

**ARIZONA STATE UNIVERSITY
PROPOSAL TO ESTABLISH A NEW UNDERGRADUATE DEGREE**

This template is to be used only by programs that have received specific written approval from the Provost's office to proceed with internal proposal development and review. A separate proposal must be submitted for each individual new degree program.

DEGREE PROGRAM INFORMATION

College/School(s) offering this degree: W. P. Carey Business School

Unit(s) within college/school responsible for program: Morrison School of Agribusiness and Resource Management

If this is for an official joint degree program, list all units and colleges/schools that will be involved in offering the degree program and providing the necessary resources: NA

Proposed Degree Name: BS in Food Industry Management

Undergraduate Degree Type: Select Undergraduate Degree

If Degree Type is Other, provide proposed degree type: BS

and proposed abbreviation: FIM

Proposed title of major: Food Industry Management

Is a program fee required? Yes No

Requested effective term: Select term and year: Fall 2011

(The first semester and year for which students may begin applying to the program.)

PROPOSAL CONTACT INFORMATION

(Person to contact regarding this proposal)

Name: Roger Hutt

Title: Acting Director, Morrison School

Phone: 480/727-1055

email: ROGER.HUTT@asu.edu

DEAN APPROVAL

This proposal has been approved by all necessary unit and College/School levels of review, and the College/School(s) has the resources to offer this degree program. I recommend implementation of the proposed degree program. (Note: An electronic signature, an email from the dean or dean's designee, or a PDF of the signed signature page is acceptable.)

College Dean name: Amy Hillman

College Dean signature _____ **Date:** _____

College Dean name:
(if more than one college involved)

College Dean signature _____ **Date:** _____

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This proposal template should be completed in full and submitted to the University Provost's Academic Council [<mailto:curriculum@asu.edu>]. It must undergo all internal university review and approval steps including those at the unit, college, and university levels. A program **may not** be implemented until the Provost's Office notifies the academic unit that the program may be offered.

DEGREE PROGRAM INFORMATION

Undergraduate: BS

**If Degree Type is Other, provide proposed degree type: N/A
and proposed abbreviation:**

Proposed title of major: Food Industry Management

1. PURPOSE AND NATURE OF PROGRAM

- A. Brief program description** (This is a catalog type description. Include the distinctive features of the program that make it unique. Do not include program or admission requirements.)

The BS in Food Industry Management prepares students for business careers in the food industry, which is defined as the group of firms and organizations that are involved with manufacturing, marketing and distributing food beyond the farm to retail stores, restaurants, and institutions such as schools and hospitals. Employing one in six people nationwide, and 100,000 in Arizona alone, there is a growing demand for professional management in an industry that is becoming increasingly competitive, sophisticated and global. BS FIM students will combine core courses in other business disciplines (finance, marketing, management, accounting, supply chain management and economics) with 18 credit-hours of upper-division courses specific to the food industry. Students will select from courses in Food Marketing Strategy, Food Industry Sales and Management, Food Supply Networks, Food Retailing, Pricing and Promotion Strategy in Food Markets, Innovation and Food Product Development, Futures and Options Markets, Retail Information Analysis, Environmental Management and Sustainability, and Risk Management and Insurance. Each of these courses addresses a different issue in which fundamental concepts, theoretical approaches, analytical methods and industry practice are unique to the food industry so cannot be obtained in a traditional business degree. There are no comparable programs in the U.S. Southwest, but peer and aspirational peer institutions to ASU offer similar programs and report excellent placement rates and graduating salaries.

2. STUDENT LEARNING OUTCOMES AND ASSESMENT

- A. List the knowledge, competencies, and skills** students should have when they graduate from the proposed degree program. (You can find examples of program Learning Outcomes at (<http://www.asu.edu/oue/assessment.html>))

Assessment processes developed by the Undergraduate Programs Committee during 2009-2010 will be an integral part of the Food Industry Management degree program.

Program Level Learning Goals (From "Internal Assessment Processes," Undergraduate Programs Committee, W.P. Carey School of Business, April 27, 2010).

1. Students should be able to demonstrate critical thinking and communication skills by analyzing complex situations and articulating persuasive analyses of a business situation.
2. Students should be able to read, understand and interpret financial statements in a manner that will allow them to make technical as well as more insightful judgments about individual firms or multiple firms comparatively.
3. Students should be able to demonstrate an understanding of situations they are likely to encounter in business that represent ethical conflicts and make appropriate choices that will protect society, their company and themselves from personal conflict, harm or reputational damage.

Discipline Specific Learning Goals

Food Industry Management students should be knowledgeable about business strategy, operations, and risks in the chain from grower to consumer, including the development and introduction of new food products. They should be able to identify problems and opportunities arising in the chain and articulate their recommendations to the appropriate stakeholders. Specific graduate outcomes are articulated on page 7 in the section entitled “Program Need Overview”.

Assessment Areas

Following the plan approved by the Undergraduate Programs Committee, Ethics and Global Awareness are college level areas, while Critical Thinking and Analysis, Communication Skills, and General Business and Discipline Specific Knowledge will be addressed at the department level.

- B. Describe the plan and methods to assess** whether students have achieved the knowledge, competencies and skills identified in the Learning Outcomes. (You can find examples of assessment methods at (<http://www.asu.edu/oue/assessment.html>))

Assessment Activities and Instruments

The Morrison School will develop a case study to be administered in the Food Product Innovation and Development course (AGB 456) for the B. S. in Food Industry Management (FIM). The case will be designed to assess students’ critical thinking and communication skills in the context of the FIM curriculum. The case will be embedded in the final exam for the course. A copy of the assessment tool will be submitted to the Undergraduate Dean.

The University Alumni Survey will be reviewed to determine alumni responses to questions related to the quality of their university preparation, specifically items: “Think critically and analytically” and “To write clearly and effectively.”

University Outcomes/Measures/Performance Criteria

All W. P. Carey School of Business and university assessment processes and procedures will be fully implemented according to the document: “Internal Assessment Processes,” Undergraduate Programs Committee, W.P. Carey School of Business, April 27, 2010.

3. CURRICULUM OF THE PROPOSED PROGRAM

Total credit hours must be 120 to include: first year composition, general studies, core/required courses, program specific electives, and any additional requirements.

- A. Major Map.** Please prepare and attach a Major Map. If there are concentrations in this degree program, prepare a separate Major Map for each one. (Examples of Major Maps can be found at <http://provost.asu.edu/curriculum>)

Course Subject and Title (courses in bold/shading are critical courses)	Hrs.	Upper Division	Completed ATP: <input type="checkbox"/> Yes <input type="checkbox"/> No		Completed AGECE: <input type="checkbox"/> Yes <input type="checkbox"/> No	
			Transfer Course/Grade	Minimum Grade if Required	Additional Critical Requirement Notes	
TRACKING TERM ONE: 0-15 CREDIT HOURS						
WPC 101: Student Success in Business	1	<input type="checkbox"/>				<ul style="list-style-type: none"> An SAT, ACT, Accuplacer, or TOEFL score determines placement in first-year composition courses ASU Math Placement Exam score determines placement in Mathematics course Submission of a Current SAT Reasoning score or ACT score (we do not require the writing portion)
CIS 105: Computer Applications and Information Technology (CS)	3	<input type="checkbox"/>		Grade of C		
MAT 210: Brief Calculus (MA) or MAT 270: Calculus with Analytic Geometry I	3 / 4	<input type="checkbox"/>		Grade of C		
ENG 101 or 102: First-Year Composition OR ENG 105: Advanced First-Year Composition OR ENG 107 or 108: English for Foreign Students	3	<input type="checkbox"/>		Grade of C		

PGS course (SB):	3	<input type="checkbox"/>			of these tests) by the end of the first semester in the program.
Humanities, Fine Arts & Design (HU):	3	<input type="checkbox"/>			<ul style="list-style-type: none"> See academic advisor for appropriate Student Success course requirement if not a first-time freshman.
TRACKING TERM TWO: 16-30 CREDIT HOURS					
<i>Complete 1 course from:</i> ECN 211: Macroeconomic Principles (SB) - OR - ECN 212: Microeconomic Principles (SB)	3	<input type="checkbox"/>		Grade of C	
MAT 211: Mathematics for Business Analysis or MAT 271: Calculus with Analytic Geometry II (MA)	3	<input type="checkbox"/>		Grade of C	
ENG 101 or 102: First-Year Composition OR ENG 105: Advanced First-Year Composition OR ENG 107 or 108: English for Foreign Students	3	<input type="checkbox"/>		Grade of C	
Natural Science Quantitative (SQ):	4	<input type="checkbox"/>			
SOC course (SB):	3	<input type="checkbox"/>			
TRACKING TERM THREE: 31-45 CREDIT HOURS					
<i>Complete remaining course from:</i> ECN 211: Macroeconomic Principles (SB) - OR - ECN 212: Microeconomic Principles (SB)	3	<input type="checkbox"/>		Grade of C	<ul style="list-style-type: none"> Completed First-Year Composition requirement
ACC 231: Uses in Accounting Information I	3	<input type="checkbox"/>		Grade of C	<ul style="list-style-type: none"> Lower division business critical courses must be completed by the end of the third term in the program
Natural Science Quantitative (SQ) or General (SG):	4	<input type="checkbox"/>			
Literacy and Critical Inquiry (L):	3	<input type="checkbox"/>			
COM 100: Introduction to Human Communication or COM 225: Public Speaking (L) or COM 230: Small Group Communication or COM 259: Communication in Business and the Professions	3	<input type="checkbox"/>			
TRACKING TERM FOUR: 46-60 CREDIT HOURS					
ECN 221: Business Statistics (CS) OR AGB 360: Agribusiness Statistics (CS)	3	<input type="checkbox"/>		Grade of C	
ACC 241: Uses of Accounting Information II	3	<input type="checkbox"/>		Grade of C	
WPC 301: Business Forum	1	<input checked="" type="checkbox"/>		Grade of C	
TWC 347: Written Communication for Managers (L) or ENG 301: Writing for Prof (L)	3	<input checked="" type="checkbox"/>			
Cultural Diversity (C):	3	<input type="checkbox"/>			
Historical Awareness (H):	3	<input type="checkbox"/>			
TRACKING TERM FIVE: 61-75 CREDIT HOURS					
SCM 300: Global Supply Operations	3	<input checked="" type="checkbox"/>		Grade of C	
MKT 300: Principles of Marketing	3	<input checked="" type="checkbox"/>		Grade of C	
AGB 425: Food Supply Networks	3	<input checked="" type="checkbox"/>		Grade of C	
AGB 435: Commodity Futures and Options Markets	3	<input checked="" type="checkbox"/>		Grade of C	
Upper division Humanities, Fine Arts & Design (HU):	3	<input checked="" type="checkbox"/>			
TRACKING TERM SIX: 76-90 CREDIT HOURS					
MGT 300: Organization & Management Leadership	3	<input checked="" type="checkbox"/>		Grade of C	
FIN 300: Fundamentals of Finance	3	<input checked="" type="checkbox"/>		Grade of C	
AGB 481: Microeconomic Analysis of Food Markets	3	<input checked="" type="checkbox"/>		Grade of C	
General Education Elective:	3	<input type="checkbox"/>			
General Education Elective:	3	<input type="checkbox"/>			

TRACKING TERM SEVEN: 91-105 CREDIT HOURS					
LES 305: Legal, Ethical and Regulatory Issues in Business	3	<input checked="" type="checkbox"/>		Grade of C	
AGB 445: Food Retailing	3	<input checked="" type="checkbox"/>		Grade of C	
AGB 420: Food Advertising and Promotion	3	<input checked="" type="checkbox"/>		Grade of C	
Upper division Elective:	3	<input checked="" type="checkbox"/>			
Elective:	2	<input type="checkbox"/>			
TRACKING TERM EIGHT: 106-120 CREDIT HOURS					
AGB 456: Food Product Innovation and Development	3	<input checked="" type="checkbox"/>		Grade of C	
International Business Course (G):	3	<input checked="" type="checkbox"/>		Grade of C	
Upper Division Elective:	3	<input checked="" type="checkbox"/>			
Upper Division Elective:	3	<input checked="" type="checkbox"/>			

Graduation Requirements Summary

Total Hours (120)	Total Hrs at ASU (30)	Hrs Resident Credit for Academic Recognition (56)	Transfer UD Bus. Hrs (9 max)	Overall GPA (2.000 Min.)	BUS GPA (2.000 Min.)	Major GPA (2.000 Min.)	C Min. Req.	Total UD Hrs (51)	Total Comm. College Hrs. (64 Max)	Total Comm. Coll. Bus. Hrs. (30 Max)

General University Requirements: Legend

- **General Studies Core Requirements:**
 - Literacy and Critical Inquiry (L)
 - Mathematical Studies (MA)
 - Computer/Statistics/Quantitative applications (CS)
 - Humanities, Fine Arts, and Design (HU)
 - Social and Behavioral Sciences (SB)
 - Natural Science-Quantitative (SQ)
 - Natural Science-General (SG)
- **General Studies Awareness Requirements:**
 - Cultural Diversity in the U.S. (C)
 - Global Awareness (G)
 - Historical Awareness (H)
- **First Year Composition**

Additional Notes:

Students will be required to take six courses for the FIM degree (see list below). In each case we list one faculty member that is likely, or currently is, teaching the course. However, in each case there is more than one faculty member that is capable of teaching the course based on expertise and publication record in the subject area.

The majority of these courses will be taught by existing faculty. As well, the Marley Chair is currently vacant, and it is anticipated that this hire will have expertise in the area of consumer food marketing consistent with the mandate of the chair. The MSARM faculty bring national and international recognition in the food and agribusiness emphasis area and have won a number of awards for their research and teaching activities. MSARM plans to make the FIM degree its primary undergraduate degree program, using our faculty expertise to equip young food industry managers with the technical skills required to evaluate, anticipate, plan for and implement solutions to mitigate risks and improve firm performance in a dynamic global environment. The Morrison School will use its connections to Arizona industry and to global agribusiness, particularly in Latin America, to expose FIM students to problems of change on a global scale. The FIM will round out the Morrison School's portfolio of undergraduate programs in support of our mission to maintain our position as the premier institution of agribusiness management in the world.

B. Total credit hours required for this program: Total Hours = 120 (18 of which are specific for FIM)

C. Core/Required Courses/Faculty.

- i. Total required and/or core course credit hours: 18
- ii. List the name, prefix, and credit hours for each required/core class for this program

AGB 420 Food Marketing (renamed Food Advertising and Promotion), 3 credits, Dr. Renee Hughner or Marley Chair

AGB 435 Agricultural Commodities (renamed Commodity Futures and Options Markets), 3 credits, Dr. Mark Manfredo

AGB 425 Agribusiness Marketing Channels (renamed Food Supply Networks), 3 credits, Dr. William Nganje or Marley Chair

AGB 445 Food Retailing, 3 credits, Dr. Geoffrey Pofahl or Marley Chair

AGB 481 Applied Microeconomics (renamed Microeconomic Analysis of Food Markets), 3 credits, Dr. Tim Richards

AGB 456 Food Product Innovation and Development (new course), 3 credits, Dr. Roger Hutt; Dr. George Seperich; or Marley Chair

D. Program Specific Electives.

- i. Total required program elective credit hours: N/A
- ii. List the name, prefix, and credit hours for any program specific electives for this program:

E. Additional Program Requirements, if any. List and describe any capstone experiences, milestone, and/or additional requirements for this degree program:
N/A

F. Are any concentrations to be established under this degree program? Yes No

- i. If "Yes", please check one:
 - Students must select a concentration as part of this degree program
 - Concentrations are optional

ii. List courses & additional requirements for the proposed concentration (s):

Concentration Name	Total credit hours	Core/Required Courses for Concentration <small>(include course name and prefix)</small>	Total Core credit hours	Program Specific Electives <small>(include course name and prefix)</small>	Total Elective credit hours	Additional Requirements <small>(i.e. milestones, capstones)</small>
N/A						

(Please expand table as needed. Right click in white space of last cell. Select "Insert Rows Below")

4. NEW COURSE DEVELOPMENT

A. Will a new course prefix(es) be required for this degree program? Yes No

If yes, complete the [request for establishment of a new prefix](#) for each prefix and submit with this proposal.

B. New Courses Required for Proposed Degree Program. List all new courses required for this program, including course prefix, number and course description.

AGB 456 Innovation and Food Product Development (new course)

Course Description: Students learn the food product development process and how it interfaces with food technology and packaging concepts. The team approach, which is prevalent in the food industry, is emphasized.

5. PROGRAM NEED. Explain why the university needs to offer this program (include target audience and market).

Program Need Overview

The Morrison School of Agribusiness and Resource Management (MSARM) proposes a BS degree in Food Industry Management (FIM). As a core unit of the Polytechnic Campus of ASU, MSARM seeks to contribute to the W. P. Carey School of Business (WPC) goal to "...become a "Top of Mind" business school, known for positively impacting the *practice*, science and art of management..." through the FIM degree. Residents of the East Valley, State of Arizona and throughout the U.S. continue to demand high-quality business education. The MSARM BS in FIM degree meets this demand by offering an industry-focused program of study designed to ensure its graduates add value immediately to the firms they work with and help build.

Offering this degree will also enable the Morrison School to fulfill our research and teaching missions. As our primary objective is to become the leading agribusiness school in the nation, it is imperative that we include in our undergraduate offerings a specialized degree in Food Industry Management. This degree will draw on the expertise of the MSARM faculty in food marketing, consumer behavior, commodity pricing, risk management, and international food trade and logistics issues and allow us to bring the knowledge we create into the classroom.

The objective of the FIM degree program is to provide ASU students embarking on careers in the food industry the tools necessary to create success, lead others and contribute to their organizations, communities and society in a positive way. Now that MSARM is part of the W.P. Carey School of Business, a top business school, we have the opportunity to achieve our objective more immediately.

The demand for management 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. MSARM needs an undergraduate degree that prepares its graduates for both the scope and importance of the food sector to the global economy, and provides them opportunities for growth.

The program will focus on advanced business skills that will help students prosper in a competitive employment environment. The FIM is a specialized program that focuses on teaching skills that improves the capabilities of students who have core competencies in economics, finance, marketing, and management or another area, but who lack applied food industry expertise. Our proposed curriculum, therefore, is designed to provide graduates with:

- Quantitative analysis skills and the ability to draw insights from large data sets;
- Mission-critical problem-solving skills in food retailing and information analysis;
- Effective knowledge regarding food marketing strategy;
- Expertise in innovation and food product development;
- An understanding of food supply network complexity;
- Creative skills in pricing and promotion strategy in food markets;
- Good understanding of food industry sales and management;
- Practical understanding of futures and options markets;
- The ability to analyze consumer food purchasing behavior; and
- Rigorous training in risk management with respect to both food safety hazards and financial risk factors.

The CIP code that most closely identifies this program is **52.0201**, Business Administration and Management, General, which does not duplicate any other academic program in Arizona.

Target Market

Our target market consists of highly motivated entering freshmen and community college transfers throughout the United States who have identified highly desirable career paths in the food industry and are seeking the skills necessary to succeed along the way. Offering an undergraduate degree in food industry management has helped our peer and aspirational peer institutions attract hundreds of high-quality students each year. The Cornell University FIM program is an undergraduate business program, located in the Department of Applied Economics and Management (AEM). AEM faculty engages in leading-edge research and teaching activities at the bachelor's, Master's, and Ph.D. levels and are typically ranked in the top-ten U.S. undergraduate business schools. Cornell also focuses on high-priority research, outreach, and executive education issues facing the food industry (http://fimp.aem.cornell.edu/food_exec.htm). Cornell has approximately 693 students, a significant percent of these students are in the FIM program ($150 / 693 = 21.6\%$).

Among other, non-peer, institutions, Michigan State University (see <http://www.aec.msu.edu/undergrad/finman.htm>) and Portland State University (see <http://www.pdx.edu/sba>) both offer BS degrees in food industry management. These programs share similar characteristics with the Cornell FIM program in that they offer the opportunity for upper-division study that focuses on the food industry while building on a solid core of lower-division business courses. Like Cornell, these programs attract a large number of highly motivated students. Unlike the MSU program, however, the MSARM FIM degree is designed to meet AACSB accreditation standards.

FIM programs at our peer institutions attract high-profile food industry support from both national and international agribusiness firms. Throughout the process of planning for this proposal, food industry executives in Arizona and the Southwestern U.S. have expressed enthusiastic support for our development of a BS FIM degree. These firms will be the primary employers of BS FIM graduates. Moreover, we intend to leverage their support and our experience with the undergraduate BS FIM program to provide educational opportunities for managers of independent retailers (e.g., Cornell [NGA Executive Leadership Program](#)), convenience stores (e.g., [NACS Executive Leadership Program](#)), produce supply chain executives (e.g., [United Fresh Produce Executive Development Program](#)), and international executive programs to Mexico, South America, and other countries. Programs such as this will facilitate the interaction of MSARM students with industry members and subsequently increase job placements for our students (see attached support letters).

Offering a BS FIM degree provides a number of other benefits for MSARM and WPC more generally. First, MSARM faculty members have been successful in attracting and conducting funded research. Developing a more focused program in FIM will help define our mission for potential industry and government-agency funding. Second, the FIM degree will both support our current graduate offerings at the MS and Ph.D. level on a thematic basis and provide teaching assistant opportunities for all graduate students. Third, focusing our business program on a specific industry is consistent with the Polytechnic mission of adding value through knowledge entrepreneurship and producing students who are immediately employable in an industry that is critically important to the Arizona economy. Finally, the FIM degree will help us raise the stature of our undergraduate program and enroll more students into the Barrett Honors College.

What is the State's Need for this Program?

The retail food industry has 100,000 employees in Arizona alone and the food industry over 6.57 million employees nationally (Bureau of Labor Statistics). The proposed FIM degree fulfills Arizona's need for highly skilled managers who also possess a deep understanding of analytic techniques for evaluating change, opportunities to add value, and to manage risk. The food industry faces serious and emerging challenges in the areas of sustainable growth, food safety and bioterrorism, health and nutrition, and managing a large and complex global supply chain. Currently, there are no other universities offering similar training in the state, and only Portland State University in the western U.S.. The Morrison School has some of the leading faculty in the nation conducting research in these critical areas. A FIM degree at ASU will help position the Arizona food industry to be a leader in the nation as they employ MSARM graduates trained to address critical issues in the food and agribusiness industry.

How Does this Program Meet the University's Strategic Goals?

ASU's mission includes a desire to serve as the archetype of the "New American University." To do so, each individual program must aspire to become the best in the nation among their peer institutions. Further, the New American University is an entrepreneurial entity, so academic excellence must be directed toward ventures that will, ultimately, generate value for the State and local economies. The proposed FIM degree is the ideal vehicle to translate our use-inspired research into knowledge that undergraduate students will be able to bring to firms in the Arizona, U.S. and global food industries. Further, the close interactions with industry that define the FIM degree require our undergraduates to be embedded with not only corporate Arizona, but the rest of society as well. As such, the degree will be a force both within ASU and in all East Valley communities.

ASU at the Polytechnic campus has an advantage in delivering on the broader ASU mission in that the majority of its programs are applied which, almost by definition, exist to translate innovation into economic value. The FIM degree is ideally suited for this polytechnic environment because the industry-focus of nearly all campus programs provides a means by which students will be exposed to the problems of regional, national, and global change and innovation. A FIM BS is consistent with the Polytechnic concept in which the application of research and the generation of new knowledge leads to and supports graduates that are immediately employable in key, strategic industries in the state of Arizona.

The FIM also serves the Morrison School's strategic goal of becoming the premier agribusiness research institution in the world. Excellence in research requires a commitment to an important topic that is narrowly defined and thoroughly understood. Adding FIM to our portfolio of undergraduate programs allows MSARM to attract greater numbers of top-quality students and, thereby, improve both our academic reputation and our reputation among employers as a source of highly-valued employees.

- 6. IMPACT ON OTHER PROGRAMS.** List other academic units that might be impacted by the proposed program and describe the potential impact (e.g., how the implementation of this program might affect student headcount/enrollment, student recruitment, faculty participation, course content, etc. in other programs). Attach letters of collaboration/support from impacted programs.

It is not anticipated that this program will impact any other academic units. The College of Health Science and Innovation (CONI) does have a BAS in Food Service Management, but the focus and foundation of this program is in nutrition and institutional food service. Therefore, the proposed FIM is not anticipated to impact this program (see attached email from Dr. Linda Vaughn, Associate Dean for Academic Affairs, CONI).

- 7. PROJECTED ENROLLMENT** How many new students do you anticipate enrolling in this program each year for the next five years? Please utilize the following tabular format.

Projected Student Demand

Student demand for the FIM is expected to be substantial for the following reasons: (1) the reputation of WPC both among employers and potential students, (2) the strong and stable nature of employment in the food industry, (3) industry support for the BS FIM program, (4) WPC and MSARM career services support, (5) the lack of comparable programs in the Western US, (6) graduate school opportunities and (7) strong ties between MSARM, and the Polytechnic Campus as a whole, with high schools and community colleges in Arizona. In the longer term, the growth potential is particularly strong as prospective students become aware of the program and marketing/advertising/recruiting efforts take hold. While we realize that growth is important, we will not sacrifice academic quality as the entrance requirements for the BS FIM will be the same as for the other majors within WPC. Nonetheless, by pursuing an aggressive yet targeted marketing program, the Morrison School expects to triple its undergraduate enrollment within five years.

The merger of MSARM and WPC combines the excellent reputation of MSARM within the food industry with the world-class reputation for business education enjoyed by WPC. The merger also provides much needed resources and synergies in terms of student recruiting efforts that were limited when the Morrison School was a stand-alone unit. These two factors alone places the proposed FIM degree in a position to grow rapidly in the next 5 to 10 years. However, while enrollments are expected to grow, we do not expect student numbers to be sustained at a level that is equal to or greater than other WPC programs such as Marketing or Finance as the FIM is a specialized, industry

specific program. However, the growth and ultimate sustained enrollment is expected to be at levels similar to programs at competing institutions which offer the FIM such as Cornell and Michigan State University.

Despite the decline in the general economy from 2008 – 2009, employment and growth in the food industry remained strong. Students seeking undergraduate business education will appreciate this fact and be drawn to degree programs that prepare them for management positions with firms that they may have worked for in hourly positions earlier in life. For example, according to the Bureau of Labor Statistics, national employment in the “Food Preparation” industry rose 1.4% between May 2008 and May 2009, while employment in “Computer and Mathematical Operations” fell by 1.1% over the same time period. Moreover, managers in the food retailing sector earned an average salary of \$67,180 in 2009. No matter what happens to the economy in general, people will still have to eat and few food industry management jobs can be outsourced to other countries.

In the narrative above, we list a number of organizations in the food industry that have expressed support for our development of the BS FIM degree. Letters documenting this support are in the appendix. Whether a firm or trade association, executives express a common theme: there is a high demand for graduates with management training that is specific to the food industry.

Consistent with the ASU Polytechnic mission, the Morrison School maintains a tradition of providing its undergraduate majors outstanding opportunities to engage in professional activities that help them take advantage of these employment opportunities upon graduation. Many, if not most undergraduate students in current Morrison School majors engage in an internship experience at some point in their undergraduate career. As well, select undergraduate students participate in the following career development activities: Produce Marketing Association (PMA) Annual Trade Show; Food Marketing Institute (FMI) Conference; National Grocers Association (NGA) Trade Show and Convention; National Agri-Marketing Association (NAMA) Student Marketing Competition, among others. There is a large corporate recruiting presence at each of these activities, in addition to numerous opportunities for students to meet and mingle with leaders of the food industry.

The recent merger of MSARM with WPC also allows for greater access to WPC career services. Indeed, as a result of the merger, high profile multinational food companies (e.g., Kraft Foods) are now more likely to send recruiters to both the Tempe Campus and Polytechnic Campus, thus providing potential FIM majors greater access to recruiters from top food companies. Ultimately, these recruiters would have access to all WPC majors, hence the FIM degree housed within a top 25 business program such as WPC will likely attract recruiters from local, state, national, and multinational food companies interested in FIM majors, as well as other majors in WPC. The FIM provides a win-win situation in terms of attracting a new set of businesses to recruit from the ranks of all WPC majors.

Firms in the Western U.S. food industry seeking graduates with industry-specific management skills have few alternatives. While Cornell and Michigan State maintain a strong presence in the Northeast and Midwest, respectively, only Portland State offers a program that is similar to the BS FIM proposed herein. As part of WPC, the BS FIM offered by MSARM will enjoy an academic and employment reputation nearly equal to Cornell, and far above either Portland State or Michigan State. Capitalizing on this reputation, the Cornell food industry management program had a placement rate of 80%, and a graduating salary of \$53,000 in 2009. Of the roughly 700 students in the top-ranked Cornell undergraduate business program, over 20% choose the FIM specialization. Similarly, of the 529 students in Michigan State’s agricultural economics program, 331 plan to graduate with FIM degrees. At Portland State, the placement rate of FIM graduates in 2009 was 100%, with an average starting salary of \$42,000. Approximately half the PSU graduates work with vendors, and the other half with retailers. Other food-related business programs offered in the Western U.S. by peer institutions, such as the B.S. in agricultural economics or the B.S. in agribusiness at Cal Poly, represent fundamentally different products to potential employers as they are targeted toward production agricultural and not food manufacturing, marketing and distribution.

MSARM graduates will not negatively impact placement metrics for WPC as a whole. According to the 2006 -2008 ASU Polytechnic Campus Employment Report, the average starting salary for a MSARM graduate was \$47,858, with a placement rate of 80%. While slightly lower than Cornell, the difference is more than compensated for the lower cost of living in Arizona relative to New York state. Moreover, our graduate performance also compares favorably to students leaving the W. P. Carey School, who earned an average starting salary over the same time period of just over \$48,000.

Many students enter undergraduate study fully intending to complete graduate study, whether immediately after their undergraduate degree or after a period of employment. Either way, the BS FIM degree will prepare students for a number of graduate school opportunities. Because a technical undergraduate degree represents the archetypical path to an MBA, BS FIM graduates will be ideally suited for MBA study at virtually any program in the U.S. If the student desires further training specifically in food industry management, the Marshall School at the University of Southern California offers an executive education / part-time degree program. Due to the high ranking WPC enjoys among business-research universities, and MSARM among agribusiness schools, applications to research-based M.S. or Ph.D. degrees in any business field will have a high probability of success. Designed to be highly technical, rigorous, and well-grounded in economic and business principles, the BS FIM will also prepare these students well both in method and theory.

High student numbers are not our primary goal, however. Admission requirements for the B.S. in Food Industry Management degree will be the same as admission requirements for other WPC degree programs (3.0 GPA and 1160 SAT or 25 ACT or top 8% high school rank for admission). This will ensure that freshman, community college transfer students, and ASU students that desire to transfer from other majors outside of WPC will be of the highest quality – consistent with other WPC majors. We are aware that this strategy may limit enrollment growth for the FIM during the initial years of the program, in particular given the current state of the economy and recent tuition hikes. However, we feel once the program is established and gains recognition as an outstanding destination program, enrollments will ultimately be supported by high admissions standards. Note that the current B.S. in Agribusiness will continue to carry the 2.0 university admission criteria.

The FIM degree will attract students with an interest in high-quality business education, and yet desire a degree that is more focused and marketable to a well-defined set of employers. The curriculum is designed to provide students with practical skills that employers are demanding now, such as data analysis and retail merchandising. We anticipate that the following groups will be targeted for recruitment into the FIM program. We will work closely with Assistant Dean Tim Desch and WPC recruiting personnel to develop recruiting materials that will target these potential students:

- High school juniors and seniors that meet WPC standards for freshman admission. Particular emphasis will be placed on students that have or are currently working in the food industry, hospitality industry, retail, or are involved with allied business organizations or student leadership groups such as DECA or FFA that desire undergraduate business education. Particular emphasis will be placed on recruiting students in the East Valley, as well as the broader Phoenix Metro Area.
- High school juniors and seniors that have expressed interest in food, nutrition, consumer sciences, agriculture, or related majors on a national scale as disclosed through their ACT, SAT, or PSAT tests (e.g., students often have the opportunity to express potential major areas in a section on demographic information).
- Arizona community college transfer students that have similar interests to those listed above.
- Existing ASU students enrolled in University College that are looking for focused, industry specific business education.
- Barrett Honors College freshmen, especially those currently at the ASU Polytechnic Campus.
- Current employees of food retailing businesses and other allied food businesses who maintain membership in the Arizona Food Marketing Alliance (AFMA). AFMA does provide scholarship opportunities to food retailing employees, as well as children of employees, to pursue university degrees.
- State, national, or international food businesses willing to sponsor cohort or executive training to their employees (customized delivery of BS FIM).

Based on this analysis of the market potential for a BS FIM degree offered by the Morrison School, the five-year enrollment projections are expected to be:

5-YEAR PROJECTED ANNUAL ENROLLMENT					
	1st Year	2nd Year (Yr 1 continuing + new entering)	3rd Year (Yr 1 & 2 continuing + new entering)	4th Year (Yrs 1, 2, 3 continuing + new entering)	5th Year (Yrs 1, 2, 3, 4 continuing + new entering)

Number of Students Majoring (Headcount)	50	100	150	200	225
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This projection is based on our past experience with the BS in Business Administration degree as well as expressed demand from employers in the food industry in the state of Arizona and U.S. Southwest. Note – Year 4 and 5 projected enrollment includes freshman, sophomores, juniors, and seniors. Year 5 is assumed sustained enrollment.

8. ACCREDITATION OR LICENSING REQUIREMENTS (if applicable). Provide the names of the external agencies for accreditation, professional licensing, etc. that guide your curriculum for this program, if any. Describe any requirements for accreditation or licensing.

N/A

9. FACULTY and STAFF

a. **Current Faculty.** List the name, rank, highest degree, area of specialization/expertise and estimate of the level of involvement of all current faculty who will teach in the program.

Name	Rank	Highest Degree	Specialization	Involvement
Dr. Jesus Bravo	Asst. Prof	Ph.D.	Management/Labor Relations/HR	High
Dr. Mark Edwards	Professor	Ph.D.	Management/Agribusiness	Medium
Dr. Renee Hughner	Assoc. Prof	Ph.D.	Food Mkt/Consumer Behavior	High
Dr. Roger Hutt	Assoc. Prof and Interim Director	Ph.D.	Management and Marketing	Medium
Dr. Mark Manfredo	Assoc. Prof	Ph.D.	Pricing/Risk Mgt/Food Markets/Finance	High
Dr. William Nganje	Assoc. Prof	Ph.D.	Food Safety/Food Marketing/Finance	High
Dr. Geoff Pofahl	Asst. Prof	Ph.D.	Food Retailing/Industrial Organization	High
Dr. Timothy Richards	Professor	Ph.D.	Food Marketing/Industrial Organization/Pricing	High
Dr. Troy Schmitz	Assoc. Prof	Ph.D.	International Food Trade/Policy	High
Dr. George Seperich	Prof	Ph.D.	Food Tech/Agribusiness/Sales Mgt	High
Dr. Eric Thor	Professor	Ph.D.	International Agribusiness/Food Trade	Medium

Quality of Faculty Proposed to Teach in the Program:

Consistent with the mission of the Morrison School to be the premier institution of agribusiness, and the ideals of the teacher/scholar of the New American University, Morrison School faculty have demonstrated excellence in research, teaching, industry and professional service, and consulting. Vitas of faculty members expected to teach in the FIM degree program can be provided by request. All full-time tenure and tenure-track faculty members possess Ph.D.'s (Agricultural Economics; Marketing; Management; Food Science). All tenured and tenure-track faculty are expected to maintain an active program of research commensurate with the Carnegie RU/VH (Very High Research Activity) designation of doctorate degree granting institutions.

The following summarizes some of the recent accomplishments of the Morrison School Faculty (since 2005 to present – consistent with a five-year AACSB accreditation timeline):

Research:

Funded research awards for Morrison School since July 2005: \$4.3 million.

Dr. Timothy Richards - Best Journal Article Honorable Mention, 2009 – *American Journal of Agricultural Economics*; Best Journal Article, 2007 – *Contemporary Economic Policy*; Best Journal Article, 2007 - *Journal of Agricultural and Applied Economics*

Dr. William Nganje – Best Paper Award, 2009 – *Journal of Food Distribution Research*; Best Paper Award, 2008 – *Journal of Food Distribution Research*; 2010 Best Paper in Finance and Banking, Second Annual General Business Conference, SHSU.

Dr. Jesus Bravo - Outstanding Reviewer Award for 2008 given by the OB (Organizational Behavior) Division of the Academy of Management.

Dr. Geoffrey Pofahl – Outstanding Doctoral Dissertation Award, 2007 – Southern Agricultural Economics Association (advisors – Dr. Oral Capps; Dr. Timothy Richards)

Mr. William Allender – Outstanding Master’s Thesis Award, 2009 – Agricultural and Applied Economics Association (advisor – Dr. Timothy Richards)

Teaching:

Dr. Mark Manfredo - ASU’s Faculty Achievement Award for Excellence in Teaching/Instruction: Teaching Performance – 2007; Western Agricultural Economics Association (WAEA) Outstanding Undergraduate Teaching Award (less than 10 years) – 2007.

Dr. William Nganje - Western Agricultural Economics Association (WAEA) Outstanding Undergraduate Teaching Award (less than 10 years) – 2005.

Industry and Academic Professional Service Leadership:

Morrison School faculty provide leadership to a number of industry and academic organizations. The relationships that faculty maintain through these leadership positions provide connections to the food industry that 1) bring recognition to the Morrison School and 2) provide contacts with leaders in the food industry that can aid in the recruiting and employment of students. Organizations and affiliated faculty include:

American Journal of Agricultural Economics (Dr. Timothy Richards – Editorial Board); Arizona Agribusiness Council (Dr. George Seperich – Treasurer); Arizona FFA Foundation (Dr. George Seperich – Board Member and President Elect); AFMA - Arizona Food Marketing Alliance (Dr. Geoff Pofahl and Dr. Mark Manfredo – Scholarship Board); *European Review of Agricultural Economics* (Dr. Timothy Richards – Editorial Board); ESCOP-ECOP Food Safety Task Force (Dr. William Nganje); FMI - Food Marketing Institute (Dr. Renee Hughner - Faculty Representative); *Journal of Agricultural Economics* (Dr. Timothy Richards – Editorial Board); *Journal of Agricultural and Resource Economics* – (Dr. William Nganje – Editorial Board); *Journal of International Agricultural Trade and Development* (Dr. William Nganje – Editorial Board); National Agri-Marketing Association Careers Committee (Dr. Mark Manfredo); National Grocers Association (NGA) University Coalition (Dr. Renee Hughner); NCCC-134 Conference on Applied Commodity Price Analysis, Price Forecasting, and Market Risk Management (Dr. Mark Manfredo – Co-Chair); NEC-63 - Research Committee on Commodity Promotion Evaluation (Dr. Timothy Richards – Chair); WERA-72 - Western Economic Coordinating Committee on Agribusiness (Dr. William Nganje - Chair, Vice Chair, Secretary).

Faculty also maintain memberships in the following organizations that have ties to the food industry: Food Distribution Research Society (FDRS); American Agricultural and Applied Economics Association (AAEA); Western Agricultural Economics Association (AAEA); International Agribusiness Management Association (IAMA); National Agri-Marketing Association (NAMA); International Agricultural Trade Research Consortium; Canadian Agricultural Economics Association; Australian Agricultural Economics Association; International Consortium on Agricultural Biotechnology Research.

Consulting:

Several Morrison School faculty are or have served as consultants to food industry firms, as expert witnesses, or provide consulting services to government agencies, non-governmental agencies, and industry trade organizations that work directly or indirectly with the food industry:

American Mushroom Council (Dr. Mark Manfredo)
California Citrus Mutual (Dr. Timothy J. Richards)
Canadian Wheat Board (Dr. Troy Schmitz)
Food Service Agency- EU (Dr. William Nganje);
Food and Agriculture Organization of the United Nations (Dr. William Nganje);
Gerson Lehrman Consulting Group (Dr. Troy Schmitz)
Global HACCP Project (Dr. William Nganje)
Lykes Bros. Inc. v. Aaction Mulch Inc. (Dr. Troy Schmitz – expert witness)
Ocean Mist Artichokes (Dr. Timothy J. Richards and Dr. Geoff Pofahl)
Pillsbury Company (Dr. Timothy J. Richards and Dr. Geoff Pofahl)
The Mushroom Institute (Dr. Mark Manfredo)
The Perishables Group, LLC (Dr. Timothy Richards and Dr. Geoff Pofahl)
RAFI/USA - Rural Advancement Foundation International (Dr. Troy Schmitz)
Sara Lee Corporation (Dr. Timothy J. Richards and Dr. Geoff Pofahl).
Sun Orchards (Dr. Mark Manfredo)
Super Helechos S.A., et al., versus E.I. DuPont de Nemours and Company, Inc. and Leon J. DeLeon. (Dr. Troy Schmitz – expert witness)
Washington Apple Commission (Dr. Timothy J. Richards)
World Bank (Dr. William Nganje)
United Potato Growers of America (Dr. Timothy J. Richards);

Faculty expected to deliver courses in the FIM program are Academically Qualified (AQ) according to AACSB standards. Faculty contributing to the FIM have doctoral degrees in “the area in which the individual teaches” (AACSB pg. 45). Faculty maintain knowledge and expertise through contributions over the past five years in: learning and pedagogical research (e.g., teaching and learning aids; textbooks; cases; and development of other pedagogical materials); contributions to practice (e.g., published reports; practice orientated journals; consulting reports) and discipline-based scholarship (e.g., published research in peer-reviewed journals; academic conference proceedings) – (AACSB pp. 22, 43, and 47). Note - final determination of AQ/PQ status lies with the Dean of the W.P. Carey School of Business in accordance with policies and procedures developed by the W.P. Carey School of Business to adhere to AACSB accreditation standards. The following summarizes the AQ information on Morrison School Faculty expected to teach in the FIM program. This information was provided by the W.P. Carey School of Business Dean’s Office, and was approved by Deputy Dean Phil Regier for the spring 2009 AACSB accreditation visit. The qualifications have been maintained to present.

Dr. Jesus Bravo – AQ
Dr. Mark Edwards – AQ
Dr. Renee Hughner – AQ
Dr. Mark Manfredo – AQ
Dr. William Nganje – AQ
Dr. Geoff Pofahl – AQ
Dr. Timothy Richards – AQ
Dr. Troy Schmitz – AQ

Ultimately, a unit’s academic reputation is built on the research productivity of its faculty. Although objective measures of academic reputation are fraught with difficulties, rankings based on numbers of refereed journal articles or the number of total citations are commonly used to compare the productivity of academic faculties. MSARM is not ranked in any of the existing literature because the agribusiness field is relatively new, and MSARM is also a

relatively recent entrant. However, because most of the research faculty publish in agribusiness journals, and agribusiness has traditionally been considered a sub-field of agricultural economics, we develop a synthetic ranking of the MSARM faculty using published rankings of agricultural economics faculties (Hilmer, C. E. and M. J. Hilmer. 2005. "How do Journal Quality, Co-Authorship and Authorship Order Effect Agricultural Economists' Salaries?" American Journal of Agricultural Economics 87: 509-523).

According to this study, the average faculty member at a top-20 agricultural economics department published 15.5 articles in refereed journals over his or her career. Disaggregating this publication rate by rank, full professors published 19.4 articles, associate professors 10.5, and assistant professors 4.8. As of May 2009, comparable numbers for MSARM faculty are 63.0 for full professors (3 faculty members), 33.0 for associate professors (5) and 6.7 for assistant professors (3). Hilmer and Hilmer (2005) report a standard deviation among all faculty members of 17.4 articles. This analysis, although indirect, implies a likely ranking of MSARM among its peer institutions easily among the top 20 and likely among the top 5.

MSARM faculty will also contribute to the WPC ranking in general business and economics journals. For example, faculty members have recently published in the *Journal of Public Policy and Marketing*, *Management Science*, the *Academy of Management Review*, the *Journal of Consumer Behavior*, the *Review of Industrial Organization*, *Managerial and Decision Economics*, *Contemporary Economic Policy*, and other general-business journals. If MSARM faculty publications were included by researchers ranking general business schools, it is likely that WPC would be rated even higher than it already is.

- b. **New Faculty.** Describe the new faculty hiring needed during the next three years to sustain the program. List the anticipated hiring schedule and financial sources for supporting the addition of these faculty.

We will be able to staff this program initially with existing faculty and advising resources. All faculty expected to maintain a high level of involvement in the FIM are all AQ qualified, and most other Morrison School faculty, including lecturers and adjunct faculty, are either AQ or PQ. It is also anticipated that the current vacancy of the Marley Chair in Consumer Food Marketing will be filled, and that the Marley Chair will maintain a high involvement in the FIM program.

- c. **Administration of the program.** Explain how the program will be administered for the purposes of admissions, advising, course offerings, etc. Discuss the available staff support.

Current WPC, Morrison School staff, and WPC advising and recruiting staff assigned to the Morrison School will be adequate to support the FIM. It is anticipated that no additional staff resources will be necessary.

10. RESOURCES (necessary to launch and sustain the program)

- a. Describe any new resources required for this program's success, such as new support staff, new facilities, new library resources, new technology resources, etc.

See section 9.a. and 9.b

- b. Explain where you will get the resources to support this program.

See section 9.c.

APPENDIX
OPERATIONAL INFORMATION FOR UNDERGRADUATE PROGRAMS
(This information is used to populate the [Degree Search](#) /catalog website.)

1. Contact and Support Information

Office Location (Building & Room): Poly Campus, Peralta Hall

Campus Telephone Number: 480/727-1055

Program email address: ROGER.HUTT@asu.edu

Program website address: N/A

2. Additional Program Description Information

A. Additional program fee required for this program? Yes No

B. Does this program have a second language requirement? Yes No

3. Career Opportunities & Concentrations Provide a brief description of career opportunities available for this degree program. If program will have concentrations, provide a brief description for each concentration.

Potential careers for BS FIM graduates in these firms include, but are not limited to: brand manager for a food manufacturing firm, loan officer for a bank with a food-industry portfolio, district manager for a food retailer, commodities trader for an investment bank or hedge fund, or a host of other highly-paid occupations.

Some information gathered from Dr. Tom Gillpatrick, with the Cornell FIM program indicate they have placed 100% of their graduates in the last few years (some have good on to grad school). About 50% go to work for retailers and 50% for vendors. Average salary is about 42K, low about 32K and high last year about 60k plus car and other bonuses. Student placement is best for sales and those who can be mobile and low for local sustainable grocery or non profits.

4. 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

5. Keywords List all keywords used to search for this program. Keywords should be specific to the proposed program.

Food, Management, Retailing, Sales.

6. Area(s) of Interest

A. Select one (1) primary Area of Interest from the list below that applies to this program.

- Architecture, Construction & Design
- Artistic Expression & Performance
- Biological Sciences, Health & Wellness
- Business, Management & Economics
- Communication & Media
- Computing & Mathematics
- Education & Teaching
- Engineering & Technology
- Environmental Issues & Physical Sci
- Interdisciplinary Studies
- Languages & Cultures
- Law & Justice
- Social Science, Policies & Issues

B. Select any additional Areas of Interest that apply to this program from the list below.

- Architecture, Construction & Design
- Artistic Expression & Performance
- Biological Sciences, Health & Wellness
- Business, Management & Economics
- Communication & Media
- Computing & Mathematics
- Education & Teaching
- Environmental Issues & Physical Sci
- Engineering & Technology
- Interdisciplinary Studies
- Languages & Cultures
- Law & Justice
- Social Science, Policies & Issues

Additional Appendix:

Email from Dr. Linda Vaughn, Associate Dean, CONHI
Industry Letters of Support

Mark Manfredo

From: Linda Vaughan [LINDA.VAUGHAN@asu.edu]
Sent: Wednesday, September 08, 2010 10:00 AM
To: Timothy Richards; Craig Thatcher
Cc: Mark.Manfredo@asu.edu
Subject: RE: MSARM BS in Food Industry Management

I have obtained feedback from Carol Johnston, director of the Nutrition program, and her faculty and there are no concerns related to the proposed BS in Food Industry Management. I have no concerns either. Good luck as you move forward with your proposal.

From: Timothy Richards
Sent: Sunday, September 05, 2010 12:27 PM
To: Craig Thatcher
Cc: Linda Vaughan
Subject: RE: MSARM BS in Food Industry Management

Thanks.

Linda, if you have any questions, please contact either Mark Manfredo or myself.

Regards,

Tim

From: Craig Thatcher
Sent: Sunday, September 05, 2010 9:07 AM
To: Timothy Richards
Cc: Linda Vaughan
Subject: Re: MSARM BS in Food Industry Management

Hi Tim.

I have asked our Nutrition Program to review your proposal and will be back to you soon with our assessment.

Thanks and best wishes,
Craig

Craig D. Thatcher, DVM, PhD, Diplomate ACVN
Executive Dean
Arizona State University (ASU) College of Nursing & Health Innovation
500 North 3rd Street
Phoenix, Arizona 85004
Phone: (602)-496-0875
Fax: (602)-496-0873

Dream-Discover-Deliver

On 9/2/10 3:38 PM, "Timothy Richards" <trichards@asu.edu> wrote:

Craig,

The Morrison School of Agribusiness and Resource Management is working on a proposal to develop a new BS degree in Food Industry Management. It is intended to replace our BS in Business Administration that was disestablished last year. We are aware that your College offers a BAS in Food Service Management, so were wondering if you could write a memo describing your assessment of the potential implications for your degree of our new BS? I will attach the most recent version of our proposal (which has been approved by the W. P. Carey School Undergraduate Committee and Faculty Council). We don't anticipate any impacts on your program at all because, as you can see from the proposal, we will be teaching only applied marketing, finance and economics courses in the program.

Thanks, in advance.

Regards,

Tim

Timothy J Richards, Ph.D.
Marvin and June Morrison Chair of Agribusiness and Resource Management
Morrison School of Agribusiness and Resource Management
Arizona State University
7171 E. Sonoran Arroyo Mall, Peralta 3rd Floor
Mesa, AZ 85212
Ph. 480-727-1488
FAX 480-727-1961



May 1, 2010

Dr. Mark Manfredo
Arizona State University
Mesa, AZ

Dear Dr. Manfredo,

I am writing in support of the development of a B.S. degree program in Food Industry Management at ASU. Having a recent ASU graduate work for me, I know first-hand the good work you are doing there. I am currently hiring 4-5 people to work in our department and continue to struggle to find well-qualified candidates. Indeed, for the US dairy industry, there seems to always be more jobs than people. As the US dairy industry becomes a bigger player in the global market, I'm afraid this will only get worse. My concerns are shared by colleagues at other dairy companies.

More broadly, over the last decade, I have noticed a shortage of students graduating with a focus on areas that are important to the food industry like production, marketing, supply chain, and public policy. Therefore, I believe it is important to offer students a program like the Food Industry Management degree. At Kraft and other food companies, we work hard to attract and develop top talent to move up within our organization. If a program was developed at ASU, I think there would be interest in partnering with a number of food companies including funding, internships, and recruiting. It is important we find young people that have a deep interest in the food industry and offer them exciting career opportunities.

Once again, I extend my support for the development of a B.S. degree program in Food Industry Management. If I can be of any help as this develops, please let me know.

Sincerely,

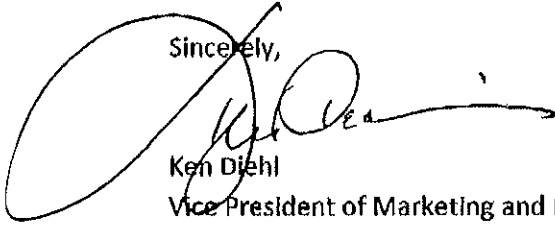
Michael McCully

Michael McCully
Director, Dairy Procurement
Kraft Foods

To whom it may concern,

As an employee of one of the leading U.S. grocery chains I was excited to hear that ASU was considering a new degree offering focused on the food industry. Since food and drink will always be essential to our existence it makes a lot of sense for students to be educated about how consumables are produced, distributed, and marketed to end consumers. Never before have the societal impacts associated with how we feed our growing population been as heavily debated and politicized. Given Arizona's highly competitive food market, population growth and evolving demographics, ASU seems like an ideal institution for housing a food industry management program.

Sincerely,

A large, stylized handwritten signature in black ink, appearing to read 'Ken Diehl', written over the word 'Sincerely,'.

Ken Diehl
Vice President of Marketing and Merchandising
Albertsons, LLC

602-382-5301

-----Original Message-----

From: Frank DiPasquale [mailto:FDiPasquale@NationalGrocers.org]

Sent: Friday, November 13, 2009 1:41 PM

To: Renee Hughner

Subject: RE: new Food Industry Management Degree

The National Grocers Association encourages Arizona State University to pursue a degree program in Food Industry Management. We have been involved with a number of universities in the development of such a program and would be honored to assist you in this process. The food industry continues to become more specialized, with the need for better educated associates. The universities play an important role in providing the knowledge, skills and competencies in our food industry. The state of Arizona has a vibrant food sector - but has a real need for a university program to address food management. Many of the states in your region offer such a program and, as such, enroll students from the state of Arizona. We feel it would greatly benefit your university and the food companies in your state, if ASU developed a program in Food Industry Management.

Frank DiPasquale
Executive Vice President
National Grocers Association

=====

-----Original Message-----

From: Rick.Brindle@kraft.com [mailto:Rick.Brindle@kraft.com]

Sent: Monday, May 10, 2010 3:07 PM

To: Renee Hughner

Subject: RE: New Degree in Food Industry Management

Kraft Foods has enjoyed a long relationship with the students and faculty and staff at Arizona State University's Morrison School of Management & Agribusiness. Students who elect to pursue a Bachelor of Science degree in Food Industry Management will be trained for careers in brand management and marketing research, as well as for leadership roles in both the food retailing and food service sectors as they will obtain a solid understanding of the entire value chain from farm to fork.

Best,

Rick

Rick Brindle

CVP eSales & Industry Affairs

Kraft Foods

804.790.0306

<http://tungle.me/RickBrindle>