships & Grants         |                            | \$20,000                             |  |              |            |                          | \$20,000         |
| Symposia & Enrichment         |                            | \$8,000                              |  |              |            |                          | \$8,000          |
| Strategic Support             |                            |                                      |  |              |            |                          | \$0              |
| O&M                           |                            |                                      |  |              |            |                          | \$0              |
| Sub-total                     | \$0                        | \$28,000                             | \$9,700  | \$0          | \$0        | \$26,838                 | \$64,538         |

<sup>2</sup> Funds to be used for strategic positioning, recruitment, and student incentives.

<sup>3</sup> Dept. of Agricultural Economics is hosting the IFA, as well as providing business office support.

**Table 3. FY10 Budget**

| <b>FY10 Expenses</b>           | <b>MAB<br/>Program Fee</b> | <b>MAB<br/>Industry<br/>Partners</b> | <b>AGEC<br/>Department<br/>(IEEF/E&amp;G)</b> | <b>COALS</b> | <b>VPR</b> | <b>Provost<br/>(OGS)</b> | <b>Sub-Total</b> |
|--------------------------------|----------------------------|--------------------------------------|---|--------------|------------|--------------------------|------------------|
| Faculty Salary                 |                            |                                      |   |              |            |                          | \$0              |
| Non-faculty Salary             |                            |                                      |   |              |            |                          | \$0              |
| GARs/GANTs                     |                            |                                      |   |              |            |                          | \$0              |
| Grad Enhancement Scholarships  |                            |                                      |   | \$13,386     |            |                          | \$13,386         |
| Fellowships                    |                            |                                      |   |              | \$14,000   |                          | \$14,000         |
| Scholarships & Grants          |                            | \$14,000                             |   |              |            |                          | \$14,000         |
| Symposia & Enrichment          |                            | \$4,000                              |   |              |            |                          | \$4,000          |
| Strategic Support <sup>1</sup> |                            |                                      |   |              |            |                          | \$0              |
| O&M <sup>2</sup>               |                            |                                      |   |              |            |                          | \$0              |
| Sub-total                      | \$0                        | \$18,000                             | \$0   | \$13,386     | \$14,000   | \$0                      | \$45,386         |

## **Master of Agribusiness Program**

The Master of Agribusiness degree was designed as a professional degree with an emphasis on combining economic and business analysis, and incorporating quantitative methods as the basis for supporting financial and management decisions. In contrast to the research-based thesis of a MS-thesis degree, case-based research and team performance are the cornerstones of the capstone courses in strategic management and financial analysis. A key objective of the program is to build competence and confidence in integrating and using economic and business analysis skills in industry positions where imperfect information is the norm.

Key objectives of the MAB are to:

- Provide the opportunity for students with a life science undergraduate degree to gain the economic and business analysis skills that would broaden their career opportunities, and more quickly integrate their technical background with management capabilities.
- Provide the opportunity for graduates from the TAMU system to enhance their skills and be more competitive for management track positions.
- Provide a learning environment for food and agribusiness management students from a diverse cultural and disciplinary background that would enhance the capability of MAB graduates to perform in a global industry.
- Provide domestic students with the opportunity to learn from students from different cultures and conversely for international students to learn about the U.S. business model through required multiculturally diverse team projects.

### ***Enrollment and Graduation***

Approximately 20 Master of Agribusiness degrees have been awarded to students, once the program was established, totally 233 in all through August 2011 (Table 4). The standard degree program, based on full-time study of 12 credit hours per semester plus a summer internship, is 16 months starting with the fall semester and completing the following December. Students who wish, or need, to work part-time to fund their academic career can take 9 credit hours and complete in 22 months in May of their second year. Each cohort is designated by the fall semester in which they start the core agricultural economics courses.

The Master of Agribusiness program has the flexibility to admit students in the fall, spring and summer semesters (Table 5). However, students who do not have the pre-requisite intermediate micro- and macro-economic theory and intermediate statistics can enter in any semester of the prior year and complete the pre-requisites as well as start taking the core business courses. This flexibility is essential to preparing high caliber students who have technical undergraduate, and graduate, degrees but limited prior background in social sciences and for international students who may also need to improve their oral and written language skills before embarking on a highly interactive degree program that is also writing intensive.

**Table 4. MAB Degrees Awarded from Beginning of Program**

| <b>Academic Year</b> | <b>Total</b> | <b>Fall</b> | <b>Spring</b> | <b>Summer</b> |
|----------------------|--------------|-------------|---------------|---------------|
| 2010-2011            | <b>23</b>    | 10          | 11            | 2             |
| 2009-2010            | <b>18</b>    | 9           | 8             | 1             |
| 2008-2009            | <b>13</b>    | 3           | 8             | 2             |
| 2007-2008            | <b>15</b>    | 6           | 9             | 0             |
| 2006-2007            | <b>22</b>    | 14          | 6             | 2             |
| 2005-2006            | <b>18</b>    | 8           | 9             | 1             |
| 2004-2005            | <b>23</b>    | 10          | 12            | 1             |
| 2003-2004            | <b>18</b>    | 13          | 5             | 0             |
| 2002-2003            | <b>21</b>    | 13          | 8             | 0             |
| 2001-2002            | <b>24</b>    | 15          | 9             | 0             |
| 2000-2001            | <b>19</b>    | 12          | 6             | 1             |
| 1999-2000            | <b>11</b>    | 7           | 3             | 1             |
| 1998-1999            | <b>8</b>     | 2           | 3             | 3             |



**Table 5. Master of Agribusiness Applications and Enrollment**

|             | Applicants |       |          | Admitted |       |          | New Enrolled |       |          | Total Enrolled |       |          |
|-------------|------------|-------|----------|----------|-------|----------|--------------|-------|----------|----------------|-------|----------|
|             | Domestic   | Int'l | Combined | Domestic | Int'l | Combined | Domestic     | Int'l | Combined | Domestic       | Int'l | Combined |
| Fall 2011   | 13         | 22    | 35       | 10       | 13    | 23       | 11           | 12    | 23       | 22             | 27    | 49       |
| Spring 2011 | 2          | 0     | 2        | 2        | 1     | 3        | 1            | 1     | 2        | 13             | 24    | 37       |
| Fall 2010   | 7          | 10    | 17       | 7        | 9     | 16       | 7            | 8     | 15       | 19             | 27    | 46       |
| Spring 2010 | 3          | 4     | 7        | 3        | 4     | 7        | 3            | 3     | 6        | 18             | 23    | 41       |
| Fall 2009   | 7          | 8     | 15       | 7        | 10    | 17       | 6            | 10    | 16       | 22             | 24    | 46       |
| Spring 2009 | 3          | 2     | 5        | 4        | 3     | 7        | 3            | 1     | 4        | 23             | 15    | 38       |
| Fall 2008   | 10         | 9     | 19       | 10       | 8     | 18       | 8            | 8     | 16       | 20             | 18    | 38       |
| Spring 2008 | 1          | 1     | 2        | 2        | 1     | 3*       | 2            | 1     | 3        | 15             | 19    | 34       |
| Fall 2007   | 10         | 11    | 21       | 10       | 9     | 19       | 8            | 8     | 16       | 17             | 18    | 35       |
| Spring 2007 | 0          | 1     | 1        | 0        | 1     | 1        | 0            | 1     | 1        | 10             | 15    | 25       |
| Fall 2006   | 9          | 9     | 18       | 9        | 8     | 17       | 7            | 6     | 13       | 23             | 15    | 38       |
| Spring 2006 | 1          | 0     | 1        | 1        | 0     | 1        | 1            | 0     | 1        | 20             | 11    | 31       |
| Fall 2005   | 14         | 8     | 22       | 14       | 7     | 21       | 12           | 4     | 16       | 26             | 13    | 39       |
| Spring 2005 | 3          | 3     | 6        | 2        | 3     | 5        | 2            | 1     | 3        | 22             | 14    | 36       |
| Fall 2004   | 13         | 13    | 26       | 11       | 11    | 22       | 11           | 6     | 17       | 26             | 18    | 44       |
| Spring 2004 | 4          | 2     | 6        | 4        | 2     | 6        | 2            | 1     | 3        | 18             | 16    | 34       |
| Fall 2003   | 14         | 6     | 20       | 14       | 6     | 20       | 12           | 5     | 17       | 28             | 14    | 42       |

\*student transferred from MS program

## *Demographics*

Interest in the MAB program has steadily increased over the past 10 years. This can be attributed to increasing brand awareness with each cohort of students graduating and entering the work force, word-of-mouth particularly among international students, presence of industry partners information on the program website and increase in industry scholarships that include an out-of-state tuition waiver.

Within the state, students have been admitted from Texas A&M System universities, West Texas State University, Tarleton State University Stephenville/Fort Worth) and Texas A&M International (Laredo), as well as Texas Tech University, University of Texas, University of Houston, S.F. Austin (Nacogdoches), Sam Houston State University (Huntsville), Abilene Christian University, Our Lady of the Lake (San Antonio) and Trinity University (San Antonio). Students entering the MAB program also come from over 20 countries and 7 states.

Factors that have been found to influence the achievement of the MAB program objectives include a composition of 1/3 -1/2 international students and 1/3-1/2 of students with a technical science undergraduate degree (Table 6). Experience has demonstrated that an overwhelming number of either domestic or international students undermines the integration of the cohort and their transformation to be multi-culturally engaged by the time they graduate. Since admission does not involve quotas there is some variability in the actual demographics of each cohort (Table 7).

Considerable time is spent in responding to requests and talking with prospective students to ensure that they fully understand the nature of the degree program. The multi-disciplinary, multi-cultural profile and interactive structure, including team performance, is not the preferred structure of learning for all students. In addition, the limited financial support that can be guaranteed is a deterrent to many students. Thus, the number of students from out-of-state and international students who complete applications is less than half of those who enquire about the program.

The cohort target of 20 students is predicated upon an objective of integrating the MAB and MS students in the early part of their degree programs to ensure a respect for the similarities and differences in the two degrees and to build networks that transcend their time on campus. The smaller cohort size also permits a high degree of feedback and interaction with students. As indicated in Table 8, the two quantitative methods courses are evenly split between the two degree programs. Students also take elective courses in the Department together providing further opportunities for building collegial relationships between the MAB and MS students.

Admission requirements for the MAB are equivalent to those for the MS with some minor differences. Students must have taken intermediate micro- and macro-economic theory, intermediate statistics and differential calculus before registering for the core agricultural economics courses. However, they may submit either GRE or GMAT scores because the degree is intercollegiate with Mays Business School. In addition, writing scores are required because there is considerable emphasis on written as well as oral articulation of analysis.

**Table 6. Diversity of Disciplinary Background: Undergraduate Degrees of MAB Students by Cohort**

| <b>Undergrad Major</b>        | <b>2005</b> | <b>2006</b> | <b>2007</b> | <b>2008</b> | <b>2009</b> | <b>2010</b> |
|-------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Accounting                    |             | 1           |             | 1           |             | 2           |
| Advertising                   | 1           |             |             |             |             |             |
| Ag Biology                    |             |             |             |             |             | 1           |
| Ag Development/Leadership     | 1           | 1           |             | 1           | 2           | 1           |
| Ag Engineering                |             |             |             | 1           |             |             |
| Ag Systems                    | 3           |             |             |             |             |             |
| Agribusiness                  | 5           | 1           | 2           | 6           | 5           | 1           |
| Agriculture                   |             | 1           |             | 3           | 3           |             |
| Agronomy                      | 1           | 1           | 1           |             |             | 1           |
| Animal Science                | 3           |             | 1           | 2           | 1           | 1           |
| Biology                       | 1           |             |             |             |             |             |
| Biomedical Science            |             |             | 1           |             |             |             |
| Biotechnology                 |             |             | 1           |             | 1           | 1           |
| Business                      |             |             |             |             | 3           | 3           |
| Civil Engineering             |             | 1           |             |             |             |             |
| Computer Science              |             |             | 1           |             |             |             |
| Economics/Ag Economics        | 2           | 2           | 2           | 2           | 1           | 4           |
| English                       |             | 1           |             |             |             |             |
| Finance                       | 1           |             |             |             |             | 1           |
| Food Science                  |             |             | 1           |             |             |             |
| Horticulture                  |             |             | 1           |             |             | 1           |
| Hydraulic & Ocean Engineering |             |             | 1           |             |             |             |
| Industrial Distribution       | 1           |             |             |             |             |             |
| Information Systems           | 1           |             |             |             |             | 1           |
| International Trade/Econ      |             |             | 1           |             | 1           | 2           |
| Investment Management         |             | 1           |             |             |             |             |
| Library Science               |             |             | 1           |             |             |             |
| Management                    |             |             | 1           | 1           |             |             |
| Marketing                     |             | 1           |             |             |             |             |
| Philosophy                    |             |             |             | 1           |             |             |
| Poultry Science               |             |             |             |             |             | 2           |
| Preventive Medicine           |             |             |             |             | 1           |             |
| Psychology                    |             |             |             | 1           |             | 1           |
| Public Administration         |             |             |             |             | 1           |             |
| Social work                   |             |             |             |             | 1           |             |
| Translation                   |             |             |             |             | 1           |             |
| Veterinary Medicine           |             | 2           |             |             |             |             |

**Table 7. Enrollment by Fall Semester**

| <b>Fall of</b> | <b>Total</b> | <b>Male</b> | <b>Female</b> | <b>Domestic</b> | <b>International</b> |
|----------------|--------------|-------------|---------------|-----------------|----------------------|
| 2011           | <b>49</b>    | 21          | 28            | 22              | 27                   |
| 2010           | <b>46</b>    | 21          | 25            | 19              | 27                   |
| 2009           | <b>45</b>    | 25          | 20            | 22              | 23                   |
| 2008           | <b>38</b>    | 19          | 19            | 20              | 18                   |
| 2007           | <b>35</b>    | 15          | 20            | 17              | 18                   |
| 2006           | <b>38</b>    | 18          | 20            | 23              | 15                   |
| 2005           | <b>39</b>    | 25          | 14            | 26              | 13                   |
| 2004           | <b>44</b>    | 22          | 22            | 26              | 18                   |
| 2003           | <b>42</b>    | 16          | 26            | 28              | 14                   |
| 2002           | <b>46</b>    | 27          | 19            | 33              | 13                   |
| 2001           | <b>47</b>    | 29          | 18            | 35              | 12                   |
| 2000           | <b>45</b>    | 28          | 17            | 36              | 9                    |
| 1999           | <b>32</b>    | 18          | 14            | 26              | 6                    |
| 1998           | <b>13</b>    | 6           | 7             | 10              | 3                    |

**Table 8. Course Enrollment Numbers<sup>4</sup>**

| <b>Year</b> | <b>AGEC 619</b> | <b>AGEC 621</b> | <b>AGEC 622</b> | <b>AGEC 625</b> | <b>AGEC 629</b> | <b>AGEC 630</b> |
|-------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| 2011        | 19/24           | 18/41           | 21/42           | 24              | 23              | 23              |
| 2010        | 20/30           | 20/49           | 22/52           | 24              | 21              | 21              |
| 2009        | 19/26           | 19/52           | 20/32           | 20              | 19              | 20              |
| 2008        | 20/31           | 20/47           | 20/45           | 20              | 15              | 15              |
| 2007        | 18/30           | 16/45           | 16/41           | 20              | 15              | 15              |
| 2006        | 13/24           | 13/44           | 21/41           | 25              | 22              | 22              |
| 2005        | 20/23           | 19/48           | 16/27           | 19              | 18              | 18              |
| 2004        | 17/22           | 17/36           | 25/46           | 21              | 24              | 24              |
| 2003        | 21/28           | 24/49           | 19/48           | 31              | 16              | 17              |
| 2002        | 19/31           | 21/50           | 26/35           | Not taught      | 24              | 23              |
| 2001        | 24/34           | 24/38           | 22/41           | 34              | 24              | 27              |
| 2000        | 20/32           | 21/56           | 17/30           |                 | 21              | 22              |
| 1999        |                 | 19/39           | 17/24           |                 | 12              | 13              |
| 1998        |                 | 5/39            |                 |                 | 16              |                 |

<sup>4</sup> Enrollment for AGEC 619, AGEC 621 and AGEC 622 indicates the number of MAB students out of the total class enrollment which includes MS students. AGEC 625 may have 1 or 2 MS students. AGEC 629 and AGEC 630 are the capstone courses and were approved to replace the thesis requirement for this degree. Due to the case method and team approach used in these courses they are restricted to MAB students unless by instructor permission.

The average GRE combined quantitative and verbal scores and entering GPA for newly enrolled MAB students are 1067 and 3.43 respectively for the 2003-2011 cohorts. There are generally no more than 3-4 admissions based on GMAT scores each year.

### ***Recruiting***

Recruitment of students with applied or agricultural economics and agribusiness undergraduate degrees is generally accomplished through the professional meetings and quiz bowl venues. On-campus recruitment of life science students is through participating in undergraduate courses where discussions regarding career paths are included in the syllabus as well as communicating with the advisors, counselors and graduate coordinators across the college. Students taking service courses and electives in the department are also referred to the program when they have shown an interest and academic aptitude.

Recruitment of international students occurs primarily through the MAB website. Inclusion of information on graduate placement and industry partners has been highly successful in attracting students to the MAB program. In addition, linkage from the Mays Business School MBA website provides access for students who are specifically interested in a career in food and agribusiness. Increasingly students are referred by former students and by members of their ethnic community i.e. current and former students who have connection with the MAB program. The Latin American and Asian student communities have very strong networks on campus which are often involved in referrals.

Linking prospective students with current and former students via Facebook and LinkedIn provides the opportunity for them to discuss how the program may, or may not, fit their career objectives and for students to gain information on internships and career opportunities.

Opportunities for underrepresented populations have been limited due to funding, though four diversity students have graduated from the program since 2003. There are numerous financial scholarship support programs for high caliber diversity students but they generally require matching support from the department or interdisciplinary program which hasn't been financially feasible for the IFA thus far.

### ***Graduate Student Funding***

The MAB is a professional degree program that does not include a research thesis which generally limits the competitiveness of MAB students for sponsored research projects. Recent changes in the University policy that covered tuition fees for students awarded Graduate Assistantships to only provide this benefit to PhD students will reduce the attractiveness of this form of graduate education financial support for both MAB and MS students.

MAB students are generally competitive in gaining opportunities for funding in

- Applied research projects, particularly those associated with extension programs
- Various offices of technology commercialization in the College of Engineering and at the University level
- The Center for Latin American Studies

- The Institute for Pacific Asian Studies
- The Borlaug Institute, and
- In numerous business offices on campus due to their finance and accounting background as well as their ability to communicate in a multicultural community.

*Scholarships* : In the state of Texas a competitively awarded \$1,000 scholarships will waive out-of-state tuition status for the academic year for non-Texas and international students. This small scholarship is critical to being able to compete for high caliber students. A history of scholarship awards is shown in Table 9.

*Graduate Enhancement Funds* derive from the number of students in the program and have provided a consistent \$13-14,000 each academic year. More important has been the increased level of funding from industry partners in the form of funds for competitive scholarships. Industry funding is increasing as more MAB graduates achieve higher levels of management and re-engage in the program via the Food and Agribusiness Industry Symposia and are in the position to influence funding decisions. A list of past symposia is found in Table 10.

### ***Program Summary and Course Requirements***

The Master of Agribusiness degree requires 39 credit hours. See Appendix A for a listing of the courses and program requirements and an outline of the typical schedule. Required courses taught by faculty members in the Agricultural Economics department include Managerial Economics, two Quantitative Methods courses, Environment of Agribusiness, Strategic Agribusiness Management and Financial Management. Required courses taught by faculty members in Mays Business School (see Table 11) include Accounting (ACCT 640), Financial Statement Analysis (FINC 635), Survey of Marketing (MKTG 621), and Survey of Management (MGMT 655). If students have already taken the core business survey courses the partnership agreement allows them to take a higher level course for which the core courses would be prerequisite. Students have nine credit hours of elective courses (see Table 12) of which three hours can be an internship, which is strongly encouraged. Students are encouraged to use elective courses to strengthen the skills that they see as differentiating them from the rest of their cohort. Students have taken graduate courses in life sciences (e.g. HACCP certification), industrial distribution, finance and accounting, management, marketing, transfer pricing and MNE's (Bush School), supply chain management, entrepreneurship, languages, adult education and training, as well as the master's level courses in the department such as commodity futures and options, policy, and international trade. Three MAB students have successfully completed their CPA certification in tandem with completing their MAB which is feasible if they have a business undergraduate degree and use their elective courses to complete the prescribed courses for the CPA. Since the Sarbanes-Oxley legislation students will typically still require an additional semester to complete both sets of requirements.

Students who have some inclination about continuing their studies for a PhD are encouraged to include more advanced statistics courses, research methodology and to do an independent research study among their electives. Four MAB graduates have successfully completed PhD's in Agricultural Economics, three of the four at TAMU.

**Table 9. Scholarship and Fellowship Awards by Academic Year, 2003-2011**

| <b>Academic Yr</b> | <b>Awards</b> | <b>Amount</b> | <b>Source</b>                             |                     |
|--------------------|---------------|---------------|---|---------------------|
| 2003-04            | 7             | \$1000        | MAB                                       |                     |
|                    | 2             | \$1000        | COALS                                     |                     |
|                    | 1             | \$2000        | MAB                                       |                     |
|                    | 1             | \$15,000      | Regents Fellowship (money from 2002-03)   |                     |
|                    | 1             | \$10,000      | Regents Fellowship                        |                     |
|                    | 3             | \$5000        | Regents Fellowship                        |                     |
| 2004-05            | 4             | \$250         | MAB Mentor Scholarship                    |                     |
|                    | 10            | \$500         | COALS                                     |                     |
|                    | 21            | \$1000        | COALS                                     |                     |
|                    | 8             | \$1000        | MAB                                       |                     |
|                    | 3             | \$5000        | Regents Fellowship                        |                     |
|                    | 2             | \$300         | MAB Travel Grant                          |                     |
| 2005-06            | 4             | \$250         | MAB Mentor Scholarship                    |                     |
|                    | 11            | \$1000        | MAB Grad Enhancement                      |                     |
|                    | 2             | \$2500        | MAB                                       |                     |
|                    | 3             | \$5000        | Regents Fellowship                        |                     |
| 2006-07            | 8             | \$250         | MAB Mentor/Workshop Organizer Scholarship |                     |
|                    | 6             | \$500         | MAB                                       |                     |
|                    | 20            | \$1000        | MAB                                       |                     |
|                    | 1             | \$5000        | Regents Fellowship                        |                     |
|                    | 4             | \$2500        | Regents Fellowship                        |                     |
| 2007-08            | 3             | \$500         | MAB Mentor Scholarship                    |                     |
|                    | 10            | \$1000        | COALS                                     |                     |
|                    | 7             | \$1000        | MAB Grad Enhancement                      |                     |
|                    | 1             | \$5000        | Regents Fellowship                        |                     |
|                    | 1             | \$2500        | Regents Fellowship                        |                     |
|                    | 1             | \$7500        | Regents Fellowship                        |                     |
|                    | 4             | \$500         | MAB Mentor Scholarship                    |                     |
| 2008-09            | 20            | \$1000        | MAB                                       |                     |
|                    | 2             | \$5000        | Regents Fellowship                        |                     |
|                    | 2             | \$2500        | Regents Fellowship                        |                     |
|                    | 1             | \$1000        | CoBank Industry Partners Scholarship      |                     |
|                    | 1             | \$1000        | Monsanto Industry Partners Scholarship    |                     |
|                    | 1             | \$1000        | JBS Swift Industry Partners Scholarship   |                     |
|                    | 2             | \$500/\$800   | WFLO Travel Scholarships                  |                     |
|                    | 2009-10       | 12            | \$1000                                    | MAB                 |
|                    |               | 4             | \$1000                                    | COALS               |
|                    |               | 3             | \$2500                                    | Regents Fellowships |
| 2010-11            | 1             | \$4000        | Regents Fellowship                        |                     |
|                    | 15            | \$1000        | Novus Industry Partners Scholarship       |                     |
|                    | 2             | \$1000        | CoBank Industry Partners Scholarship      |                     |
|                    | 11            | \$1000        | MAB                                       |                     |
|                    | 3             | \$2500        | Regents Fellowship                        |                     |
|                    | 1             | \$5000        | Regents Fellowship                        |                     |

**Table 10. Food and Agribusiness Industry Symposia to Date**

| <b>Symposia Date</b> | <b>Industry Partners and Other Industry Leaders</b>                             |
|----------------------|---|
| September 27, 2007   | JBS (Swift)<br>Sysco<br>Viagen  |
| February 8, 2008     | Compass Bank<br>H-E-B<br>Monsanto   |
| September 25, 2008   | Co-Bank<br>Frito Lay  |
| February 27, 2009    | Jorge Bermudez, Chief Risk Officer (retired), Citibank<br>Novus International   |
| October 29, 2009     | U.S. Government Accounting Office (GAO)<br>Consolidated Grain and Barge Company |
| March 26, 2010       | Blue Bell Creamery<br>Bunge   |
| September 30, 2010   | CoBank<br>MetLife Agricultural Investments<br>H-E-B                             |
| April 1, 2011        | Novus International, Inc.<br>Attebury Grain, LLC                                |
| October 20, 2011     | Encore Visions<br>Frito Lay<br>BBVA Compass                                     |



**Table 11. Instructors of Mays Business School Core Courses, Fall 2009-Spring 2012**

| <b>Course</b> | <b>Fall 2009</b> | <b>Spring 2010</b> | <b>Summer 2010</b> | <b>Fall 2010</b> | <b>Spring 2011</b> | <b>Summer 2011</b> | <b>Fall 2011</b> | <b>Spring 2012</b> |
|---------------|------------------|--------------------|--------------------|------------------|--------------------|--------------------|------------------|--------------------|
| ACCT 640      | Myers            | Myers              | Myers              | Myers            | Myers              | Myers              | Myers            | Myers              |
| FINC 635      | Blackwell        | Berry              | Not taught         | Liu              | Liu                | Blackwell          | Liu              | Liu                |
| MGMT 655      | Bradway          | Bradway            | Abelson            | Bradway          | Bradway            | Abelson            | Buenger          | Shipp              |
| MKTG 621      | Gresham          | Gresham            | Pride & Gresham    | Gresham          | Troy               | Gresham            | Jain             | Gresham            |

**Table 12. Typical Electives Taken by MAB Students**

| <b>Dept.</b> | <b>Course No.</b> | <b>Course Title</b>                           |
|--------------|-------------------|---|
| AGEC         | 447               | Food & Agricultural Price Analysis            |
| AGEC         | 601               | Commodity Futures and Options Markets         |
| AGEC         | 604               | Natural Resource Economics                    |
| AGEC         | 614               | Global Food and Agribusiness Policy           |
| AGEC         | 618               | E-Commerce: Auctions, Contracts and Exchanges |
| AGEC         | 652               | International Agribusiness Trade Analysis     |
| AGEC         | 684               | Professional Internship                       |
| AGEC         | 685               | Directed Studies                              |
| AGEC         | 693               | Professional Studies                          |
| FINC         | 629               | Financial Management                          |
| FINC         | 642               | Analysis of Money and Capital Markets         |
| FINC         | 647               | Financial Statement Analysis                  |
| INFO         | 650               | Business Data Mining                          |
| MGMT         | 639               | Negotiations in Competitive Environments      |
| MGMT         | 643               | Foundations of Managerial Law                 |
| MKTG         | 650               | Analyzing Consumer Behavior                   |
| MKTG         | 665               | Research for Marketing Decisions              |
| MKTG         | 671               | Product Innovation                            |
| MKTG         | 673               | Services Marketing                            |
| MKTG         | 675               | Marketing Strategy                            |

### *Assessment of Student Learning Outcomes*

- Evaluations to assess whether students were achieving their learning objectives were implemented as a consequence of several studies on the MAB program completed in 2003-2005 as part of a Quality Enhancement Program project. These studies also included evaluation of diversity (culture, discipline and gender) influences on team performance. Three student self-evaluation assessments were developed to address their level of competence and confidence in economic reasoning and analysis, application of quantitative methods, understanding of the food and agribusiness industry, and ability to formulate and support strategic and financial recommendations. The instruments are found in Appendix A and are completed at the following points in the students' degree program:
  - Early in their 2<sup>nd</sup> semester to review the skills acquired in their 1<sup>st</sup> semester
  - at the end of the 2<sup>nd</sup> semester, and
  - at the end of the 3<sup>rd</sup> semester following completion of the capstone courses.
- Faculty assessment of learning outcomes is accomplished in the required mid-semester and final individual oral exams given in AGEC 629 Strategic Agribusiness Management and in the team portfolio project that integrates all the skills and competencies acquired.
- A pilot survey is in process for graduation/post-graduation evaluation of the MAB program.
- A skills matrix is used with students in their MAB orientation and at later stages of the program during team formation activities and in preparing resumes (see Appendix A).

### *Activities to Support Retention and Success in the MAB Program*

- Separate 1-day orientation focused on diversity, team work, skill development for career preparation for the MAB entering students.
- ½-day Excel basics and applications workshop in addition to the 1-day orientation. This was originally introduced for the MAB students and expanded to all entering graduate students.
- Mentoring program – 2nd year students, reflecting the diversity of the cohorts, who have volunteered to serve as mentors to the first years.
- Food and Agribusiness Industry Symposia are held twice a year in the fall and spring semesters. This day-long program engages 2-3 business leaders with the students in discussion of top-of-mind issues in the morning, and in break-out groups on what the firm is seeking in future employees, expected career path, and management culture. This activity has been a critical success in placing students in internships (see Table 13), career positions, and in generating support funding for scholarships and professional workshops for the students.
- Professional Workshops - resume writing, visits with former MAB graduates, and industry recruitment sessions with industry partners.

**Table 13. AGECE 684 Professional Internship Enrollment, Summer Term**

| <b>Term</b>  | <b>Number Enrolled</b> | <b>SCH</b> |
|--------------|------------------------|------------|
| Summer 2001  | 4                      | 12         |
| Summer 2002  | 4                      | 12         |
| Summer 2003  | 1                      | 1          |
| Summer 2004  | 9                      | 27         |
| Summer 2005  | 6                      | 18         |
| Summer 2006  | 7                      | 18         |
| Summer 2007  | 4                      | 12         |
| Summer 2008  | 3                      | 9          |
| Summer 2009  | 9                      | 19         |
| Summer 2010  | 8                      | 20         |
| Summer 2011  | 6                      | 18         |
| <b>TOTAL</b> | <b>61</b>              | <b>166</b> |

***Significant International\Globalization Opportunities for Students***

- The primary opportunity for students to become more attuned to the global food and agribusiness industry is through interaction with their cohort and between cohorts. Students are required to work in diverse pairs and teams for at least four of the core program courses. The capstone courses have a team portfolio project for which the teams are designed to
- reflect diversity of culture, disciplinary background, and gender. *This aspect of the degree has become a key 'brand' characteristic.*
- Eleven students have received fellowships to attend the International Food and Agribusiness Management Association (IFAMA) conference, and in three years participated in the Case Study Competition.
- MAB students have competed in the AAFA and FDRS case competition.

***Placement***

Since the inception of the MAB degree program the number and breadth of career opportunities has grown as food and agribusiness firms have (a) identified analytical functions where they

have significant support gaps, and (b) identified a source of graduates who have the business competencies they seek as well as knowledge of the industry. Graduates are taking positions (see Table 14) as:

- Financial analysts
- Auditors
- Industry and market analysts
- Procurement specialist and analysts
- Pricing and price analysts
- Sales management
- Supply chain analysts
- Logistics and distribution analysts and managers
- Inspection and quality control managers and consultants

MAB graduates are finding positions in regional, national and multi-national corporations that are based in the US and, increasingly, in Asia and Latin America immediately upon graduation with firms such as:

|         |                      |        |        |
|---------|----------------------|--------|--------|
| ADM     | CoBank               | Deere  | Mars   |
| Bunge   | BBVA-Compass         | HEB    | Nestle |
| Cargill | Case-New Holland     | JBS    | Sysco  |
| ConAgra | Daymon International | Kroger |        |

**Table 14. Placement**

| <b>Former Student</b> | <b>Job Title</b>                     | <b>Placement</b>                      |
|-----------------------|--------------------------------------|---------------------------------------|
| <i>2009 Cohort</i>    |                                      |                                       |
| Mary Ann Blackburn    | NA                                   | NA                                    |
| Yenchun Chou          | NA                                   | NA                                    |
| Tianyu Deng           | China Vegetable Business Development | Monsanto, China                       |
| Reagan Freudenberg    | NA                                   | NA                                    |
| Justin Hann           | Management Trainee                   | Cargill Meat Solutions, Plainview, TX |
| Sona Hayrapetyan      | Management Trainee                   | JBS, Greeley, CO                      |
| Avadhut Kamthe        | Post Graduate Internship             | Novus International, St. Louis, MO    |
| Ligia Kawano-Williams | Financial Institution Specialist     | FDIC, Lubbock, TX                     |
| Robert Michael Meinke | Recovery Analyst                     | CDR, LLC, Houston, TX                 |
| Stephen Roquemoire    | Market Research Analyst              | Insights, Austin, TX                  |
| Amanda Colleen Ryan   | Analyst                              | Frito-Lay, Plano, TX                  |
| Hou-Pu Shen           | NA                                   | NA                                    |

| <b>Former Student</b>      | <b>Job Title</b>                 | <b>Placement</b>                              |
|----------------------------|----------------------------------|---|
| Manav Vashisth             | NA                               | NA  |
| Fangfang “Jessie” Wang     | Transfer Pricing                 | News Corporation, New York, NY                |
| Jinyi Yang                 | NA                               | NA  |
| Lipeng “Kevin” Yu          | Engineering Admin.               | Nordic Cold Storage, Atlanta, GA              |
| <b><i>2008 Cohort</i></b>  |                                  |   |
| Zahid Afzal                | Analyst                          | TEEX, College Station, TX                     |
| Gary Lynn Beaty            | Major                            | US Army, active duty                          |
| Luiz Borges                | Owner                            | Poultry Operation, Brazil                     |
| Atul Hindurao Chavan       | NA                               | NA  |
| David Pennington Davenport | Instructor                       | McLennan Comm. College, Waco, TX              |
| Wenonah Ruth Ellis         | Intern                           | Dept. of Agriculture, State of Michigan, MI   |
| Zahira Elizabeth Gonzalez  | NA                               | NA  |
| Rajeshwar Haji             | NA                               | NA  |
| Russell Lee Harred         | Grain Manager                    | Case & Sons, Abilene, TX                      |
| Byron Nicholas Hlavinka    | Area Manager                     | Hlavinka Equipment Company, El Campo, TX      |
| Caleb Wayne Holt           | Market Intelligence Coordinator  | TEEX, College Station, TX                     |
| Keith Allen Hunt           | Merchant                         | Attebury Grain, LLC, Amarillo, TX             |
| Moonjung Kim               | NA                               | NA  |
| James Cody Miller          | Analyst                          | AgriLogic, College Station, TX                |
| Casey Lee Munn             | Management Development Associate | Daymon Worldwide, Cincinnati, OH              |
| Aron G. Nelson             | Manager                          | Benjamin Knox Galleries, College Station, TX  |
| Samantha Ann Nicholson     | Account Executive                | Insurance Associates of Texas, Montgomery, TX |
| Xiaojing Niu               | NA                               | NA  |
| Hao Pan                    | Management Consultant            | Adfaith Management Consulting, Inc., China    |

| <b>Former Student</b>       | <b>Job Title</b>                                 | <b>Placement</b>  |
|-----------------------------|--|---|
| Katherine Elizabeth Parrish | Insurance Sales                                  | State Farm, College Station, TX                                     |
| Emmanuel Sandoval           | Business Executive                               | Brenntag IBU Agro, Colombia   |
| Jenna Lynn Strutoff         | Manager  | Strutty's Feed and Pet Supply, Spring Branch, TX                    |
| Laura Anne Wilder           | Loan Officer                                     | Capital Farm Credit, San Antonio, TX                                |
| <b><i>2007 Cohort</i></b>   |  |   |
| Yujin Chen                  | Business Analyst                                 | Novus International, Inc., St. Louis, MO                            |
| Holley Hartley              | Financial Analyst                                | The Ayco Company, Dallas/Ft. Worth, TX                              |
| Brett Lauppe                | Credit Analyst                                   | CoBank, Sacramento, CA  |
| Sheila Lin                  | Business Analyst                                 | Novus International, Inc., St. Louis, MO                            |
| Dan Liu                     | Business Analyst                                 | Novus International, Inc., St. Louis, MO                            |
| Qi Liu                      | Analyst, Regulation and Licensing Division       | State of New Mexico, Administrative Services Division, Santa Fe, NM |
| Lindy Mayfield              | Business Manager                                 | Billy Mayfield, Farms, Baytown, TX                                  |
| Sheena Norton               | Analyst  | Frito Lay, Dallas, TX   |
| Abhishek Shingote           | Product Specialist, Global Fermentation Business | Novus International, Inc., St. Louis, MO                            |
| Daniel Stanfield            | Credit Analyst                                   | The Bank and Trust, College Station, TX                             |
| Scott Tiemann               | Congressional Intern                             | Washington, DC  |
| John Waswa                  | Liberian Rice Value Chain Analyst                | Govt. of Liberia/ African Development Bank/ USDA                    |
| Chun-Yi Yeh                 | Business Analyst                                 | Novus International, Inc., St. Louis, MO                            |

### *Issues to Be Considered*

- Consistency and stability of University administrative oversight of the IDP's is critical for future planning and transparency of the cost versus benefits for faculty members to engage in interdisciplinary activity.
- Transparency and timeliness of funding is critical to recruiting and planning activities.
- Partnership of Mays Business School with Agricultural Economics enables access to critical business courses that would otherwise be unavailable.
- "Depth"(coverage) in all teaching areas to maintain consistency of the MAB degree product was less of a concern with new faculty hires in Agricultural Economics 2008-2010, but is again of critical concern with the departure of several faculty members in Agricultural Economics and in Mays Business School.
- Internships: Students are not as willing to incur the costs of going on an internship for 3 months under tighter economic conditions. There may be an opportunity to work with industry partners to provide up-front financial assistance to help with the additional costs of relocating (Frito-Lay has already used this model).
- Approval of the MAB Program Fee will fund a full-time position to support the MAB program. What are the priorities for this position and how might this be used to best meet the needs of the students, who are paying the fee, and the program 's future positioning.
- Networking with former students is mostly through the MAB facebook and LinkedIn websites as well as direct email/phone. The network has mostly been used as a referral system for internship and career opportunities. MAB graduates established the credibility and brand recognition in the food and agribusiness industry and were instrumental in getting the industry partners program started and are keen to be further involved. The fall 2011 symposium returned 4 former MAB students to campus as industry leaders. Direct scholarship funding is of interest to those who have successfully moved up the management track or for the entrepreneurs who have successfully established their own business.

## **Doctoral Program in Agribusiness and Managerial Economics**

### ***Overview***

The evolution of complex business and governance structures has generated four new markets for higher-level analytical skills:

- Researchers of new governance structures and their economic and business performance.
- Teachers who have the cross-disciplinary knowledge to integrate food and agribusiness managerial economics.
- Research analysts with the quantitative skills required to analyze risk in a wide range of exposure, e.g. commodity ingredients, transportation capacity, fuel and energy, packaging materials, as well as unintentional and intentional contamination and counterfeiting.
- Public sector and non-profit analysts in support of policy and legislative decision-making.

The PhD in Agribusiness and Managerial Economics addresses this gap in graduate-level training in the agribusiness field that has become increasingly apparent as undergraduate and graduate degrees in agribusiness have become more prevalent in Land Grant Universities.

### ***Evolution from Agricultural Economics Field Area to IFA PhD***

The initiative for this transformation came through the doctoral program review in 2003. The subsequent feasibility task force was supportive of the proposed change and recommended the format for oversight and for the curriculum for each business field area. However, the motivation for this change dispersed during the five years it took to shepherd the proposal through all the layers of governance in each college, the university, the system and the coordinating board. During this time presentations were made at professional meetings and discussions with prospective students included this ‘opportunity’. By the time the proposal was approved and officially in the graduate catalog in fall, 2008, with the first entry of students projected for fall 2009, nearly six years had passed since the concept had been initially proposed. The delay significantly impacted potential student interest and ‘buzz’ in the profession, resulting in a risk averse response by students to entering a new degree program. Moreover, there had been turnover of faculty and administration in both colleges during this six years as well as programmatic changes that affected the proposed curricula.

### ***Applications and Enrollment***

Admission is based upon criteria established by the PhD in Agribusiness and Managerial Economics operations committee of the IFA and on criteria for each field area in Mays Business School. Mays Business School doctoral program structure is quite different from that of Agricultural Economics in that they typically admit two students in each field area each year. Thus, the number of students admitted to each field area will be limited to two students per year. Students are required to have at least one committee member from Mays Business School and the chair or a co-chair must be a member of the IFA.



Changes in timing of economic theory qualifiers in agricultural economics added a timing problem to admission to Mays Business School. Recruiting students to a program where full admission does not occur until a year or more later has also revealed a problem in funding students. For example, most merit and diversity scholarships are awarded on entry into a program. Even though the students would be new to the IFA program, they would not be new entrants to a PhD program by University definitions and thus not eligible at that stage of their degree program.

### ***Demographics***

There is currently only one student in this program. There are four pending requests for transfer from the PhD in agricultural economics program. In the Fall 2011 recruiting cycle, there were twelve applicants for the PhD in Agribusiness and Managerial Economics, and in the Fall 2012 recruiting season there are currently eight applicants. Current enrollment in AGECE 671 Fundamentals in Agribusiness and Managerial Economics includes two students, along with two other students enrolled in AGECE 695 Frontiers of Agribusiness and Managerial Economics. No student has graduated from this program as of August 2011.

### ***Program Summary and Course Requirements***

The IFA PhD program has the same required core of applied economics as the PhD in Agricultural Economics for the first year of study up until taking the economic theory qualifier. These courses are offered through the Department of Economics and the Department of Agricultural Economics. Students considering applying for the IFA PhD will also need to take the first of two field courses, AGECE 671 Fundamental in Agribusiness and Managerial Economics. Differentiation between the two degree programs occurs post-qualifier when students interested in pursuing the IFA PhD apply to one of the field areas in Mays Business School. Fields in Finance, Marketing, Management and Supply Chain Management are the options available. Students must apply for admission to Mays Business School graduate program in their chosen field area once they have successfully completed the economic theory qualifier<sup>5</sup>. A description of the structure of the PhD program and specific requirements for the field areas are provided in Appendix A.

In contrast with the PhD in Agricultural Economics, the IFA PhD requires two agribusiness field courses to be taken in Agricultural Economics and nine credit hours of doctoral seminar courses in their field area in Mays Business School. Students may be required by their committee to make up deficiencies in either economics or business field courses depending on their academic backgrounds. Thus, the IFA PhD has the potential to add an extra semester of coursework to the student's degree plan. The preliminary exam is in two parts; one part written by faculty members in the Department of Agricultural Economics and the other by a faculty member or members in the respective department in Mays Business School.

The first agribusiness field course, Fundamentals in Agribusiness and Managerial Economics, was rescheduled in 2009-10 to be taught in the first spring semester of the PhD program in order

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<sup>5</sup> The requirements for admission to the program were established by the feasibility task force and incorporated in the proposal that was approved by the Texas Higher Education Coordinating Board.

to provide students an opportunity to engage with the research literature in agribusiness and business fields such that they could make a more informed decision regarding their program of study. At the same time a change was made to have two Associate Professors revise the curriculum and to teach the course which was restructured to reflect the greater depth in research literature, theories and models that students would receive by taking the doctoral seminar series in their designated business field.

### *Issues to Be Considered*

- Competitiveness for domestic students in particular would be increased if students could apply directly to the IFA PhD program without the uncertainty of a second stage admission process after their first year, and completion of the economic theory qualifier.
- A critical issue that was not anticipated in the original proposal was the difference in admission protocols and timelines between the two Colleges. The timing of the Agricultural Economics economic theory qualifier becomes a constraint on admission of students into the IFA PhD in time to start Mays doctoral seminar series in their 2<sup>nd</sup> fall semester. Mays Business School admissions review includes all graduate faculty, many of whom are not on campus during the summer session. The admission process needs to be completely reviewed and restructured.
- Agribusiness, Food, and Consumer Economics Research Center (AFCERC): Expansion and redirection of some of the research outreach activities in the Department of Agricultural Economics increasingly involves food and agribusiness firms, and has the potential of providing experience and funding for the IFA PhD students.

## **Appendix A: Supporting Documents**

|             |   |    |
|-------------|---|----|
| Table A.1.  | Current Members of the Intercollegiate Faculty of Agribusiness.....                           | 32 |
| Table A.2.  | Number of Courses Taught by IFA Faculty from Fall 2003 to Summer 2011.....                    | 33 |
| Table A.3.  | Budget History for IFA.....   | 34 |
| Table A.4.  | MAB Program Summary and Course Requirements.....  | 37 |
| Table A.5.  | Master of Agribusiness: Typical Schedule .....  | 38 |
| Table A.6.  | Student Self Evaluation and Learning Assessment .....   | 39 |
| Table A.7.  | Skills Audit .....  | 44 |
| Table A.8.  | Historical Placement of MAB Students by Cohort.....   | 46 |
| Table A.9.  | PhD in Agribusiness and Managerial Economics Program Summary and<br>Course Requirements ..... | 54 |
| Table A.10. | Field Area Requirements for PhD in Agribusiness and Managerial Economics..                    | 57 |
| Table A.11. | Articles and By-Laws of the Intercollegiate Faculty of Agribusiness.....                      | 59 |

**Table A.1. Current Members of the Intercollegiate Faculty of Agribusiness**

| Name              | Rank and Title  | Department |
|-------------------|---|------------|
| David Bessler     | Regents Professor   | AGEC       |
| David Blackwell   | Associate Dean for Graduate Programs  | FINC       |
| Oral Capps, Jr.   | Republic Bank/James W. Aston Professor of Finance<br>Regents Professor and Holder of the Southwest Dairy<br>Marketing Chair | AGEC       |
| Austin Daily      | Clinical Professor and Holder of the Deloitte Professional<br>Program in Accounting Director's Professorship                | ACCT       |
| Larry Gresham     | Associate Professor   | MKTG       |
| Eluned Jones      | Professor, Chair, Intercollegiate Faculty of Agribusiness<br>and Director, Master of Agribusiness Program                   | AGEC       |
| Danny Klinefelter | Regents Fellow, Professor and Extension Specialist  | AGEC       |
| David Leatham     | Professor, Assoc. Head for Graduate Programs  | AGEC       |
| Kerry Litzenberg  | Professor and Eppright Professor of Undergraduate<br>Teaching Excellence  | AGEC       |
| Bruce McCarl      | Distinguished Professor<br>Regents Professor of Agricultural Economics and of Water<br>Management and Hydrological Science  | AGEC       |
| A. Gene Nelson    | Professor   | AGEC       |
| Desmond Ng        | Assistant Professor   | AGEC       |
| John Nichols      | Professor and Department Head   | AGEC/FSCT  |
| Clair Nixon       | Professor and Holder of the PricewaterhouseCoopers<br>Accounting Excellence Professorship                                   | ACCT       |
| John Penson       | Regents Professor and Holder of the Stiles Professor of<br>Agriculture  | AGEC       |
| Bill Pride        | Professor   | MKTG       |
| James Richardson  | Regents Professor   | AGEC       |
| Victoria Salin    | Associate Professor   | AGEC       |
| John Siebert      | Professor   | AGEC       |

**Table A.2. Number of Courses Taught by IFA Faculty, 2003- 2011**

| Faculty   | Class            | Number of Times Taught | Number of Students |
|---|------------------|------------------------|--------------------|
| <i>MAB Courses</i>  |                  |                        |                    |
| Bessler, D.   | 621              | 7                      | 320                |
| Ishdorj, A.   | 621              | 1                      | 49                 |
| Jones, E.   | 629              | 8                      | 149                |
|   | 625              | 9                      | 204                |
|   | 689 (w/Nayga)    | 2                      | 27                 |
|   | 619              | 1                      | 28                 |
| Love, A. <sup>2</sup>                                       | 619              | 1                      | 28                 |
| McCarl, B.  | 622 <sup>1</sup> | 3.5                    | 279                |
| Ng, D.  | 619              | 6                      | 156                |
| Richardson, J.  | 622 <sup>1</sup> | 9                      | 373                |
| Salin, V.   | 619              | 1                      | 30                 |
|   | 630              | 5                      | 96                 |
| Vedenov, D.   | 630              | 2                      | 34                 |
| <i>PhD in Agribusiness and Managerial Economics Courses</i> |                  |                        |                    |
| Capps, O.   | 671 <sup>3</sup> | 3                      | 17                 |
| Jones, E.   | 671              | 3                      | 17                 |
| Leatham, D.   | 671              | 3                      | 17                 |
| Ng, D.  | 671              | 2                      | 9                  |
| Salin, V.   | 695              | 5                      | 25                 |
| Vedenov, D.   | 671              | 2                      | 9                  |

<sup>1</sup> In team taught courses the amount of course taught is proportional to the number of instructors for that semester, however the same number of students is given each instructor.

<sup>2</sup> No longer at Texas A&M University.

<sup>3</sup> Team taught by Capps, Jones, and Leatham 2003-2007; team taught by Ng and Vedenov 2010.

**Table A.3. Budget History for IFA**

| FY12 Expenses                  | MAB Program Fee | MAB Industry Partners | AGEC Department (IEEF*/E&G) | COALS | VPR | Provost (OGS) | Sub-Total |
|--------------------------------|-----------------|-----------------------|-----------------------------|-------|-----|---------------|-----------|
| Faculty Salary                 |                 |                       |                             |       |     | \$10,000      | \$10,000  |
| Non-faculty Salary             | \$30,000        |                       |                             |       |     | \$13,150      | \$43,150  |
| GARs/GANTs                     |                 |                       | \$6,700*                    |       |     |               | \$6,700   |
| Grad Enhancement Scholarships  |                 |                       |                             |       |     | \$13,748      | \$13,748  |
| Fellowships                    |                 |                       |                             |       |     | \$13,000      | \$13,000  |
| Scholarships & Grants          |                 | \$28,000              |                             |       |     |               | \$28,000  |
| Symposia & Enrichment          | \$12,000        | \$3,000               |                             |       |     |               | \$15,000  |
| Strategic Support <sup>6</sup> |                 |                       |                             |       |     | \$16,720      | \$16,720  |
| O&M <sup>7</sup>               |                 |                       |                             |       |     |               | \$0       |
| Sub-total                      | \$42,000        | \$31,000              | \$6,700                     | \$0   | \$0 | \$66,618      | \$146,318 |

| FY11 Expenses                 | MAB Program Fee | MAB Industry Partners | AGEC Department (IEEF*/E&G) | COALS | VPR | Provost (OGS) | Sub-Total |
|-------------------------------|-----------------|-----------------------|-----------------------------|-------|-----|---------------|-----------|
| Faculty Salary                |                 |                       |                             |       |     |               | \$0       |
| Non-faculty Salary            |                 |                       |                             |       |     |               | \$0       |
| GARs/GANTs                    |                 |                       | \$9,700*                    |       |     |               | \$9,700   |
| Grad Enhancement Scholarships |                 |                       |                             |       |     | \$13,838      | \$13,838  |
| Fellowships                   |                 |                       |                             |       |     | \$13,000      | \$13,000  |
| Scholarships & Grants         |                 | \$20,000              |                             |       |     |               | \$20,000  |
| Symposia & Enrichment         |                 | \$8,000               |                             |       |     |               | \$8,000   |
| Strategic Support             |                 |                       |                             |       |     |               | \$0       |
| O&M                           |                 |                       |                             |       |     |               | \$0       |
| Sub-total                     | \$0             | \$28,000              | \$9,700                     | \$0   | \$0 | \$26,838      | \$64,538  |

<sup>6</sup> Funds to be used for strategic positioning, recruitment, and student incentives.

<sup>7</sup> Dept. of Agricultural Economics is hosting the IFA, as well as providing business office support.

| FY10 Expenses                  | MAB Program Fee | MAB Industry Partners | AGEC Department (IEEF/E&G) | COALS    | VPR      | Provost (OGS) | Sub-Total |
|--------------------------------|-----------------|-----------------------|----------------------------|----------|----------|---------------|-----------|
| Faculty Salary                 |                 |                       |                            |          |          |               | \$0       |
| Non-faculty Salary             |                 |                       |                            |          |          |               | \$0       |
| GARs/GANTs                     |                 |                       |                            |          |          |               | \$0       |
| Grad Enhancement Scholarships  |                 |                       |                            | \$13,386 |          |               | \$13,386  |
| Fellowships                    |                 |                       |                            |          | \$14,000 |               | \$14,000  |
| Scholarships & Grants          |                 | \$14,000              |                            |          |          |               | \$14,000  |
| Symposia & Enrichment          |                 | \$4,000               |                            |          |          |               | \$4,000   |
| Strategic Support <sup>1</sup> |                 |                       |                            |          |          |               | \$0       |
| O&M <sup>2</sup>               |                 |                       |                            |          |          |               | \$0       |
| Sub-total                      | \$0             | \$18,000              | \$0                        | \$13,386 | \$14,000 | \$0           | \$45,386  |

| FY09 Expenses                  | MAB Program Fee | MAB Industry Partners | AGEC Department (IEEF/E&G) | COALS    | VPR                   | Provost (OGS) | Sub-Total |
|--------------------------------|-----------------|-----------------------|----------------------------|----------|-----------------------|---------------|-----------|
| Faculty Salary                 |                 |                       |                            |          |                       |               | \$0       |
| Non-faculty Salary             |                 |                       |                            |          |                       |               | \$0       |
| GARs/GANTs                     |                 |                       |                            |          |                       |               | \$0       |
| Grad Enhancement Scholarships  |                 |                       |                            | \$13,386 |                       |               | \$13,386  |
| Fellowships                    |                 |                       |                            |          | \$31,718 <sup>8</sup> |               | \$31,718  |
| Scholarships & Grants          |                 | \$7,000               |                            |          |                       |               | \$7,000   |
| Symposia & Enrichment          |                 | \$2,000               |                            |          |                       |               | \$2,000   |
| Strategic Support <sup>1</sup> |                 |                       |                            |          |                       |               | \$0       |
| O&M <sup>2</sup>               |                 |                       | \$10,000 <sup>9</sup>      |          |                       |               | \$10,000  |
| Sub-total                      | \$0             | \$9,000               | \$10,000                   | \$13,386 | \$31,718              | \$0           | \$64,104  |

<sup>8</sup> Includes 2<sup>nd</sup> year of 2-year Diversity Fellowship in the amount of \$17,718 provided by VP Diversity and Graduate Dean for undocumented student.

<sup>9</sup> 3<sup>rd</sup> year of 3-year funding to develop the Food and Agribusiness Industry Symposia and Industry Partnership from Dept. of Agricultural Economics (Dr. John Nichols).

| FY08 Expenses                  | MAB Program Fee | MAB Industry Partners | AGEC Department (IEEF/E&G) | COALS    | VPR                    | Provost (OGS) | Sub-Total |
|--------------------------------|-----------------|-----------------------|----------------------------|----------|------------------------|---------------|-----------|
| Faculty Salary                 |                 |                       |                            |          |                        |               | \$0       |
| Non-faculty Salary             |                 |                       |                            |          |                        |               | \$0       |
| GARs/GANTs                     |                 |                       |                            |          |                        |               | \$0       |
| Grad Enhancement Scholarships  |                 |                       |                            | \$13,386 |                        |               | \$13,386  |
| Fellowships                    |                 |                       |                            |          | \$32,718 <sup>10</sup> |               | \$32,718  |
| Scholarships & Grants          |                 |                       |                            |          |                        |               | \$0       |
| Symposia & Enrichment          |                 |                       |                            |          |                        |               | \$0       |
| Strategic Support <sup>1</sup> |                 |                       |                            |          |                        |               | \$0       |
| O&M <sup>2</sup>               |                 |                       | \$10,000 <sup>11</sup>     |          |                        |               | \$10,000  |
| Sub-total                      | \$0             | \$0                   | \$10,000                   | \$13,386 | \$32,718               | \$0           | \$56,104  |

| FY07 Expenses                  | MAB Program Fee | MAB Industry Partners | AGEC Department (IEEF/E&G) | COALS                  | VPR      | Provost (OGS) | Sub-Total |
|--------------------------------|-----------------|-----------------------|----------------------------|------------------------|----------|---------------|-----------|
| Faculty Salary                 |                 |                       |                            |                        |          |               | \$0       |
| Non-faculty Salary             |                 |                       |                            |                        |          |               | \$0       |
| GARs/GANTs                     |                 |                       |                            |                        |          |               | \$0       |
| Grad Enhancement Scholarships  |                 |                       |                            | \$26,772               |          |               | \$26,772  |
| Fellowships                    |                 |                       |                            |                        | \$15,000 |               | \$15,000  |
| Scholarships & Grants          |                 |                       |                            |                        |          |               | \$0       |
| Symposia & Enrichment          |                 |                       |                            |                        |          |               | \$0       |
| Strategic Support <sup>1</sup> |                 |                       |                            |                        |          |               | \$0       |
| O&M <sup>2</sup>               |                 |                       | \$10,000 <sup>12</sup>     |                        |          |               | \$10,000  |
| Sub-total                      | \$0             | \$0                   | \$10,000                   | \$26,772 <sup>13</sup> | \$15,000 | \$0           | \$51,772  |

<sup>10</sup> Includes 1<sup>st</sup> year of 2 year Diversity Fellowship in the amount of \$17,718 provided by VP Diversity and Graduate Dean for undocumented student.

<sup>11</sup> 2<sup>nd</sup> year of 3-year funding to develop the Food and Agribusiness Industry Symposia and Industry Partnership from the Dept. of Agricultural Economics (Dr. John Nichols).

<sup>12</sup> 1<sup>st</sup> year of 3 year funding to develop the Food and Agribusiness Industry Symposia and the Industry Partnership from the Dept. of Agricultural Economics (Dr. John Nichols).

<sup>13</sup> Due to system delays in posting scholarships, allocated funds were showing as unspent and the IFA was encouraged to allocate the 'remaining' funds budgeted. As a consequence the Grad Enhancement Allocation was double the normally budgeted allocation.



**Table A.4. MAB Program Summary and Course Requirements**

## REQUIRED COURSES

| Course                            | Course Title                              | Credits   |
|-----------------------------------|---|-----------|
| Foundation Courses <sup>e</sup> : |   |           |
| ACCT 640                          | Accounting Concepts and Procedures        | 3         |
| AGEC 619                          | Managerial Economics in Agribusiness      | 3         |
| FINC 635                          | Financial Management                      | 3         |
| MGMT 655                          | Survey of Management                      | 3         |
| MKTG 621                          | Survey of Marketing                       | 3         |
| Quantitative Courses:             |   |           |
| AGEC 621                          | Econometrics for Agribusiness             | 3         |
| AGEC 622                          | Agribusiness Analysis and Forecasting     | 3         |
| Field Course Requirements:        |   |           |
| AGEC 625                          | Environment of Agribusiness               | 3         |
| AGEC 629                          | Agribusiness Strategic Management         | 3         |
| AGEC 630                          | Financial Analysis for Agribusiness Firms | 3         |
| Any department                    | 3 Elective courses                        | 9         |
| <i>Total hours required</i>       |   | <i>39</i> |

<sup>a</sup> Some Mays Business School classes may be offered in the summer term.

<sup>b</sup> or ECON 311 or AGECE 430

<sup>c</sup> or MATH 131, 151 or 171

<sup>d</sup> or INFO 303

<sup>e</sup> Students may elect to take a more advanced course in ACCT, FINC, MKTG, or MGMT with the approval of the MAB Program Director.

**Table A.5. Master of Agribusiness: Typical Schedule**

| <i>Fall (First Year)</i>  | <i>Spring (First Year)</i>  | <i>Summer</i>  |
|---|---|--|
| <p><i>Required</i><br/>           AGECE 619 (3) Managerial Economics in Agribusiness</p> <p>AGECE 621 (3) Econometrics for Agribusiness</p> <p>FINC 635 (3) Financial Management</p> <p>MGMT 655 (3) Survey of Management</p> | <p><i>Required</i><br/>           AGECE 622 (3) Agribusiness Analysis &amp; Forecasting</p> <p>AGECE 625 (3) Environment of Agribusiness</p> <p>MKTG 621 (3) Survey of Marketing</p> <p>ACCT 640 (3) Accounting Concepts and Procedures</p> | <p><i>Field Electives</i><br/>           6 hours of electives<br/>           (may include AGECE 684 Professional Internship)</p> |
| <i>Fall (Second Year)</i>   |   |  |
| <p>AGECE 629 (3) Strategic Agribusiness Management</p> <p>AGECE 630 (3) Financial Analysis for Agribusiness Firms</p> <p>Elective (3)</p>   |   |  |

## **Table A.6. Student Self Evaluation and Learning Assessment**

### **AGEC 625 Environment of Agribusiness – Feedback**

As stated in the syllabus, the specific objectives of this course were to assist the student to:

- Understand the economic forces that create and support change,
- Develop the skills to research material in support of analysis, and
- Develop the ability to interpret market signals and trends using descriptive and quantitative analysis.
- Outcomes – acquired knowledge demonstrated via:

#### Products:

- Individual and group assignments
- Oral presentations
- Oral defense and debate
- Written analyses
- Peer review of oral and written analyses

#### Exhibiting knowledge of:

- Research and analysis protocols
- Economics and business language
- US and global industry leaders
- Application of quantitative methods of analysis
- Primary information and data sources

By completing the following questions the Professor can better understand if any learning approaches work better than others in achieving the course objectives, and which are not efficient.

Please check the most appropriate column:

|  | <b>Unchanged from beginning of semester</b> | <b>Improved</b> | <b>I am now (reasonably) confident in this area</b> | <b>Not applicable – I already had, and was confident in this area</b> |
|--|---|-----------------|---|---|
| Understand the economic forces that create and support change in the food and agribusiness sector    |   |                 |   |   |
| Knowledge of U.S. and global food and agribusiness industry and corporate leaders.                   |   |                 |   |   |
| Develop analytical research skills – researching background material                                 |   |                 |   |   |
| Use economic analysis to describe situations and opportunities in the food and agribusiness industry |   |                 |   |   |
| Ability to interpret market signals and trends using descriptive and/or quantitative analysis        |   |                 |   |   |

|  | <b>Ineffective in achieving my learning objectives</b> | <b>Effective, but not my preferred method of learning</b> | <b>Effective, and I enjoyed this method of learning</b> |
|--|--|---|---|
| Topic research<br>(To increase understanding of the complexity and breadth of each issue)                          |  |   |   |
| Topic presentations<br>(To gain experience in defending analysis)  |  |   |   |
| Assigned partner<br>(To increase understanding of different perceptions & analytical approaches to the same issue) |  |   |   |
| Chosen partner   |  |   |   |

|   | <b>Ineffective in achieving my learning objectives</b> | <b>Effective, but not my preferred method of learning</b> | <b>Effective, and I enjoyed this method of learning</b> |
|---|--|---|---|
| Questions written and submitted during class<br>(To increase engagement in class)   |  |   |   |
| Media Log or Diary  |  |   |   |
| Mid Semester take-home exam<br>(Benchmark on integrating economic analysis skills with increased understanding of the food and agribusiness industry) |  |   |   |
| Project portfolio<br>(To gain confidence in integrating analytical skills)  |  |   |   |
| Take-home Final   |  |   |   |

Given a choice of learning environments please indicate your preferred structures:

|  | Check all that apply |
|--|----------------------|
| Class lectures by professor  |                      |
| Mixture of lectures and student presentations                                    |                      |
| Facilitated discussions where students are prepared (readings etc)               |                      |
| Assignments (graded)   |                      |
| Assignments (ungraded, for study purposes only)                                  |                      |
| Mid-semester take-home exam  |                      |
| Mid-semester in-class exam   |                      |
| Final take-home exam   |                      |
| Final exam in-class exam   |                      |
| Individual paper or project  |                      |
| Team paper or project  |                      |
| There are general guidelines to facilitate your learning                         |                      |
| Guidelines with specific materials that must be learned and, or, skills acquired |                      |

## **AGEC 629 Strategic Agribusiness Management– Feedback**

As stated in the syllabus, the specific objectives of this course were to assist the student to:

- Develop the ability to conduct economic analysis across a variety of industries and competitive situations
- Improve understanding of the competitive challenges of a global market environment
- Integrate the knowledge and skills developed during the course of the MAB program
- Provide experience in evaluating the strategic position of a company, considering alternative future strategies and presenting analysis in the appropriate format for decision-makers
- Improve ability to manage the analytical process, culminating in a supported decision or proposed action plan

Outcomes – acquired knowledge demonstrated via:

- Individual assignments
- Assignments completed in team format, where the teams reflect the diversity of culture, gender and disciplinary background strengths
- Oral presentations
- Oral defense and debate
- Written analyses
- Peer review of oral and written analyses

By completing the following questions the Professor can better understand if any learning approaches work better than other in achieving the course objectives, and which are not efficient.

Please check the most appropriate column:

|   | <b>Unchanged from beginning of semester</b> | <b>Proficient but not confident</b> | <b>I am (reasonably) confident in this area</b> |
|---|---|-------------------------------------|---|
| Conduct economic and business analysis relating to a diverse food and agribusiness industry   |   |                                     |   |
| Knowledge of U.S. and global challenges to competitive market position                        |   |                                     |   |
| Integration of skills developed as part of [your] MAB degree                                  |   |                                     |   |
| Evaluation of the strategic position of a company and consideration of alternative strategies |   |                                     |   |
| Ability to make a recommendation based on your analysis                                       |   |                                     |   |
| Ability to create a concise report of your analysis   |   |                                     |   |

|  | <b>Ineffective in achieving my learning objectives</b> | <b>Effective, but not my preferred method of learning</b> | <b>Effective, and I enjoyed this method of learning</b> |
|--|--|---|---|
| Individual case analysis reports           |  |   |   |
| Team case analysis reports                 |  |   |   |
| Oral review of cases                       |  |   |   |
| Peer review of case reports                |  |   |   |
| Portfolio research project                 |  |   |   |
| Peer review of portfolio executive summary |  |   |   |
| Presentation of project results            |  |   |   |
| Mid-Semester oral exam                     |  |   |   |

**Table A.7. Skills Audit**

Learning Style

Name: \_\_\_\_\_

|            |   |  |            |   |  |
|------------|---|--|------------|---|--|
| -0.Active  | Hands-on  |  | Reflective | Think it through                                |  |
| Sensing    | Literal/factual                                     |  | Intuitive  | Abstract concepts                               |  |
| Visual     | Images (pictures, charts, graphs)                   |  | Verbal     | Text, oral communication                        |  |
| Sequential | Linear, stepwise progression to reach understanding |  | Global     | Big picture, big 'jumps' to reach understanding |  |

Content/Discipline Skills

Name: \_\_\_\_\_

Rank level of 'skill' where 1 = poor, 2 = OK, 3 = reasonable proficiency, 4 = good, consider this a 'strength', 5 = major strength, focus of employment credentials

|  | 1 | 2 | 3 | 4 | 5 |
|--|---|---|---|---|---|
| Industry knowledge   |   |   |   |   |   |
| Financial analysis   |   |   |   |   |   |
| Management/logistics analysis  |   |   |   |   |   |
| Human resource/compensation  |   |   |   |   |   |
| Market analysis  |   |   |   |   |   |
| Forecasting, simulation  |   |   |   |   |   |
| Economic analysis  |   |   |   |   |   |
| Data management  |   |   |   |   |   |
| Work experience<br>1 = no work experience or internship<br>2 = non-career related work experience but no internship<br>3 = internship<br>4 = internship + some career-related work experience<br>5= 1 or more years career-related work experience |   |   |   |   |   |



Team Skills

Name: \_\_\_\_\_

Rank level of 'skill' where 1 = poor, 2 = OK, 3 = reasonable proficiency, 4 = good, consider this a 'strength', 5 = major strength, focus of employment credentials

|   | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| Creative thinker, innovator, visionary                                      |   |   |   |   |   |
| Detail oriented, usually double and triple check                            |   |   |   |   |   |
| Adhere to timeline closely,<br>a communicator who keeps everyone up-to-date |   |   |   |   |   |
| Organizer, planning and organization  |   |   |   |   |   |
| Documentation, clear and complete   |   |   |   |   |   |
| Facilitator, ensure all team members are involved, conflict mediator        |   |   |   |   |   |
|   |   |   |   |   |   |
|   |   |   |   |   |   |

Leaders Results Matrix

Name: \_\_\_\_\_

Team members should have a 4 or 5 rating in each skill, or a justification for why this person was chosen, e.g., their ability in one area was considered of greater importance in fulfilling the overall goals of the team make-up; the market was oversupplied with certain skills and undersupplied in others.

|          | Style | Team skill | Content skill |
|----------|-------|------------|---------------|
| Person 1 |       |            |               |
| Person 2 |       |            |               |
| Person 3 |       |            |               |

**Table A.8. Historical Placement of MAB Students by Cohort****2010 Cohort (most of the students in this cohort have not graduated yet)**

| <b>Former Student</b> | <b>Job Title</b> | <b>Placement</b>     |
|-----------------------|------------------|----------------------|
| Amanda Ebrom          | NA               | NA                   |
| Marcella Gonzales     | NA               | NA                   |
| Vinuthna Magutam      | NA               | NA                   |
| Isaac Olvera          | PhD student      | TAMU, Animal Science |
| Xiaotao Jiang         | NA               | NA                   |
| Jonathan Preiss       | NA               | NA                   |
| Rosemary Richie       | NA               | NA                   |
| Yang, Chia-Jui        | NA               | NA                   |
| Zhu, Lili             | NA               | NA                   |

**2009 Cohort**

| <b>Former Student</b>  | <b>Job Title</b>                     | <b>Placement</b>                      |
|------------------------|--------------------------------------|---------------------------------------|
| Mary Ann Blackburn     | NA                                   | NA                                    |
| Yenchun Chou           | NA                                   | NA                                    |
| Tianyu Deng            | China Vegetable Business Development | Monsanto, China                       |
| Reagan Freudenberg     | NA                                   | NA                                    |
| Justin Hann            | Management Trainee                   | Cargill Meat Solutions, Plainview, TX |
| Sona Hayrapetyan       | NA                                   | NA                                    |
| Avadhut Kamthe         | NA                                   | NA                                    |
| Ligia Kawano-Williams  | Financial Institution Specialist     | FDIC, Lubbock, TX                     |
| Robert Michael Meinke  | Recovery Analyst                     | CDR, LLC, Houston, TX                 |
| Aron Nelson            | NA                                   | NA                                    |
| Stephen Roquemore      | Market Research Analyst              | Insights, Austin, TX                  |
| Amanda Colleen Ryan    | Analyst                              | Frito-Lay, Plano, TX                  |
| Hou-Pu Shen            | NA                                   | NA                                    |
| Manav Vashisth         | NA                                   | NA                                    |
| Fangfang “Jessie” Wang | Transfer Pricing                     | News Corporation, New York, NY        |
| Jinyi Yang             | NA                                   | NA                                    |
| Lipeng “Kevin” Yu      | Engineering Admin.                   | Nordic Cold Storage, Atlanta, GA      |

**2008 Cohort**

| <b>Former Student</b>      | <b>Job Title</b> | <b>Placement</b>          |
|----------------------------|------------------|---------------------------|
| Zahid Afzal                | Analyst          | TEEX, College Station, TX |
| Gary Lynn Beaty            | Major            | US Army, active duty      |
| Luiz Borges                | Owner            | Poultry Operation, Brazil |
| Atul Hindurao Chavan       | NA               | NA                        |
| David Pennington Davenport | Instructor       | McLennan Comm. College,   |

| <b>Former Student</b>       | <b>Job Title</b>                 | <b>Placement</b>                                 |
|-----------------------------|----------------------------------|--|
|                             |                                  | Waco, TX   |
| Wenonah Ruth Ellis          | Intern                           | Dept. of Agriculture, State of Michigan, MI      |
| Zahira Elizabeth Gonzalez   | NA                               | NA   |
| Rajeshwar Haji              | NA                               | NA   |
| Russell Lee Harred          | Grain Manager                    | Case & Sons, Abilene, TX                         |
| Byron Nicholas Hlavinka     | Area Manager                     | Hlavinka Equipment Company, El Campo, TX         |
| Caleb Wayne Holt            | Market Intelligence Coordinator  | TEEX, College Station, TX                        |
| Keith Allen Hunt            | Merchant                         | Attebury Grain, LLC, Amarillo, TX                |
| Moonjung Kim                | NA                               | NA   |
| James Cody Miller           | Analyst                          | AgriLogic, College Station, TX                   |
| Casey Lee Munn              | Management Development Associate | Daymon Worldwide, Cincinnati, OH                 |
| Aron G. Nelson              | NA                               | NA   |
| Samantha Ann Nicholson      | Account Executive                | Insurance Associates of Texas, Montgomery, TX    |
| Xiaojing Niu                | NA                               | NA   |
| Hao Pan                     | Management Consultant            | Adfaith Management Consulting, Inc., China       |
| Katherine Elizabeth Parrish | Insurance Sales                  | State Farm, College Station, TX                  |
| Emmanuel Sandoval           | Business Executive               | Brenntag IBU Agro, Colombia                      |
| Jenna Lynn Strutoff         | Manager                          | Strutty's Feed and Pet Supply, Spring Branch, TX |
| Laura Anne Wilder           | Loan Officer                     | Capital Farm Credit, San Antonio, TX             |

### **2007 Cohort**

| <b>Former Student</b> | <b>Job Title</b>                           | <b>Placement</b>  |
|-----------------------|--|---|
| Yujin Chen            | Business Analyst                           | Novus International, Inc., St. Louis, MO                            |
| Holley Hartley        | Financial Analyst                          | The Ayco Company, Dallas/Ft. Worth, TX                              |
| Brett Lauppe          | Credit Analyst                             | CoBank, Sacramento, CA  |
| Sheila Lin            | Business Analyst                           | Novus International, Inc., St. Louis, MO                            |
| Dan Liu               | Business Analyst                           | Novus International, Inc., St. Louis, MO                            |
| Qi Liu                | Analyst, Regulation and Licensing Division | State of New Mexico, Administrative Services Division, Santa Fe, NM |

| <b>Former Student</b> | <b>Job Title</b>                                 | <b>Placement</b>                                 |
|-----------------------|--|--|
| Lindy Mayfield        | Business Manager                                 | Billy Mayfield, Farms, Baytown, TX               |
| Sheena Norton         | Analyst  | Frito Lay, Dallas, TX                            |
| Abhishek Shingote     | Product Specialist, Global Fermentation Business | Novus International, Inc., St. Louis, MO         |
| Daniel Stanfield      | Credit Analyst                                   | The Bank and Trust, College Station, TX          |
| Scott Tiemann         | Congressional Intern                             | Washington, DC                                   |
| John Waswa            | Liberian Rice Value Chain Analyst                | Govt. of Liberia/ African Development Bank/ USDA |
| Chun-Yi Yeh           | Business Analyst                                 | Novus International, Inc., St. Louis, MO         |

### 2006 Cohort

| <b>Former Student</b>      | <b>Job Title</b>                                       | <b>Placement</b>                             |
|----------------------------|--|--|
| Maria Do Carmo Afonso      | Analyst  | Bunge, St. Louis, MO                         |
| Priscila de Stefani Aguiar | Analyst  | Agtoprof, Tyler, TX                          |
| Jennifer Michelle Bialek   | Meat Plant Team Leader                                 | H-E-B, San Antonio, TX                       |
| Katie Dean Boyer           | Marketing Specialist                                   | Thomas Laboratories, Tolleson, AZ            |
| Heather Lucile Kmak        | Ag Economist   | USDA/ERS, Washington DC                      |
| Phillip Andrew Mervish     | Associate Pricing Analyst                              | H-E-B, San Antonio, TX                       |
| Eric Yaw Naminse           | Lecturer   | University for Development Studies, Ghana    |
| Mariana Olmedo Lansack     | Credit Analyst   | JBS Swift & Company, Greeley, CO             |
| Saudah Safrina Sinaga      | Consultant   | Lucidity, Dallas, TX                         |
| Jin Su                     | Management Trainee                                     | Stoney Point AgriCorp, Inc., Southlake, TX   |
| Yun Teng                   | Business Analyst                                       | Novus International, Inc., St. Louis, MO     |
| Anne Alison Varisco        | Administrative Assistant, Marketing and Communications | Health Sciences Center, Texas A&M University |
| Jingchao Yang              | NA   | NA   |

### 2005 Cohort

| <b>Former Student</b>      | <b>Job Title</b>        | <b>Placement</b>                      |
|----------------------------|-------------------------|---------------------------------------|
| Ryan Batla                 | Category Manager        | Republic Beverage, Houston, TX        |
| John Christopher Blackburn | Supply Chain Consultant | Lucidity Consulting Group, Dallas, TX |
| Rebecca Bray               | Relationship Manager    | Farm Credit Bank of Texas, Austin, TX |
| Jennifer Bruchmiller       | Analyst                 | The Hartford Co., San Antonio, TX     |
| Adam Burch                 | Supply Chain Analyst    | Sysco, Inc., Houston, TX              |

| <b>Former Student</b>      | <b>Job Title</b>                     | <b>Placement</b>  |
|----------------------------|--------------------------------------|---|
| John Ebert                 | Analyst                              | Dairy Farmers of America, Grapevine, TX                                       |
| Ricardo Garcia             | Sales Analyst                        | JBS Swift & Company, Greeley, CO  |
| Courtney Green             | Project Manager of National Accounts | Victoria Packaging, Houston, TX   |
| Farhan Hussain             | Analyst                              | Washington Mutual, San Francisco, CA  |
| Jean-Claude Kayisinga      | Market Development                   | Masaba Coffee Coop, Rwanda  |
| Leonardo Mandelbaum        | Family business                      | New York, NY & Buenos Aires, Argentina  |
| Rachel Medeiros            | Sales Management in Training         | Monsanto  |
| Damon Miller               | Field Operations Coordinator         | Dairy Farmers of America, Grapevine, TX                                       |
| Jessica Miller             | Assistant Relationship Manager       | Compass Bank  |
| McLain Pool                | NA                                   | Eco-Drip Irrigation, Abernathy, TX  |
| Wenyan Qi                  | NA                                   | NA  |
| Whitney Simmons            | Agribusiness Analyst                 | Rockingham Insurance, VA  |
| Jaclyn Townsend            | Owner                                | Encore Visions, College Station, TX and Baton Rouge, LA                       |
| J. Alejandro Varela        | NA                                   | NA  |
| Maria Elena Vera-Villagran | Analyst                              | Agribusiness Sub-secretariat, Secretariat of Agriculture, Mexico City, Mexico |

### **2004 Cohort**

| <b>Former Student</b> | <b>Job Title</b>                                 | <b>Employer, Location</b>                         |
|-----------------------|--|---|
| Katherine Baggerman   | Marketing Coordinator                            | Texas Agricultural Experiment Station, Dallas, TX |
| David Barham          | Management in Training                           | Bunge, Arkansas                                   |
| Alexander Blake       | Marketing Manager                                | Montana Legend, MT                                |
| Charles Brundrett     | Captain, US National Guard, Deployment Logistics | Washington, DC                                    |
| Xiaojia Chen          | Financial Accountant                             | TAE/TCE, Texas A&M University                     |
| Dustin DeBusk         | Project Development                              | Food Development Corporation, Houston, TX         |
| Chih-Wei Feng         | Financial analyst                                | Clear Channel Worldwide, San Antonio, TX          |
| Jamie Fosbery         | Agribusiness Analyst                             | Leadership-in-Training, Swift & Co., Greeley, CO  |
| Luis Felipe Gaviria   | NA   | Columbia, South America                           |
| Travis Halfmann       | Student  | TAMU Vet School                                   |
| Rong Hu               | Audit and Financial Analyst                      | Sysco, Inc., Houston, TX                          |

| <b>Former Student</b> | <b>Job Title</b>                             | <b>Employer, Location</b>                           |
|-----------------------|--|---|
| Sergio Iturrizaga     | Global Funds Specialist                      | Monsanto, St. Louis, MO                             |
| Jeremy Kartchner      | Project Development                          | Food Development Corporation, Houston, TX           |
| Michael Lehrer        | Global Oilseeds and Biofuels Risk Management | ADM, Decatur, IL                                    |
| Kathryn McCulloch     | Analyst                                      | Royal Bank of Canada, Atlanta, GA                   |
| Pablo Ramirez         | Management in Training                       | Swift & Company, Greeley, CO                        |
| Luke Reynard          | Captain, US National Guard                   | Active Duty in Iraq                                 |
| Jason Whitfield       | Analyst                                      | Environmental Consulting Group, College Station, TX |
| Thomas Wynn           | Director, Market Development                 | US Rice Producers Association, Houston, TX          |

### 2003 Cohort

| <b>Former Student</b> | <b>Job Title</b>                         | <b>Placement</b>                             |
|-----------------------|--|--|
| Zafarbek Ahmedov      | PhD                                      | Texas A&M University                         |
| Cody Brokmeyer        | Agricultural Statistician                | NASS/USDA, Denver, CO                        |
| Aviral Chopra         | Energy Analyst                           | HedgeSolutions, Manchester, NH               |
| Janna Garrett         | NA                                       | NA   |
| Paige Gill            | Supply Chain Analyst                     | Sysco, Houston, TX                           |
| Manmeet Kaur          | Analyst                                  | Cargill, India                               |
| Amy Obenhaus          | Production Analyst                       | Sanderson Farms, TX                          |
| Bucky Pauling         | NA                                       | NA   |
| Nicole Pitts          | Analyst/Project Manager                  | AgriLogic, Inc., College Station, TX         |
| Nicholas Piwonka      | Administrative Management in Training    | Cargill, New York                            |
| Tamra Reynolds        | Assoc. Credit Analyst                    | CoBank, Denver, CO                           |
| Christine Sage        | NA                                       | NA   |
| Amy Smith             | National Commodity Specialist            | Safeway, Denver, CO                          |
| Luigi Trotta          | Central & South America Trader           | Hoogwegt US, Inc., Libertyville, IL          |
| Betsy Wilhelm         | Management in Training                   | Archer-Daniels-Midland                       |
| Jeanelle Windham      | Support Staff                            | Poultry Science Dept., TAMU                  |
| Ding Xia              | Supply Chain Analyst                     | C&S Wholesale Growers, Inc., Northampton, MA |
| Xiaolei Yan           | Corporate Finance Management in Training | Swift & Company, Greeley, CO                 |
| Yuanyuan Zhu          | Purchasing Agent                         | BBM, Inc., Ft. Lauderdale, FL                |

### 2002 Cohort

| <b>Former Student</b> | <b>Job Title</b>                | <b>Placement</b>                 |
|-----------------------|---------------------------------|----------------------------------|
| Kathleen Bader        | New Product Development Manager | Jardine Foods, New Braunfels, TX |

| <b>Former Student</b> | <b>Job Title</b>               | <b>Placement</b>                                   |
|-----------------------|--------------------------------|--|
| Etienne Bihogo        | Economist                      | ISAR, Rwanda Institute for Research in Agriculture |
| Yongxia Cai           | Pursuing PhD                   | Texas A&M University                               |
| Judith Casada         | NA                             | NA   |
| Jennifer Firkins      | Asst. Director of Operations   | JB Knowledge Technologies, College Station, TX     |
| Brian Frosch          | Logistics Management           | Case & Sons, Abilene, TX                           |
| Rahim Handurdiyev     | NA                             | Returned to Turkmenistan                           |
| Jason Harris          | 1st Lieutenant                 | U.S. Marine Corps                                  |
| Lance Hause           | Teacher                        | Caldwell Junior High School, Caldwell, TX          |
| Amanda Jackson        | Life & Health Sales Specialist | State Farm Insurance, Houston, TX                  |
| Grihalakshmi Kakani   | Pursuing MS                    | Food Science Technology, Texas A&M                 |
| Carisa Kimbro         | Production Analyst             | Bell Helicopter, Dallas, TX                        |
| Hongzhi Li            | NA                             | NA   |
| Julie Shamblin        | Investigator                   | USDA - Packers & Stockyards Program, South Dakota  |
| Xiang Wan             | Supply Chain Analyst           | Emerson Energy Systems, China                      |
| Li Zhang              | Webdesigner                    | Soil and Crop Sciences, TAMU                       |

### **2001 Cohort**

| <b>Former Student</b> | <b>Job Title</b>              | <b>Placement</b>   |
|-----------------------|-------------------------------|--|
| Francisco Abello      | Management                    | Costa Salada S.A., Argentina                             |
| Ryan Bathrick         | Coordinator del PFC           | Agriculture Development International, Inc., El Salvador |
| Shane Brown           | Commodity Broker              | Frontier Risk Management, Houston, TX                    |
| Kyle Caskey           | Management Trainee            | Cydcor/Platinum Marketing, Washington DC                 |
| Devin Cobb            | Financial Analyst             | Scooter Store  |
| Lindsay Collier       | Area Manager                  | Aramark Food Services/Houston ISD                        |
| Kyla Crozier          | Area Manager                  | Aramark Food Services/Houston ISD                        |
| David Derry           | NA                            | NA   |
| Leyla Hakimova        | NA                            | NA   |
| Madhu Jamallamudi     | Res. Assoc.                   | Ag Econ, Texas A&M                                       |
| Bryan Maxwell         | Self-employed                 | Bryan, TX  |
| Gregory Mayer         | Management Trainee            | Sewell Village Cadillac, Dallas, TX                      |
| Juan Pablo Mendez     | NA                            | NA   |
| Jason Mushinsky       | NA                            | NA   |
| Tolulope Olofinbiyi   | MALD in International Affairs | Fletcher School, Tufts University                        |
| Laura Patterson       | Consulting Economist          | P & D Financials, College Station,                       |

| <b>Former Student</b> | <b>Job Title</b>          | <b>Placement</b>                                       |
|-----------------------|---------------------------|--|
|                       |                           | TX   |
| Guodan Qian           | NA                        | NA   |
| Douglas Richardson    | Financial Officer         | Kobe Beef America, Redmond, OR                         |
| Summer Shaw           | Procurement Analyst       | Unified Foodservice Purchasing Cooperative, Dallas, TX |
| Matthew Telg          | Management Trainee        | Archer-Daniels-Midland                                 |
| Jacob Tincher         | Catalog Writer/Researcher | Jockey Club  |
| Ryan Titzman          | Logistics & Distribution  | Aramark/Houston ISD                                    |
| Jay Tjoelker          | Commercial Real Estate    | W.F. Smith Company, Austin, TX                         |
| Kimberly Washer       | Analyst                   | Accenture, Houston, TX                                 |

### **2000 Cohort**

| <b>Former Student</b>  | <b>Job Title</b> | <b>Placement</b>                        |
|------------------------|------------------|---|
| Jason Deyo             | NA               | NA                                      |
| Jaclyn Edwards         | NA               | NA                                      |
| Shauna Halfmann        | NA               | NA                                      |
| Jessica Henchy         | Project Manager  | Information Resources, Inc., Dallas, TX |
| Tak Yan Albert Mak     | NA               | Returned to Hong Kong                   |
| F. Fuller McSadden III | NA               | NA                                      |
| Rebecca Nyman          | Project Manager  | Information Resources, Inc., Dallas, TX |
| S. Clifton Parks       | Policy Analyst   | AgriLogic, College Station, TX          |
| J. Marcus Raulston     | Res. Assoc.      | Texas AgriLife Extension, Texas A&M     |
| Amanda Schwartz        | NA               | NA                                      |
| Candace Smith          | NA               | NA                                      |

### **1999 Cohort**

| <b>Former Student</b>  | <b>Job Title</b>     | <b>Placement</b>                         |
|------------------------|----------------------|--|
| Rejoice Abodakpi       | MS                   | Accounting, Texas A&M                    |
| Juan Atkins            | Financial Analyst    | Monsanto                                 |
| Denise Batenhorst      | Credit Associate     | CoBank, Denver, CO                       |
| K. Wayne Bullock II    | Res. Assoc.          | Ag Econ, Texas A&M                       |
| Edgard Cuadra Chamorro | NA                   | NA                                       |
| Jose Dibos             | Corporate Consultant | Banco de Credito, Lima, Peru             |
| Dustin Gaskins         | NA                   | NA                                       |
| Ignacio Gonzalez Leal  | Management           | Rancho Guadalupe, Saltillo, Mexico       |
| Jamie Harvey           | NA                   | NA                                       |
| Juan Hernandez Galvez  | NA                   | Hill's Pet Food Company, Kansas City     |
| Sara Jefferson (Maass) | Brand Associate      | Daymon Associates, Inc., San Antonio, TX |



| <b>Former Student</b>    | <b>Job Title</b>    | <b>Placement</b>                        |
|--------------------------|---------------------|---|
| Melissa Jupe             | Extension Assistant | Texas AgriLife Extension, Texas A&M     |
| Richard Lugo-Chamorro    | NA                  | Nicaragua                               |
| Philip Maass             | Produce Specialist  | Labatt Foods, San Antonio, TX           |
| Joshua Martin            | NA                  | NA                                      |
| Guenther Ottmers III     | NA                  | NA                                      |
| Jorge Federiko Pochat    | NA                  | Cargill, Topeka, KS                     |
| Omar Salame              | NA                  | NA                                      |
| Gretchen Denise Schultze | NA                  | Sanderson Farms, Mississippi            |
| Jennifer Simpson         | Res. Assoc.         | Center for North American Studies, TAMU |
| Luke Wyse                | NA                  | NA                                      |
| Ryan Zwicke              | NA                  | NA                                      |

## **Table A.9. PhD in Agribusiness and Managerial Economics Program Summary and Course Requirements**

### **Degree Requirements**

PhD students are expected to gain an acceptable level of competency in economic theory, quantitative methods, and their field areas. The courses necessary to meet PhD requirements are listed below. Any alterations in course requirements must be accompanied by a written explanation from the student (and endorsed by the student's advisory committee chair) to the Chair of the Intercollegiate Faculty of Agribusiness (IFA) at the time the degree plan or any petition to alter the plan is submitted. The Chair of the IFA must approve alterations in course requirements.

### ***Credit Hour Requirements***

The program requires a minimum of 45 credit hours of course work and a maximum of 19 credit hours of AGECE 691 (Research). A minimum of 9 hours in specific courses in the Mays Business School will be required for each area of emphasis. Course work counted toward a Master's degree cannot be counted on a PhD student's degree plan.

### ***Prerequisites***

Minimum prerequisites include a Master of Agribusiness, an MS in Agricultural Economics or Economics, an MS degree in a business field such as Finance, Accounting, Management, Marketing or Information Systems, an MBA, or equivalent degree. Depending upon the student's background, specific prerequisite courses may be required.

A student undertaking this program of study must have completed the following or equivalent courses:

|           |  |
|-----------|--|
| ECON 607  | Foundations of Microeconomic Theory                                      |
| ECON 611  | Foundations of Macroeconomic Theory                                      |
| AGECE 621 | Econometrics for Agribusiness  |
| ECMT 660  | Mathematical Economics I   |
| AGECE 607 | Research Methodology (not required if student has completed a MS thesis) |

### ***Second Year Continuation***

Continuation in the PhD in Agribusiness and Managerial Economics will be evaluated after the student has completed the first year of core courses and passed the AGECE Qualifier exam. Continuation will be based on criteria established by the PhD in Agribusiness and Managerial Economics operations committee of the IFA. The IFA will set the continuation standards for the program, and provide oversight of the evaluation process. These standards will be consistent with those of existing PhD programs offered by the Mays Business School and the Department of Agricultural Economics at Texas A&M University.

**Program Requirements:**

***Economic Theory and Applications***

***Microeconomic Theory:***

Two courses (7 credit hours) are taken to meet the minimum microeconomic theory requirement.

|          |  |                  |
|----------|--|------------------|
| ECON 629 | Microeconomic Theory I.....                    | 3 Credits        |
| ECON 630 | Microeconomic Theory II .....                  | <u>4 Credits</u> |
|          | <i>Total Economic Theory requirements.....</i> | <i>7 Credits</i> |

***Core Requirements***

Three courses (9 credit hours) covering advanced material which comprise a common body of critical knowledge is required for all PhD students.

|          |  |                         |
|----------|--|-------------------------|
| AGEC 635 | Consumer Demand Analysis for Food and Agricultural Products... 3 Credits |                         |
| AGEC 636 | Agribusiness Markets and Applied Welfare Analysis .....                  | 3 Credits               |
| AGEC 637 | Production Economics and Dynamic Optimization in Ag. Econ. ....          | <u>3 Credits</u>        |
|          | <i>Total Core Requirements .....</i>                                     | <i><u>9 Credits</u></i> |

***Total Economic Theory and Applications .....*** ***16 Credits***

***Quantitative Methods***

Three courses (8 credit hours) in quantitative methods are required for the PhD degree in agricultural economics. These courses are:

|          |  |                  |
|----------|--|------------------|
| ECON 685 | Stat Prep (August course) .....                            | 2 Credits        |
| AGEC 661 | Applied Econometric Methods in Agriculture.....            | 3 Credits        |
| AGEC 641 | Operations Research Methods in Agricultural Economics..... | OR               |
| AGEC 643 | Applied Simulation in Agricultural Economics.....          | <u>3 Credits</u> |
|          | <i>Total quantitative methods requirements .....</i>       | <i>8 Credits</i> |

***Economic Theory or Quantitative Methods Elective***

Students must choose one or more of the following courses to augment their studies in economic theory or quantitative methods:

|          |   |
|----------|---|
| AGEC 641 | Operations Research Methods in Agricultural Economics     |
| AGEC 643 | Applied Simulation in Agricultural Economics              |
| ECON 636 | Macroeconomic Theory I                                    |
| ECON 646 | Macroeconomic Theory II                                   |
| ECMT 669 | Fundamental Mathematics for Economists (taught in August) |
| ECMT 675 | Econometrics I  |
| ECMT 677 | Applied Microeconometrics                                 |
| ECMT 678 | Nonparametric Econometrics                                |
| ECMT 679 | Time Series Econometrics                                  |

*Total quantitative methods requirements .....* ***3 Credits***

***Total Quantitative Methods .....*** ***11 Credits***

***TOTAL REQUIRED COURSEWORK.....*** ***27 CREDITS***

Other AGECE courses may be required or recommended depending on the student's area of emphasis. This may include AGECE 672 (Fundamentals in Agricultural Markets and Information Economics), AGECE 673 (Fundamentals in Resource and Environmental Economics) or AGECE 685 (Directed Studies). If, in the judgment of the Chair of the IFA or the student's Advisory Committee chair, the student is deficient in other subject matter areas important to his/her graduate program, the student may be required to satisfy additional prerequisites.

***Field Area***

Four field areas are offered: (1) finance, (2) strategic management, (3) marketing, and (4) supply chain management. Students are required to take specific courses offered by the Finance (FINC), Management (MGMT), Marketing (MKTG) and Information and Operations Management (INFO) departments in the Mays Business School. This is in addition to core courses in the Agricultural Economics (AGECE) and Economics (ECON) departments.

**Table A.10. Field Area Requirements for PhD in Agribusiness and Managerial Economics**

Finance emphasis:

**Field Requirements:**

|   |   |                   |
|---|---|-------------------|
| AGEC 671                                      | Fundamentals in Agribusiness and Managerial Economics ..... | 3 Credits         |
| AGEC 695                                      | Frontiers in Agribusiness and Managerial Economics .....    | 3 Credits         |
| AGEC 685                                      | Readings in Agricultural Finance .....                      | 3 Credits         |
| FINC 688                                      | Seminar in Corporate Theory.....                            | 3 Credits         |
| FINC 688                                      | Seminar in Investments Theory .....                         | 3 Credits         |
| Total Field Requirement.....                  |   | 15 Credits        |
| <b>Total Minimum Course Requirements.....</b> |   | <b>42 Credits</b> |

**Research:**

|                            |                                   |                    |
|----------------------------|-----------------------------------|--------------------|
| FINC 690                   | Research Topics Seminar.....      | 1 Credit           |
| FINC 688                   | Seminar in Research Methods ..... | 3 Credits          |
| AGEC 691                   | Research.....                     | <u>18 Credits*</u> |
| Total Research Credit..... |                                   | <u>22 Credits</u>  |

\* Additional hours of coursework can replace research hours.

**Total Credits ..... 64 Credits**

Marketing emphasis:

**Field Requirements:**

|   |   |                   |
|---|---|-------------------|
| AGEC 671                                      | Fundamentals in Agribusiness and Managerial Economics ..... | 3 Credits         |
| AGEC 695                                      | Frontiers in Agribusiness and Managerial Economics .....    | 3 Credits         |
| AGEC 672                                      | Fundamentals in Markets and Information Economics .....     | 3 Credits         |
| MKTG 680                                      | Seminar in Buyer Behavior.....                              | 3 Credits         |
| MKTG 682                                      | Seminar in Marketing Strategy Research .....                | 3 Credits         |
| Total Field Requirement.....                  |   | 15 Credits        |
| <b>Total Minimum Course Requirements.....</b> |   | <b>42 Credits</b> |

**Research:**

|                            |                                   |                    |
|----------------------------|-----------------------------------|--------------------|
| MKTG 688                   | Seminar in Research Methods ..... | 3 Credits          |
| AGEC 691                   | Research.....                     | <u>19 Credits*</u> |
| Total Research Credit..... |                                   | <u>22 Credits</u>  |

\* Additional hours of coursework can replace research hours.

**Total Credits ..... 64 Credits**

Strategic Management emphasis:

**Field Requirements:**

|                               |   |            |
|-------------------------------|---|------------|
| AGEC 671                      | Fundamentals in Agribusiness and Managerial Economics ..... | 3 Credits  |
| AGEC 695                      | Frontiers in Agribusiness and Managerial Economics .....    | 3 Credits  |
| MGMT 634                      | Seminar in Organizational Behavior.....                     | 3 Credits  |
| MGMT 636                      | Seminar in Organizational Theory .....                      | 3 Credits  |
| MGMT 676                      | Strategic Management Survey .....                           | 3 Credits  |
| MGMT 677                      | Strategy Implementation.....                                | OR         |
| MGMT 682                      | Industrial Organization and Strategic Management .....      | 3 Credits  |
| Total Field Requirement ..... |   | 18 Credits |

**Total Minimum Course Requirements..... 45 Credits**

**Research:**

|          |               |                    |
|----------|---------------|--------------------|
| AGEC 691 | Research..... | <u>19 Credits*</u> |
|----------|---------------|--------------------|

\* Additional hours of coursework can replace research hours.

**Total Credits ..... 64 Credits**

Supply Chain Management emphasis:

**Field Requirements:**

|                               |   |            |
|-------------------------------|---|------------|
| AGEC 671                      | Fundamentals in Agribusiness and Managerial Economics ..... | 3 Credits  |
| AGEC 695                      | Frontiers in Agribusiness and Managerial Economics .....    | 3 Credits  |
| AGEC 672                      | Fundamentals in Markets and Information Economics .....     | 3 Credits  |
| INFO 688                      | Supply Chain Management Foundations .....                   | 3 Credits  |
| INFO 688                      | Seminar in Supply Chain Management .....                    | 3 Credits  |
| Total Field Requirement ..... |   | 15 Credits |

**Total Minimum Course Requirements..... 42 Credits**

**Research:**

|                             |                                   |                    |
|-----------------------------|-----------------------------------|--------------------|
| INFO 688                    | Seminar in Research Methods ..... | 3 Credits          |
| AGEC 691                    | Research.....                     | <u>19 Credits</u>  |
| Total Research Credit ..... |                                   | <u>22 Credits*</u> |

\* Additional hours of coursework can replace research hours.

**Total Credits ..... 64 Credits**

There is no specific commitment from the Mays Business School to offer a particular doctoral seminar every year or during a particular term, as course offerings vary with the size of departmental programs and the availability of faculty to teach a particular topic.

## Table A.11. Articles and By-Laws of the Intercollegiate Faculty of Agribusiness



### TEXAS A&M UNIVERSITY Intercollegiate Faculty of Agribusiness As Amended and Approved 2009

#### Articles and Bylaws

##### Article I. Background

The Intercollegiate Faculty of Agribusiness was created to provide administrative leadership to the newly established Master of Agribusiness degree program. The Master of Agribusiness program will be jointly administered by the College of Agriculture and Life Sciences (COALS) and the Mays Business School through a Program Director, Program Executive Committee, and Intercollegiate Faculty. Additional background information regarding this master's program is provided below.

Furthering the development of value added agricultural and food enterprises in Texas and the U.S. will require considerable managerial expertise. Graduate-trained managers are needed who are comfortable working in their own specific disciplines and who also have insights for the total business environment. These graduates need an understanding of the unique challenges and issues facing the agricultural and food sector. To train these graduates, universities must foster strong interdepartmental and inter-college teaching and research programs, particularly in management leadership.

The Master of Agribusiness program is designed to address these needs and to provide graduates with a view that integrates agriculture and business management. There is both a national, as well as a regional, need for this type of training. Approximately 1.12 million jobs are associated with the agribusiness sector in Texas, yet few graduate programs exist that prepare students for agribusiness careers.

Locally, the Master of Agribusiness program offers substantial benefits to the faculty, students and graduates of Texas A&M University and will make a significant contribution to developing agribusiness leadership for the 21st century. As the Texas economy strives to shift to value-added industries and increased international trade and business development, this program can be very important to the State. Some example benefits are:

Establishing Texas A&M University as one of a select cadre of national programs which successfully combine business and agriculture to focus on agribusiness management.

Attracting high quality, mature students interested in the integration of business and agriculture.

Preparing graduates who will become industry leaders within 5 to 7 years after graduation.

Providing an excellent opportunity to significantly increase and broaden the interaction between colleges.

Encouraging faculty and students from several departments and colleges to engage in joint education and research activities.

Enhancing university/industry partnerships through effective use of external development and advisory activities.

Offering excellent visibility when seeking external industry funding.

Increasing the number of student projects involving industry-based internships.

Supporting the value-added and international business development efforts across the State in agribusiness.

The program responds to the need for advanced training to prepare students for management careers in the agribusiness sector. The U.S. Department of Agriculture estimates that there are approximately 10% more job openings than applicants for college graduates with expertise in agriculture and business. The opening of new trade opportunities, changes in government policies affecting agriculture, increasing integration and concentration in food and fiber industries, and growing concerns about environmental quality and food safety have contributed to this growing need for more specialized, in-depth training applying economic and business principles within the unique institutional marketing environment in which agribusinesses operate.

Specifically, the Intercollegiate Faculty of Agribusiness will embrace and support the educational objectives of the Master of Agribusiness degree program, which are to:

Develop graduates who can make decisions that lead to the creation of maximum value in the marketplace and who understand how agribusiness markets change and how social, political, legal, economic, international, and technological forces drive and influence such change.

Develop graduates who can foster innovation in agribusiness organizations, respond effectively to new circumstances, and through their actions enable agribusiness firms and society to realize the potential of such innovations.

Develop graduates with a rigorous understanding of core agribusiness management functions and with problem-solving skills reflecting an integration of functional perspectives. Graduates should be prepared to assume positions of leadership and contribute immediately to the improved performance of their respective agribusiness organizations.



Develop graduates with the capability to organize, describe, and make intelligent inferences from empirical evidence. Graduates should be able to apply sophisticated statistical techniques to data; make informed forecasts of agribusiness trends; and formulate, solve, and interpret quantitative decision models.

Develop graduates who understand and value individual differences and have the communication and collaborative skills needed to work effectively in functionally and culturally diverse teams.

Develop graduates with knowledge of the social responsibilities of agribusiness to its stakeholders; who are able to identify ethical dilemmas; and who understand frameworks for selecting and defending a right course of action.

## Article II. Purpose

The Master of Agribusiness program will be jointly administered by the College of Agriculture and Life Sciences (COALS) and the Mays Business School through a Program Director, Program Executive Committee, and the Intercollegiate Faculty. The individual faculty and resources needed to administer the Master of Agribusiness degree program currently exist. However, the Intercollegiate Faculty of Agribusiness is being established to:

Foster the intercollegiate development of the Master of Agribusiness degree program.

Enhance communication between the faculty members in the College of Agriculture and Life Sciences (Department of Agricultural Economics ) and the Mays Business School (Departments of Marketing, Management, Finance, Accounting and Business Analysis).

Utilize faculty expertise in business and agribusiness to strengthen the Master of Agribusiness degree program.

Capitalize on the contacts that Faculty members have made with firms and leaders within the food and agribusiness industry for student recruitment, placement, and internships.

## Article III. Administrative Responsibilities of the Program Director/Chair

The Program Director will be appointed by the Deans of the two colleges to serve a three-year term and will be responsible for all tasks pertaining to the daily operation of the program. Administrative record keeping for the program will reside in the Program Director's administrative office. Administrative duties of the Program Director are:

Serves as the Chair of the Intercollegiate Faculty and develops an annual report for presentation to the Intercollegiate Faculty relating historical progress and future plans for the Master of Agribusiness degree program.

Develops strategic plans and programs for publicizing, promoting, and recruiting for the Master of Agribusiness degree program,

Develops industry support in the form of student internships, assistantships/fellowships, research support, development funding, and student placement,

Ensures that the curriculum is consistent with program objectives,

Works with department heads to schedule courses and faculty to maintain the program, and

Fosters growth and development of the intercollegiate faculty and utilizes their resources to enhance the program.

#### Article IV. Executive Committee

The Executive Committee will comprise:

Chair: Chair, Intercollegiate Faculty of Agribusiness and Director, Master of Agribusiness Program.

Vice Chair: Associate Dean, Mays Business School

Member: Associate Head for Graduate Studies, Department of Agricultural Economics

#### Article V. Responsibilities of the Executive Committee

The responsibilities of the Executive Committee will be to:

Provide oversight to the activities of the Operations Committees of the Master of Agribusiness and PhD in Agribusiness and Managerial Economics degree programs.

#### Article VI. Operations Committees

##### 1. Master of Agribusiness

Chair: Chair, Intercollegiate Faculty of Agribusiness and Director, Master of Agribusiness Program

Members: 2 Faculty appointed by the Executive Committee on alternate years, 2 year appointment

Ex Officio: Associate Dean, Mays School of Business

##### 2. PhD in Agribusiness and Managerial Economics

Co-Chair: Associate Head for Graduate Studies, Department of Agricultural Economics

Co-Chair: Chair, Intercollegiate Faculty of Agribusiness and Director, Master of Agribusiness Program

Members: 2 Faculty appointed by the Executive Committee on alternate years, 2 year appointment

Ex officio: Associate Dean, Mays School of Business, and Chair of the Graduate Advisory Committee, Department of Agricultural Economics

## Article VII. Responsibilities of Operations Committees

1. Responsibilities of Master of Agribusiness Operations Committee:
  - A. Admissions: Review all applications for admission to the Master of Agribusiness degree program and provide input to the Director of the program.
  - B. Budget: Review and advise on the budget for the Master of Agribusiness program.
  - C. Scholarships and awards: Review and advise the Director of the MAB program on all Fellowship and Scholarship award applications.
  - D. Curriculum: Advise the Executive Committee and the Director of the program on issues pertaining to the curriculum.
  
2. Responsibilities of PhD in Agribusiness and Managerial Economics Operations Committee:
  - A. Admissions: Review and advise on all applications for admission to the Intercollegiate PhD degree
  - B. Budget: Review and advise on the budget for the Intercollegiate PhD program.
  - C. Scholarships, assistantships, and awards: Review and advise on all Fellowship and Scholarship award applications. Review and advise on applications for assistantships.
  - D. Curriculum: Advise the Executive Committee on issues pertaining to the curriculum.
  - E. Evaluation examinations: Operations committee may appoint a committee that will coordinate and oversee all qualifier and preliminary examinations.

## Article VIII. Responsibilities of the Intercollegiate Faculty

The Intercollegiate Faculty will:

Promote the teaching and graduate programs in agribusiness at Texas A&M University.

Provide input to the Program Director and Executive Committee regarding admission requirements, preparation, and training of candidates for the Master of Agribusiness and PhD in Agribusiness and Managerial Economics degrees.

Assist with promotion of and recruitment for the Master of Agribusiness and PhD in Agribusiness and Managerial Economics degree programs,

Provide input on new student applications.

Develop industry support in the form of student internships, assistantships/fellowships, research support, and development funding.

## Article IX. Faculty Membership

Membership requirements of the Intercollegiate Faculty of Agribusiness are as follows:

Members of the Intercollegiate Faculty of Agribusiness must be members of the TAMU Graduate Faculty.

Nominations for Intercollegiate Faculty membership may be made by any member of the Intercollegiate Faculty in writing to the Chair of the Intercollegiate Faculty. The Intercollegiate Faculty of Agribusiness will be responsible for approving, disapproving, or deferring action on all nominations for membership.

Memberships will be granted in one of three categories:

Administrative\* – members of Executive Committee who are automatically full members  
Full\* – activities include, but are not limited to teaching, participating as committee chair for PhD students, actively involved in interdisciplinary research with other IFA members or students.

Associate – activities include, but are not limited to teaching, informal advisory capacity with students, committee member for PhD students, cooperation with and support of program objectives.

## Article X. Meetings

The annual meeting of the Intercollegiate Faculty of Agribusiness shall be held during the first quarter of each year. Items for the agenda must be submitted in writing to the Executive Committee at least two weeks prior to the annual meeting. As Chair of the Intercollegiate Faculty, the Program Director will develop an annual report in the first quarter of each year for presentation to the Intercollegiate Faculty relating historical progress and future plans for the Master of Agribusiness degree program. Upon acceptance of the Program Director's report, it will be forwarded to the Deans of the two colleges and the Council of Deans.

Special meetings for the Intercollegiate Faculty of Agribusiness may be held at the call of the Chair or by written application to the Executive Committee by at least three members of the Intercollegiate Faculty.

A regular meeting of the Executive Committee shall be held on a quarterly basis, unless otherwise determined by vote of the Faculty. Other meetings of the Executive Committee may be held as frequently and for such purposes as are deemed desirable by the Executive Committee.

The minutes of each Annual and Executive Committee meeting shall be approved by the Executive Committee and distributed to all members of the Faculty within ten working days after the meeting. Corrections, if needed, will appear in the minutes of the next meeting.

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\* Only Administrative and full members will be required to report on intercollegiate faculty activities on their annual reports.

At Executive Committee and Faculty meetings, Robert's Rule of Order shall be followed in matters of parliamentary procedure.

#### Article XI. Committees

When deemed necessary, subcommittees may be created by action of the Faculty or the Executive Committee to assist in curriculum review, recruitment, faculty development, student placement, or other matters pertaining to the administration of the degree program.

#### Article XII. Student Participation

A graduate student representative shall be appointed by the Chair to committees as deemed appropriate by the Executive Committee.

Suggestions for changes in Curriculum, Program, Admissions, or items of similar interest to students may be submitted in writing at any time by any registered graduate student to the Executive Committee.

#### Article XIII. Amendments

Suggestions for amendments to the Bylaws may be submitted in writing at any time by any member of the Faculty to the Executive Committee. The Executive Committee will schedule discussion by the Faculty of any such amendments at its next scheduled annual meeting, and submit such suggestions for mail ballot. All amendments to the Bylaws must be approved by at least two-thirds of the votes cast by the members of the Faculty via an email or mail ballot.

## Appendix B: Representation of Research Work in Agribusiness Field

### Selected articles published by IFA faculty with food and agribusiness research focus:

- Abere, A.E., O.C. Capps Jr., J.R. Church, and H.A. Love. 2002. "Mergers and Market Power: Estimating the Effect of Market Power of the Proposed Acquisition by Coca-Cola of Cadbury Schweppes' Carbonated Soft Drinks in Canada," in *Economic Issues in Measuring Market Power*, (ed D. Slottje), Elsevier Science B.V., 233-294.
- Adelaja, A., R.M. Nayga, Jr., B. Schilling, and K. Tank. 2000. "Understanding the Challenges Facing the Food Manufacturing Industry," *Journal of Food Products Marketing*, 6,2: 35-55.
- Aiew, W., R.M. Nayga, Jr., and J.P. Nichols. 2003. "The Promise of Food Irradiation: Will Consumers Accept It?" *Choices*, Third Quarter, pp. 31-34.
- Alviola, P.A. and O. Capps, Jr., "Household Demand Analysis of Organic and Conventional Fluid Milk in the United States Based on the 2004 Nielsen Homescan Panel," *Agribusiness: An International Journal* 26, 3 (2010): 369-388.
- Anderson, D.P., O. Capps, Jr., E.E. Davis, and S.D. Teichelman, "Wool Price Differences by Preparation in the United States," *Sheep and Goat Research Journal* (2009): 1-9.
- Atwood, J.D., B.A. McCarl, C.C. Chen, B.R. Eddleman, R. Srinivasan, and W.I. Nayda. 2000. "Assessing Regional Impacts of Change: Linking Economic and Environmental Models," *Agricultural Systems*, (6 3) 3, 147-159.
- Bailey, D., E. Jones, and D.L. Dickinson. 2002. "Knowledge Management and Comparative International Strategies on Vertical Information Flow in the Global Food System." *American Journal of Agricultural Economics*, 84(number 5): 1337-1344.
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- Capps Jr., O.C. 2003. *Demand Projections Segmented by Income for the Highly Competitive Non-Alcoholic Beverage Complex Using the A. C. Nielsen Homescan Panel Data*, Economic Research Service, USDA, Washington, D. C., June.
- Capps, Jr., O., J. Church, and H.A. Love. 2003. "Specification Issues and Confidence Intervals in Unilateral Price Effects Analysis." *Journal of Econometrics*, pp. 3-31.
- Capps, Jr., Oral, and H. Alan Love. 2002. "Econometric Considerations in the Use of Electronic Scanner Data to Conduct Consumer Demand Analysis." *American Journal of Agricultural Economics*, Vol. 84, No. 3, August, pp. 807-816.
- Capps Jr., O.C., H.A. Love, and A.E. Abere, 2001. "Ex-Ante Analysis of Mergers in Differentiated Products Industries," *Proceedings of the Hawaii Conference on Business*, June.
- Chang, M-S., V. Salin, and Y. Jin. 2011. "Diversification Effect of Real Estate Investment Trusts: Comparing Copula Functions with Nonparametric Methods," *Journal of Property Research*, 28 (3), pp. 189-212, September.
- Dharmasena, S. and O. Capps, Jr., "Intended and Unintended Consequences of a Proposed National Tax on Sugar-Sweetened Beverages to Alleviate the U.S. Obesity Problem," *Health Economics* (2011), DOI: 10.1002/hec.1738.
- Dharmasena, S., O. Capps, Jr., and A. Clauson, "Ascertaining the Impact of the 2000 USDA Dietary Guidelines for Americans in the Intake of Calories, Caffeine, Calcium, and Vitamin C from At-Home Consumption of Non-Alcoholic Beverages," *Journal of Agricultural and Applied Economics* 43, 1 (2011): 13-27.
- Dong, D., P.J. Byrne, A. Saha, and O.C. Capps Jr. 2000. "Determinants for Food-Away-From-Home Visit Frequency: A Count-Data Approach," *Journal of Restaurant and Foodservice Marketing*, 4, 1, 31-46.
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- Hooker, N.H., R. Teratanavat, and V. Salin. 2005. “Crisis Management Effectiveness Indicators for U.S. Meat and Poultry Recalls,” *Food Policy*, 30 (1), pp. 63-80.
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- Ng, D., J. Unterschultz, and E. Laate. 2006. "The Performance of Relational Ties: A Functional Approach in the Biotechnology Industry," *Journal on Chain and Network Science*, 6, 1:9-21. (Recipient of Best Paper Award)
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### **Industry Publications**

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- Salin, V. 2011. "2010 Global Cold Storage Capacity Report," prepared for the International

Association of Refrigerated Warehouses, published to trade association membership and for sale online at <http://iarw.org/hq/aboutus/capacity.asp>, March.

Salin, V. 2011. "Interest Rates: Not the Only Driver of Investments," in industry publication *Scientists Speak*, published for the membership of the Global Cold Chain Alliance, May.

Salin, V. 2010. "International Trade in Food: Trends in the USA and Links to the Global Economy," in industry publication *Scientists Speak*, published for the membership of the Global Cold Chain Alliance, April.

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### **Research Reports**

Burton, D.M., H.A. Love, G. Ozertan, and V. Salin. 2003. "Integrator Entry into the Market for Grower Services, Report on Phase III." Cooperative Agreement No. 99 ESS 03, prepared for U.S. Department of Agriculture, Grain Inspection Packers and Stockyards Administration.

Capps, Jr., O. 2010. *Advanced Topics in Applied Econometrics*, Business Knowledge Series for the SAS Institute, Inc.

Capps, Jr., O. 2009. *An Introduction to Applied Econometrics*, Business Knowledge Series for the SAS Institute, Inc.

Capps Jr., O.C. 2003. *Beverage Boom*, Fiscal Notes, Carole Keeton Strayhorn, Texas Comptroller of Public Account.

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- Hanselka, D., E.E. Davis, D.P. Anderson, and O. Capps, Jr. 2008. *The Economic Impact of Country-of-Origin Labeling in the U.S. Beef Industry*, VDM Verlag.
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- Salin, V., N.H. Hooker, and R. Teratanavat. 2002. "Survival Analysis of U.S. Meat and Poultry Recalls, 1994-2001." Texas A&M University Department of Agricultural Economics Faculty Paper 02-03.
- Salin, V., Y. Jin, and W. Di. 2008. "Riskiness of Sector Dependence in Community Development Financial Institutions," report prepared for Abt Associates in completion of research contract with Community Development Financial Institutions Fund, US Department of the Treasury. Peer-reviewed version published online at [http://www.cdfifund.gov/impact\\_we\\_make/research/institutional-development-of-cdfis/](http://www.cdfifund.gov/impact_we_make/research/institutional-development-of-cdfis/)
- Salin, V., H.A. Love, and D. Burton. 2002. "The Market for Poultry Grower Services: Dimensions and Market Power Exertion, Confidential Final Report on Phase II." Cooperative Agreement No. 99-ESS-03, prepared for U.S. Department of Agriculture, Grain Inspection Packers and Stockyards Administration.
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- Teratanavat, R., N.H. Hooker, and V. Salin. 2002. "An Examination of Meat and Poultry Recall Effectiveness." Ohio State University Working Paper Series, CC-02-09. <http://aede.osu.edu/resources/docs/pdf/340A76B4-14D7-448B-B4BC36D1847B8CD9.pdf>.

Viator, C.L., W-Y. Fang, J.L. Hadley, W. Aiew, V. Salin, and R. Nayga. 2001. "Infrastructure Needs Assessment for Distribution of Frozen Processed Potato Products in Southeast Asian Countries." Final report on Cooperative Agreement No. 5599-109, prepared for U.S. Department of Agriculture, Foreign Agricultural Service. Available online at: <http://agecon.tamu.edu/faculty/salin/research/aptapg.htm>.

Williams, G.W., D. Bailey, O. Capps, Jr., L.A. Detwiler, H.A. Glimp, T. Hammonds, D.D. Hedley, H.H. Jensen, P.S. Luber, and D.L. Thomas. 2008. *Changes in the Sheep Industry in the United States: Making the Transition from Tradition*, Committee on the Economic Development and Current Status of the Sheep Industry in the United States, National Research Council of the National Academies, National Academies Press.

Williams, G. W., O. Capps, Jr., and M. A. Palma. 2007. *Effectiveness of Marketing Order 906 in Promotion Sales of Texas Grapefruit and Oranges*, A Report Prepared for the Texas Valley Citrus Committee.

Williams, G.W., and O. Capps, Jr., V. Salin, S. Dharmasena, and L. Higgins. 2010. "Ethnic Lamb Buying and Preparation Behavior and Preferences," contract report to American Lamb Board and American Sheep Industry Association.

### **AFCERC Publications**

Capps, Jr., O. and G.W. Williams. 2011. "Analyzing the Effectiveness of the Lamb Promotion, Research, and Information Order," AFCERC Commodity Market Research Report No. CM-02-11.

Capps, Jr., O., G.W. Williams, and T. Dang. 2010. "Effects of Lamb Promotion on Lamb Demand and Imports," AFCERC Commodity Market Research Report No. CM-01-10.

Capps, Jr., O. and V. S. Salin. 2010. "Market Research on Promised Land Brand Milk," AFCERC Commodity Market Research Report No. CP-03-10.

Fellin, L., S.W. Fuller, and V. Salin. 2000. "U.S./Mexico Rice Trade: An Economic Analysis of Factors Influencing Future Trade." TAMRC International Market Research Report No. IM-1-2000, Texas A&M University. <http://agecon.tamu.edu/faculty/salin/research/webdoc1.htm>.

Jones, E., and L. Li. 2008. "Economic Feasibility and Institutional Constraints on Replacing Refined with Whole Grain Products in the School Meal Program." Report in fulfillment of FNS-USDA subcontract. Agribusiness, Food and Consumer Economic Research Center (AFCERC) Report #CM 04-09.

Jones, E., V. Salin and G.W. Williams. 2005. "Nisin and the Market for Commercial Bacteriocins." TAMRC Consumer and Product Research Report No. CP-01-05, Texas A&M University.

- Salin, V. 2010. "Development of Cold Chain Infrastructure Through REITs," Working Paper IM-01-10, Agribusiness, Food, and Consumer Economics Research Center, Texas A&M University.
- Salin, V., D. Ng, and N.A. Joy. 2010. "An Examination of Bounded Rationality in Food Business: Food Product Recall Event Analysis," Working Paper CM-05-10, Agribusiness, Food, and Consumer Economics Research Center, Texas A&M University.
- Salin, V., E. Jones and G.W. Williams. 2007. "Economic Evaluation of Action Plans for Pathogen Control in Almonds." Final Report to the Almond Board of California, September 2006, 51 pp, and AFCERC Report #CP-02-07.
- Salin, V., G. Williams, M. Haigh, J. Malaga, J.C. Madrinan, and K. Sheaff. 2000. "Structure of the Mexican Rice Industry: Implications for Strategic Planning." TAMRC International Market Research Report No. IM-2-2000, Texas A&M University. <http://agecon.tamu.edu/faculty/salin/research/webdoc1.htm>
- Williams, G.W., O. Capps, Jr., D. Hudson, S. Pan, and J. Robinson. 2011. "Cotton Research and Promotion Program: Economic Effectiveness Study," AFCERC Commodity Market Research Report No. CM-3-11.
- Williams, G.W., O. Capps, Jr., V. S. Salin, S. Dharmasena, L. Higgins, W.J. Thompson, and D. Anderson. 2011. "Ethnic Lamb Buying and Preparation Behavior and Preferences," AFCERC Commodity Market Research Report No. CM-01-11.

### **Invited Presentations (in chronological order)**

- Jones, E. "Successful Succession Planning" Supply Chain Rebound, 26th Materials Handling and Logistics Conference sponsored by Dematic, Park City, Utah, September 18-21, 2011.
- Salin, V. "Financial Performance Report, Quarter II 2011," Invited presentation to the IARW Assembly of Committees, Washington, DC, July 31, 2011.
- Salin, V. "The Next Big Cold Storage Market: What Does the 2010 Global Capacity Report Say?" Invited presentation at the 2011 Annual Convention and Expo of the International Association of Refrigerated Warehouses and the World Food Logistics Organization, New Orleans, LA, May 1-3.
- Salin, V. "Interest Rates: Not the Only Driver of Investment," Invited presentation at the 2011 Annual Convention and Expo of the International Association of Refrigerated Warehouses and the World Food Logistics Organization, New Orleans, LA, May 1-3.
- Salin, V. "Action Plans: Closing the Feedback Loop in Assessment of Student Learning Outcomes," invited presentation to Texas A&M University College of Agriculture and

- Life Sciences 2010 workshop on Using Assessment to Facilitate Curricular Improvement, College Station, TX, November 22.
- Capps, O., Jr., and V. Salin. "Market Research on Promised Land Brand Milk," invited presentation to 2010 Launch Agency workshop, Carrollton, TX, November 5.
- Salin, V. "2010 Snapshot and Global Growth Prospects," invited presentation at the 2010 Annual Convention and Expo of the International Association of Refrigerated Warehouses and the World Food Logistics Organization, Phoenix, AZ, April 25-28.
- Jones, E., and V. Salin. "Traceability in Food and Feed Supply Chains," invited presentation at Novus International company headquarters, 2010 session on Agribusiness, Food, and Consumer Economics Research Agenda, March 1.
- Jones, E. "The Role of a Warehouse Receipts Act in Enhancing Competitiveness in India's Cereal and Produce Markets." Invited presentation to joint delegation to the USA on Warehouse Receipts System of the Department of food and Public Distribution, Govt. of India and the Federation of Indian Chambers of Commerce and Industry, November 3rd, 2009.
- Salin, V., and E. Jones. "An Update on Costs to Implement Pathogen Control in Almonds, invited presentation to the Food Quality and Safety Committee," Almond Board of California, Modesto, CA, August 25, 2009.
- Jones, E. "At What Cost? Balancing Food Safety Priorities with Budgetary Realities and Operating Efficiencies," Invited Speaker and Panelist at the 3rd Annual Food Technology & Innovation Forum and Food Safety Conference in Chicago, May 12-14, 2009.
- Salin, V. "Finance, Fuel, and Fundamentals: The Markets in 2008 and Impact on Businesses in the Cold Chain," invited presentation at the World Food Logistics Organization annual conference, Palm Springs, CA, April 2009.
- Salin, V., Y. Jin, and W. Di. "Riskiness of Sector Dependence in Community Development Financial Institutions," invited presentation at Community Development Financial Institutions Fund Research Conference, US Department of the Treasury, Washington, DC, June 24, 2008.
- Salin, V., and M.K. Wong. "Currency Exchange and its Impact on Imports/Exports," invited presentation at Focus Session of the World Food Logistics Organization annual conference, Marco Island, FL, April 21, 2008.
- Salin, V., and M.K. Wong. "Currency Exchange and its Impact on Imports/Exports," invited presentation at Focus Session of the World Food Logistics Organization annual conference, Marco Island, FL, April 21, 2008.



- Jones, E. "Know the Fundamentals: Politics, Culture and Economy." Invited speaker & panelist for program on "Doing Business with China", Food Update Foundation, Amelia Island, Florida, April 9th, 2008.
- Jones, E. "Public versus Private Governance of India's Agri-Food Markets: the Economics and Strategic Management of Facilitating (Competitive) Markets." Presented at the IIM Lucknow International Conference on Agribusiness and Food Industry in Developing Countries: Opportunities and Challenges, August, 2007.
- Salin, V., E. Jones, and G.W. Williams. 2006. "Economic Evaluation of Direct Verifiable Program and Action Plan for Pathogen Control in Almonds," invited presentation at meeting of the Almond Board of California Food Quality and Safety Committee, Modesto, California, August 8, 2006.
- Jones, E. "Food and Health Safety - Risk Communication," Panel convener, moderator and speaker, in Agribusiness, Food, Health and Nutrition, 16th IAMA Annual World Forum, Buenos Aires, Argentina, June 12, 2006.
- Jones, E. "Legislation of the International Trade of Food Products of Animal Origin," TAMU Mexico Center, Mexico City. Videoconference, simultaneous translation. Feb. 15, 2006, first day of 3-day workshop for Ministry personnel.
- Salin, V. "Critical Infrastructure: Economics and Management Issues for the Food System," invited speaker at Critical Infrastructure and Homeland Security workshop, Integrative Center for Homeland Security, Bush School of Government and Public Service, Texas A&M University, July 12, 2005.
- Jones, E. "Food Ingredient Traceability," Video Conference presentation for TAMU Center in Mexico City conference on "Food Traceability", June 7, 2005.
- Salin, V. "Strategic Options and Specialized Service Providers to the Plant Sector," invited presentation at Plant International Meeting: A Green Business Opportunity, Services: What are the Key Trends and Drivers? 26-27 May 2005, Angers, France.
- Jones, E. "Plants in Europe: Which Panorama for the Future?" Principal Roundtable Speaker in Plant International Meeting, Angers, France, 26-27 May 2005.
- Jones, E. "The Services: What are the Key Trends and Drivers?" Workshop Speaker in Plant International Meeting, Angers, France, 26-27 May 2005.
- Jones, E. "Tracking Ingredients and Products," Initial speaker and moderator for ½-day program on this topic, Food Update Foundation, Hilton Head, S.C., April 9, 2005.
- Salin, V. "Economic Analysis of Irradiation Processing and Irradiation Systems," invited speaker at Irradiation Short Course, National Center for Electron Beam Research, Institute of Food Science and Engineering, Texas A&M University, February 10, 2005.

- Jones, E. "Take Control of Your Food Process: Increase Efficiency and Yield While Minimizing Safety Risks," a Webcast produced by FMCFood and Food Manufacturing (a Reed Business Information publication) November 17, 2004.
- Jones, E. "Food Traceability and Assurance in the Global Food System." Congressional Research Service/ USDA Economists Association /Chicago Economics Association, September 2004.
- Jones, E., V. Salin, E. Rister and C. Kimbro. "Assessing Teamwork in Masters Level Agribusiness Programs," selected poster presented at the 2004 International Agribusiness Management Association conference in Montreux, Switzerland, June 13-16, 2004.
- Salin, V., R. Teratanavat, and N. Hooker. "Recall Event Timing: Measures of Managerial Performance in U.S. Meat and Poultry Plants," invited presentation at 2004 annual meeting of Alberta Agricultural Economics Association, Alberta, Canada, May 6, 2004.
- Salin, V. "Public Finance for Rural Economic Development," Big 12 Faculty Fellowship presentation to University of Missouri Community Policy Analysis Center, July 2003.
- Teratanavat, R., N.H. Hooker, and V. Salin, "Exploring Meat and Poultry Recall Data for Policy Lessons," selected paper presented at 2003 Meetings of the American Agricultural Economics Association, Montreal, Quebec.
- Hooker, N.H., and V. Salin. "Exploring the Impact of Food Recalls: A GARCH Application," presented as a poster at the 2001 Agribusiness Symposium of the 11th Annual World Food and Agribusiness Forum of the International Food and Agribusiness Management Association, Sydney, Australia, June 2001.
- Salin, V. "Who Wins, Who Loses, and How Will E-Markets Affect Rural America?" 2001 U.S. Department of Agriculture Outlook Conference Forum Panel, Will E-Commerce Renovate the Agricultural Marketplace? Panel no. 2, Session no. 9, Washington, D.C., February 22, 2001.
- Salin, V. "Economic Overview of Identity Preservation in the Agri-Food Marketing System," 2000 Second Annual Agricultural Biotechnology Symposium, Ohio State University, Reynoldsburg, Ohio, November 9, 2000.
- Li, H., V.a Salin, N.H. Hooker, and D. Leatham. "Stock Market Reaction to Food Recalls: A GARCH Application," selected paper presented at the 2000 Western Agricultural Economics Association Meetings, Vancouver, British Columbia, June 29-July 1, 2000.
- Salin, V., and N.H. Hooker. "Food Safety Risks and Reputation," selected paper presented at 1999 International Food and Agribusiness Management Association. World Food and Agribusiness Forum, Florence, Italy, June 13-14, 1999.
- Krueger, A., V. Salin, G. Williams, and L. Eden. "Geographic Diversification Strategy: An

Application to the California Chile Table Grape Market,” selected paper presented at 1998 International Food and Agribusiness Management Association. World Food and Agribusiness Congress, Punta del Este, Uruguay, June 30-July 2, 1998.

### **Other Presentations (in chronological order)**

Bakhtavoryan, R., O. Capps, Jr., and V. Salin. “Empirical Investigation of the Impact of the 2007 Recall on the Demand for Peanut Butter Brands,” selected paper presented at the Agricultural and Applied Economics Association & Northeastern Agricultural and Resource Economics Association Joint Annual Meeting, Pittsburgh, Pennsylvania, July 24-26, 2011.

Salin, V. “Consumers and Their Choices Matter to the Food Industry,” presentation at session in honor of Dr. Jean Kinsey’s retirement at the Agricultural and Applied Economics Association & Northeastern Agricultural and Resource Economics Association Joint Annual Meeting, Pittsburgh, Pennsylvania, July 24-26, 2011.

Bakhtavoryan, R.I, O. Capps, Jr., and V. Salin. “Empirical Investigation of the Impact of the 2007 Recall on the Demand for Peanut Butter Brands,” presented as a poster at the 2011 Conference on Using Scanner Data to Answer Food Policy Questions, June 1-2, 2011, Economic Research Service, U.S. Department of Agriculture, Washington, DC.

Salin, V.. "Logistics Analysis of the Pathogen Control Provisions of the Almond Marketing Order," selected presentation at 2010 Conference on the Economics of Improved Food Safety Practices, sponsored by the NEC-63 and the Food Safety and Nutrition Section of the Agricultural and Applied Economics Association, Monterey, California, Sept. 27-28, 2010.

Salin, V., D. Ng, and N. Joy. "An Examination of Bounded Rationality in Food Businesses: Food Product Recall Event Analysis," selected presentation at 2010 Conference on the Economics of Improved Food Safety Practices, sponsored by the NEC-63 and the Food Safety and Nutrition Section of the Agricultural and Applied Economics Association, Monterey, California, Sept. 27-28, 2010.

Joy, N.A., and V. Salin. “A Duration Analysis of Food Recall Events in the United States,” selected presentation at the 2010 annual meeting of WERA-72, Santa Clara, CA, June 13-15, 2010.

Salin, V. “Economic and Business Incentives and the Production of Safer Foods,” selected paper presented at 2010 Annual Education Conference of the Texas Public Health Association, South Padre Island, TX, April 18, 2010.

Chang, M-S., V. Salin, and Y. Jin. “Portfolio Value at Risk Estimation with Copula Methods,” selected poster presented at 2009 annual meeting of the Agricultural and Applied Economics Association, Milwaukee, WI, July 27, 2009.

- Power, G., V. Salin, and J. Park. "Strategic Options associated with Cooperative Members' Equity," presentation at organized symposium of 2008 annual meeting of the American Agricultural Economics Association, Orlando, FL, July 29, 2008.
- Wolfley, J., J. Mjelde, D. Kleinfelter, and V. Salin. "Machinery Sharing by Agribusiness Firms: Methodology and Application," selected poster presented at WRC-72 meeting, June 2007.
- Mwanamambo, B., V. Salin and L.Mukumbuta. "Lending to Agribusinesses in Zambia," selected paper 174727 at the American Agricultural Economics Association Annual Meeting, Portland, OR, July 29-August 1, 2007.
- Jones, E., and V. Salin. "Teamwork in Agribusiness Education," selected presentation at the 2007 TAMU Assessment Conf., College Station, TX, February 2007.
- Chavez, M., J.R.C. Robinson, and V. Salin. "Normal Backwardation and the U.S. Cotton Futures Market (1986-2006)," selected paper presented at the Beltwide Cotton Conference, New Orleans, LA, Jan. 2007.
- Chavez, M., J.R.C. Robinson, and V. Salin. "The Efficiency of the U.S. Cotton Futures Market (1986-2006): Normal Backwardation and Economic Indicators," selected paper presented at the 2007 meeting of the Southern Agricultural Economics Association, February 2007.
- Salin, V., and P. Sherwell Cabello. "An Augmented Approach to Crisis Management: Public-Private Roles in Responding to Food Contamination," Organized Symposium at 2006 Annual Meeting of the American Agricultural Economics Association, Long Beach, California, July 24 2006.
- Salin, V., S. Dharmasena, A.Wong, and P.Luo. "Food Product Recalls in the USA, 2000-2003," Research Update presented at 2005 Annual Meeting of the Food Distribution Research Society, Washington, DC, October 19, 2005.
- Salin, V. "Industry Hiring and Retention of Women and Minorities," participant in CWAE-COSBAE track session on the Status and Progress of Underrepresented Groups in the Agricultural Economics Profession, Organized Symposium at 2005 Annual Meeting of the American Association of Agricultural Economics, Providence, R.I., 2005.
- Salin, V. "Writing to Learn about Financial Performance Measures: Calibrated Peer Review System," panel presentation at 2005 Teaching with Technology Conference, session entitled Use of Calibrated Peer Review Across Campus, Texas A&M University, College Station, February 23, 2005.
- Wong, C-H., and V. Salin. "Food Safety: Recent Evidence on Food Recalls due to Bacterial Contamination," presentation at 2004 Pathways Student Research Conference, Texas A&M University, Corpus Christi, Texas, October 16-18, 2004.

- Jones, E., V. Salin, M.E. Rister, and C. Kimbro. "Assessing Teamwork in Masters Level Agribusiness Programs," organized symposium entitled "Evaluation of the Impact of Teaching Innovations" at the American Agricultural Economics Association meetings in Denver, Colorado, August 2, 2004.
- Jones, E., V. Salin, M.E. Rister and C. Kimbro. "Assessing Teamwork in Masters Level Agribusiness Programs," one of three, out of 22 funded projects, presented to the Provost, David Prior, from the Quality Enhancement Plan on January 27, 2004; and at 2004 Texas A&M University 4th Annual Assessment Conference, February 2, 2004 <http://www.tamu.edu/qep/2004assessment-conference.html>
- Jackson, R., and V. Salin. "Effects of Phytosanitary Regulations as a Non-tariff Barrier to U.S.-Mexico Trade in Mangoes," selected poster presented at the Student Research Competition, 2004 Agriculture Program Conference, Texas A&M University, January 5, 2004.
- Teratanavat, R.P., N.H. Hooker, and V. Salin. "Exploring Meat and Poultry Recall Data for Policy Lessons," selected paper presented at 2003 Meetings of the American Agricultural Economics Association, Montreal, Quebec, 2003.
- Salin, V., J.A. Atkins, and O. Salame. "Value Added in Food Manufacturing and Retailing: A Ratio Analysis of Major U.S. States," selected paper presented at the 2001 Annual Conference of the Food Distribution Research Society, Phoenix, Arizona, October 17, 2001.
- Salin, V., and R.M. Nayga. "Cold Chain Infrastructure in the Philippines and Thailand," presented as a poster at the 2001 Meetings of the American Agricultural Economics Association, Chicago, IL, 2001.
- Salin, V. "Information Technology in the Cattle-Beef Sector," principal paper at 2000 Meetings of the American Agricultural Economics Association, Tampa, Florida, July 31-August 2, 2000.
- Salin, V., R. Nayga, C. Viator, and W-Y. Fang. "Infrastructure Needs Assessment for Distribution of Frozen Foods in Southeast Asia," selected paper at 2000 meetings of the Food Distribution Research Society, Roanoke, Virginia, October 15-18, 2000..
- Li, H., V. Salin, N.H. Hooker, and D. Leatham. "Stock Market Reaction to Food Recalls: A GARCH Application," selected paper presented at the 2000 Western Agricultural Economics Association Meetings, Vancouver, British Columbia, June 29-July 1, 2000.
- Spivey, S., V. Salin, and D.A. Anderson. "Analysis of the Effect of Packing Capacity on Hog Prices," selected paper at 2000 meeting of the Southern Agricultural Economics Association, Lexington, Kentucky, January 30-February 2, 2000.

Salin, V., C.F. Lard, and C. Hall. "Economic Impact of Fire Ants on Metroplexes in Texas," selected paper at 2000 meetings of the Southern Agricultural Economics Association, Lexington, Kentucky, January 30-February 2, 2000. <http://fireantecon.tamu.edu/>

Hooker, NH., and V Salin. "Stock Market Reaction to Food Recalls," selected paper and poster presented at meeting of the National Alliance for Food Safety, Smoothing the Way for International Trade: The Politics of Food Safety, Washington, D.C., October 12-13, 1999.

### **Selected Professional Honors and Awards Received by IFA Members (since 1999)**

Capps, Jr., O.:

Regents Professor

2011 Dr. Capps received the Vice Chancellor's Award in Excellence for Industry/Agency/University/Association Partnerships.

2011 Western Agricultural Economics Association Distinguished Scholar Award.

2009, Dr. Capps received the SAEA Lifetime Achievement Award.

1997, 2010, Journal of Food Distribution Research Outstanding Journal Article Award.

1999 American Agricultural Economics Association Distinguished Teaching Award.

2000 Agricultural and Resource Economics Review Outstanding Journal Article Award.

2001 Frank Panyko Distinguished Service Award from the Food Distribution Research Society.

2002 Vice Chancellor's Award in Excellence for Research at Texas A&M University.

2003 TAMU Association of Former Students Distinguished Achievement Award for Teaching at the College level.

Jones, Eluned:

2011 TAMU Association of Former Students Distinguished Achievement Award for Graduate Mentoring – University Level.

Klinefelter, Danny A.:

Regents Fellow, TAMU

Litzenberg, Kerry:

Fellow, International Food and Agribusiness Management Association

Nichols, John:

Fellow, International Food and Agribusiness Management Association

Ng, Desmond:

Best Paper nomination for 2008, 8th International Chain Conference, Ede, Netherlands. The paper is titled: "Understanding the Market Dynamics of Entrepreneurial Networks".

Best paper award for the 2006, 7th International Chain Conference, Ede, Netherlands. The article is titled: "The Paradox of Embeddedness: strong and weak tie performance in the biotechnology industry".

Outstanding Research Paper Award for the 2005 International Academy of Business Economics Annual Conference, Las Vegas. The article is titled: “Strategic Change through a Competition of Realities”

Best paper for the 2004 Academy of Management Annual Meetings, New Orleans. 2004 for the Management and Organization Division (MOC) and Nominee for the William H. Newman Award. The article is titled: “The Enactment of Competitive Markets and Organizational Performance”

Penson, John:

2011 TAMU, Association of Former Students Award for Teaching Excellence – University Level.

2009 TAMU, Association of Former Students Award for Teaching Excellence – College Level.

2007 Lifetime Achievement Award, Southern Agricultural Economics Association.

Richardson, James:

2009 Journal of the American Society of Farm Managers and Rural Appraisers Gold Quill Award for the most outstanding journal article in that publication year.

2009 TAMU Association of Former Students Distinguished Achievement Award for Graduate Mentoring – University Level.

2008 Western Agricultural Economics Association Distinguished Scholar Award

2008 Southern Agricultural Economics Association Lifetime Achievement Award

2007 Vice-Chancellors Award in Excellence Program – Graduate Teaching

### **Professional and Industry Leadership Positions Held by IFA Members:**

Capps, Jr., O.:

2011, Economics Advisory Council of the Alliance for Potato research and Education

2007 Appointed to the National Beef Demand Study Group.

2006 Appointed to the National Academies Committee on the Economic Development and Current Status of the Sheep Industry in the United States.

Jones, Eluned

International Agribusiness Management Association

Student Program Advisor, 2005-08

Co-Chair Student-Industry Leaders Program, 2010- current

Chair, Food Safety Task Force, 2005-2008

Chair, Task Force on Globalization, IAMA alliance with Produce Marketing Association, 2010 -11

Ng, Desmond:

2009-2010 President / Chair of WERA-72 on Agribusiness Competitiveness

2007-2009 Executive member of WERA-72

Nichols, John

Executive Committee, International Food and Agribusiness Management Association.

Salin, Victoria

International Agribusiness Management Association

Co-Chair Student-Industry Leaders Program, 2010- current

Chair, Executive Board, Food Safety and Nutrition Section, Association of Agricultural and Applied Economics

### **Editorial:**

Capps, Jr., O. Editorial Board. *Business Economics* (professional journal of the National Association of Business Economics).

Editorial Board, *Agribusiness, An International Journal*.

Editorial Board, *Journal of Agricultural and Resource Economics*.

Jones, Eluned. Editorial Board, *International Food and Agribusiness Management Review*.

Ng, Desmond. Guest Editor, *International Food and Agribusiness Management Review*. January 2012 Issue.

Editorial board of the *International Journal of Complexity in Leadership and Management*

Penson, John. Co-Editor, *Choices* (2007-2009), American Agricultural Economics Association

Editor, *Journal of Agriculture and Applied Economics* (2004-2007)

### **Advisory and Consulting:**

Capps, Jr., O.:

Seminar leader for the *National Association of Business Economics* (NABE).

Consultant: American Express; Fidelity Investments; Hill's Pet Nutrition; E&J Gallo; The Pampered Chef; American Lamb Board; National Pork Board; The Kellogg Company; and Dow Chemical Company.

Jones, Eluned:

Food Update Foundation: an informal organization of senior level food and agribusiness corporate management who meet annually to learn about hot topic issues that are impacting their firms. Most of the participants have technical science backgrounds. Most of the issues they need to learn more about relate to business, economics, and policy.

Academic Advisor, Food Technology & Innovation Forum and Food Safety Conference; 2009, 2010

Nichols, John:



International Center for Agribusiness Research and Education, Chairman of the Foundation  
Board, Yerevan, Armenia  
Dallas Federal Reserve Bank, Advisory Committee on Agriculture and Small Business

Penson, John:

Farm Credit Administration,

Council of Chief Credit Officers of the Farm Credit System

President's Planning Committee of the Farm Credit System

Advisor to the Foreign Agriculture Service, USDA on US State Dept. funded project 2010-2013  
to work with CEO and Board of Directors of a lending cooperative in Armenia patterned  
after the US Farm Credit System.

Salin, Victoria:

Member of Scientific Advisory Council to the Global Cold Chain Alliance, a confederation of  
industry associations in food logistics, 2008-present. The Global Cold Chain Alliance  
membership includes 1,233 member food logistics companies in 65 countries. The  
affiliated associations include: the International Association of Refrigerated Warehouses,  
the World Food Logistics Organization, the International Refrigerated Transportation  
Association, and the International Association of Cold Storage Construction, and the  
International Institute for Ammonia Refrigeration.

[http://www.wflo.org/hq/wflo/leaders\\_scientific\\_adv.asp](http://www.wflo.org/hq/wflo/leaders_scientific_adv.asp)

Director. Texas Agricultural Finance Authority, Texas Department of Agriculture, appointed by  
the Governor of Texas.

Consultant, The Almond Board of California, on economics of pathogen control.

### **IFA Faculty International Teaching and Curriculum Development:**

Curriculum Development Support:

Armenia; Agribusiness undergraduate degree, Master of Agribusiness degree development and  
oversight.

El Salvador: Agribusiness undergraduate degree.

Graduate Teaching Support:

Ecuador, Guatemala, and Nicaragua

**Appendix C: CVs or Bios of Faculty Associated with  
the Intercollegiate Faculty of Agribusiness**

| Name   | Title   | Department |
|--|---|------------|
| <a href="#">Bessler, David</a> †             | Professor   | AGEC       |
| <a href="#">Blackwell, David</a> #           | Associate Dean for Graduate Programs              | FINC       |
| <a href="#">Capps, Oral</a> †                | Executive Professor                               | AGEC       |
| <a href="#">Eden, Lorraine</a> #             | Professor   | MGMT       |
| <a href="#">Gresham, Larry</a> †             | Associate Professor                               | MKTG       |
| <a href="#">Hitt, Michael</a> #              | University Distinguished Professor                | MGMT       |
| <a href="#">Ishdorj, Ariun</a> #             | Assistant Professor                               | AGEC       |
| <a href="#">Jones, Eluned</a> <sup>2</sup> † | Professor   | AGEC       |
| <a href="#">Klinefelter, Danny</a> †         | Professor & Extension Specialist                  | AGEC       |
| <a href="#">Leatham, David</a> †             | Professor & Associate Department Head             | AGEC       |
| <a href="#">Litzenberg, Kerry</a> †          | Professor   | AGEC       |
| <a href="#">McCarl, Bruce</a> †              | Distinguished Professor                           | AGEC       |
| <a href="#">Nelson, A. Gene</a> †            | Senior Professor                                  | AGEC       |
| <a href="#">Ng, Desmond</a> †                | Associate Professor                               | AGEC       |
| <a href="#">Nichols, John</a> †              | Department Head & Prof                            | AGEC       |
| <a href="#">Nixon, Clair</a> †               | PricewaterhouseCooper Accounting Excellence Prof. | ACCT       |
| <a href="#">Penson, John</a> †               | Professor   | AGEC       |
| <a href="#">Pride, William</a> †             | Professor   | MKTG       |
| <a href="#">Richardson, James</a> †          | Professor   | AGEC       |
| <a href="#">Salin, Victoria</a> †            | Assoc. Professor                                  | AGEC       |
| <a href="#">Shetty, Bala</a> #               | Executive Associate Dean                          | INFO       |
| <a href="#">Siebert, John</a> †              | Professor   | AGEC       |
| <a href="#">Sirmon, David</a> #              | Associate Professor                               | MGMT       |
| <a href="#">Vedenov, Dmitry</a> #            | Associate Professor                               | AGEC       |
| <a href="#">Welch, Ben</a> †                 | Assistant Dean for Executive Education            | MGMT       |

<sup>1</sup> Rudy Nayga and H. Alan Love are IFA faculty who have left Texas A&M University, so their names and vitas have not been included.

<sup>2</sup> Chair of Intercollegiate Faculty of Agribusiness (IFA) and Director, Master of Agribusiness Program

† Member of IFA

# Associated with IFA

**David A. Bessler**  
Professor  
*d-bessler@tamu.edu*

### **Current Appointment**

Regents Professor  
Teaching: AGEC 317, 447, 607 and 676  
Specialization: Econometrics with Observational Data

### **Education**

1977 Ph.D. , University of California, Davis, Agricultural Economics  
1973 M.S. , University of Arizona, Agricultural Economics  
1971 B.S., University of Arizona, Economics

### **Past Appointments**

1977-1982 Assistant Professor, Purdue University

### **Awards / Professional Activities**

2011 Fellow of the Agricultural and Applied Economics Association  
2011 Distinguished Scholar of the Western Agricultural Economics Association  
2007 – present Adjunct Professor of Economics  
2006 Former Students' Award for Distinguished Achievement in Graduate Student Mentoring,  
TAMU  
2006 Presidential Award for Faculty Service to International Students, TAMU  
1991 Simon Fellow in Econometrics, Victoria University of Manchester, U.K  
1985-1999 Associate Editor- *Journal of Forecasting*,  
1986-1988 Editor - *Western Journal of Agricultural Economics*

### **Selected Publications** (former student indicated by an asterisk\*)

Kwon, Dae-Heum\* and D.A. Bessler, 2011. Graphical Methods, Inductive Causal Inference, and Econometrics: A Literature Review, *Computational Economics* 38:85-106.

Bessler, D.A., J.H. Dorfman, M.T. Holt, and J.T.LaFrance, 2010. Econometric Developments in Agricultural and Resource Economics: The First 100 Years, *American Journal of Agricultural Economics* 92(2):571-89.

Bryant, H.L.\* D.A. Bessler, M.S. Haigh, 2009. Disproving Causal Relationships Using Observational Data, *Oxford Bulletin of Economics and Statistics* 71(3):357-374.

Mjelde, J. and D.A. Bessler. 2009. Market Integration among Electricity Markets and Their Major Fuel Source Markets, *Energy Economics* 31(3):482-491.

Yu, Tun-Hsiang,\* D.A. Bessler and S.W. Fuller. 2007. "Price Dynamics in U.S. Grain and Freight Markets," *Canadian Journal of Agricultural Economics* 55(1):381-397.

- Casillas-Olvera, G.\* and D.A. Bessler, 2006. Probability Forecasting and Central Bank Accountability, *Journal of Policy Modeling* 28:223-234.
- Wang, Z.\* and D.A. Bessler, 2005. A Monte Carlo Study on the Selection of Cointegrating Rank Using Information Criteria, *Econometric Theory* 21:593-620.
- Haigh, M. and D.A. Bessler, 2004. Causality and Price Discovery: An Application of Directed Acyclic Graphs, *Journal of Business* 77:1097-1121.
- Bessler, D. A. and J. Yang\*, 2003. The Structure of Interdependence of International Stock Markets, *Journal of International Money and Finance* 22: 261-287.
- Bessler, D. A. and S. Lee\*, 2002. Money and Prices: U.S. Data 1869 - 1914 (A Study with Directed Graphs). *Empirical Economics* 27: 427-446.
- Nerlove, M. and D.A. Bessler, 2001. Expectations, Information, and Dynamics, Chapter Three *Handbook of Agricultural Economics*, Bruce Gardner and Gordon Rausser editors, Amsterdam: Elsevier Science, 155-206.
- Bessler, D.A. and Akleman, D. G.\*1998. Farm Prices, Retail Prices, and Directed Graphs: Results for Pork and Beef, *American Journal of Agricultural Economics* 80(5):1145-1150.
- Bessler, D.A. and T. Covey.\* 1993. On the Search for Econometric Structure in Agriculture, *American Journal of Agricultural Economics* 75(4):41-47.
- Covey, T.\* and D.A. Bessler, 1992. Testing Granger's Full Causality. *Review of Economics and Statistics* 74:146-53.
- Bessler, D.A. and J.A. Brandt. 1992. Analysis of Forecasts of Livestock Prices. *Journal of Economic Behavior and Organization* 18(1992): 249-63.
- Nelson, R. G.\* and D. A. Bessler. 1989. Subjective Probabilities Elicited Under Proper and Improper Scoring Rules: A Laboratory Test of Predicted Responses. *American Journal of Agricultural Economics* 71:363-369.
- Kling, J.L.\* and D. A. Bessler, 1989. Calibration-Based Predictive Distributions: an Application of Prequential Analysis to Interest Rates, Money, Prices, and Output. *Journal of Business* 62(4): 447-500.
- Bessler, D. A. and R. A. Babula\*, 1987. Forecasting Wheat Exports: Do Exchange Rates Matter? *Journal of Business and Economic Statistics* 5(3): 397-406.
- Bessler, D. A., 1984. Relative Prices and Money: A Vector Autoregression on Brazilian Data. *American Journal of Agricultural Economics* 66(1): 25-30.

**David Blackwell**  
Associate Dean for Graduate Programs  
Republic Bank/James W. Aston Professor of Finance  
[dblackwell@mays.tamu.edu](mailto:dblackwell@mays.tamu.edu)

## **Education**

Ph.D., University of Tennessee, Knoxville, 1986, Major Field: Finance Minor Field: Industrial Organization and Econometrics

B.S., University of Tennessee, Knoxville, 1981, Major: Economics

## **Biography**

Before joining Texas A&M, Dr. Blackwell served as a Director in KPMG's Forensic practice and as a Director in PricewaterhouseCoopers' Financial Advisory Services practice. Before his consulting career, Dr. Blackwell served as a Finance professor for 13 years. From 1995 through 1998 he served as an Associate Professor of Finance at Emory University's Goizueta Business School in Atlanta. Before joining Emory in September 1995, Dr. Blackwell taught at the University of Georgia from 1985 to 1993 and at the University of Houston from 1993 to 1995. He was a visiting Assistant Professor at the University of Rochester's William E. Simon School of Business Administration in 1989.

Dr. Blackwell has authored or co-authored publications in the areas of corporate finance, accounting and the management of financial institutions, including the country's leading undergraduate textbook on financial institutions and markets, *Financial Institutions, Markets, and Money* (10th edition, 2008) published by Wiley. His second textbook, *Modern Financial Markets* was published in December 2006. His publications have appeared in the leading scholarly journals of Finance and Accounting such as *Journal of Finance*, *Journal of Financial Economics*, *Journal of Financial and Quantitative Analysis*, *Journal of Accounting Research*, and *Journal of Accounting and Economics*.

In 2000 Dr. Blackwell, along with his co-authors Thomas Noland and Drew Winters, was recognized as making "The Most Notable Contribution to the Auditing Literature, 1995-2000" by the *Journal of Accounting Research* for empirical work on the economic value of auditing services. In 1990, Dr. Blackwell's research on plant closings received an award as the "Outstanding Paper in Corporate Finance" at the meetings of the Southern Finance Association. In addition, he received the "Outstanding Teaching Award" from the Department of Banking and Finance at the University of Georgia in 1986.

In addition, Dr. Blackwell has been active in professional activities, including presenting and discussing numerous papers at national and regional conferences. He has served as an ad hoc referee for numerous journals, including the most highly recognized journals in Finance and Accounting. Dr. Blackwell served on the Editorial Board of the Journal of Business Research from 1992 to 1995 and was an Associate Editor of the Journal of Financial Research from 1994 to 1999. He served as Vice President (1997-1998) and President (1998-1999) of the Southern Finance Association.

## Oral Capps, Jr., Ph.D.

Executive Professor

*ocapps@tamu.edu*

### Current Appointment

Executive Professor and holder of the Southwest Dairy Marketing Endowed Chair, and Co-Director Agribusiness, Food, and Consumer Economics Research Center (AFCERC). Classes taught include AGECE 105 and AGECE 317.

### Education

1979 Ph.D. Agricultural Economics, Virginia Tech  
M.S. Statistics, Virginia Tech  
1979 M.S. Statistics, Virginia Tech  
1977 M.S. Agricultural Economics, Virginia Tech  
1975 B.S. Mathematics, Virginia Tech

### Past Appointments

1989-2009 Professor, Dept. of Agricultural Economics, Texas A&M U  
1994-2001 Graduate Recruitment Coordinator, Dept. of Agric. Economics, Texas A&M U

### Awards / Professional Activities

2011 Vice Chancellor's Award in Excellence for Industry/Agency/University/Association Partnerships  
1997,2010 Recipient of the *Journal of Food Distribution Research* Outstanding Journal Article Award  
2006, 2007 Appointed to the National Academies Committee on the Economic Development and Current Status of the Sheep Industry in the United States & appointed to the National Beef Demand Study Group  
1999 Recipient of the American Agricultural Economics Association Distinguished Teaching Award, and a co-recipient of the Applied Consumer Economics Award given by the American Council on Consumer Interests

### Selected Other Professional Contributions

Dr. Capps served on the Editorial Board of the American Agricultural Economics Association, was Past President of the Southern Agricultural Economics Association, and was Past President of the Food Distribution Research Society. Currently, Dr. Capps is a Seminar Leader for the National Association of Business Economics (NABE), and he is a member of the Editorial Board for *Business Economics*, the professional publication of NABE. Capps also is a member of the Editorial Board for *Agribusiness: An International Journal* and for the *Journal of Agricultural and Resource Economics*. Beginning in November 2008, he began a partnership with SAS Institute, Inc., on Business Knowledge Series seminars in applied econometrics. He has served or is currently serving as a consultant to various firms, commodity boards, and law offices.

## **Selected Publications**

- Williams, G.W. and O. Capps, Jr., "Is the Cotton Checkoff Program Worth the Cost?" *Journal of Cotton Science*, forthcoming.
- Dharmasena, S. and O. Capps, Jr., "Intended and Unintended Consequences of a Proposed National Tax on Sugar-Sweetened Beverages to Alleviate the U.S. Obesity Problem," *Health Economics*, forthcoming.
- Dharmasena, S., O. Capps, Jr., and A. Clauson, "Ascertaining the Impact of the 2000 USDA Dietary Guidelines for Americans in the Intake of Calories, Caffeine, Calcium, and Vitamin C from At-Home Consumption of Non-Alcoholic Beverages," *Journal of Agricultural and Applied Economics* 43, 1 (2011): 13-27.
- Williams, G.W., O. Capps, Jr., V. Salin, S. Dharmasena, L. Higgins, W.J. Thompson, and D. Anderson, "Ethnic Lamb Buying and Preparation Behavior and Preferences," AFCERC Commodity Market Research Report No. CM-01-11, January 2011.
- Capps, Jr., O. *Advanced Topics in Applied Econometrics*, Business Knowledge Series for the SAS Institute, Inc., December 2010.
- Williams, G.W., O. Capps, Jr., and T. Dang, "Does Lamb Promotion Work?" *Agribusiness: An International Journal* 26, 4 (2010): 536-556.
- Alviola, P.A. and O. Capps, Jr., "Household Demand Analysis of Organic and Conventional Fluid Milk in the United States Based on the 2004 Nielsen Homescan Panel," *Agribusiness: An International Journal* 26, 3 (2010): 369-388.
- Love, H.A., O. Capps, Jr., and G.W. Williams, "Concentration in the U.S. Beef Packing Industry and Slaughter Cattle Pricing," *Journal of Food Distribution Research* 41, 3 (2010):25-41.
- Leister, A., O. Capps, Jr., and C. Parr Rosson III, "The Effects of New Product Beef in Guatemala," *Journal of Food Distribution Research* 41,2 (2010): 1-11.
- Capps, Jr., O. and V. Salin, "Market Research on Promised Land Brand Milk," AFCERC Commodity Market Research Report No.CP-03-10, December 2010.
- Penson, J.B., O. Capps, Jr., C.P. Rosson, and R. Woodward, *Introduction to Agricultural Economics*, Prentice-Hall, Fifth Edition, 2009.
- Yuan, Y., R.M. Nayga, Jr., and O. Capps, Jr., "Assessing the Demand for a Functional Food Product: Is There Cannibalization in the Orange Juice Category?" *Agricultural and Resource Economics Review*, 38, 2 (October 2009): 153-165.
- Capps, Jr., O., "Issues Indigenous to Consumer Economics and Food Marketing: Opportunities for Research Contributions," *Journal of Agribusiness and Applied Economics* (2009): 315-322.
- Williams, G.W., D. Bailey, O. Capps, Jr., L.A. Detwiler, H.A. Glimp, T. Hammonds, D.D. Hedley, H.H. Jensen, P.S. Lubber, and D.L. Thomas, *Changes in the Sheep Industry in the United States: Making the Transition from Tradition*, Committee on the Economic Development and Current Status of the Sheep Industry in the United States, National Research Council of the National Academies, National Academies Press, 2008.



**Lorraine Eden**

Professor, Department of Management

[leden@tamu.edu](mailto:leden@tamu.edu)

**Education**

PhD Economics with Distinction, Dalhousie University, Halifax, NS, Canada

MA Economics, McGill University, Montreal, PQ, Canada

BA Honors Economics, Mount Allison University, Sackville, NB, Canada

**Biography**

Lorraine Eden is a Professor of Management at Texas A&M University. Her research focuses on multinational enterprises, particularly in the areas of transfer pricing (the pricing of intrafirm transactions within multinational enterprises), multinational-state relations and economic integration. She teaches courses on Multinational Enterprises, Transfer Pricing, and the Economics of International Business. Prof. Eden is former Editor-in-Chief of the Journal of International Business Studies (2008-2010).

**Larry G. Gresham**  
Associate Professor  
Department of Marketing

### **Education**

Ph.D., The University of South Carolina, 1982, Major: Marketing  
M.B.A., The University of South Carolina, 1977, Major: Marketing  
B.S., The University of South Carolina, 1969, Major: Marketing

### **Courses Taught**

MKTG 325 – Retailing Concepts and Policies  
MKTG 401 – Global Marketing  
MKTG 621 – Survey of Marketing  
MKTG 321 – Marketing  
MKTG 309 – Introduction to Marketing

### **Professional Development Activities**

*Professional interaction* (conferences, workshops, programs, seminars attended)  
Southwestern Marketing Association Conference, February 2001, New Orleans, LA; March 1999, Houston, TX; March 1998, Dallas, TX  
AMA E-commerce Consortium, July 2001, Texas A&M University  
AMA Summer Educators' Conference, August 2001, Washington, D.C.  
Society for Marketing Advances Conference, November 2001, New Orleans, LA  
Faculty Development in International Business Program, July 1999, Executive Development Center, The University of South Carolina  
SIMS Basic and Degree Audit training program, February 2000, Texas A&M University  
Study Abroad Faculty Seminar, October 2001, January 2000, January 1999, March 1998

### *Leadership in Professional Organizations*

Doctoral Consortium Chair, Southwestern Marketing Association Conference, February 2001  
Marketing Education Track Chair, Society for Marketing Advances Conference, November 2001.

### **Service**

#### *Department*

Assistant Department Head, June 2001-present

Chairperson, New Faculty Recruiting Committee, 2001

Undergraduate Curriculum Committee, 1999

*College*

Undergraduate Scholarship Committee, 2000-present

U.P.O. Assessment Committee, 1999

Undergraduate Task Force, 2002

*Other service (at Texas A&M University)*

International Scholarship Fee Awards Committee, 2001-present

Illegal Discrimination Panel, 1998-present

Director, Center for Teaching Excellence, 1990-98

*Service to the Community*

“Attracting and Retaining Retail Employees” presentation at the Texas Retailers Association, San Antonio, September 1999

“Marketing Career Services” presentation to the Southwest Association of Colleges and Employees Seminar, Austin, TX, August 1999

“What’s Happening at Texas A&M?” presentation to the Dallas Aggie Moms Club, January 2001

“Muster Speech,” Collin County Texas A&M Club, April 2000

**Publications**

Seiders, Kathleen, Berry, Leonard L. and Larry G. Gresham (2000), “Attention Retailers! How Convenient is Your Convenience Strategy?,” *Sloan Management Review*, 41, (Spring), 79-89.

Hise, Richard T., Roberto Solano-Mendez and Larry G. Gresham (2002), “Cultural Dimensions of Doing Business in Mexico: Perceptions of U.S. and Mexican Executives.” *Thunderbird International Business Review*, (forthcoming).

“A Multinational Comparison of Shoppers’ Complaining Behavior (2002),” with Richard Hise. *Targeted for International Business Review*, (forthcoming).

“A Cross-Cultural Comparison of the Job Satisfaction of Department Store Employees (2002),” with Richard Hise. Targeted for *Journal of International Business Studies*, (forthcoming).

*Conference Presentations*

“Practice What We Preach: What Business Schools Can Learn from Relationship Marketing,” 2001 Society of Marketing Advances, New Orleans, LA.

“Globalization as an Extended Experiential Exercise: The Benefits and Planning Considerations of Short Term Study Abroad Programs,” 2002 ABSEL Conference, Pensacola, FL.

**Michael A. Hitt**  
University Distinguished Professor of Management  
Joe B. Foster Chair in Business Leadership  
mhitt@mays.tamu.edu

## **Education**

Ph.D., University of Colorado, 1974  
Major: Organization Theory/Organizational Behavior  
Minor: Business Policy  
Support Areas: Quantitative Methods, Economics  
MBA, Texas Tech University, 1969  
BBA, Texas Tech University, 1968

## **Professional Background**

2003-Present Distinguished Professor of Management, Texas A&M University  
2003-Present Joe B. Foster Chair in Business Leadership, Texas A&M University  
2003-2007 C.W. and Dorothy Conn Chair in New Ventures, Texas A&M University  
2000-2003 Weatherup/Overby Chair in Executive Leadership, Arizona State University  
1999-2000 Director of the Center for New Ventures and Entrepreneurship, Texas A&M University  
1999-2000 Distinguished Professor of Management, Texas A&M University  
1991-2000 Paul M. and Rosalie Robertson Chair in Business Administration, Texas A&M University  
1987-1991 T.J. Barlow Professor of Business Administration, Department of Management, Texas A&M University  
1985-1989 Professor and Head, Department of Management, Texas A&M University  
1983-1985 Professor and Chairman, Department of Management, University of Texas at Arlington; Director, Center for Research on Organizational and Managerial Excellence (1984-85)  
1982-1983 Professor of Management, Oklahoma State University  
1978-1980 Associate Professor and Interim Director, Office of Business and Economic Research, Oklahoma State University  
1977-1982 Associate Professor of Management, Oklahoma State University  
1974-1977 Assistant Professor of Management, Oklahoma State University  
1970-1971 Samsonite Corporation, Compensation-Benefits Consultant (1970), Human Resource Consultant (1970-1971), Compensation Administrator (1971)

## **Selected Publications**

“Why Can’t a Family Business Be More Like a Non-Family Business? Modes of Professionalization in Family Firms,” with A. Stewart, *Family Business Review*, 2011, in press.

- “Contingency Hypotheses in Strategic Management: Use, Disuse, or Misuse,” with B. Boyd, K. T. Haynes, D. Ketchen and D. Bergh, *Journal of Management* (Annual Review Issue), 2011, in press.
- “Governance in Multilateral R&D Alliances,” with D. Li, L. Eden, R.D. Ireland and R.P. Garrett, *Organization Science*, 2011, in press.
- “The Interrelationships among Informal Institutions, Formal Institutions and Inward Foreign Direct Investment,” with M. Holmes, T. Miller and M.P. Salmador, *Journal of Management*, 2011, in press.
- “Where is the Opportunity without the Customer? An Integration of Marketing Activities, the Entrepreneurship Process, and Institutional Theory,” with J. Webb, R.D. Ireland, L. Tihanyi and G. Kistruck, *Journal of the Academy of Marketing Science*, 2011, in press.
- “Resource Orchestration to Create Competitive Advantage: Breadth, Depth and Life Cycle Effects,” with D.G. Sirmon, R.D. Ireland and B.A. Gilbert, *Journal of Management*, 2011, in press.
- “Strategic Entrepreneurship: Creating Value for Individuals, Organizations and Society,” with R.D. Ireland, D.G. Sirmon and C. Trahms, *Academy of Management Perspectives*, 2011, 25(2): 57-75.
- “The Dynamic Interplay of Capability Strengths and Weaknesses: Investigating the Bases of Temporary Competitive Advantage,” with D.G. Sirmon, J.-L. Arregle and J. Campbell, *Strategic Management Journal*, 2010, 31: 1386-1409.
- “Marching to the Beat of Different Drummers: The Influence of Institutional Owners on Competitive Actions,” with B. Connelly, L. Tihanyi and T. Certo, *Academy of Management Journal*, 2010, 53: 723-742.
- “Complementary Technologies, Knowledge Relatedness and Invention Outcomes in High Technology Mergers and Acquisitions,” with M. Makri and P. Lane, *Strategic Management Journal*, 2010, 31: 602-628.
- “Contingencies within Dynamic Managerial Capabilities: Interdependent Effects of Resource Investment and Deployment on Firm Performance,” with D.G. Sirmon, *Strategic Management Journal*, 2009, 30: 1375-1394.
- “Beyond Risk Mitigation: Enhancing Corporate innovation with Scenario Planning,” with W.J. Worthington and J.D. Collins, *Business Horizons*, 2009, 52: 441-450.
- “Learning by Doing: Cross-Border Mergers and Acquisitions,” with J.D. Collins, T. Holcomb, and S.T. Certo, *Journal of Business Research*, 2009, 62: 1329-1334.

**Ariun Ishdorj**  
Assistant Professor  
*aishdorj@tamu.edu*

### **Current Appointment**

Assistant Professor, Department of Agricultural Economics, Texas A&M University since 2009. Classes taught include AGECE 105 and AGECE 621. Research interests include applied econometrics, health economics, and consumer and demand analysis.

### **Education**

|      |   |
|------|---|
| 2008 | Ph.D. Iowa State University, Economics            |
| 2000 | M.S. University of Idaho, Mathematics             |
| 1996 | B.S. National University of Mongolia, Mathematics |

### **Past Appointments**

|             |   |
|-------------|---|
| 2008 - 2009 | Postdoctoral Research Associate, Department of Economics, Iowa State University |
| 2006 - 2009 | Instructor, Department of Economics, Iowa State University                      |
| 2002 - 2006 | Graduate Research Assistant, Department of Economics, Iowa State University     |
| 1998 - 2000 | Graduate Teaching Assistant, Department of Mathematics, University of Idaho     |

### **Awards / Other Professional Activities**

|      |   |
|------|---|
| 2011 | Southern Agricultural Economics Association, Subject Area Coordinator                   |
| 2007 | Third Place, Sixth Annual Norman Borlaug Lectureship Poster Competition                 |
| 2007 | Finalist, Agricultural & Applied Economics Association (AAEA) annual poster competition |

### **Selected Other Professional Contributions**

Member, Ph.D. Preliminary Examination Committee (2010-present)  
Member, Undergraduate Advisory Committee (2009-present)  
Chair/Committee member of 6 M.S./ Ph.D. students.

### **Selected Publications**

Karali, B., G. Power, and A. Ishdorj. "Bayesian State Space Estimation of Stochastic Volatility for Storable Commodities." *American Journal of Agricultural Economics*, 93(2):434-440, 2011.

Ishdorj, A., H. H. Jensen, and J. Tobias. "Intra-household Allocation and Consumption of WIC Approved Foods: A Bayesian Approach." *Advances in Econometrics, Volume 23: Bayesian Microeconomics*, (Chib, Griffiths, Koop, and Terrell, eds.), 157-182 2008.

**Eluned Jones**  
Professor  
*eluned@tamu.edu*

**Current Appointment (Fall 2002 – present)**

Professor ('06), Food and Agribusiness Strategic Management and Marketing; Chair, Intercollegiate Faculty of Agribusiness; Director, Master of Agribusiness (MAB) program

**Education**

1987 Ph.D. Agricultural Economics, Texas A&M University  
1977 B.Sc. (Honors) Horticultural Crops and Business Management, U. of Bath, UK  
1979 M.S. Horticulture, North Carolina State University

**Past Appointments**

1996-1997 Sabbatical leave. Department of Agricultural Engineering, University of Illinois. GIPSA-USDA project completed with S. Eckhoff and M. Paulsen.  
1988-2002 Associate ('94) Professor, Coordinator MS Agribusiness degree program, Department of Agricultural and Applied Economics, Virginia Tech  
1987-1988 Vice-President, Director of Livestock Research, Livestock Division, Drexel, Burnham, and Lambert, Inc., Chicago, Illinois.  
1981-1982 Product Marketing Engineer, Texas Instruments, Midland, Texas.  
1980-1981 Assistant Head of Materials Evaluations, International Center for Textile Research, Texas Tech University, Lubbock, Texas.

**Awards/Professional Activities**

*Awards*

2011 TAMU Association of Former Students Distinguished Achievement Award for Graduate Mentoring  
1996 Certificate of Excellence Award from the American Society of Agronomy.  
1992 Fellow, Kellogg-funded Leadership Development Program, National Center for Food and Agricultural Policy, Resources for the Future, Washington, D.C..  
1990 Southern Agric. Economics Assoc. Distinguished Professional Contribution in Extension.

*Selected Department, College and University Service at TAMU*

2007 - Administrative Team, Department of Agricultural Economics  
2008 - 2010 Executive Committee, Faculty Senate  
2009 – 2010 TAMU Task Force on Shared Governance  
2007 - 2010 Graduate Council (University) representing the Faculty Senate.

*Leadership Service to the Profession (selected)*

American Agricultural Economics Association

1996 – 1997, Chair, Food and Agriculture Marketing and Policy Committee  
1992 – 1993, 1993-1994 Chair, Extension Committee

Industry Advisor and Multi-disciplinary Research Leadership:

2009, 2010, Food Technology & Innovation Forum and Food Safety Conference  
2006, 2008, Food Update Foundation  
1987 – 2004 NC-213 Marketing and Delivery of Quality Cereals and Oilseeds, Leader of economics objective 2001 – 2004

Wheat Industry Resource Committee, National Association of Wheat Growers (NAWG) Chair, 1996-97; Vice-Chair, 1995-96; Secretary, elected 1994.  
Member, NAWG's national strategic planning team, 1995-1997.  
Developed and implemented a new Research and Education Forum (1997).  
1994 -2000 Soybean Subcommittee, Grain Quality Workshops.  
1991-1994 Federal Grain Inspection Service (F.G.I.S.) Industry Advisory Committee.  
International Agribusiness Management Association – since 2002  
Co-Advisor, Student-Industry Program; Chair, Food Safety Task Force

## **Selected Other Professional Contributions**

### *Courses Taught*

AGEC 625 Environment of Agribusiness (spring, graduate)  
AGEC 630 Agribusiness Strategic Management (fall, 1 of 2 MAB capstone courses)  
AGEC 671 Foundations of Agribusiness (fall, field PhD course, co-taught, 2002 – 2007)  
AGEC 689 Comparison of US and EU Food Systems (summer, 2003-2006, co-taught)  
LBAR 489 Undergraduate University Scholars Seminar (fall and spring 2006 – 2009)

179 MAB students advised since fall 2002. 4 MS Chaired, 2 MS Co-chaired at Virginia Tech.  
Approx. \$1.5 million as PI or Co-PI; (\$900K research, \$600K teaching and extension education)  
My research program is designed to analyze the influence of economic and legislative global changes on the public versus private role in facilitating US food and agribusiness markets.

### **Selected Publications:**

Ng, D., V. Salin. and E. Jones. 2010. "Business Incentives for Food Safety: Theory and Empirical Evidence." Report to the ERS-USDA.  
Salin, V., E. Jones, and G. Williams. 2006. "Economic Evaluation of Direct Verifiable Program and Action Plan for Pathogen Control in Almonds." Report to the Almond Board of California, September, pp. 51.  
Goel, A., C. Zobel, and E. Jones. 2005. "A Multi-Agent System for Supporting the Electronic Contracting of Food Grains." *J. of Computers and Electronics in Agriculture*, 49:123-137.  
Bailey, D., and E. Jones (co-authors). 2004. "Food Traceability and Assurance in the Global Food System." Farm Foundation Panel Report, pp. 42. [www.farmfoundation.org](http://www.farmfoundation.org).  
Jones, E., and S. Mercier (co-authors). 2004. "The Power of Biotechnology to Impel Change in the Grain and Oilseeds Markets." *Willamette Journal of International Law & Dispute Resolution*, Volume 12:101-142.  
Jones, E. 2002. "Entity Preservation and Passport Agriculture: EU vs. USA." *Drake Journal of Agricultural Law*, Vol. 7, No. 2, pp. 381-406.  
Bailey, D., E. Jones, and D. Dickinson. 2002. "Knowledge Management and Comparative International Strategies on Vertical Information Flow in the Global Food System." *Amer. J. Agr. Econ.*, 84,5:1337-1344.



**Danny A. Klinefelter**  
Professor & Extension Economist  
*danklinefelter@tamu.edu*

### **Current Appointment**

Professor and Extension Economist, Department of Agricultural Economics, Texas A&M University and Texas AgriLife Extension. Classes taught include AGEC 330 and AGEC 630. Specializes in agricultural finance and management development.

### **Education**

1979            Ph.D. University of Illinois, Agricultural Economics  
1971            M.S. University of Illinois, Agricultural Economics  
1969            B.S. Southern Illinois University, Agribusiness

### **Past Appointments**

1988 -            Professor and Extension Economist, Department of Agricultural Economics,  
Texas A&M University  
1987-1988        Vice President Administration and Coordinator of Field Operations, Farm Credit  
Capital Corporation  
1986            Extension Economist, Management, Department of Agricultural Economics,  
Texas A&M University  
1982-1985        Vice President of Marketing, Financial Services and Training, Federal  
Intermediate Credit Bank, Jackson, Mississippi  
1979-1982        Assistant Professor, Department of Agricultural Economics, Texas A&M  
University  
1976-1979        Instructor and National Science Fellow Research Trainee, Department of  
Agricultural Economics, University of Illinois  
1972-1976        Assistant Vice President, Commercial Loan Officer and Credit Analyst,  
Springfield Marine Bank

### **Awards/Professional Activities**

2011            Regents Fellow, Texas A&M University System  
2010            Distinguished Service to Agriculture Award, American Agricultural Editors  
Association  
2009            Named one of the 25 people in the world who will have the greatest influence on  
the future of American Agriculture, Top Producer magazine's 25<sup>th</sup> anniversary  
edition  
2006            Honor Professor, College of Agriculture and Life Sciences, Texas A&M  
University  
2005            Lifetime Achievement Award, Southern Agricultural Economics Association

- 2002 Association of Former Students Distinguished Achievement Award for Teaching Excellence - College Level, Texas A&M University
- 2001 Vice Chancellor's Award in Excellence - Undergraduate Teaching, Texas A&M University
- 1998 Association of Former Students Distinguished Achievement Award in Extension - University Level, Texas A&M University
- 1997 Vice Chancellor's Award in Excellence - Extension Education and Service, Texas A&M University
- 1992 Superior Service Award for Developing Innovative Programs in Business and Financial Management, Texas Agricultural Extension Service.
- 1988 Superior Service Award for Innovative Extension Program in an Interdisciplinary Team Effort, Texas Agricultural Extension Service
- 1987 Quality of Published Communication Award, American Agricultural Economics Association

### **Selected Other Professional Contributions**

Director, The Executive Program for Agricultural Producers  
 Executive Secretary, Association of Agricultural Production Executives

### **Selected Publications**

- Klinefelter, D. *Alternative Farm Business Arrangements*, Agricultural Law Proceedings, State Bar of Texas, May, 2009.
- Klinefelter, D. *Successor Development and Management Transition on Family Farms and Ranches*, Texas AgriLIFE Extension, 2009.
- Klinefelter, D. *Is There Any Connection. . . Political Rhetoric, Emotional Arguments and Reality*, Corn & Soybean Digest, January, 2009.
- Klinefelter, D. *Seek Other Winners: Peer Advisory Groups*, Top Producer, March, 2008.
- Klinefelter, D. *To Remain Relevant, Change Agents Also Need to Change*, Journal of Agricultural and Applied Economics, August, 2006.
- Klinefelter, D. *Twenty-Five Attributes of the 21st Century Farm Executive*, The Texas AgriLIFE Extension, B-6168, 2005.
- Klinefelter, D., A. Oltmans, and T. Frey. *Agricultural Financial Reporting and Analysis*. Doane Publishing, Third Edition, 2001.
- Boehlje, M., and D. Klinefelter. *Positioning and Planning Your Business*. E.I. duPont Nemours, 1997.
- Klinefelter, D., and M. Boehlje. *Modern Farm Management*. E.I. duPont Nemours, 1997.
- Klinefelter, D. and T. Frey. *Coordinated Financial Statements for Agriculture*. Century Communications, Third Edition, 1989.

**David Leatham**  
Professor  
*d-leatham@tamu.edu*

### **Current Appointment**

Professor, Department of Agricultural Economics, Texas A&M University since 1996 and Associate Head for Graduate Programs since 1997. Classes taught include: AGEC 330: Financial Management in Agriculture; AGEC 431 Cases in Agribusiness Finance; AGEC 432: Rural Real Estate and Financial Analysis; and AGEC 605: Rural Real Estate Appraisal and Organization. Research interests include improving financial decision making for agricultural businesses including farms and ranches and the ability of financial intermediaries to provide credit to agricultural businesses.

### **Education**

|      |  |
|------|--|
| 1983 | Ph.D. (Agricultural Economics), Purdue University.       |
| 1978 | M.S. (Agricultural Economics), Brigham Young University. |
| 1977 | B.S. (Agricultural Economics), Brigham Young University. |

### **Past Appointments**

|             |  |
|-------------|--|
| May 1997-   | Associate Head for Graduate Programs, TAMU.            |
| Sept. 1996- | Professor of Agricultural Economics, TAMU              |
| 1989-1996   | Associate Professor of Agricultural Economics, TAMU.   |
| 1983-1989   | Assistant Professor of Agricultural Economics, TAMU.   |
| 1977        | Economist, Inputs and Finance Sector, E.R.S., U.S.D.A. |

### **Awards / Professional Activities**

|                     |   |
|---------------------|---|
| 1983-               | Member of AAEA, WAEA, SJAE  |
| 2009 -2014, NC-1177 | Member of Regional Agricultural Finance Workgroup   |
| 2004-2008, NC-1041  | Agricultural and Rural Finance Markets in Transition  |
| 1998-2003, NC-221   | Financing Agriculture & Rural America: Issues of Policy   |
| 1988-1997, NC-207   | Chair (1989): Regulatory, Efficiency and Management Issues<br>Affecting Rural Financial Markets                             |
| 1983-1987, NC-161   | Financing Agriculture in a Changing Environment; Macro, Market,<br>Policy and Management                                    |
|                     | Participant: ESCOP/ACOP Leadership Development Program  |
| 1988                | Award: Recipient of the Texas Agricultural Experiment Station<br>Award of Excellence for Team Research (one award annually) |

## **Selected Other Professional Contributions**

Advisor for the Graduate Student Association in Agricultural Economics.

Chair of Graduate Committee, 12 PhD students and 19 MS students who have graduated.  
Currently advising 8 PhD students.

## **Selected Publications**

“Structural Change in Stock Price Volatility in Asian Financial Markets.” *Journal of Economic Research*, 15(2010):1-27.

“Irrigation Technology Adoption and Its Implication for Water Conservation in the Texas High Plains: A Real Options Approach.” *Agricultural Economics*, 38(2008):47-55.

“REITs Dynamics Under Structural Change with Unknown Break-Points.” *Journal of Housing Economics*, 16(March 2007):37-58.

“Does Consumer Debt Cause Economic Recession? Evidence Using Directed Acyclic Graphs.” *Applied Economics Letters*, 13(2006):401-407.

“Effects of Federal Risk Management Programs on Optimal Acreage Allocation and Nitrogen Use in a Texas Cotton-Sorghum System.” *Journal of Agricultural and Applied Economics*, 37 (Number 3, December 2005): 685-99.

“Futures Trading Activity and Commodity Cash Price Volatility.” *Journal of Business Finance & Accounting*, 32 (No. 1 & 2, January/March 2005), 0306-686X.

“Price and Volatility Transmission in International Wheat Futures Markets.” *Annals of Economics and Finance*, 4(2003):37-50.

“Stock Market Reaction to Food Recalls: A GARCH Application.” *Applied Economic Letters*, 9(2002):979-87.

“External Equity in Agriculture: Risk Sharing and Incentives in a Principal-Agent Relationship.” *Agricultural Finance Review*, 62(No. 1, Spring 2002):13-24.

“Agricultural Liberalization Policy and Commodity Price Volatility: A GARCH Application.” *Applied Economics Letters*, 8(2001):593-98.

“Asset Storability and Price Discovery of Commodity Futures Markets: A New Look.” *Journal of Futures Markets*, 21(No. 3, 2001):279-300.

“Impact of Interest Rate Swaps on Corporate Capital Structure: Empirical Evidence.” *Applied Financial Economics*, 11(2001):75-81.

**Kerry K. Litzenberg**

Professor

*litz@tamu.edu*

**Current Appointment**

Presidential Professor of Teaching Excellence and Regents Professor, Department of Agricultural Economics, Texas A&M University since 1979. Classes taught include AGEC 315, AGEC 484 (Internships), Research interests include agribusiness marketing and sales and student learning and motivation.

**Education**

B.S. 1971      Ph.D., Purdue University, Agricultural Economics  
M.S. 1972      M.S., Purdue University, Education  
PhD 1979      B.S., Purdue University, Agricultural Education

**Past Appointments**

1978-1985      Assistant Professor, Dept of Agricultural Economics, Texas A&M University  
1985-1990      Associate Professor, Dept of Agricultural Economics, Texas A&M University  
1990- 2009      Professor, Department of Agricultural Economics, Texas A&M University  
2002              Eppright Professor of Undergraduate Teaching Excellence  
2009              Regents Professor  
2010              Presidential Professor of Undergraduate Teaching Excellence

**Awards / Professional Activities**

2011      USDA National Teaching Excellence Award  
2010      National Teaching Award, Agriculture and Applied Economics Association.  
2009      Lifetime Achievement Award, Southern Agricultural Economics Association  
1997      Recipient of the Texas A&M Association of Former Students Distinguished Achievement Award for Teaching at the college-level  
1996      Recipient of the Outstanding Teacher Award by the Agricultural Economics and Agribusiness Association.  
1996      Recipient of the Texas A&M Vice Chancellor's Award in Excellence for Student Counseling and Relations.  
1985      Texas A&M University Association of Former Students Distinguished Faculty Teaching Award awarded at Texas A&M University (three awarded annually).  
1983      Texas A&M University Former Students Distinguished Teaching Award in the College of Agriculture (three awarded annually).

**Selected Other Professional Contributions**

2003 Fellow, International Food and Agribusiness Management Association

### **Selected publications**

- Jin, Y., J.W. Mjelde and K.K. Litzenberg, "Economic Analysis of Job Related Attributes in Undergraduate Students' Initial Job Selection," *Journal of Education Economics*, forthcoming in 2011.
- Mjelde, J.W., K.K. Litzenberg, and J.R. Lindner. "Cognitive Development Effects of Teaching Probabilistic Decision Making to Middle School Students" *Journal of Natural Resource and Life Science Education*, 40(2011):36-44.
- Urutyan, V.E., "Skills, Qualities and Experiences Needed for Future Leaders in Food and Agribusiness Industries of Armenia," *International Food and Agribusiness Management Review*, Volume 13, Issue 4, 2010.
- Litzenberg, K.K., "Great Teaching: Undergraduate Agricultural Economics Millennial Students," *Journal of Agricultural and Applied Economics (JAAE)*, Vol 42, Issue 3, July 2010.
- Mjelde, J.W., K.K. Litzenberg, J.E. Hoyle, S.R. Holochwosh, and S. Funkhouser, "Fires, Floods, and Hurricanes: Is EnSO to Blame?," *Science Scope Journal*, March 2007.
- Siebert, J., K. Litzenberg, R. Gallagher, C. Wilson, F. Dooley, A. Wysocki, "Factors Associated with Students' Academic Motivation in Agricultural Economics," *American Journal of Agricultural Economics*, 87 (1), February 2006.
- Hoyle, J.E., J.W. Mjelde, and K.K. Litzenberg, "Weather to Make a Decision," *Science Scope Journal*, February 2006.
- Hall, C., G. Fairchild, G. Taylor, K. Litzenberg, G. Baker, and T. Taylor, "Agribusiness Capstone Courses Design: Objectives and Strategies," *International Food and Agribusiness Management Review*, Volume 6, Issue 4, 2003.
- Siebert, J., G. Davis, K. Litzenberg, and J. Broder, "Time Allocation Decisions Associated with Job Market Preparations: Undergraduate Perception versus Market Realities," *American Journal of Agricultural Economics*, 84 (1), February 2002, pp. 222-233.
- Litzenberg, K.K., and A. J. Dunne, "Partnerships with Industry: the Essential Ingredient for Agribusiness Education," *Journal of Agribusiness*, 14(2):197-204, Fall 1996.
- Litzenberg, K.K., "Agribusiness and the Agricultural Economics Profession: Research Agendas in Agribusiness," *Southern Journal of Agricultural Economics*. Volume 05531, July 1992, pp. 31-35.

## **Bruce McCarl Ph.D.**

University Distinguished Professor, Regents Professor, AgriLife Faculty Fellow  
*mccarl@tamu.edu*

### **Current Appointment**

Professor and Distinguished Professor Department of Agricultural Economics, Texas A&M University since 2008. Classes taught include AGE 641, AGE 622 and AGE 673. Research interests include policy analysis in agriculture and forestry, climate change economics, bioenergy economics and policy, emissions trading, environmental economics, energy and environment.

### **Education**

1970 B.S. in Business Statistics Univ. of Colorado, Boulder Business Statistics  
1973 PhD in Management Science, Pennsylvania State University

### **Past Appointments**

|           |   |              |
|-----------|---|--------------|
| 1982-1985 | Professor, Agricultural and Resource Economics          | Oregon State |
| 1977-1982 | Associate Professor, Agricultural Economics             | Purdue       |
| 1980-1981 | Visiting Professor, Agricultural and Resource Economics | Oregon State |
| 1973-1977 | Assistant Professor, Agricultural Economics             | Purdue       |

### **Awards / Other Professional Activities**

2010 Former Students Distinguished Achievement Research-Texas A&M  
2009 Bruce Gardner Memorial Prize for Applied Policy Analysis  
2009 Western Agricultural Economics Association, Distinguished Scholar Award  
2009 Presidential Award of Excellence for Faculty Service to International Students  
2009 Amer. Society of Agric. and Biological Eng. Educational Aids Blue Ribbon Award  
2008 TAMU Distinguished Professor  
2008 Publication of Enduring Quality, American Agricultural Economics Association  
2007 Nobel Peace Prize participant in award to Intergovernmental Panel on Climate Change  
2007 President's Award, American Agricultural Economics Association  
2007 Distinguished Scientist Award - Texas A&M Chapter of Sigma Xi  
2005 Texas Agricultural Experiment Station Fellow  
2005 Distinguished Fellow, American Agricultural Economics Association  
2002 TAMU Regents Professor, Faculty Senate  
1994 Former Students Distinguished Achievement Research  
1993 USDA Administrators Superior Service Award - Individual Scientific Research  
1992 TAMU Agricultural Economics Graduate Student Instructor Award  
1987 U.S. Environmental Protection Agency, Award for Research Excellence

### **Selected Other Professional Contributions**

Editor Choices, Associate editor AJAE, Climatic Change, Water Resources Research

Have advised 59 PhD, 19 MS thesis and 3 MS non thesis students who have completed. As of now 15 PhD in process and 1 MS.

### **Selected Publications**

- Journal Articles, 217; Books, 8; Book Chapters, 46; 283 invited papers and 144 other presentations; 66 Government or Station Bulletins
- Attavanich, W., D. Bessler, and B. McCarl, "H1N1 (Swine Flu) Media Coverage on Agricultural Commodity Markets," *Applied Economic Perspectives and Policy*, forthcoming, 2011.
- Carpenter, T.E., J.M. O'Brien, A.D. Hagerman, and B.A. McCarl, "Epidemic and economic impacts of delayed detection of foot-and-mouth disease: a case study of an outbreak in California," *Journal of Veterinary Diagnostic Investigation*, 23, 26-33, 2011.
- Chen, C.C., B.A. McCarl, and C.C. Chang, "Climate Change, Sea Level Rise and Rice: Global Market Implications," *Climatic Change*, forthcoming, 2011.
- Chen, C.C., B.A. McCarl, C. Chang, and C. Tso, "Evaluation the Potential Economic Impacts of Taiwanese Biomass Energy Production," *Biomass and Bioenergy*, 35, 1693-1701, 2011.
- Chen, C., C. Chang, B. McCarl, "The Equivalence of Tariffs and Quotas under a Tariff-Rate Quota System: Case Study of Rice," *Can. J. of Agr. Economics*, Forthcoming, 2011.
- Egbdewe-Mondzozo, A., M. Musumba, B.A. McCarl, and X.M. Wu, "Climate Change and Vector-borne Diseases: An Economic Impact Analysis of Malaria in Africa," *International Journal of Environmental Research and Public Health*, 8(3), <<http://dx.doi.org/10.3390/ijerph8030913>>, 913-930, 2011.
- Hagerman, A.D., B.A. McCarl, T.E. Carpenter, J.O. O'Brien, and M. Ward, "Emergency vaccination and control of FMD: Consequences of its inclusion as a US Policy Option," *Applied Economic Perspectives and Policy*, forthcoming, 2011.
- Hartley, D.M., J.L. Rinderknecht, T.L. Nipp, N.P. Clarke, G.D. Snowden, B.A. McCarl, and others, "Understanding the Potential Impacts of Rift Valley Fever in the United States," *Emerging Infectious Diseases*, [serial on the Internet]. 2011 Aug. <http://www.cdc.gov/EID/content/17/8/101088.htm>, 2011.
- Koleva, N.G., U.A. Schneider, and B.A. McCarl, "Pesticide and greenhouse gas externalities from US agriculture – The impact of their internalization and climate change," *Climate Change Economics*, forthcoming, 2011.
- Seo, S.N., I. Hoffmann, and B.A. McCarl, "Managing Livestock Species under Climate Change in Australia," *Animals Journal: Special issue on climate change and livestock management*, Forthcoming, 2011.
- Alig, R.J., G.S. Latta, D.M. Adams, and B.A. McCarl, "Mitigating Greenhouse Gases: Forestry's Interactions with Other Sectors," *Forest Policy and Economics Review*, 12, 67-75, 2010.
- Attavanich, W., B.A. McCarl, and R. Hughes-Fraire, "Trade Liberalization, Trade-Related-Climate-Change Policies, and Their Consequences: Discussion," *American Journal of Agricultural Economics*, 1093, 2010.
- Baker, J.S., B.A. McCarl, B.C. Murray, S.K. Rose, R.J. Alig, D.M. Adams, G.S. Latta, R.H. Beach, and A. Daigneault, "Net Farm Income and Land Use under a U.S. Greenhouse Gas Cap-and-Trade," *AAEA Policy Issues*, Issue 7: April 2010.
- Feng, S., A. Hagerman, J. Mu, B. McCarl, and W. Wang, "Climate Change and the West: A Multifaceted Issue," *Western Economics Forum*, IX, (1), Spring, 1-10, 2010.



**A. Gene Nelson**  
Senior Professor  
*nelsong@tamu.edu*

### **Current Appointment**

Senior Professor, Department of Agricultural Economics, Texas A&M University since 1990. Classes taught include AGE 422, Land Economics, and AGE 489, Financial Planning for Professionals. Research and outreach interests include risk management, financial planning, taxation, and managerial economics.

### **Education**

1969            Ph.D., Purdue University, Agricultural Economics  
1967            M.S., Purdue University, Agricultural Economics  
1964            B.S., Western Illinois University, Agricultural Economics

### **Past Appointments**

2011 - now     Senior Professor, Department of Agricultural Economics, Texas A&M University  
2008 - 2011    Professor, Department of Agricultural Economics, Texas A&M University  
2005 - 2008    Executive Associate Dean, College of Agriculture and Life Sciences, Texas A&M University  
1990 - 2005    Department Head, Agricultural Economics, Texas A&M University  
1999 - 2000    Associate Vice Chancellor, The Texas A&M University System Agriculture Program (half-time to develop strategic plan)  
1982 - 1990    Department Head, Agricultural and Resource Economics, Oregon State University  
1981 - 1982    Acting Department Head, Agricultural and Resource Economics  
1980 - 1981    Assistant Department Head, Agricultural and Resource Economics  
1979 - 1980    Professor and Extension Farm Management Specialist  
1974 - 1979    Associate Professor and Extension Farm Management Specialist  
1969 - 1974    Assistant Professor and Extension Specialist, Department of Agricultural and Resource Economics, Oregon State University

### **Awards / Other Professional Activities**

2004            Distinguished Scholar of the Western Agricultural Economics Association  
1996            Vice Chancellor's Award for Excellence in Administration, TAMUS Agriculture Program  
1987            Who's Who of Emerging Leaders in America  
1985            Who's Who in the West  
1979            USDA Superior Service Award for leadership in developing innovative educational methods and materials dealing with risk in farm decision making  
1973            Extension Program Development Award for outstanding achievement as a new member of the Oregon State University Extension Service

- 1991 - 1992 President, Western Agricultural Economics Association
- 2000 - 2004 Chair of Board, Council on Food, Agricultural and Resource Economics (C-FARE)
- 2004 - 2010 Member, U.S. Department of Agriculture, Advisory Committee on Agriculture Statistics
- 2006 - 2007 Chair of Panel to Review the Census of Agriculture for the U.S.D.A National Agriculture Statistics Service. The review was coordinated by the C-FARE.

### **Selected Other Professional Contributions**

Supervised 12 theses and dissertations.

Served as PI for the U.S. Department of Agriculture, Cooperative State Research Service project to plan and implement Center for North American Studies, 1994-95

Organized continuing education workshops for Certified Financial Planners™ held November 4-5, 2010, and October 27-28, 2011, in Bryan, Texas

### **Selected Publications**

A. Gene Nelson, and K.K. Litzenberg, “Enhancing Learning in the Classroom – One Click @ a Time,” Selected paper presented at the 2011 CAES/WAEA Joint Annual Meeting, June 29-July 1, Banff, Alberta, Canada. <http://purl.umn.edu/107374>

A. Gene Nelson, “Recent Changes in Federal Tax Laws Affecting Individuals, Businesses, and Estates,” Texas AgriLife Extension Service Report, April 8, 2011. <http://agecoext.tamu.edu/resources/library/federal-income-taxes-recent-references.html>

McCorkle, D., D. Hanselka, and A.G. Nelson, “A Decade of Change in Texas Agriculture: Highlights and Trends from the Census of Agriculture,” Texas AgriLife Extension Service E-590, October 2009.

Nelson, A.G., D. Anderson, G. Evans, and L. Jones. *The Food and Fiber System and Production Agriculture's Contributions to the Texas Economy*, Texas Cooperative Extension and Texas Agriculture Experiment Station, Texas A&M University System, College Station, April 2003, 4 pp.

Nelson, A.G. “Partnership Opportunities between Academia and Private Sector: Examples from the Texas A&M University System.” *Journal of Food Distribution Research* 31,1(2000):68-72.

Nelson, A.G. “The Case for and Components of a Probabilistic Agricultural Outlook Program.” *Western Journal of Agricultural Economics*. 5,2(1980):185-194.

Castle, E.N., M.H. Becker, and A.G. Nelson. *Farm Business Management: The Decision Making Process*, 3rd Edition. New York, New York: Macmillan Publishing Co., 1987, 410 pp.

**Desmond Ng**  
Associate Professor  
*dng@ag.tamu.edu*

### **Current Appointment**

Assoc. Prof. of Agribusiness and Strategic Management, taught include AGEC 314 (Intro. To Food Marketing), AGEC 440 (Capstone in Agribusiness Management), AGEC 619 (Managerial Economics), AGEC 671 (Foundations of Agribusiness Management), specialization in supply chains, innovation, entrepreneurship, institutions and cognition.

### **Education**

2001            Ph.D., Agricultural Economics, University of Illinois at Urbana Champaign,  
                    Agribusiness / Strategic Management  
1997            M.S., McGill University, Canada, Strategic Management  
1994            B.S., University of British Columbia, Canada, Agribusiness

### **Past Appointments**

2010 -            Assoc. Prof. of Agribusiness, Dept. of Ag. Economics, Texas A&M University  
Present  
2004 – 2010    Assistant Prof. of Agribusiness, Dept. of Ag. Economics, Texas A&M University  
2000 - 2004    Assistant Prof. of Agribusiness, Dept. of Rural Economics, University of Alberta

### **Awards / Professional Activities**

2008            Best Paper nomination for 2008 8<sup>th</sup> International Chain Conference, Ede,  
                    Netherlands for a paper titled: “Understanding the Market Dynamics of  
                    Entrepreneurial Networks”.

2006            Best paper award for the 2006 7<sup>th</sup> International Chain Conference, Ede,  
                    Netherlands for a paper titled: “The Paradox of Embeddedness: Strong and Weak  
                    Tie Performance in the Biotechnology Industry”

2005            Outstanding Research Paper Award for the 2005 International Academy of  
                    Business Economics Annual Conference, Las Vegas for a paper titled: “Strategic  
                    Change through a Competition of Realities”

### **Selected Other Professional Contributions**

2010- 2011    Guest editor for International Food and Agribusiness Management Review on  
                    Special Issue of Agribusiness Pluralism

2009-present   Editorial Board on the Journal of Complexity and Leadership Management

**Selected Publications**

- Ng, D. 2011. "Thinking Outside the Box: An Absorptive Capacity Approach to the Product Development Process," *International Food and Agribusiness Management Review*, 14 (2): 67-94
- Ng, D. 2011. "Absorptive Link: An Absorptive Capacity and Alliance Approach to Biotechnological Product Success," *Journal on Chain and Network Science*, 11 (1): 33-49.
- Ng, D., and Siebert, J. 2010. "Toward Better Defining the Field of Agribusiness Management," *International Food and Agribusiness Management Review*, 12 (4): 1-20.
- Ng, D, R. Westgren, and S. Sonka. 2009. "Competitive Blind Spots in an Institutional Field," *Strategic Management Journal*, 30 (4): 349-269. (Lead Article)
- Ng, D. 2008. "Understanding the Market Dynamics of Entrepreneurial Networks," *Journal of Chain and Network Science*, 8 (2): 93-105.
- Ng, D. 2008. "Structural Change in Food Supply Chains," *International Food and Agribusiness Management Review*, 11 (2): 17-48.
- Ng, D. 2007. "A Modern Resource Based Approach to Unrelated Diversification," *Journal of Management Studies*, 44 (8): 1481-1502.
- Ng, D., Unterschultz, J., and Laate, E. 2006. "The Performance of Relational Ties: A Functional Approach in the Biotechnology Industry," *Journal on Chain and Network Science*, 6 (1): 9-21.
- Ng, D. 2005. "Strategic Change through a Competition of Realities," *Journal of International Business Strategy*, 1 (1):1-10.
- Ng, D. 2005. "Strategic Entrepreneurship: An Austrian Economic Approach to Competitive Strategy," *Journal of International Business Strategy*, 1 (1):75-84.

**John P. Nichols**  
Professor and Head  
*jpn@tamu.edu*

### **Current Appointment**

Professor and Head, Department of Agricultural Economics, Texas A&M University

### **Education**

1968                    Ph.D. Agricultural Economics, Cornell University  
1965                    M.S. Michigan State University  
1963                    B.S. Cornell University

### **Past Appointments**

2005 – 2006        Professor and Interim Head, Agricultural Economics, Texas A&M University  
1981 – 2004        Professor and Associate Head, Agricultural Economics, Texas A&M  
University  
2005 – present     Adjunct Professor, Department of Nutrition and Food Science, Texas A&M  
University  
1999 – 2005        Director, Center for Consumer and Food Marketing Issues, Institute of Food  
Science and Engineering, Texas A&M University  
1990                Visiting Professor, Institute de Gestion Internationale Agro-Alimentaire,  
ESSEC, Cergy, France

### **Awards / Professional Activities**

2004                Fellow of the International Food and Agribusiness Management Association  
1998                Vice Chancellor's Award in Excellence – Team Research  
2009                Vice Chancellor's Award in Excellence - Administration  
2003- 2009        Honorary Professor, Diploma of Honor, Gold Medal - Armenian State  
Agrarian University

### **Selected Other Professional Contributions**

International Center for Agribusiness Research and Education, Chairman of the Foundation  
Board, Yerevan, Armenia 2006 – present  
Texas Department of Agriculture, GO TEXAN Partnership Advisory Board, Chair 2006 –  
Dallas Federal Reserve Bank, Advisory Committee on Agriculture and Small Business 2011-  
Encyclopedia of Agricultural Sciences, 2e, Elsevier; Editorial Board 2011-  
International Food and Agribusiness Association, Executive Committee 1996 -  
University Transportation Center for Mobility, Texas Transportation Institute, Executive  
Committee 2007 –  
Agriculture and Applied Economics Association, AEM Section Secretary 2001-2008  
NEC – 63 Regional Research Committee on Commodity Promotion, Chair 1995 – 1999

Research and Teaching: Career research interests have focused on the role of marketing management techniques (promotion, product development, quality enhancement, distribution, and pricing) in the improvement of food and agribusiness marketing systems. Emphasis has been given to mission-oriented research and the application of research results in the management of marketing activities in businesses and producer organizations. Teaching responsibilities include courses in agribusiness and food marketing and policy. Advised graduate student thesis research.

International Marketing and Agribusiness Education: Led projects in economic transition countries with external funding totaling more than \$4 million focusing in curriculum reform and development of educational institutions to assist in transformation of agriculture and food sector.

### **Selected Publications**

Nayga Jr. R. M., W. Aiew, and J. P. Nichols. 2005. "Information Effects on Consumers' Willingness to Purchase Irradiated Food Products," *Review of Agricultural Economics*, 27:37-48.

Aiew, W., R.M. Nayga, Jr., and J.P. Nichols. 2003. "The Promise of Food Irradiation: Will Consumers Accept It?" *Choices*, Third Quarter, pp. 31- 34.

Armbruster, W.J., and J.P. Nichols. 2001. "Commodity Promotion Policy." *The 2002 Farm Bill: Policy Options and Consequences*, Farm Foundation:Chicago, IL. pp. 195-200.

Kadyrkanova, I., D.A. Bessler, and J.P. Nichols. "On Milk Prices in Kyrgyzstan." *Applied Economics*, 32 (2000): 1465-1473.

Armbruster, W.J., J.P. Nichols, and K. Ackerman. 1997. "Public-Private Partnerships for Market Development." Chapter in *Government and the Food Industry: Economic and Political Effects of Conflict and Co-operation*. L.T. Wallace, and W. R. Schroder, eds. Kluwer Academic Publishers:Boston, MA. pp. 295-309.

Capps, Jr., O., S. Seo, and J.P. Nichols. 1997. "On the Estimation of Advertising Effects for Branded Products: An Application to Spaghetti Sauces." *Journal of Agricultural and Applied Economics*, 29, 2(December): 291-302.

**Clair J. Nixon**  
PricewaterhouseCoopers Accounting Excellence Professor  
*c-nixon@tamu.edu*

### **Education**

Brigham Young University 1969-1975 B.S.  
Texas A&M University 1975-1977 M.S.  
Texas A&M University 1977-1980 Ph.D.

### **Professional Certification**

Certified Public Accountant, Texas - 1989.

### **Employment**

*Fields of interest:* Agricultural tax policy, finance and accounting for managers  
January 1980- Visiting Assistant Professor, Department of Finance  
May 1980- Aug 1980 Assistant Professor, Department of Agricultural Economics,  
August 1980- Assistant Professor, Department of Accounting, Texas A&M University.  
August 1984- Associate Professor, Department of Accounting, Texas A&M University.  
June 1986- Director, Graduate Tax Program, Department of Accounting, Texas A&M  
University.  
April 1992- Co-Director, Agribusiness Degree, University level program (Director of the  
program for the College of Business Administration and Graduate School of Business).  
March 1993- Professor, Department of Accounting, Texas A&M University.  
October 1993- Recipient of PricewaterhouseCoopers Accounting Excellence Professorship.  
July-Aug 1999 Visiting Professor, Bentley College, Boston, MA  
July 2000 – May 2005 Associate Dean, Mays Business School, Texas A&M University.  
May 2005 – Present PricewaterhouseCoopers Accounting Excellence Professor.

### **Awards**

Visiting Scholar - Utah State University - 1986 and 1987.  
Teaching Excellence Award - Beta Alpha Psi - 1988.  
Deborah B. Shelton Fellowship - 1986.  
Price Waterhouse Teaching Excellence Professorship - 1991 - 1993.  
The Association of Former Students, College of Business Administration and Graduate School  
of Business Distinguished Teaching Award - 1992.  
PricewaterhouseCoopers Accounting Excellence Professorship - 1993 - Present.  
The Association of Former Students, Texas A&M University, Distinguished Teaching Award -  
1994.  
College of Business Administration - Honors Program - Outstanding Teaching Award - 1995-96.  
KPMG Instructor Excellence Award – 2000-2001.  
Phi Beta Lambda Outstanding Professor – Texas A&M University – 2002-2003.  
Mays Teaching Fellowship 2006-2008  
Mays Business School EMBA Teaching Excellence Award – 2008  
Halliburton Chairman's Award - 2009  
Ernst & Young Teaching Excellence Award - 2010

## **Selected Publications**

### *Books:*

Penson, John B., Jr., and Clair J. Nixon, *Understanding Financial Statements in Agriculture*, Agri-Information Corp., College Station, TX, 1983.

Penson, John B., Jr., and Clair J. Nixon, *How to Analyze Financial Statements in Agriculture*, Agri-Information Corp., College Station, TX, 1985.

Nixon, C.J., and D. Lassila, *Individual Federal Taxation*, L-C Enterprises, College Station, TX, 1984, 1985, 1986, 1987, 1988, 1989, 1990, 1991.

Nixon C.J., *Compensation for Personal Services*, Matthew Bender Tax Service, Chap. 1, Vol. 12, 1989.

Nixon C.J., *Individual Federal Taxation*, Dame Publications, Chapter 10, 1994, 1995, 1996, 1997.

Nixon. C.J., *Taxation of Corporations, Partnerships, Estates and Trusts*, Dame Publications, Chapter 13, 1995, 1996.

Lassila, D. and C. Nixon, *Individual Federal Taxation Code, Regulations, Forms, Tables*, Dame Publications, 1996, 1997, 1998, 1999, 2000, 2001, 2002.

### *Scholarly Refereed Articles:*

Nixon, Clair J., "The 1978 Revenue Act: Its Impact on the Tax Liability of Disinvesting Farm Operators," *Journal of the American Society of Farm Managers and Rural Appraisers*, 43 (1979): 14-19.

Nixon, Clair J., "Cash Versus Installment Selling of Land: Have the Advantages Changed?" *Agricultural Finance Review*, Vol. 43, April 1979.

Nixon, Clair J., and James W. Richardson, "The Economic Recovery Tax Act of 1981: Impacts on Farmer's Liquidity, Equity & Growth," *Journal of American Society of Farm Managers and Rural Appraisers*, October 1982.

Coleman, Dirk, and Clair J. Nixon, "Effects of Accelerated Cost Recovery on Condo Investment," *Real Estate Review*, November 1982.

Nixon, Clair J., "Disinvestment Options Which Maximize Farm Owner Equity," *Journal of the American Society of Farm Managers and Rural Appraisers*, April 1982.

Richardson, James W., and Clair J. Nixon, "Producer's Preference for a Cotton Farmer Owned Reserve: An Application of Simulation and Stochastic Dominance," *Western Journal of Agricultural Economics*, July 1982.



**John B. Penson, Jr.**  
Regents Professor and Stiles Professor  
*jpenson@tamu.edu*

### **Current Appointment**

Regents Professor and Stiles Professor of Agriculture, Department of Agricultural Economics, Texas A&M University since 1975. Classes taught include AGEC 105, AGEC 330, AGEC 430 and AGEC 434/634. Research interests include macroeconomics of agriculture and credit market analysis.

### **Education**

1973            Ph.D. University of Illinois, Agricultural Economics  
1967            M.S. Southern Illinois University, Agribusiness Economics  
1964            B.S. Southern Illinois University, Agribusiness Economics

### **Past Appointments**

1988 -            Regents Professor, Department of Agricultural Economics, TAMU  
1983 - 1988    Professor, Department of Agricultural Economics, TAMU  
1982            Associate Professor, Department of Agricultural Economics, TAMU  
1980 - 1981    Visiting Scholar, Research department, Federal Reserve Bank of Kansas City  
1978 - 1979    Professor, Department of Agricultural Economics, TAMU  
1975 - 1978    Associate Professor, Department of Agricultural Economics, TAMU  
1974 - 1975    Agricultural Economist, ERS, USDA and adjunct Asst. Professor, Purdue Univ.  
1973 - 1974    Agricultural Economist, ERS, USDA, Washington, DC  
1969 - 1973    Agricultural Economist, ERS, USDA, Urbana, Illinois  
1967 - 1969    Agricultural Economist, ERS, USDA, Washington, DC

### **Selected Awards / Professional Activities**

2011            Association of Former Students Award for Teaching Excellence – University Level  
2009            Association of Former Students Award for Teaching Excellence – College Level  
2007            Lifetime Achievement Award, Southern Agricultural Economics Association  
2007 - 2009    Co-editor, Choices, American Agricultural Economics Association  
2004 - 2007    Editor, Journal of Agricultural and Applied Economics  
2000            Regents Professor Award, Board of Regents, TAMU  
1997            Distinguished Policy Contribution Award, American Ag. Economics Assoc  
1993            Honors Professor Award, COALS Student Council, TAMU  
1992            Association of Former Students Award for Teaching Excellence – University Level  
1988            Stiles Endowed Professor, Department of Agricultural Economics, TAMU  
1986            Outstanding Alumnus Award, Southern Illinois University  
1985            Distinguished Undergraduate Teaching Award, American Ag Economics Assoc.

- 1984 Outstanding Undergraduate Teaching Award, Western Ag. Economics Assoc.  
 1984 Association of Former Students Award for Research – University Level  
 1974 Outstanding Doctoral Dissertation Award, American Ag. Economics Assoc.

### **Selected Other Professional Contributions**

Annual presentations on the macroeconomic outlook and implications for agriculture presented to various audiences, including the Farm Credit Administration, the Council of Chief Credit Officers of the Farm Credit System, the President’s Planning Committee of the farm Credit System and the California Agribusiness Management Conference.

Served as chairman of 26 theses and dissertations at Texas A&M University. Two students received the Former Student Association Award for Distinguished Graduate Program. One dissertation was honored by the American Agricultural Economics Association Awards Program.

Past Chair, Outstanding Doctoral Dissertation Awards Committee, American Agricultural Economics Association. Also served as member of the Outstanding Policy Contribution Award Committee and the Quality of Communications Award Committee, American Agricultural Economics Association.

Taught courses in financial management and managerial accounting for the past 15 years at the Universidad De Valle Guatemala in Guatemala City under joint program with Texas A&M University. Taught similar courses in Ecuador and Nicaragua.

Served as Visiting Professor, Foreign Distinguished Professor Program, Korea University, Seoul, South Korea, Fall 2007. Taught course in macroeconomics of agriculture and gave two campus wide seminars. Taught a course in business finance at Korea University the last four years through distance learning facilities at Korea University.

Served as head of a multi-disciplinary project evaluation team for the Egyptian Development Bank and USAID in Cairo Egypt and participated in similar development projects in other foreign countries.

Served as an expert advisor to the Foreign Agricultural Service, USDA on a US State Department funded project the past two years with additional participation scheduled through 2013. Project involves working the CEO and board of directors of a lending cooperative in the country of Armenia patterned after the U.S. Farm Credit System.

### **Selected Publications**

- Penson, John B. Jr., Oral Capps Jr., C. Parr Rosson III and Richard T. Woodward. 2010. *Introduction to Agricultural Economics*, 5<sup>th</sup> Edition, Prentice Hall - Pearson Publishing Company:Upper Saddle River, NJ.
- Penson, John B., Jr. 2010. “Development of Future Faculty Teaching Skills”, *Communications in Agricultural and Applied Biological Sciences*, Volume 75(1), pp. 67-72, Ghent Belgium.

**William M. Pride**  
Professor, Department of Marketing  
*w-pride@tamu.edu*

### **Education**

Ph.D., Louisiana State University, 1972, Major: Marketing  
M.B.A., Oklahoma State University, 1967, Major: Business Administration  
B.A., Northwestern State College, 1965, Major: Business and Economics

### **Courses Taught Since 1997**

MKTG 309, Introduction to Marketing  
MKTG 321, Marketing  
MKTG 345, Promotion Strategy  
MKTG 347, Advertising  
MKTG 621, Survey of Marketing  
MKTG 656, Marketing Communications Management  
MKTG 688, Doctoral Seminar

### **Awards and Recognition:**

Outstanding Educator Award, Association of Collegiate Marketing Educators, SWFAD, 2001

### **Incorporation of technology in research and teaching activities:**

In association with development of textbook instructional materials, created content for faculty and student websites.

### **Editorial Boards:**

Member, Editorial Review Board, Journal of Strategic Marketing, 1993-present.  
Member, Editorial Review Board, Journal of Marketing Education, 1993-present.  
Member, Editorial Review Board, Marketing Education Review, 1991-present.

### **Manuscript Reviewing:**

Numerous manuscripts for Journal of Marketing Education and Marketing Education Review  
Numerous manuscripts for academic conferences

### **Leadership in Professional Organizations:**

Track Co-Chair, Marketing Education, 1999 AMA Summer Educators' Conference, San Francisco, California, August 1999.  
Program Conference Co-Chair, 1997 AMA Summer Educators' Conference, Chicago, Illinois, August 1997.

SIG Leader, Teaching Special Interest Group

### **Service Activities Since 1997**

#### *Department*

Ph.D. Program Committee

Curriculum Committee

#### *College*

College of Business Administration; Research Committee, 1996-present.

College of Business Administration; MBA Program Office Evaluation Committee, 1999.

College of Business Administration; Building Committee, 1999-present.

College of Business Administration; Center for Human Resources Management Review Committee, 2001-2002 (Chair

### Intellectual Contributions Since 1997

#### **Conference Presentations:**

Panelist, "So You Want to Publish a Marketing Book: The Authors' Point of View," Academy of Marketing Science Annual Conference, San Diego, May 2001

Judge for Teaching Competition, Society for Marketing Advances (SMA) Conference, Atlanta, Georgia, October 1999

Session Chair, Customer Buying Behavior, Society for Marketing Advances (SMA) Conference, Atlanta, Georgia, October 1999

Consortium Faculty, Doctoral Consortium, Society for Marketing Advances, New Orleans, Louisiana, November 1998.

#### **Books and Chapters in Books:**

*Marketing: Concepts and Strategies*, Houghton Mifflin Company, 1977, 1980, 1983, 1985, 1987, 1989, 1991, 1993, 1995, 1997, 2000, and 2003, co-authored with O.C. Ferrell.

*Business*, Houghton Mifflin Company, 1988, 1991, 1993, 1996, 1999, and 2002, co-authored with Robert J. Hughes and Jack R. Kapoor.

**James W. Richardson**  
Regents Professor and Texas AgriLife Research Senior Faculty Fellow  
*jwrichardson@tamu.edu*

### **Current Appointment**

Regents Professor and Texas AgriLife Research Senior Faculty Fellow, Department of Agricultural Economics, Texas A&M University since 2005. Classes taught include AGECE 622 and AGECE 643.

### **Education**

1978            Ph.D. Oklahoma State University, Agricultural Economics  
1973            M.S. Oklahoma State University, Agricultural Economics  
1971            B.S. New Mexico State University, Agricultural Economics

### **Past Appointments**

2005 -            Co-Director Agricultural and Food Policy Center, Regents Professor and Texas AgriLife Research Senior Faculty Fellow, Texas A&M University  
2003 - 2005      Co-Director Agricultural and Food Policy Center, Regents Professor and Texas AgriLife Research Faculty Fellow, Texas A&M University  
1986 - 2002      Professor Department Agricultural Economics Texas A&M University  
1982 - 1986      Associate Professor Department Agricultural Economics Texas A&M University  
1978 - 1982      Assistant Professor Department Agricultural Economics Texas A&M University

### **Awards / Professional Activities**

2011            Southern Agricultural Economics Association Outstanding Masters Thesis Award -- Marc Allison -- Chairman  
2011            Agricultural and Applied Economics Association Outstanding Masters Thesis Award -- Honorable Mention -- Marc Allison - Chairman  
2009            The Journal of the American Society of Farm Managers and Rural Appraisers (ASFMRA). The Gold Quill Award presented to the author(s) of the most outstanding Journal article published in a particular Volume year.  
2009            The Association of Former Students of Texas A&M University Distinguished Achievement Awards for Graduate Mentoring.  
2009            Texas AgriLife Extension Superior Service Team Award  
2008            Western Agricultural Economics Association (WAEA) Distinguished Scholar  
2008            Southern Agricultural Economics Association (SAEA) Lifetime Achievement  
2007            Vice Chancellor's Award in Excellence Program -- Graduate Teaching  
2005            Texas Agricultural Experiment Station Senior Faculty Fellows Award  
2005            American Agricultural Economics Association Distinguished Teaching -- Graduate Teaching More Than Ten Years Experience  
2003            American Agricultural Economics Association Distinguished Extension Program

## Selected Publications

- Lien, G., J.B. Hardaker, M.A.P.M. van Asseldonk, and J.W. Richardson. 2011. "Risk Programming Analysis with Imperfect Information." *Annals of Operations Research*, 190: 311-323.
- Palma, M.A., J.W. Richardson, B.E. Roberson, L.A. Ribera, J.L. Outlaw, and C. Munster. 2011. "Economic Feasibility of a Mobile Fast Pyrolysis System for Sustainable Bio-crude Oil Production." *International Food and Agribusiness Management Review*, Vol. 14, Issue 3.
- Richardson, J.W., J.L. Outlaw, and M. Allison. 2010. "The Economics of Micro Algae Oil." *AgBioForum*, Vol. 13, No. 2, Article 4: 119-130.
- Campichie, J.L., H.L. Bryant, and J.W. Richardson. 2010. "Long-run Effects of Falling Cellulosic Ethanol Production Costs on the US Agricultural Economy." *Environmental Research Letters*, 5, 014018, 8pgs.
- Meyer, J., J.W. Richardson, and K.D. Schumann. 2009. "Stochastic Efficiency Analysis with Risk Aversion Bounds: A Correction." *The Australian Journal of Agricultural and Resource Economics*, 53, pp. 521-525.
- Dicks, M.R., J. Campiche, D. De La Torre Ugarte, C. Hellwinckel, H.L. Bryant, and J.W. Richardson. 2009. "Land Use Implications of Expanding Biofuel Demand." *Journal of Agricultural and Applied Economics*, 41,2 (August): 1-19.
- Meyer, J., J.W. Richardson, and K.D. Schumann. 2009. "Stochastic Efficiency Analysis with Risk Aversion Bounds: A Correction." *The Australian Journal of Agricultural and Resource Economics*, 53, pp. 521-525.
- Outlaw, J.L., L.A. Ribera, J.W. Richardson, J. da Silva, H.L. Bryant, and S. Klose. 2007. "Economics of Sugar-Based Ethanol Production and Related Policy Issues." *Journal of Agricultural and Applied Economics*, 39, pp. 357-363.
- Richardson, J.W., W.J. Lemmer, and J.L. Outlaw. 2007. "Bio-Ethanol Production from Wheat in the Winter Rainfall Region of South Africa: A Quantitative Risk Analysis." *International Food and Agribusiness Management Review*. Volume 10, Issue 2, pp. 181-204.
- Richardson, J.W., and J.L. Outlaw. 2007. "Training Commercial Farmers How to Analyze and Rank Risky Alternatives." *Proceedings of the 16<sup>th</sup> International Farm Management Association Congress*. pp. 300-316.
- Richardson, J.W., B. K. Herbst, J. L. Outlaw, and R. C. Gill, II. 2007. "Including Risk in Economic Feasibility Analyses: The Case of Ethanol in Texas." *Journal of AgriBusiness*, 25,2 (Fall): 115-132.

**Victoria S. Salin, Ph.D.**

Associate Professor

*v-salin@tamu.edu*

**Current Appointment**

Dr. Salin is an Associate Professor of Agricultural Economics and Chief Financial Officer, Agribusiness, Food, and Consumer Economics Research Center (AFCERC). Member of the Intercollegiate Faculty of Agribusiness. Classes taught include AGEC 431, AGEC 603, AGEC 619, and AGEC 630.

**Education**

|      |                             |
|------|-----------------------------|
| 1996 | Ph.D. Purdue University     |
| 1984 | M.A. University of Virginia |
| 1982 | B.A. Miami University       |

**Past Appointments**

|           |   |
|-----------|---|
| 1993-2003 | Assistant Professor, Department of Agricultural Economics, Texas A&M University, College Station, TX. |
|-----------|---|

**Awards / Professional Activities**

|              |   |
|--------------|---|
| 2008-present | Member, Scientific Advisory Council of the World Food Logistics Organization, a confederation of industry associations in food logistics, with 1,233 member companies in 65 countries |
| 2009-2011    | Leadership in the Association of Agricultural and Applied Economics, Food Safety and Nutrition Section, currently serving as Chair of the Executive Board.                            |
| 2000-present | Director, Texas Agricultural Finance Authority, Texas Department of Agriculture, (volunteer position by Governor's appointment) Austin, TX  |
| 2005-2009    | Consultant, The Almond Board of California, on economics of the pathogen control program  |

**Selected Other Professional Contributions**

Serves on University Committee for Writing across the Curriculum

*Current Projects*

Value of Time and Temperature History RFID Technology to Leverage Return on Traceability Investments, funded by U.S. Department of Agriculture, 2011-2012.

Business Incentives for Food Safety: Theory and Empirical Evidence, Cooperative Agreement with Economic Research Service, 2010-2011

## **Selected Publications**

### *Peer-reviewed journals*

- Wolfley, J., J. Mjelde, V. Salin, and D. Klinefelter. 2011. "Machinery Sharing Contractual Issues and Impacts on Net Returns of Agribusiness Firms," *Journal of Agriculture and Resource Economics*, 36(1), pp. 139-159, April.
- Chang, M. S., V. Salin, and Y. Jin. 2011. "Diversification Effect of Real Estate Investment Trusts: Comparing Copula Functions with Nonparametric Methods," *Journal of Property Research*, 28 (3), pp. 189-212, September.
- Salin, V., S. Dharmasena, A. Wong, and P. Luo. 2006. "Food Product Recalls in the USA," *Journal of Food Distribution Research*, 38(1) March, pp. 150-153.
- Teratanavat, R., V. Salin, and N.H. Hooker. 2005. "Recall Event Timing: Measures of Managerial Performance in U.S. Meat and Poultry Plants," *Agribusiness, An International Jnl*, 21(3), pp. 351-373.
- Hooker, N.H., R. Teratanavat, and V. Salin. 2005. "Crisis Management Effectiveness Indicators for U.S. Meat and Poultry Recalls," *Food Policy*, 30 (1), pp. 63-80.
- Salin, V. and R.M. Nayga. 2003. "A Cold Chain Network for Food Exports to Developing Countries," *International Journal of Physical Distribution and Logistics Management*, 33(10) 2003, pp. 918-931.
- Fuller, S., L. Fellin, and V. Salin. "Effect of Liberalized U.S.-Mexico Rice Trade: A Spatial, Multi-Product Equilibrium Analysis," *Agribusiness: An International Jnl*. 19(1) Winter 2003, pp. 1-17.
- Wang, Z., V. Salin, N.H. Hooker, and D. Leatham. "Stock Market Reaction to Food Recalls: A GARCH Application," *Applied Economics Letters*, 9(15) 2002, pp. 979-987.
- Krueger, A.M., V. Salin, and A.W. Gray. 2002. "Geographic Diversification Strategy and the Implications of Global Market Integration in Table Grapes," *Agribusiness: An International Journal*, 18(1), pp. 81-99.
- Salin, V., and N.H. Hooker. 2001. "Stock Market Reaction to Food Recalls," *Rev. of Agricultural Econ.*, 23:1, Spring/Summer, pp. 33-46.

### *Book chapters, industry publications, and proceedings publications*

- Agribusiness, Food and Consumer Economics Research Center (lead author Victoria Salin), "Growth Prospects for the Global Temperature-Controlled Warehouse Industry," section in public filing S-11 for Americold Realty Trust, filed Dec. 14, 2009 with the US Securities and Exchange Commission, available at [http://sec.gov/Archives/edgar/data/1455863/000104746909010720/a2195614zs-11.htm#bg44801\\_table\\_of\\_contents](http://sec.gov/Archives/edgar/data/1455863/000104746909010720/a2195614zs-11.htm#bg44801_table_of_contents).
- Salin, V., N. H. Hooker, and R. Teratanavat. "Survival Analysis of U.S. Meat and Poultry Recalls, 1994-2002." Proceedings of the Hawaii International Conference on Statistics and Related Fields, June 5-8, 2003, CD-ROM, ISSN#1539-7211. Available at <http://www.hicstatistics.org/2003StatsProceedings/>.
- Salin, V. 2000. "A Real Option Approach to Valuing Food Safety Risks." Proceedings of the 1998 Conference on Economics of HACCP, NE-165, June 15-16, chapter 14 in *The Economics of HACCP: Costs and Benefits*, L.J. Unnevehr, (ed.), St. Paul: Eagan Press.



## **Bala Shetty**

Executive Associate Dean, Letbetter Chair in Business

*bshetty@mays.tamu.edu*

### **Education**

PhD, Southern Methodist University, 1985

MS, Southern Methodist University, 1981

### **Biography**

Dr. Bala Shetty holds the Paula and Steve Letbetter'70 Chair in Business and serves as Executive Associate Dean at Mays Business School. In addition to serving on the faculty of Texas A&M University since 1985, he has held faculty positions at Southern Methodist University in Dallas, Texas and Madrid Business School in Spain. Dr. Shetty also served as a Research Fellow at Princeton University in 1996 and 2008, while on faculty development leave from Texas A&M University.

Dr. Shetty is passionate about providing his students with an outstanding education that will impact their lives and careers. He often says with pride, "I feel fortunate to have had the opportunity to work with so many bright young men and women who will be the next generation of leaders of this country." Dr. Shetty has received a number of teaching awards at Texas A&M University and Southern Methodist University which speak volumes of his success as a teacher. Dr. Shetty has received the EMBA Outstanding Faculty Award (2008), MBA Outstanding Faculty Award (1998, 2000, 2001, and 2005), Alpha Kappa Psi Undergraduate Teaching Award (1990, 1991), and the prestigious Association of Former Students Teaching Award (2002). Dr. Shetty's research interests include supply chain management, optimization, and finance. He has published extensively in such premier journals as Operations Research, Decision Sciences, Naval Research Logistics, IIE Transactions, Networks, Mathematical Programming, OR Letters, ORSA Journal on Computing, Annals of Operations Research, Journal of Operational Research, Computers and IE, Applied Mathematics and Computation, Computers and Operations Research and the European Journal of Operational Research. He served as associate editor for Operations Research, Decision Sciences, and Naval Research Logistics. He has also served twice as a guest editor for the Annals of Operations Research. Dr. Shetty is the recipient of the 1995 Outstanding Research Award at Mays Business School.

Dr. Shetty was a member of the plenary panel on research at the Annual DSI meeting in Hawaii in 1995. He has served as Track Chair, Panel Chair, and Session Chair at numerous national meetings of the Institute for Operations Research and Management Science and Decision Sciences. Dr. Shetty has also served as Ph.D. Director, Assistant Department Head, and Head of

the Department of Information and Operations Management. More recently he served as Associate Dean of Graduate Programs for Mays Business School.

### **Selected Research**

“A Generalization of Polyak's Convergence Result for Subgradient Optimization,” Published 1987-01-01, *Mathematical Programming*, Volume 37, #, pp. 309-317.

“A Heuristic Algorithm for the Capacitated Multiple Supplier Inventory Grouping ...,” Published 1996-01-01, *Decision Sciences*, Volume 27, #4, pp. 711-733.

“A Model for Resource Constrained Production and Inventory Management,” Published 1994-01-01, *Decision Sciences*, Volume 25, #, pp. 561-580.

“Financial Planning Via Multi-Stage Stochastic Optimization,” Published 2004-01-01, *Computers & Operations Research*, Volume 31, #1, pp. 1-20.

“The Nonlinear Knapsack Problem: Algorithms and Applications,” Published 2002-01-01, *European Journal of Operational Research*, Volume 138, #, pp. 459-472.

**John W. Siebert**  
Professor  
*j-siebert@tamu.edu*

### **Current Appointment**

Professor teaching AGEC 340 – Agribusiness Management; AGEC 481 – Ethics in Agribusiness and Agricultural Economics; and AGEC 460 – Cross Cutting Challenges.

Dr. Siebert’s area of research specialization is the management of farm supply, food processing, dairy, and cooperative businesses. He is also interested in research regarding college student education and agribusiness employer needs.

### **Education**

|      |   |
|------|---|
| 1978 | Ph.D. Agricultural Economics, University of California – Berkeley |
| 1975 | M.S. Agricultural Economics, University of California – Berkeley  |
| 1974 | B.S. Economics, California State College – Sonoma                 |

### **Past Appointments**

|           |  |
|-----------|--|
| 2002-2011 | Professor, Department of Agricultural Economics, Texas A&M University                  |
| 1995-2002 | Assoc. Professor, Department of Agricultural Economics, Texas A&M University           |
| 1985-1995 | Vice President, California Cooperative Creamery, Petaluma, CA                          |
| 1981-1985 | Extension Economist, Dept. of Agric. Economics, University of California-Davis         |
| 1978-1981 | Asst. Professor and Extension Specialist, Dept. of Agric. Economics, Purdue University |

### **Awards / Professional Activities**

|      |  |
|------|--|
| 2011 | T-Camp Legacy, “Camp Siebert”                                    |
| 2010 | A&M Former Students Association Teaching Award, University Level |
| 2005 | Best Teaching of a Class, Southern Agricultural Economics Assn   |
| 2002 | “John Siebert Annual Student Scholarship,” Gift of TAMU Donor    |
| 2001 | Honor Professor Award, College of Agriculture Student Council    |
| 1999 | A&M Former Students Association Teaching Award, College Level    |
| 1999 | Fish Camp Legacy, “Camp Siebert”                                 |
| 1997 | Center for Teaching Excellence Scholar                           |

### **Selected Other Professional Contributions**

Dr. Siebert is a faculty advisor to the Agricultural Economics Society, a departmental student club. He is also the faculty advisor to the Academic Quiz Bowl Team for 2011 and 2012. He was the Case Studies Managing Editor of the *International Food and Agribusiness Management Review*, 2009-2010.

## **Selected Publications**

Siebert, J., and J. Park. 2010. "Maintaining a Healthy Equity Structure: A Policy Change at Producers Cooperative Association." *International Food and Agribusiness Management Review* 13 (Issue, #3,): 87-96.

Park, J., and J. Siebert. 2010. "Rebuilding Cooperative Leadership: The Case of Pedernales Electric Cooperative." *Journal of Cooperatives*, 24, pp. 63-79.

Siebert, J., and C. Lyford. 2009. "U.S. Dairy Industry Supply Control: Managing the Cooperatives Working Together Program." *Review of Agricultural Economics* 4 (Winter): 999-1013.

Ng, D., and J. Siebert. 2009. "Toward Better Defining the Field of Agribusiness Management." *International Food and Agribusiness Management Review* 12 (Issue #4): 123-142.

Siebert, John, Amy Hagerman, and John Park. 2008. "Virtual Investment Concepts and the Ethanol Industry." *International Food and Agribusiness Management Review* 11 (Issue, #4): 67-79.

Siebert, J., K. Litzenberg, R. Gallagher, C. Wilson, F. Dooley, and A. Wysocki. 2006. "Factors Associated with Students' Academic Motivation in Agricultural Economics Classes." *American Journal of Agricultural Economics* 88 (August): 750-762.

Nayga, Rudy, John Siebert, Debra Tropp, and Sung-Yong Kim. 2003. "The Foodservice Supplier's Sales Environment: The Case of Small Meat Processors." *The Journal Foodservice Business Research*, 6, pp. 67-88.

Siebert, J., R. Nayga, D. Tropp, and S-Y. Kim. 2003. "Meat Supplier Opportunities in Food Service." *Choices*, 4 (August). [www.choicesmagazine.org](http://www.choicesmagazine.org).

Hooker, N., R. Nayga, and J. Siebert. 2002. "The Impact of HACCP on Costs and Product Exit: Evidence from Meat Processors in Texas." *Journal of Agricultural and Applied Economics*, 34 (April): 165-174.

Siebert, J., G. Davis, K. Litzenberg, and J. Broder. 2002. "Time Allocation Decisions Associated with Job Market Preparation: Undergraduate Perceptions versus Market Realities." *American Journal of Agricultural Economics*, 84 (February): 222-233.

**David G. Sirmon**  
Associate Professor of Management  
*dsirmon@mays.tamu.edu*

## **Education**

PhD Arizona State University, 2004  
Business Administration - Entrepreneurship / Strategy  
MBA University of Montana, 1997  
BS University of Montana, 1996 - Honors

## **Professional Experience**

Texas A&M University, Mays School of Business  
2011- Associate Professor of Management  
2009- Pamela M. and Barent W. Cater '77 Faculty Research Fellow  
2006-2011 Assistant Professor of Management  
Clemson University, College of Business and Behavior Science  
2004-2006 Assistant Professor of Management  
Arizona State University, W.P. Carey School of Business  
2000-2004 Research Associate

## **Awards / Recognition**

2011 Emerging Scholar Award, SMS (distinguished early career award)  
2011 Best Paper Finalist, *Academy of Management Learning and Education*  
2011 Mays Research Performance Award  
2011 Best Conference Paper Award Nominee, SMS  
2011 Best Paper Proceedings, AoM  
2010 Best Paper Finalist, *Academy of Management Review*  
2010 Summer Research Performance Grant, TAMU  
2010 Showcase Symposium Award, AoM  
2010 Best Symposium Award, AoM  
2009 Pamela M. and Barent W. Cater '77 Faculty Research Fellowship, TAMU  
2009 Dean's Performance Recognition Grant, TAMU  
2009 Best Conference Paper Award Nominee, SMS  
2009 Best Paper Proceedings, AoM  
2008 Center for Human Resource Management Research Grant, TAMU  
2008 Outstanding Reviewer, BPS Division, AoM  
2008 Best Paper Nominee, *Journal of Management Studies*

- 2008 Dean's Performance Recognition Grant, TAMU  
 2008 Mays Research Mini-Grant, TAMU  
 2008 Best Paper Proceedings, AoM  
 2007 Center for Human Resource Management Research Grant, TAMU

### Refereed Publications

- Chirico, F., Sirmon, D.G., Sciascia, S., and Mazzola, P. 2012. Entrepreneurial orientation, generational involvement and participative strategy: A configurational approach to entrepreneurship in family firms. *Strategic Entrepreneurship Journal*, in press.
- Sirmon, D.G., Hitt, M.A., Ireland, R.D., and Gilbert, B.A. 2011. Resource orchestration to create competitive advantage: Breadth, depth and life cycle effects. *Journal of Management*, 37(5): 1390-1412.
- Chirico, F., Ireland, R.D., Sirmon, D.G. 2011. Franchising and the family firm: Creating unique sources of advantage. *Entrepreneurship Theory and Practice*, 35(3): 483-501.
- Hitt, M.A., Ireland, R.D., Sirmon, D.G., and Trahms, C. 2011. The current state of strategic entrepreneurship and future opportunities. *Academy of Management Perspectives*, 25(2): 57-75.
- Ndofor, H.A., Sirmon, D.G., and He., X. 2011. Firm resources, competitive actions and performance: Investigating a mediated model with evidence from the In-vitro diagnostics industry. *Strategic Management Journal*, 32(6): 640-657.
- Certo, S.T., Sirmon, D.G., and Brymer, R. 2010. Competition and knowledge creation in management: Investigating changes in scholarship from 1988 to 2007. *Academy of Management Learning and Education*, 9(4): 591-606. \*\*\*AMLE Outstanding Article of the Year Finalist
- Sirmon, D.G., Hitt, M.A., Arregle, J-L., and Campbell, J.T. 2010. The dynamic interplay of capability strengths and weaknesses: Investigating the bases of temporary competitive advantage. *Strategic Management Journal*, 31(13): 1386-1409.
- Tuggle, C.S., Sirmon, D.G., Reutzel, C.R., and Bierman, L. 2010. Commanding board of director attention: Investigating how organizational performance and CEO duality affect board members attention to monitoring. *Strategic Management Journal*, 31(9): 946-968.
- Holcomb, T.R., Combs, J.G., Sirmon, D.G., and Sexton, J. 2010. The case for random coefficients modeling in entrepreneurship research: An illustration of growth strategies and post-IPO performance. *Organizational Research Methods*, 13(2): 348-389.
- Sirmon, D.G., and Hitt, M.A. 2009. Contingencies within dynamic managerial capabilities: Interdependent effects of resource investment and deployment on firm performance. *Strategic Management Journal*, 30(13): 1375-1394.
- Webb, J.W., Tihanyi, L., Ireland, R.D., and Sirmon, D.G. 2009. You say illegal, I say legitimate: Entrepreneurship in the informal economy. *Academy of Management Review*, 34(3): 492-510. \*\*\* AMR Best Paper Finalist

**Dmitry Vedenov**  
Associate Professor  
*vedenov@tamu.edu*

### **Current Appointment**

Associate Professor, Department of Agricultural Economics, Texas A&M University since 2007. Classes taught include AGE 402 (Study Abroad), AGE 414, AGE 431, AGE 630, and AGE 671. Research interests include risk management and insurance, stochastic modeling, dynamic programming

### **Education**

2011 Ph.D. The Ohio State University, Agricultural, Environmental, and Developmental Economics  
1998 M.A. The Ohio State University, Economics  
1993 M.S., Moscow Institute of Physics and Technology, Applied Economics and Computers

### **Past Appointments**

2007 - 2009 Assistant Professor, Department of Agricultural Economics, Texas A&M  
2001 - 2007 Assistant Professor, Department of Ag. and Appl. Economics, U. of Georgia

### **Awards / Professional Activities**

2009-2010 Chair, AAEA Selected Presentation Committee  
2007-2009 Program and Local Arrangements Chair, SCC-76 Information Exchange Group  
2007 JARE Outstanding Journal Article Award for 2006  
2007 Outstanding Faculty Award, Department of Agricultural and Appl. Economics, University of Georgia

### **Selected Other Professional Contributions**

Advisor to Department's Team at FDRS Food Marketing Challenge Competition, 2011 (first place).

Faculty leader of France Agribusiness study abroad program, 2009-2012

Chair of Department's Undergraduate Advisory Committee, 2009-2012

### **Selected Publications**

Power, G.J., and D.V. Vedenov. 2010. "Dealing with Downside Risk in a Multi-Commodity Setting: A Case for a 'Texas Hedge'?" *Journal of Futures Markets*, 30(3): 290-304.

- Power, G.J., D.V. Vedenov, and S.W. Hong. 2009. "The Impact of the Average Crop Revenue Election (ACRE) Program on the Effectiveness of Crop Insurance," *Agricultural Finance Review*, 69(3): 330–345.
- Nadolnyak, D.A., D.V. Vedenov, and J.L. Novak. 2008. "Information Value of Climate-Based Yield Forecasts in Selecting Optimal Crop Insurance Coverage." *American Journal of Agricultural Economics*, 90(5): 1248–1255.
- Vedenov, D.V., and , G.J. Power. 2008. "Risk-Reducing Effectiveness of Revenue versus Yield Insurance in the Presence of Government Payments." *Journal of Agricultural and Applied Economics*, 40(2): 443–459.
- Vedenov, D.V., and M.E. Wetzstein. 2008. "Toward an Optimal U.S. Ethanol Fuel Subsidy" *Energy Economics*, 30(5): 2073–2090.
- Deng, X., B.J. Barnett, and D.V. Vedenov. 2007. "Is There a Viable Market for Area-Based Crop Insurance?" *American Journal of Agricultural Economics*, 89(2): 508–519.
- Vedenov, D.V., J.E. Epperson, and B.J. Barnett. 2006. "Designing Catastrophe Bonds to Securitize Systemic Risks in Agriculture: The Case of Georgia Cotton," *Journal of Agricultural and Resource Economics*, 31(2): 318–338.
- Vedenov, D.V., M.J. Miranda, R. Dismukes, and J.W. Glauber. 2006. "Portfolio Allocation and Alternative Structures of the Standard Reinsurance Agreement," *Journal of Agricultural and Resource Economics*, 31(1): 57–73.
- Vedenov, D.V., J.A. Duffield, and M.E. Wetzstein. 2006. "Entry of Alternative Fuels in a Volatile U.S. Gasoline Market," *Journal of Agricultural and Resource Economics*, 31(1): 1–13.
- Vedenov, D.V., M.J. Miranda, R. Dismukes, and J.W. Glauber. 2004. "Economic Analysis of Standard Reinsurance Agreement," *Agricultural Finance Review*, 64(2): 119–134.
- Vedenov, D.V., and B.J. Barnett. 2004. "Efficiency of Weather Derivatives as Primary Crop Insurance Instruments," *Journal of Agricultural and Resource Economics*, 29(3): 387–403.
- Vedenov, D.V., and M.J. Miranda. 2001. "Numerical Solution of Dynamic Oligopoly Games with Capital Investment," *Economic Theory*, 18(1): 237–261.



## **Ben D. Welch**

Assistant Dean for Executive Education  
Clinical Professor, Department of Management  
*b-welch@tamu.edu*

### **Education**

PhD Texas A&M University, 1990  
MS Houston Baptist University, 1986  
BS University of Dayton, 1981

### **Biography**

Ben D. Welch serves as Assistant Dean of Education for the Center for Executive Development and Clinical Professor for the Department of Management in the Mays Business School at Texas A&M University. The Center is a top quality designer and provider of creative and innovative executive education and management programs. Ben received his Bachelor of Science in Business Administration from the University of Dayton, his Master of Science in Human Resource Management from Houston Baptist University, and his Ph.D. in Educational Curriculum & Instruction from Texas A&M University. Ben joined the Texas A&M University Center for Teaching Excellence in 1988 and served as their Associate Director before assuming his faculty appointment with the Department of Management, which he has held since 1990. He served as the Undergraduate Administrative Coordinator for the Department of Management from 1990-1994. In 1994, he assumed the Directorship of the Mays College of Business Honors & Fellows Programs, which are the top two premier undergraduate programs within the College.

He served in this capacity until 1998 when he joined the Division of Student Affairs as the Director of Student Activities for Texas A&M University. In this role he provided leadership to a progressive department that was responsible for over 750 recognized student organizations, the Student Organization Finance Center, Vocal Music, and Student Government. Ben has made hundreds of presentations to groups at Texas A&M University and has represented A&M as Muster Speaker in Baytown, East Tennessee, Texas A&M University at Galveston, Los Angeles, Atlanta, Chicago, Houston, and Oklahoma City. As an indicator of involvement in student life and love for teaching, Ben has had a Fish Camp and T-Camp named after him.

He was selected as Professor-of-the-Year for 1991-92 and 1995-96 by student members of the Management Society, Teacher-of-the-Year for 1993-94 by Texas A&M University Student Government, Outstanding Faculty Member-of-the-Year for 1993-94 by Alpha Kappa Psi, and Professor-of-the-Year for 1994-95 by Delta Delta Delta. Ben has been the recipient of the Corps-wide Outstanding Academic Advisor. He has also been the recipient of two distinguished

University-wide awards including the John J. Koldus III Faculty/Staff Achievement Award and the Ed Guthrie Advisor-of-the-Year award. Ben was the 1993 recipient of the College-level Association of Former Students Award for College Teaching, the 1994 recipient of the University-level Association of Former Students Award for Student Relations, and the 1998 recipient of the Outstanding Contributor Award by the Mays College of Business Fellows Programs. In 1999, Ben was named as the first University-wide Mentor-of-the-Year. Ben was a nominee in 2003 for the first Presidential Professorship of Teaching Excellence Award. Just recently, Ben was awarded the 2008 Dean's Roundtable award for Outstanding Educator by the College of Education & Human Development.

Ben's research interests have focused on the effects of methods of instructional strategies. He developed the Teaching Assistant Training & Development Program for Mays Business School. He has consistently been asked to make presentations each semester to the Teaching Assistant Training & Evaluation Program (TATEP) sponsored by the Center for Teaching Excellence. Ben has presented, on multiple occasions, to the New Faculty Orientation sponsored by the Dean of Faculties. He has also presented a paper on Preparing the Professorate of Tomorrow as Innovative Teachers for Today at conferences within the United States, Canada, Mexico, and Brazil. Ben's international teaching experience includes the MBA and EMBA programs at the International University of Ecuador in Quito, Ecuador and Wuhan University in Wuhan, China. Ben has made multiple professional presentations and motivational talks to groups including the Bush School of Government & Public Service, Decision Sciences Institute, the Management Skills Development Institute, Halliburton, Brown & Root, United States Department of Agriculture, Food Safety & Inspection Services, Law Enforcement Management Institute, Veterinary Services Conference, Texas Agricultural Extension Service, American Public Works Association, Army Marketing Managers Institute, Texas Academic Advising Network, Amoco, McDonald's, Reliant Energy, Texas Oil & Gas Association, St. Joseph's Regional Health Center, Texas District & County Attorneys Association Investigators School, Baker-Hughes Atlas, U.S. Marshals, Andell Advertising & Design, Trinity Industries, and Scott & White.

Ben and his wife, Sherri, have been married for seventeen years and have three children - Rachel who is 15, Ryan who is 13 and Graham who is 10. Sherri teaches Math part-time at Blinn College in Bryan. Ben is a graduate of Leadership Brazos and the Bryan Citizens Police Academy. He serves on the Board of Directors for Junior Achievement and is actively involved as a Deacon at First Baptist Church Bryan.