

1. Overview

A. Provide a brief description of the new certificate.

Firms that operate in the global food industry face a number of unique challenges including volatile commodity prices, a complex policy environment, fierce competition, rapid consolidation, strains on the global food production system from a growing population, increased consumer activism surrounding the production and marketing of food, among other challenges. Indeed, business education specific to the food industry, beyond what one would receive in a traditional business education, or from the sciences (e.g., nutrition; sustainability) is necessary for success for several reasons. First, food consumption is fundamental to survival, so marketing principles applied to other consumer goods is not universal in the case of food. Understanding food consumption behavior, therefore, is unique and of critical importance to policy makers and food retailers alike. Second, the food supply chain is subject to the vagaries of biological production unlike any other manufactured or extracted good. Knowledge of how weather, disease, pests, and critical resource constraints are therefore critical to the understanding of how food moves from the farm to either retail stores or restaurants in an efficient, profitable, and sustainable manner. Third, food is strategic unlike any other good. Governments throughout the world support their agricultural industries, protect them from import competition, block exports, claim geographical trademarks, invest in public storage facilities, and engage in a range of regulatory activities unlike any industry. Fourth, food production draws on resources that are core to the debate over the sustainability of modern industrial practices - water, soil quality, arable land, even clean air are all necessary for the efficient production of food. Therefore insuring that food is produced sustainably goes far beyond the typical notions of supply chain optimization.

Those who seek managerial and other professional careers in the food industry, or with firms and agencies which support the industry (e.g., government agencies such as the USDA, financial institutions, NGO's, etc.), can benefit from specialized business education that addresses the unique business environment of the food industry described above. As well, there is a general concern in the food industry that there will be a lack of available talent to fill needed managerial and leadership positions in the future, especially in the presence of looming retirements of baby boomers. This, coupled with the sheer size and importance of the global food industry, provides unique employment opportunities for those who possess specialized business knowledge.

Therefore, the proposed certificate in Food Industry Management & Marketing will allow students from the W. P. Carey School of Business and across ASU who are interested in the business, economic, and policy issues of the global food system the opportunity to acquire specialized business skills which will provide them a competitive advantage for employment with firms and agencies which operate in the food industry. While there is some flexibility in course selection, the courses included in the certificate focus on providing a deep understanding of the business, economic, and market environment of the global food industry, with particular emphasis on food marketing and distribution and the role that consumers play in ultimately driving decisions and allocation of resources in the food value chain from farm to retail.

B. This proposed certificate (check one):

- Is cross disciplinary; or
- Is certified by a professional or accredited organization/governmental agency; or,
- Clearly leads to advanced specialization in a field; or,
- Is granted to a program that does not currently have a major.

C. Why should this be a certificate rather than a concentration or a minor?

The mission of the Morrison School of Agribusiness is to educate and prepare agribusiness leaders for the world marketplace, create and disseminate use inspired knowledge, and develop solutions for global agricultural issues. In this context, the President of ASU has charged the Morrison School of Agribusiness to be developed and marketed as a “unique training academy in agribusiness innovation and development”. The certificate in Food Industry Management & Marketing allows the Morrison School to leverage our place and make available unique training related to the food and agribusiness industry to all majors at ASU regardless of campus. Indeed, the early adoption of online learning (ASU Online and iCourses) by the Morrison School allows us to do this.

Specifically, a certificate allows students already majoring in business (BS or BA) the ability to leverage their business training through specialized coursework designed to better understand the unique business and market environment of the global food industry, providing them greater marketability in this very specialized field. Furthermore, the proposed certificate provides non-business majors in related fields such as sustainability, nutrition, and tourism an opportunity to gain business expertise specific to the food industry. Perhaps most importantly, a certificate provides flexibility to students wishing to pair multiple certificates in instances where common courses may overlap in order to customize their educational portfolio (e.g., a certificate in Food System Sustainability coupled with a certificate in Food Industry Management & Marketing; or a certificate in International Business coupled with a certificate in Food Industry Management & Marketing; etc.). In fact, in many of the AGB courses which support the current BA Business - Food Industry Management, over half of the enrollment comes from students outside the major. As well, students who major in the BA Business - Global Agribusiness at ASU Polytechnic can tailor their free electives to also obtain a certificate in Food Industry Management & Marketing without the need to double major.

D. Affiliation

If the certificate program is affiliated with a degree program, include a brief statement of how it will complement the program. If it is not affiliated with a degree program, incorporate a statement as to how it will provide an opportunity for a student to gain knowledge or skills not already available at ASU.

This certificate is indeed affiliated with an existing degree program (BA Business - Food Industry Management) offered by the Morrison School of Agribusiness in the W. P. Carey School of Business. Currently the BA in Business - Food Industry Management is offered both in-person and through ASU Online. The in-person degree is offered only at the ASU Polytechnic Campus, but with many iCourse options. This certificate is designed to be delivered so if a student, if they choose, can take the entire certificate in an online environment via iCourse. Therefore, this certificate will leverage courses in the existing degree program as it will allow interested students across ASU, regardless of campus or major, the opportunity to complement their existing degree program with specialized, industry-specific business training which will provide them an employment advantage in the food sector. The Morrison School is already seeing an interest in many of the AGB courses which support both the degree program, and the proposed certificate, by students outside of the major (e.g., students majoring in supply chain management, nutrition, and sustainability, among other majors). In fact, in AGB 425, AGB 456, AGB 420, and AGB 445, more than half of the students enrolled during the latest academic year came from outside the BA Business - Food Industry Management major.

E. Demand

Explain the need for the new certificate (e.g., market demand, interdisciplinary considerations).

The demand for business education in the food industry will always be strong and, perhaps more importantly, stable. As an economic sector, the food industry accounts for approximately 50% of global economic activity, 17% of U.S. employment, and 90% of employment in many developing economies. While growth and employment in the rest of the economy experienced sharp downturns during the recession of 2008 – 09, the food industry remained remarkably immune. Furthermore, there is a general concern among food retailers, suppliers, input providers, and other firms that operate in the food sector that professional careers in the food industry are not sought after by college graduates despite the fact that the industry highly desires college educated students to fill leadership and leadership-track positions which are being vacated through retirements. Furthermore, entry level career-track jobs provide competitive salaries and promising career advancement commensurate with other industries. In addition, issues surrounding the production of food and marketing of food to consumers have become top of mind in the media and society (e.g., obesity, GMO's, locally grown movement, etc.), making careers in the food industry potentially more desirable to students from across majors (e.g., other business majors and concentrations, sustainability, nutrition, biological sciences, public policy, etc.). This certificate complements the education of other business majors by providing industry-specific business training, while at the same time providing students outside the W. P. Carey School of Business with the same industry-specific business training needed to be competitive in pursuing and seeking professional career-track jobs in the food industry.

To further assess demand for this certificate, as well as gauge student perceptions of current degree offerings of the Morrison School of Agribusiness, a survey was administered in the freshman level WPC 101 courses (N=1045). When asked "How likely are you to do a certificate in Food Industry Management in addition to your current degree?" approximately 8% of respondents indicated they would be "very likely (2.78%)" or "likely (5.27%)" to do a certificate in this area. For N=1045, this is approximately 84 students (approximately 29 students very likely, 55 students likely respectively). Extrapolating this to the broader W. P. Carey School freshman population would yield larger numbers, however, N=1045 is a very solid representation of the current freshman class. In a related question to determine the most appropriate name for the certificate, students were asked to rank their top 3 choices of a set of 11 given names for the certificate. Specifically students were asked "If you wanted to get a certificate in addition to your current degree, what certificate would you be most interested in?" (students could choose between 11 generally related certificate names, and were asked to pick their 1st, 2nd, and 3rd choice). Approximately 23% of respondents ranked "Food Industry Management & Marketing" first (1st).

F. Projected enrollment

What are enrollment projections for the first three years?

	1st Year	2nd Year (Yr. 1 continuing + new entering)	3rd Year (Yr. 1 & 2 continuing + new entering)
Number of Students (Headcount)	30	60	100

2. Support and Impact

A. Faculty governance

Provide a supporting letter from the chair of the academic unit verifying that the proposed certificate has received faculty approval through appropriate governance procedures in the unit and that the unit has the resources to support the certificate as presented in the proposal, without impacting core program resources.

See attached letter from Mark Manfredo, Director - Morrison School of Agribusiness.

B. Other related programs

Identify other related ASU programs and outline how the new certificate will complement these existing ASU programs. (If applicable, statements of support from potentially-affected academic unit administrators need to be included with this proposal submission.)

This proposed certificate will complement other related ASU programs. For example, students in the School of Sustainability that are interested in exploring the unique markets and business practices of the food industry are likely to be interested in the Food Industry Management & Marketing certificate as way to leverage their interest in sustainability while also gaining valuable business experience making them marketable to a myriad of firms in the food industry. Also, one of the courses for the Food Industry Management & Marketing certificate (AGB 456 - Food Product Innovation and Development) also serves as core course for the certificate in Food System Sustainability, while others serve as electives. Therefore, interested students can plan their courses to obtain both the certificate in Food System Sustainability and the certificate in Food Industry Management & Marketing respectively. Students in the School of Nutrition and Health Promotion, in particular nutrition majors, especially those pursuing concentrations in Food & Tourism Management and Food and Nutrition Management would greatly benefit from the Food Industry Management & Marketing certificate as the courses in the certificate program would provide them greater insight into the broader economic and business functions of firms and markets along the food value chain. Finally, and perhaps the greatest complement that the certificate would play would be to the students of other W. P. Carey School of Business degree programs. The most obvious coupling would be the BA in Business - Global Agribusiness with the Food Industry Management & Marketing certificate. Other natural combinations would be the B.S. in Supply Chain Management with Food Industry Management & Marketing certificate; BA in Business - Global Logistics with Food Industry Management & Marketing certificate, among others.

Please see attached statements of support from Dr. Linda Vaughan, Director - School of Nutrition and Health Promotion; Dr. Christopher Boone, Dean - School of Sustainability.

C. Letter(s) of support

Provide a supporting letter from each college/school dean from which individual courses are taken.

3. Academic Curriculum and Requirements
A. Knowledge, competencies, and skills

List the knowledge, competencies, and skills (learning outcomes) students should have when they complete this proposed certificate. Examples of program learning outcomes can be found at (<http://www.asu.edu/oue/assessment.html>).

- * Identify business opportunities, strategies, and risks in the food value chain from grower to consumer.
- * Describe the economic environment, marketing mechanisms, and data sources critical to developing optimal marketing, pricing, and distribution strategies for food products in a sustainable manner.
- * Evaluate how consumers ultimately impact the development and marketing of food products, and to use this insight in designing profitable business strategies for a myriad of firms operating in the food sector.

B. Admissions criteria

List the admissions criteria for the proposed certificate. If they are identical to the admission criteria for the existing major and degree program under which this certificate will be established, please note that here.

ASU admissions requirements

C. Curricular structure

Provide the curricular structure for this certificate. Be specific in listing required courses and specify the total minimum number of hours required for the certificate.

Required certificate courses

Prefix	Number	Title	Is this a new Course?	Credit Hours
AGB	250	Economics of Resource Allocation: Food and Agriculture	Yes	3
<i>Select <u>one</u> from the following list of Marketing courses:</i>				
MKT	300	Marketing and Business Performance	No	3
MKT	302	Applied Marketing Management and Leadership	No	3
MKT	303	Honors Marketing Theory and Practice	No	3
MKT	390	Essentials of Marketing**	No	3
<i>Section sub-total:</i>				6

Elective certificate courses (choose 3 from the following list – total 9 units):

Prefix	Number	Title	Is this a new Course?	Credit Hours
AGB	394	Topics: Current Topics in Food Retail	No	3
AGB	414	Agribusiness Analysis	No	3
AGB	420	Food Advertising and Promotion**	No	3
AGB	424	Agribusiness Sales	No	3
AGB	425	Food Supply Networks**	No	3
AGB	434	Agricultural Risk Management and Insurance	No	3
AGB	435	Commodity Futures and Options Markets**	No	3
AGB	440	Food Safety	No	3
AGB	445	Food Retailing**	No	3
AGB	452	International Agricultural Policy	No	3
AGB	454	International Trade	No	3
AGB	456	Food Product Innovation and Development**	No	3
AGB	481	Microeconomic Analysis of Food Markets**	No	3
AGB	494	Topics: NAMA Marketing Plan	No	3

Note - Courses designated with ** are taught in iCourse/oCourse format.

Section sub-total: 9

Other certificate requirements

E.g. – Capstone experience, internship, clinical requirements, field studies, foreign language skills as applicable Credit Hours

See attached sheet for overview of course requirements

Section sub-total:

Total minimum credit hours required for certificate 15

D. Minimum residency requirement

How many hours of the certificate must be ASU credit? 15

E. New Courses

Provide a brief course description for each new course.

AGB 250 - Economics of Resource Allocation: Food and Agriculture: AGB 250 is a beginning class that focuses on the specific microeconomic principles that are needed to understand the food industry, agricultural production, food safety and production of renewable natural resources. The class focuses extensively on the detailed information that students need to understand the nuances of specific issues associated with food, agriculture and renewable natural resources. These include a keen understanding of monopolistic competition, the economic rationale for governmental regulation, effects of property rights on renewable resources, agricultural price supports, prospect theory and behavioral economics. AGB 250 has been taught previously as a 294 course supporting the BA Business - Food Industry Management degree through ASU Online (oCourse) and as an iCourse.

Note: All new required courses should be submitted in Curriculum Changemaker and ready for Provost's Office approval before this certificate is put on Curriculum and Academic Programs Committee (CAPC) agenda.

4. Administration and Resources
A. Administration

How will the proposed certificate be administered (including admissions, student advisement, retention, etc.)?

The proposed certificate will be administered through the Morrison School of Agribusiness in the W. P. Carey School of Business. Current W. P. Carey School advising and admissions resources will be used.

B. Resources

What are the resource implications for the proposed certificate, including any projected budget needs? Will new books, library holdings, equipment, laboratory space and/or personnel be required now or in the future? If multiple units/programs will collaborate in offering this certificate please discuss the resource contribution of each participating program. Letters of support must be included from all academic units that will commit resources to this certificate.

No new resources will be required.

C. Primary Faculty

List the primary faculty participants regarding this proposed certificate. For interdisciplinary certificates, please include the relevant names of faculty members from across the University.

Name	Title	Area(s) of Specialization as they relate to proposed certificate
See attached faculty information		

5. Additional Materials

A. Complete and attach the Appendix document.

B. Provide one or more model programs of study (if appropriate).

C. Attach other information that will be useful to the review committees and the Office of the Provost.

APPENDIX

OPERATIONAL INFORMATION FOR UNDERGRADUATE CERTIFICATES

(This information is used to populate the Degree Search/catalog website.

Please consider the student audience in creating your text.)

A. **Proposed Certificate Name:**

Food Industry Management and Marketing

B. **Description (150 words maximum)**

The certificate in food industry management and marketing allows both business and non business students the opportunity to acquire specialized business skills which will provide a competitive advantage for employment with firms and agencies that operate within the global food industry. Upon certificate completion, students will have a deep understanding of the business, economic, and market environment of the global food industry, with particular emphasis on food marketing and distribution. The certificate explores the role that consumers' food choices and purchases play in the allocation of resources throughout the food chain from farm to retail.

C. **Contact and Support Information**

Building Name, code and room number: (Search ASU map)	SANTN, 230F
Program office telephone number: (<i>i.e.</i> 480/965-2100)	480/727-1586
Program Email Address:	wpcarey.morrison@asu.edu
Program Website Address:	http://wpcarey.asu.edu/agribusiness-degrees

D. **Program Requirements:** Provide applicable information regarding the program such as curricular restrictions or requirements, specific course lists, or academic retention requirements.

The program is offered on the ASU Polytechnic Campus, but students may choose to take the entire certificate in iCourse format.

Required courses (6 credit hours):

AGB 250 Economics of Resource Allocation: Food and Agriculture (3) **

and select one from the following list of marketing courses:

MKT 300 Marketing and Business Performance (3) **
MKT 302 Applied Marketing Management and Leadership (3)
MKT 303 Honors Marketing Theory and Practice (3)
MKT 390 Essentials of Marketing (3) **

Choose any three from the following list (9 credit hours):

AGB 394 Topics: Current Topics in Food Retail (3)
AGB 414 Agribusiness Analysis (3)
AGB 420 Food Advertising and Promotion (3) **
AGB 424 Agribusiness Sales (3)
AGB 425 Food Supply Networks (3) **
AGB 434 Agricultural Risk Management and Insurance (3)
AGB 435 Commodity Futures and Options Markets (3) **
AGB 440 Food Safety (3)
AGB 445 Food Retailing (3) **
AGB 452 International Agricultural Policy (3)
AGB 454 International Trade (3)
AGB 456 Food Product Innovation and Development (3) **
AGB 481 Microeconomic Analysis of Food Markets (3) **
AGB 494 Topics: NAMA Marketing Plan (3)

Note: - Courses designated with ** are taught in iCourse format. The program is offered at the ASU Polytechnic Campus, but students may choose to take the entire certificate in iCourse format.

Depending upon a student's undergraduate program of study, additional courses may need to be completed as prerequisites in order to complete the requirements of this certificate.

E. **Additional Admission Requirements** If applicable list any admission requirements (freshman and/or transfer) that are higher than and/or in addition to the university minimum undergraduate admission requirements.)
NA

F. **Delivery/Campus Information Delivery:** Both, On-Campus and ASU Online

Note: Once students elect a campus or On-line option, students will not be able to move back and forth between the on-campus and the ASU Online options. Approval from the Office of the Provost and Philip Regier (Executive Vice Provost and Dean) is required to offer programs through ASU Online.

G. **Campus/Locations:**

Indicate **all** locations where this program will be offered.

Downtown Phoenix Polytechnic Tempe West Other:

April 7, 2015

To Whom It May Concern:

The proposed certificate in Food Industry Management & Marketing has received faculty approval through appropriate governance procedures of the Morrison School of Agribusiness, W. P. Carey School of Business. A draft of the proposal was approved by the faculty at the September 2014 faculty meeting, and modified to include comments from individual faculty that arose from the meeting. Information from a survey of WPC 101 students was also included as agreed upon at the September faculty meeting (survey was administered at the end of the Fall 2014 semester, with analysis conducted during the Spring 2015 semester).

This certificate is designed to leverage the current course offerings of the Morrison School of Agribusiness. Therefore, no additional resources are anticipated. This certificate is designed to complement the Morrison School's existing degree programs, and will not impact core program resources.

Indeed, the intention of the certificate is to strengthen our programs consistent with the charge by President Crow to "*design and market the Morrison School as a unique training academy in agribusiness innovation and development*" and to "*make the Morrison School very successful.*" Both of these points were put forth by President Crow as strategic planning priorities for the W. P. Carey School of Business for 2015 and 2016 respectively.

Sincerely,



Mark R. Manfredo
Professor and Director - Morrison School of Agribusiness
Associate Dean - W. P. Carey School of Business
Arizona State University

Mark Manfredo

Subject: FW: Certificate

From: Amy Hillman
Sent: Wednesday, May 06, 2015 5:01 AM
To: Mark Manfredo
Cc: Kay Faris
Subject: RE: Certificate

Hi news to me you need this from me, but here you go. I am fully supportive of the Certificate in Food Industry Management. The W. P. Carey School of Business will support its offerings.

I will be at faculty council today as well Mark.

Amy

Amy Hillman, PhD
Dean | Rusty Lyon Chair of Strategy
Arizona State University | W. P. Carey School of Business
amy.hillman@asu.edu | (480) 965-3402
Office: BAC 600

From: Mark Manfredo
Sent: Wednesday, May 06, 2015 1:14 AM
To: Amy Hillman
Cc: Kay Faris
Subject: RE: Certificate

Amy,

See email stream below. Our proposal for the Certificate in Food Industry Management and Marketing was accepted by the UG committee. I am presenting the proposal to the Faculty Council tomorrow (I literally just found out that the proposal is going to Faculty Council tomorrow). I am trying to put the finishing touches on letters of support for the proposal. Could I get a brief letter or memo from you stating support for the proposal. I will need to include your letter in the final proposal that will eventually go to the provost, provided that faculty council approves.

Thank you!

Mark

Mark R. Manfredo
Arizona State University | W. P. Carey School of Business
Director, Morrison School of Agribusiness
Associate Dean, W. P. Carey School @ ASU Polytechnic
Dean's Council Distinguished Scholar
7271 E Sonoran Arroyo Mall | Mesa, AZ 85212
Ph: 480.727.1040 | Fax: 480.727.1961 | Email: manfredo@asu.edu

Mark Manfredo

From: Christopher Boone
Sent: Wednesday, May 06, 2015 9:12 AM
To: Mark Manfredo
Cc: Amy Hillman; Candice Carr Kelman; Caroline Harrison
Subject: Re: Certificate in Food Industry Management & Marketing

Mark,

On behalf of the School of Sustainability, I support the proposed Certificate in Food Industry Management & Marketing and agree that it will broaden the opportunities for students interested in food systems by complementing the Certificate in Food Systems Sustainability.

Best,
Chris

Christopher Boone
Dean, School of Sustainability
Senior Sustainability Scientist, Julie Ann Wrigley Global Institute of Sustainability



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Stay connected! [Website](#) | [Facebook](#) | [Twitter](#)

On May 6, 2015, at 1:52 AM, Mark Manfredo <manfredo@asu.edu> wrote:

<Proposal - Food Industry Management & Marketing.pdf>

Mark Manfredo

From: Linda Vaughan
Sent: Wednesday, May 06, 2015 7:23 PM
To: Mark Manfredo
Subject: RE: Certificate in Food Industry Management & Marketing

Mark: Thank you for sending me this proposal. I agree with your statement that students in the School of Nutrition and Health Promotion, particularly those within the BS in Nutrition (Food and Nutrition Management and Food and Tourism Management) will find the proposed Certificate very attractive and a great opportunity to broaden and strengthen their career development. I fully support this proposal. Please feel free to contact me should additional information be needed.

From: Mark Manfredo
Sent: Wednesday, May 06, 2015 2:05 AM
To: Linda Vaughan
Subject: Certificate in Food Industry Management & Marketing

Linda,

I hope this email finds you well. Please see the attached proposal to establish an undergraduate certificate in *Food Industry Management and Marketing*. The certificate would be administered by the Morrison School of Agribusiness, W. P. Carey School of Business. As part of the procedure in getting this proposed certificate approved, we are required to solicit statements of support from academic units that may be affected (see 2.B. in the proposal).

In short, the certificate is designed to provide both business majors and non-business majors alike the opportunity to pursue unique business and economic training specifically focused on the food industry. The proposed curriculum largely leverages our existing courses which support the current BA in Business - Food Industry Management degree program. Similar to the BA in Business - Food Industry Management, the courses in the certificate focus on the economics of the food system, with special emphasis on the food value chain and the marketing of food to consumers. Many of the outlined courses are taught as iCourses, so here should be no bottlenecks with respect to campus location. I am hoping that this certificate may also be of interest to some of your students. Historically, we have had several students from nutrition take some of our iCourses as electives.

I would greatly appreciate your support of this proposal. If you have any questions or concerns, please feel free to contact me.

Sincerely,

Mark

Mark R. Manfredo

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