



**AgEcon** SEARCH  
RESEARCH IN AGRICULTURAL & APPLIED ECONOMICS

*The World's Largest Open Access Agricultural & Applied Economics Digital Library*

**This document is discoverable and free to researchers across the globe due to the work of AgEcon Search.**

**Help ensure our sustainability.**

Give to AgEcon Search

AgEcon Search

<http://ageconsearch.umn.edu>

[aesearch@umn.edu](mailto:aesearch@umn.edu)

*Papers downloaded from **AgEcon Search** may be used for non-commercial purposes and personal study only. No other use, including posting to another Internet site, is permitted without permission from the copyright owner (not AgEcon Search), or as allowed under the provisions of Fair Use, U.S. Copyright Act, Title 17 U.S.C.*

378.77427  
D34  
S73  
94-8

# Staff Paper

**STRATEGIC PLAN FOR THE  
FOOD INDUSTRY MANAGEMENT PROGRAM**  
by  
**The Food Industry Management Task Force**

Staff Paper No. 94-8

February 22, 1994

Jack Allen  
Bill Haines  
Tom Pierson  
Marcia Ratliff  
Chris Stiles  
Kandeh Yumkella

Michigan State University

WAITE MEMORIAL BOOK COLLECTION  
DEPT. OF APPLIED ECONOMICS  
UNIVERSITY OF MINNESOTA  
1994 BUFORD AVE.-232 COB  
ST. PAUL MN 55108 U.S.A.



Department of Agricultural Economics  
**MICHIGAN STATE UNIVERSITY**  
East Lansing , Michigan

MSU is an Affirmative Action/Equal Opportunity Institution

## TABLE OF CONTENTS

	<u>Pages</u>
I. <b>PURPOSE</b>	1
II. <b>VISION AND BACKGROUND FOR THE FOOD INDUSTRY MANAGEMENT PROGRAM</b>	1
Mission Statement	1
The Food Industry Management Program	2
Exhibit 1. U.S. Food System Marketing Channels	3
Exhibit 2. The Curriculum	4
Exhibit 3. Food Industry Management Courses	5
Supporting Program Components and Activities	7
Student Backgrounds, Experiences and Key Characteristics	9
Number of Students: Achieving Critical Mass	10
Employers of Food Industry Management Graduates	11
Exhibit 4. Food Industry Companies at MSU	12
Nature and Extent of the Job Market	13
Strengths and Weaknesses of the Program	13
III. <b>MAINTAINING CONTINUITY OF KEY COURSES AND PROGRAM COMPONENTS</b>	14
A Serious Resource Constraint	15
The Resource Strategy	15
IV. <b>STUDENT RECRUITING: COMPONENTS AND APPROACHES</b>	16
Exhibit 5.     Potential Audiences for MSU Recruiting	16
Exhibit 6.     Approaches for Recruiting MSU Student	17
The Recruiting Strategy	18
Exhibit 7.     Proposed Informational and Promotional Materials	18
V. <b>FOOD INDUSTRY SUPPORT AND FUND RAISING</b>	19
Exhibit 8.     Approaches to Food Industry Support and Fund Raising	19
The Support and Fund Raising Strategy	20

## I. PURPOSE

The purpose of this report is to provide the background and guidance necessary for actions to achieve the following goals:

- To maintain the viability of the Food Industry Management Program in the Department of Agricultural Economics over the near term.
- To enhance and build program visibility to national stature by developing a workable resource base and establishing general strategies for program growth over the next five years.

## II. VISION AND BACKGROUND FOR THE FOOD INDUSTRY MANAGEMENT PROGRAM

### **Mission Statement**

The Department of Agricultural Economics is committed to a leading program of national stature for undergraduate education in Food Industry Management. To this end, we are dedicated to:

- Developing within our students a sound foundation of knowledge and skills needed for management careers in the food industry. This foundation focuses on basic skills as well as recognition of the forces of change impacting the food industry. The approach to teaching tends to avoid learning facts, methods and training that are subject to rapid obsolescence in favor of principles as applied in managerial settings by successful managers and executives.

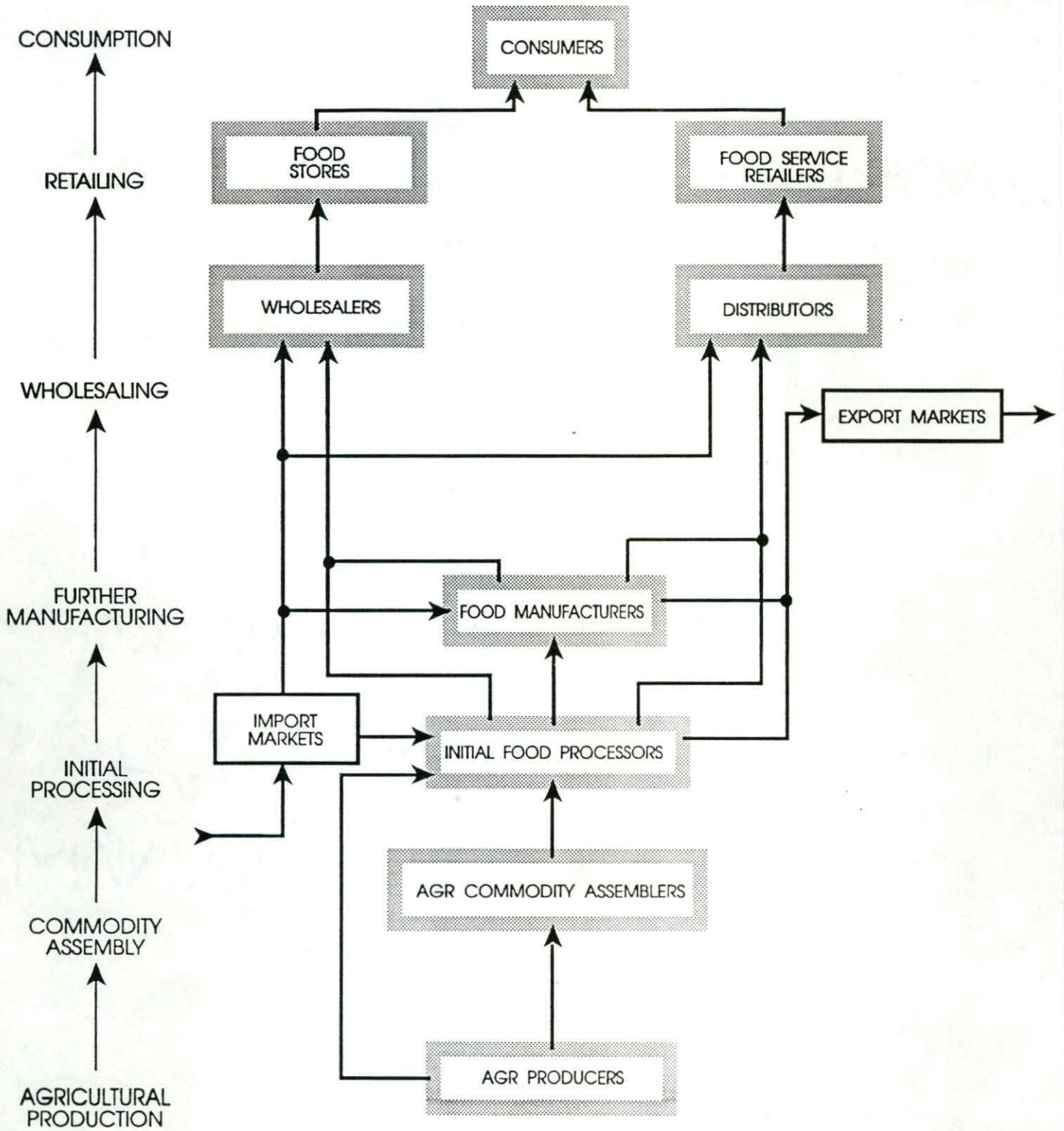
- Combining excellent classroom instruction with additional ongoing, effective contact for students with faculty and food industry managers and executives.

### **The Food Industry Management Program**

The Food Industry Management Program is designed to be attractive and beneficial to business oriented students with career and intellectual interests in the domestic and international food industries. The program is also targeted to food industry executives, companies and organizations as a provider of high quality food industry education and capable graduates seeking career opportunities in the food and consumer products industries. The curriculum includes a liberal education base that helps prepare students for a variety of career opportunities. Flexibility is provided by the inclusion of several unspecified elective course credits which may be used either to further broaden the student's liberal education or to develop greater professional competence or both. The food industry focus of the program emphasizes business and managerial issues and activities from initial food processing to consumers. Major industries in this portion of the food system include food retailing, foodservice, grocery wholesaling, foodservice distribution, further food manufacturing, initial food processing, the importing and exporting food products and numerous associated input and support industries. See Exhibit 1. Many food distribution channels and marketing practices are also used by a broad array of consumer product industries; thus, the program also serves the educational needs of students and employers with interests in the associated consumer products industries. The Food Industry Management curriculum and course offerings are provided in Exhibits 2 and 3.

EXHIBIT 1.

# U.S. FOOD SYSTEM MARKETING CHANNELS



## EXHIBIT. 2

## THE CURRICULUM

	<u>Credits</u>
● University Integrative Studies Courses	30
● MTH 110 or College Algebra and Finite Math	5
MTH 116 College Algebra and Trigonometry	
ANR 489 Integrated Approaches to Ag. & Nat. Res. Problems	3
● Required Major Core Courses	
▪ All of the following:	
FSM 200 Introduction to Food Systems Management	3
ACC 201 Principles of Financial Accounting	3
ACC 202 Principles of Management Accounting	4
EC 201 Introduction to Microeconomics	3
EC 202 Introduction to Macroeconomics	3
ML 300 Managerial Marketing	3
MGT 302 Management and Organizational Behavior	3
MGT 303 Materials and Logistics Management	3
FI 311 Financial Management	3
▪ One course from:	
CPS 100 Using Computers	3
CPS 130 Introduction to Computing	3
▪ One course from:	
STT 200 Statistical Methods	3
STT 201 Statistical Methods	4
STT 315 Introduction to probability and Statistics for Business	3
▪ One course emphasizing international issues from:	
PRM 260 World Food, Population and Poverty	3
FSM 462 Agricultural Development in Less Developed Countries	3
● Food Industry Management Core Courses	
▪ Both of the following:	
FSM 320 Agribusiness & Food Sales	3
ML 335 Food Marketing Management	3
▪ One course from:	
FSM 325 Agribusiness labor & Personnel management	3
MGT 310 Human Resource Management	3
PSY 255 Industrial and Organizational Psychology	3

- Two of the following:
 

FSM 421	Public Policy Issues in Food & Agribusiness	3
ML 439	Food Business Analysis & Strategic Planning	3
FSM 441	Commodity & Futures Marketing	3
FSM 443	Food Industry & Cooperative Marketing	3
  
- Nine credits from the following areas: 9
  - Food Systems Management
  - Food Science and Human Nutrition
  - Packaging
  - Hotel Restaurant and Institutional Management
  - Food Engineering

**EXHIBIT 3. FOOD INDUSTRY MANAGEMENT COURSES**  
 (\* indicates a key course for program)

**FSM 200 Introduction to Food Systems Management \***  
**3 Credits, Fall**

Organization and operation of the industrialized food system: agricultural production, food processing, manufacturing, wholesaling, retailing and consumption. Application of economic and management principles to firms and the overall food system.

**PRM 260 World Food Population and Poverty**  
**3 Credits, Spring**

Description and analysis of world food, population and poverty problems; and the interrelationships between developed and developing countries.

**FSM 320 Agribusiness and Food Sales \*** **FSM 200 or MTA 300**  
**3 Credits, Spring** **Junior and above**

Analysis of selling processes and activities within agribusiness and food firms. Emphasis on principles and techniques of sales, the operation of sales organizations and interaction with sales professionals.

**FSM 325 Agribusiness Labor and Personnel Management** **FSM 200 or MGT 302 or concurrently**  
**3 Credits, Fall** **Junior and above**

Planning, scheduling and recruitment of labor for farms and agribusinesses. Approaches for effective training, supervision, leadership, motivation, evaluation, compensation, labor records and regulations.



**ML/FSM 335 Food Marketing Management \***  
**3 Credits, Spring**

**FSM 200 or MTA 300**  
**Junior and above**

Marketing approaches and problems in the food processing, wholesaling, retailing and food service industries. Numerous industry speakers share intrafirm experiences as well as provide insights regarding the functioning of the food business as a whole.

**FSM 421 Public Policy Issues**  
**in Food and Agribusiness**  
**3 Credits, Spring**

**EC 201 and FSM 200**  
**Junior and above**

Objectives, rationale, and consequences of public policy on food and agriculture. Emphasis on analyzing economic implications for agribusiness, farmers, food consumers, and society.

**FSM 429 Agribusiness Management**  
**3 Credits, Spring**

**FSM 300**  
**Senior and above**

Analysis of agribusiness management functions including planning, organizing, and controlling. Industry executives and case studies used to present and integrate production, marketing, and financial aspects.

**ML\FSM 439 Food Business Analysis \***  
**and Strategic Planning**

**STT 201 and ML/FSM 335**  
**Senior and above**

Principles and techniques of business analysis and planning applied to food firms. Topics developed in written projects: food trend forecasts, market potential, competition and cost analyses, business and strategic planning.

**FSM 441 Commodity and Futures Marketing**  
**3 Credits, Spring**

**FSM 200 and STT 200**  
**Junior and above**

Determination of supply, demand and prices in commodity markets; futures and options in forward pricing; special emphasis on agriculture and food markets. Analysis of use by farmers, input suppliers, marketing firms, and commodity traders.

**FSM 443 Food Industry and**  
**Cooperative Marketing**  
**3 Credits, Spring**

**FSM 200**  
**Junior and above**

Analyses of multiple firm and cooperative marketing methods. Emphasis on organization and operation of cooperatives, marketing orders, trade associations and other forms of group action in food systems.

**FSM 462      Agricultural Development  
in Less Developed Countries  
3 Credits, Fall**

**EC 201, PRM 260 recommended  
Junior and above**

Factors responsible for agricultural growth; technical and institutional change; and strategies for increasing food production and rural incomes.

**FSM 490      Career Planning and the Job Search \*  
1 Credit, Spring (Section 2)**

Develop an understanding of the job opportunities available to FSM graduates and the nature of these professional roles. Determine professional and personal interests and values, and relate such insights to career plans and goals. Construct an effective professional resume and learn techniques of conducting a job search, including job interview skills. Become familiar with the Placement Services facilities.

### **Supporting Program Components and Activities**

Each of the components and activities listed below serves to support the Food Industry Management Program and in total creates the "program" as distinguished from a series of courses.

- An Effective Dual Advising Program
  - Course work advising conducted by Chris Stiles
  - Professional and career advising conducted by Chris Stiles and food industry management faculty
  
- Off Campus Field Trips and Experiences
  - About 10 days per year are spent by faculty in the planning and conducting of various field trips and activities. In recent years the following field trips have been conducted:
 

- Gerber	- Spartan Distribution Center
- Kellogg	- Meijer Distribution
- Bil-Mar Foods	- Felpausch Supermarkets
- Super Food Services	- Frito-Lay
  
  - FMI Annual Convention in Chicago
 

For the past eleven years we have taken 30-55 students to this annual meeting of the food industry. Over 35,000 food industry executives and managers attended this extensive convention in 1993. Literally thousands of food processing, manufacturing, wholesaling, and retailing organizations were present. Last year our students served as hosts and hostesses for over 50 educational seminars. The FMI's support of this activity exceeds \$10,000 per year and over the eleven year period is in excess of \$100,000. This five day field trip is a major learning experience for our students. It is a key experiential component of our program.

- A Very Active Student Club -- the Food Marketing Association

This organization and its members' contributions are critical to the program. FMA members play important roles in helping to arrange numerous student activities such as:

- Social gatherings including dinners and picnics
- Coffees and luncheons with food industry executives
- Shadow programs, i.e., one day internships with food industry organizations
- The FMA resume book which is distributed to major food industry companies.

- The faculty and advisor support a range of other student organizations:

- Farm House and AGR fraternities
- Sigma Alpha Sorority
- The Marketing Association
- NAMA
- MANRA

- Periodic Social Gatherings for Students and Faculty

- Each year three to six social events such as dinners and picnics are conducted

- Food Industry Executives in the Classroom

Each year 50-65 food industry managers and executives are brought into the classes, primarily ML 335, FSM 490 and ML 831 which is often taken by Food Industry Management seniors as an enrichment course.

- FSM 490 -- Career Planning and the Job Search

This course serves students with interests in Agribusiness and the Food Industry. It is an essential part of the program. It enhances students' understanding of the job market and provides excellent interaction for students and faculty with food industry managers and executives.

- On Campus Contact with Food Industry Executives

Networking with industry representatives during coffee breaks at placement services, special coffee hours and luncheons in conjunction with ML 335, and a variety of luncheon and dinner occasions provide vital linkages. Both students and faculty benefit from this contact with industry managers and executives.

- Internships and Focused Work Experiences in the Food Industry

Focused work experiences and internships are a vitally important part of our students' total education. The Food Industry Management faculty and advisor assist approximately 50 students each year to gain such experiences.

- Scholarship Program

The Food Industry Management Program has a small number of food industry supported scholarships. The following scholarships are currently available.

- Pepperidge Farm
- Phillip Morris
- Gerbers
- National Society for Sales and Marketing Training
- Lansing Area Grocery Manufacturers Association

- Highly Visible Applied Research and Extension Activities

Food industry management faculty applied research and extension activities with food industry trade associations and companies provides a visible product observed by industry executives and to a lesser extent students. The program's stature and creditability with both students and employers are enhanced by these activities.

### **Student Backgrounds, Experiences and Key Characteristics**

Understanding our students and potential students is critically important for successful recruiting efforts and indeed for the future success of the Food Industry Management Program. The following points serve as a beginning to better understanding our students so that we can enhance our efforts with effective communication and program components to better serve the interests of students.

- The vast majority of recent students have urban and suburban backgrounds rather than rural. Most of our students do not relate positively to the word "agriculture" or to the images it evokes.
- Approximately 2/3 to 3/4 of our students have had prior work experiences in the food industry, especially in supermarkets, restaurants and other food service organizations including MSU cafeterias. Some of our students have participated in food programs (DECA) in high school, etc. A small portion of our students are "foodies", who in various ways enjoy food as a hobby. Some of our students' parents work in the food business.
- Due to the program's historical reliance upon the MSU Business School for recruiting, most of our students have careers in business as a primary focus. This interest is often merged with a food business interest after joining our program. However, reliance on business school recruiting has also resulted in far too many students with too little interest in food or related consumer products. The conduct of our own recruiting program will increase the proportion of students with genuine interests in the food and related industries.
- Generally our students do not appreciate the breadth of food industry career opportunities early in their studies. Frequently students become more active in the program as they understand the career opportunities, but in too many cases they are not active enough and thus do not become knowledgeable about career opportunities.
- Many of our students appreciate our program as a genuine "home" for their academic efforts.

**Number of Students: Achieving Critical Mass**

The program needs a critical mass of highly interested and capable students. These are students that regularly participate in field trips, on campus seminars with food industry executives,

the Food Marketing Association, career fairs, and on campus as well as off campus career and internship recruiting efforts by food industry companies.

This critical number of "quality" students is perhaps about 50 students per class i.e. 50 seniors and 50 juniors, etc. If the students are predominately juniors and seniors, 100 quality students are needed in total. The number of total students needed in order to yield 100 quality juniors and seniors clearly will vary with the nature of the recruitment efforts. However, based upon recent history, approximately 250 total students has provided the program with the critical number of quality students. Of course better quality recruits would reduce this number and more freshman and sophomores would increase the number.

A longer term perspective suggests that a program of perhaps 500 students would be highly desirable in terms of establishing greater national prominence and economies of size in terms of internships, scholarships and many other aspects of a high quality program.

#### **Employers of Food Industry Management Graduates**

The employers of Food Industry Management graduates are generally associated with the food industry portion of the food system shown in Exhibit 1. A list of firms who interviewed at M.S.U.'s Placement Services during 1992-93 is shown in Exhibit 4 below. Clearly, Exhibit 4 shows a very small portion of the potential employers of our graduates.

Employers knowledgeable of our graduates generally recognize that they are broadly trained in liberal arts and the business disciplines with added knowledge, interest and frequently work experiences in the food and consumer products industries. In addition, many leading companies recruiting our graduates are seeking cultural diversity in their hiring practices and management ranks, and recognize MSU and our program for our diversity.

EXHIBIT 4.

**FOOD INDUSTRY COMPANIES****That Interviewed at Placement Services****From September '92 to June '93**

<b>Bob Evans Restaurants</b>	<b>Pizza Hut, Inc.</b>
<b>CPC International/Best Foods</b>	<b>The Procter &amp; Gamble Co.</b>
<b>Panchero's Mexican Restaurant</b>	<b>TGI Friday's Inc.</b>
<b>Taco Bell-Pepsico</b>	<b>The Cooker Restaurant Corp.</b>
<b>Quaker Oats Co.</b>	<b>Nestle Beverage Co.</b>
<b>Walt Disney World Co.</b>	<b>Baxter Healthcare Corp.</b>
<b>Baker's Square Restaurants</b>	<b>Geo. A. Hormel &amp; Co.</b>
<b>Kraft General Foods</b>	<b>Nestle Food Co.</b>
<b>Lever Brothers Co., Inc.</b>	<b>Stouffer Foods Corp.</b>
<b>Philip Morris Co., Inc.</b>	<b>Stouffer Hotels &amp; Resort</b>
<b>Rihga Royal Hotel</b>	<b>ALDi Foods</b>
<b>Delaware North Companies</b>	<b>Helene Curtis, Inc.</b>
<b>Hospitality Valuation Services</b>	<b>Hyatt Regency Hilton Head</b>
<b>Sizzler International Restaurants</b>	<b>ARA Services</b>
<b>Hormel Foods Corp.</b>	<b>Kroger Company</b>
<b>Kellogg Company</b>	<b>Applebee's International</b>
<b>The Levy Restaurants</b>	<b>Borden</b>
<b>Marcus Restaurants, Inc.</b>	<b>The Ground Round</b>
<b>Hilton Hotels Corp.</b>	<b>Hospitality Valuation Services</b>
<b>Hyatt Hotels &amp; Resorts</b>	<b>Little Ceasars Entertainment, Inc.</b>
<b>L &amp; N Seafood Grill</b>	<b>Marcus Restaurants, Inc.</b>
<b>Morrison Restaurant Group</b>	<b>The Ritz-Carlton, Dearborn</b>
<b>Stop &amp; Shop</b>	<b>Starbucks Coffee Company</b>
<b>Houston's Restaurants, Inc.</b>	<b>United Airlines</b>
<b>Nestle Brands</b>	<b>Winegardner &amp; Hammond, Inc.</b>
<b>Calgon Vestal Laboratories</b>	<b>Michigan Dessert Corp.</b>
<b>Frito-Lay, Inc.</b>	<b>Pepsi Company</b>
<b>General Mills, Inc.</b>	<b>Russell Stover Candies</b>
<b>Interstate Hotels Corp.</b>	<b>Picker International, Inc.</b>
<b>Kimberly-Clark Corp.</b>	<b>Heublein, Inc.</b>
<b>McNeil Consumer Products Co.</b>	
<b>McNeil Pharmaceutical</b>	

**Nature and Extent of the Job Market**

The U.S. food and fiber system employees about 1 in 6 US workers. The Food Industry in turn employs perhaps 75% of the workers in the food system. Thus, in comparison with many industries, the food industry is indeed a large employer. However, in the minds of most college students and in comparison to many business disciplines such as marketing, management or finance, the food industry may appear to offer a narrow or limiting career focus. Helping students to understand the relevant entry level and career opportunities is a major challenge to recruiting for the program.

In terms of job numbers, the jobs to graduates ratio is better than for most business disciplines. This should be a positive factor in terms of student recruitment into the program. But, ultimately jobs and graduates must be in reasonable balance. Clearly, students want jobs, but recruiters also want to see significant numbers of quality students to warrant the investment in recruiting efforts at MSU. A key role for faculty is to balance the supply and demand for graduates of the program.

**Strengths and Weaknesses of the Program**

From a program communications perspective as well as considerations relating to program enhancements it is very useful to understand students' views concerning the strengths and weakness of the program. The following represents at least a starting point in a broader effort to understand current and potential students. The strengths and weaknesses listed below were generated from discussions with a large number of Food Industry Management students.



### Strengths

- The program provides a "friendly home" This view relates to the following points:
  - Quality of advising
  - Quality of classroom teaching
  - Substantial faculty interest and concern
- The program is "flexible"
  - There is room for choices in pursuing a degree
  - Transfer at the junior level is realistic with few penalties
- The program leads to "good jobs and careers"
  - Many opportunities to interact with industry

### Weaknesses

- The program needs to be able to communicate to new students and their parents as well as recruiting organizations in ways that minimize use of the word "agriculture".
- Too few students know about the program
- The program faces serious faculty resource constraints

### III. MAINTAINING CONTINUITY OF KEY COURSES AND PROGRAM COMPONENTS

Pages 5 to 9 show Food Industry Management courses and supporting program components. Overall there are 5 courses in the department that are critical for the Food Industry Management Program. Each of these courses is very important to the future success of the program. However, there are only 2 courses that focus exclusively on Food Industry Management and provide specific course work identity for the program. These courses in particular must be maintained with a very strong food industry focus.

The section, Supporting Program Components and Activities, beginning on page 7 identifies 11 components that coupled with the courses serve to create the "program". The program cannot survive without the courses as well as most of these components and the many activities they involve. In addition, some components must be expanded and improved in the process of successful student recruitment and program growth.

### **A Serious Resource Constraint**

The Food Systems Economics and Management major has been underfunded for most of the last 20 years. The Food Industry Management Program has had an even more severe constraint. Less than 1 FTE (in fact .5 FTE) of faculty resources plus the advisor's time are specifically allocated to the program. It is recognized that there are several ways to tally the resources, but by most any approach the resources are very scarce. In order to maintain courses and to increase the quality and number of key support activities more resources are required.

### **The Resource Strategy**

It is recommended that specified teaching activities and support components for the Food Industry Management Program be merged into the Food Industry Institute (FII). In turn, the Food Industry Institute will have an acknowledged presence and role in the program.

Specifically, FII Director, Dr. Bill Haines has been co-teaching ML 335 (a key course) and ML 831 with Jack Allen for the past 2 years and will continue to do so. Dr. Haines and Assistant Director Marcia Ratliff will also play key roles in the student/food industry interface components of the program which are vital for the growth and development of the program.

On a longer-term basis the department must recognize and respond to the need for expanding the Food Industry Management faculty.

#### IV. STUDENT RECRUITING: COMPONENTS AND APPROACHES

Achieving the targeted number of students in the program is vitally important for the program and is likely to have significant financial impacts on the department as well. In addition, enrollments in most courses are dependent upon the number of students enrolled in the program. The purposes of this section are to: 1) Identify audiences deemed important for a recruiting effort -- see Exhibit 5; 2) Identify approaches for communicating with targeted audiences -- see Exhibit 6; 3) Propose a general strategy for the recruiting effort.

In the long run, recruiting efforts may be aimed in a number of directions including the on-campus market, community colleges, high schools and the food industry focusing on both young people in the industry as well as sons and daughters of people in the business. In the short run, the task force believes it is prudent to focus initial efforts at the on-campus market. Exhibit 5 identifies student and advisor groups that may be targeted. Exhibit 6 presents several opportunities and approaches to communicate with potential students.

#### EXHIBIT 5. POTENTIAL AUDIENCES FOR MSU BASED RECRUITING EFFORTS IN THE FOOD INDUSTRY MANAGEMENT PROGRAM

##### Students and Student Groups

- University Undergraduate Division (UUD) students  
-- Especially sophomores, and perhaps freshmen
- General MSU student population
- Campus clubs  
-- Such as the Marketing Association, MANRA  
Minorities in Business, NAMA, etc.
- Students at the Freshman Orientation
- Student workers in MSU cafeterias and University Stores
- Students in selected fraternities and sororities
- Students in our own classes  
-- Especially FSM 200 and ML 335

Campus Advisers

- UUD advisers
- CANR advisers
  - College and departmental levels
- Business School advisers
- Other campus advisers

**EXHIBIT 6. APPROACHES FOR RECRUITING MSU STUDENTS**

- Mailings to UUD sophomores and other targeted groups of students
- Hold open house programs for no preference students as well as other students searching for appropriate major and career opportunities
  - Build programs around faculty involvement as well as FMA members and senior students
- Communicate the program with highly visible scholarships
- Develop a public relations effort
  - Perhaps with Communications Outreach but also involving the FMA Vice President of Public Relations
  - Target the State News
  - Publicize Food Industry Executives on Campus in selected sessions of ML 335 which would be open to students outside of the class
- Use field trips to promote the Program
- Promote the lower level courses in the program
  - Courses in turn can effectively communicate the nature of the major.
- Work with CANR to develop efforts to promote non agriculture programs (Food Industry Management, PKG & BCM) to non agriculture students i.e. urban and suburban students
- Increase the involvement and quality of current students
  - Develop a pro-seminar series of mini courses perhaps patterned after the Career Planning course
  - Have at least one segment of pro-seminar for no preference as well as new students
- Reconsider prerequisites on all courses
  - Make our courses as accessible as possible
- Promote the Food Industry Management Specialization
  - Work with Packaging and Food Science to encourage them to use it.

### **The Recruiting Strategy**

The simultaneous development of print materials and dissemination approaches focused on the wants and needs of targeted student populations and the communications channels needed to reach them will be carried out by the Food Industry Management faculty and adviser working closely with the Food Industry Institute. We will want to test materials and dissemination approaches as materials become available. Exhibit 7 proposes the types of print materials that may be useful.

#### **EXHIBIT 7. PROPOSED INFORMATIONAL AND PROMOTIONAL MATERIALS Needed for the Food Industry Management Program**

- A one page promotional piece for the Food Industry Management Program
- A multi-page "slick" promotional brochure for the Food Industry Management Program
- A brochure focusing on the opportunities for transfer students in the Food Industry Management Program
- A brochure focusing on career opportunities in the Food Industry
- A student handbook for Food Industry Management students
- A one page promotion piece for each course in the Food Industry Management major
- Posters to be used for an on-campus campaign to promote student awareness of the program.

Initially desk top publishing will be used to generate materials. This approach will allow us to proceed quickly while keeping costs down. It will also allow us to test the impact of materials and make modifications as needed. Ultimately we need to have top quality materials that help position the program as one of national stature. Dissemination and communication approaches will be evaluated as they are tested and specific approaches will be designated for use over the near term.

## V. FOOD INDUSTRY SUPPORT AND FUND RAISING

There are at least two basic reasons to seek food industry support. First, the Food Industry Management faculty, the adviser and the Food Industry Institute must help to develop industry understanding of the program to ensure and grow the job market for our graduates. This process also helps to keep our courses and program in tune with the changing needs of the marketplace. Secondly, as public support for higher education diminishes we must seek support including supplemental funding from industry. Even relatively small amounts of supplemental funding may provide the opportunities for enrichment and move the program closer to national stature. For example, about \$10,000. per year from the Food Marketing Institute to sponsor our annual activity at their Convention is probably more important than any other single activity in the program. Also, scholarship assistance for our students is increasingly important! Exhibit 8 offers several approaches to enhance industry support and fund raising efforts within the Food Industry Management Program.

### EXHIBIT 8.                    APPROACHES TO GAIN FOOD INDUSTRY SUPPORT AND TO ENHANCE FUND RAISING

- Organize and formalize interactions with industry supporters
  - Recruiting at Placement Services
  - Participation in classes
  - Their communications with us about recruiting
  - Their communication with us about individual students and graduates
- Develop a recruitment system for prospective recruiters
- Provide internship and focused food industry work experience students with materials describing the program that can be used by students to communicate the nature of the program to employers.
- Develop an alumni program
  - FMI Annual Convention
  - Public relations efforts could also help here

- Link company interest and needs for high quality graduates with funding and support for the program
- Develop a public relations effort targeted on trade publications

**Support and Fund Raising Strategy**

The Food Industry Management faculty, adviser and Food Industry Institute can work together to craft approaches for maintaining and building industry support. We must go beyond the many successful ad hoc activities of recent years to a select set of more formalized approaches. In reality we probably can't avoid the need to respond in appropriate ways to many supporters, but if we apply a number of standard approaches to maintain and increase support we can have a more effective program.

WAITE MEMORIAL BOOK COLLECTION  
DEPT. OF APPLIED ECONOMICS  
UNIVERSITY OF MINNESOTA  
1994 BUFORD AVE.-232 COB  
ST. PAUL MN 55108 U.S.A.