THE FACULTY SENATE

December 9, 1997

Dr. Ray M. Bowen
President
Texas A&M University

Dear President Bowen:

At its regular meeting held December 8, 1997 the Faculty Senate considered and approved the following proposal from the Graduate Council:

Nonsubstantive request to offer a Master of Agribusiness degree program. This degree program will be jointly administered by the Department of Agricultural Economics in the College of Agriculture and Life Sciences and Lowry Mays College and Graduate School of Business.

Enclosed is the information considered by the Senate. Please inform me of your decision on this recommendation.

Sincerely yours,

Wayne E. Wylie
Speaker, 1997-98

Enclosure
pc: Dr. Ronald G. Douglas, Executive Vice President & Provost
Dr. C. R. Creger, Executive Associate Dean, College of Agriculture & Life Sciences
Dr. Dan H. Robertson, Chair, Graduate Council

APPROVED

DATE

1/7/98

FACULTY SENATE
RECEIVED
JAN 09 1998
REPORT OF THE GRADUATE COUNCIL MEETING  
NOVEMBER 13, 1997

At the Graduate Council's meeting held on 13 November 1997, the following nonsubstantive request was approved:

Nonsubstantive request to offer a Master of Agribusiness degree program. This degree program will be jointly administered by the Department of Agricultural Economics in the College of Agriculture and Life Sciences and the Lowry Mays College and Graduate School of Business.
MEMORANDUM

To: Ray M. Bowen, President, Texas A&M University

Through: Ronald G. Douglas, Executive Vice President and Provost

Subject: Master of Agribusiness Degree Proposal

November 3, 1997

We are writing jointly to express our full support for the nonsubstantive degree proposal to establish a Master of Agribusiness degree. This degree program will be jointly administered by the Department of Agricultural Economics in the College of Agriculture and Life Sciences and the Lowry Mays College and Graduate School of Business through a Program Director, Program Executive Committee, and an Intercollegiate Faculty. This proposed program would be one of a small, select cadre of national programs designed to successfully cut across the business and agriculture disciplines to focus on food and agribusiness management.

The food and agribusiness sector in Texas is changing rapidly and as a result is driving changes in education requirements. Agribusiness is becoming more intensive, both in terms of its resource use and its managerial requirements. Increasing industrialization of agriculture calls for curricular change at both the graduate and undergraduate levels. Graduate-trained managers are needed who understand the unique challenges and issues facing food and agricultural businesses at the state, national, and international levels.

To train these graduates, universities must foster strong interdepartmental and intercollege teaching, research, and continuing education programs. Texas A&M University has already responded with an undergraduate curriculum in agribusiness that combines coursework from the College of Agriculture and Life Sciences and the Lowry Mays College and Graduate School of Business. A professional master's degree is needed to allow advanced study of agribusiness issues and to combine the technical knowledge and managerial expertise needed to resolve them. The proposed Master of Agribusiness program is designed to address these needs and to provide graduates with a view that integrates food, agriculture, and business management.

The Lowry Mays College and Graduate School of Business Strategic Plan and the College of Agriculture and Life Sciences Strategic Plan outline several strategic objectives that relate specifically to this proposed degree program. The Colleges are committed to establishing cooperative linkages for instruction, research, and service programs with other colleges within the Texas A&M University System. This proposed Master of Agribusiness degree program would enable both colleges to address this strategic objective.
MEMORANDUM

TO: Dr. C.R. Creger
Executive Associate Dean
College of Agriculture and Life Sciences

FROM: David Wm. Reed, Chair
Graduate Program Council

SUBJECT: The Master of Agribusiness

The COALS Graduate Program Council reviewed the Master of Agribusiness proposal submitted by the Department of Agricultural Economics. The proposal received the unanimous support of the Committee.

DWR:on

xc: Dr. Charlie Hall
Dr. A. Gene Nelson
It is with great pleasure and excitement that we endorse this new Master of Agribusiness degree program and welcome any comments you may have.

Edward A. Hiler
Dean
College of Agriculture and Life Sciences

A. Benton Cocalico
Dean
Lowry Mays College & Graduate School of Business

Attachments

c: Dick Creger
Don Hellriegel
A. Gene Nelson
TO THE
TEXAS HIGHER EDUCATION
COORDINATING BOARD

A Nonsubstantive Request
to
Authorize
A MASTER OF AGribusiness
Degree Program

TEXAS A&M UNIVERSITY
College Station, Texas
Nonsubstantive Degree Program Request

Institution: Texas A&M University

Program Title: Master of Agribusiness

Display how program would appear on the Coordinating Board program inventory:

Master of Agribusiness, Texas CIP Code 01.0101.00 05

How will name of program appear on student diplomas?

Master of Agribusiness

How will name of program appear on student transcripts?

Master of Agribusiness

Administrative Units responsible for program:

The program will be jointly administered by the College of Agriculture and Life Sciences (COALS) and the Lowry Mays College and Graduate School of Business (LMC&GSB) through a Program Director, Program Executive Committee, and an Intercollegiate Faculty.

Proposed date for implementation of the program:

Fall Semester, 1998

Persons to be contacted for further information about the proposed program:

Dr. A. Gene Nelson, Professor and Head, Department of Agricultural Economics, 332A Blocker Building, Texas A&M University, College Station, Texas 77843-2124. Telephone: (409) 845-2116

Dr. Don Hellriegel, Executive Associate Dean, Lowry Mays College and Graduate School of Business, Texas A&M University, College Station, Texas 77843-4113. Telephone: (409) 845-4573

Signatures:

Dr. Ray M. Bowen
President, Texas A&M University

Dr. Barry B. Thompson
Chancellor, Texas A&M University System

(Date)

(Date)

Governing Board approval date:
# TABLE OF CONTENTS

I. REASON FOR REQUEST .................................................. Page -1-

II. PROGRAM DESCRIPTION ............................................... Page -3-

III. RELATIONSHIP TO EXISTING AUTHORIZED PROGRAMS .......... Page -10-

IV. EXPECTED ENROLLMENT ............................................... Page -11-

V. RESOURCES ............................................................. Page -11-
I. **REASON FOR REQUEST**

A. **Program Need/Demand:**

The United States continues to be a leader in agriculture and agribusiness (defined inclusively as input supply, food and fiber production, processing, and marketing), but frequently the long-term economic advantages resulting from adding value to the products are not captured. Additionally, Texas has consistently lagged behind the national average in terms of the percentage of gross domestic product resulting from value added activities.

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

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

This proposed program would be one of a small, select cadre of national programs designed to address this situation by successfully combining business and agriculture disciplines to focus on agribusiness management. The program is designed to prepare graduates to meet the needs for filling agribusiness executive positions which will influence the competitiveness of U.S. agriculture in a world marketplace.

The State of Texas is diversifying its economy, attracting new industry to this region, and benefitting from free-trade agreements with Mexico and Canada. To take full advantage of these opportunities and to attain competitive advantage that will bring additional industry and new jobs to the state, it is important to provide agribusiness leadership to the state. This program will meet this need by serving as a research resource and a provider of graduates who will become agribusiness executives and leaders that will assist the State of Texas in meeting its economic and industrial needs.

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

- Establishing Texas A&M University as one of a select cadre of national programs which successfully combine business and agriculture to focus on agribusiness management.
- Attracting high quality, mature students interested in the integration of business and agriculture.
- Preparing graduates who will become industry leaders within 5 to 7 years after graduation.
- Providing an excellent opportunity to significantly increase and broaden the interaction between colleges.
- Encouraging faculty and students from several departments and colleges to engage in joint education and research activities.
- Enhancing university/industry partnerships through effective use of external development and advisory activities.
- Offering excellent visibility when seeking external industry funding.
- Increasing the number of student projects involving industry-based internships.
- Supporting the value-added and international business development efforts across the State in agribusiness and other colleges and agencies at Texas A&M University.

The Lowry Mays College and Graduate School of Business Strategic Plan and the College of Agriculture and Life Sciences Strategic Plan outline several strategic objectives which relate specifically to this proposed degree program. The Colleges are committed to establishing cooperative linkages for instruction, research, and service programs with other colleges within the Texas A&M University System. This proposed Master of Agribusiness degree program would enable both colleges to address this strategic objective.

B. Similar programs at Texas public and independent universities:

Texas A&M University has an undergraduate degree in Agribusiness and a specialization in agribusiness in the Master of Agriculture, a non-thesis degree. The only other existing agribusiness program in the state at the master-degree level is a non-thesis program at Texas Tech University in which the Department of Agricultural Economics cooperates with the M.B.A. program with a concentration in Agricultural Business Management.

According to the Directory of U.S. Agribusiness Academic Programs, 1996 (published by the Agribusiness Institute at Mississippi State University), there are seventy-three U.S. academic institutions that offer an undergraduate or graduate program, degree, or emphasis formally identified as agribusiness or agribusiness management. These programs range from associate degrees to doctorates in agribusiness. However, only nineteen of these institutions have a masters program in agribusiness and only ten of these have joint administration by both agriculture and business. While the number of programs has increased in recent years, the size of the programs has been insufficient in meeting potential demand, that is, supplying enough high quality graduates for to meet the demand of agribusiness firms.

C. Demand from prospective students:

Students in the program are expected to have an earned baccalaureate degree in agriculture, business or a closely related field with an interest in agribusiness. The Department of Agricultural Economics currently offers an undergraduate degree in Agribusiness that is jointly administered by the College of Agriculture and Life Sciences (COALS) and the Lowry Mays College and Graduate School of Business (LMC&GSB).

According to Fall 1996 enrollment statistics, 46% of all undergraduate students in the Department of Agricultural Economics were Agribusiness majors. This percentage has been increasing since the inception of the Agribusiness baccalaureate degree and this trend is expected to continue. For example, 67% of the Fall 1996 incoming freshmen in the department were Agribusiness majors. Thus, the Master of Agribusiness is viewed as a logical compliment to a growing undergraduate Agribusiness degree program.

It is also expected that students in the Department of Agricultural Economics currently electing the Master of Agriculture degree will find the Master of Agribusiness degree better suited to their needs. The same is true for some students currently enrolled in the Master of Science Non-Thesis degree in
Agricultural Economics. In addition to students who would have otherwise enrolled in these two degree programs, the new Master of Agribusiness degree is expected to attract students from other universities to Texas A&M University, due to the fact that jointly administered (college of business/college of agriculture) programs are so unique.

D. Job market needs:

Graduates from the program are expected to assume positions as managers in agribusiness firms. Several recent papers have highlighted the need for people with combined talents (Hall, Charles R. and Kerry K. Litzenberg, "A Profile of Chief Agribusiness and Food Executives," Faculty Paper Number 95-8). The U.S. Department of Agriculture estimates that there are approximately 10 percent more job openings than applicants for college graduates with expertise in agriculture and business. The opening of new trade opportunities, changes in government policies affecting agriculture, increasing integration and concentration in food and fiber industries, and growing concerns about environmental quality and food safety have contributed to this growing need for more specialized, in-depth training applying economic and business principles within the unique institutional and marketing environment in which agribusinesses operate.

II. PROGRAM DESCRIPTION

A. Educational Objectives

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

Specifically, the educational objectives of the Master of Agribusiness degree program are to:

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

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

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

4. Develop graduates with the capability to organize, describe, and make intelligent inferences from empirical evidence. Graduates should be able to apply sophisticated statistical techniques to data; make informed forecasts of agribusiness trends; and formulate, solve, and interpret quantitative business decision models.
5. Develop graduates who understand and value individual differences and have the communication and collaborative skills needed to work effectively in functionally and culturally diverse teams.

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

The objectives of this program also follow the guidelines set forth in Agribusiness Education in Transition: Strategies for Change (Downey, David W., Kerry K. Litzenberg, and Charles E. French - editors, June 1989). This document was produced by the USDA National Agribusiness Education Commission which included agriculture and business faculty, university administrators, and representatives of agribusiness firms.

B. Program Administration

The program will be jointly administered by the College of Agriculture and Life Sciences (COALS) and the Lowry Mays College and Graduate School of Business (LMC&GSB) through a Program Director, Program Executive Committee, and an Intercollegiate Faculty. The organizational entities needed to administer the Master of Agribusiness degree program currently exist.

- The Program Director is appointed by the Deans of the two colleges to serve a three-year term and will be responsible for all tasks pertaining to the daily operation of the program. Administrative record keeping for the program will reside in the Program Director’s administrative unit's office. Students will be assigned advisors by the Program Director upon arrival to campus. These advisors will reside in existing academic programs and will be the students’ principal contact.

- The Program Executive Committee will be comprised of two representatives from the Department of Agricultural Economics in the COALS and two representatives from the LMC&GSB. These representatives will be appointed by their respective Deans. The responsibilities of the Program Director and the Executive Committee will be to: (1) publicize the program, (2) consider applications, (3) make admission decisions, (4) develop industry support in the form of student internships, assistantships/fellowships, research support, and development funding, (5) ensure that the curriculum is consistent with program objectives, and (6) work with department heads to schedule courses and faculty to maintain the program. The Program Executive Committee will jointly work with the department heads of those departments that provide the Intercollegiate Faculty to coordinate curriculum, faculty, and instructional resources for the program.

- The Intercollegiate Faculty will promote the teaching and graduate programs in agribusiness at Texas A&M University. The Faculty will provide input to the Program Director and Program Executive Committee regarding admission requirements, preparation, and training of candidates for the Master of Agribusiness degree. The Intercollegiate Faculty of Agribusiness will function as follows:

  1. Members of the Intercollegiate Faculty of Agribusiness must be members of the TAMU Graduate Faculty qualified to advise and teach Master of Agribusiness degree candidates.

  2. The Program Director will serve as the Chair of the Intercollegiate Faculty and will develop annual reports in January of each calendar year for presentation to the Intercollegiate Faculty relating historical progress and future plans for the Master of Agribusiness degree program.
3. The Intercollegiate Faculty will hold its annual meeting in January to review the status of the degree program. Upon acceptance of the Program Director’s report, it will be forwarded to the Deans of the two colleges.

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

C. Admission Standards.

Minimum admission requirements to Graduate Studies at Texas A&M University are published in the current Texas A&M University Graduate Catalog, 119th edition. In addition to these general requirements, the following specific requirements would be expected to be met for admission to the Master of Agribusiness program:

- GRE or GMAT test scores and grade point averages that meet the requirements established for master program applicants by both the College of Agriculture and Life Sciences and the Lowry Mays College and Graduate School of Business.
- Baccalaureate degree in agriculture, business, or related fields.
- Three letters of recommendation from professors, professional colleagues, or industry supervisors who are familiar with the applicant’s expected ability to perform in this program.

The following requirements or their equivalents are prerequisites:

- Mathematics (MATH 142 or equivalent)
- Statistics (STAT 303 or equivalent)
- Economics (ECON 323 and ECON 410 or AGEC 430 or equivalent)

It is expected that most applicants that satisfy these specific requirements stated above also will satisfy most, if not all, of these prerequisites. Courses meeting the minimum expectation for each prerequisite are stated in parenthesis. These course descriptions can be found in the Texas A&M University Undergraduate Catalog. Course work taken to satisfy these prerequisites cannot be counted for degree credit in this program.

D. Degree requirements

The Master of Agribusiness Program requires a minimum of 39 credit hours. The degree plan will be developed by the student under the direction of the students’ Advisory Committee. The course breakdown by semester credit hour requirements is as follows:

Course Breakdown by Semester Credit Hours

<table>
<thead>
<tr>
<th>Required courses</th>
<th>15</th>
</tr>
</thead>
<tbody>
<tr>
<td>LMC&amp;GSB courses</td>
<td>18</td>
</tr>
<tr>
<td>Agr. Economics courses</td>
<td>3</td>
</tr>
<tr>
<td>Prescribed electives</td>
<td>3</td>
</tr>
<tr>
<td>Freely elected courses</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>39</td>
</tr>
</tbody>
</table>
Admission to the program will normally be for the Fall semester. Exceptions to this normal start will be allowed for applicants who must enhance their background by taking prerequisite courses. This can be addressed during the Spring and Summer terms preceding the regular admission.

E. Curriculum requirements

Program Prerequisites

The following courses or their equivalents are prerequisites to the Master of Agribusiness degree program:

- ECON 323 Microeconomic Theory
- ECON 410 Macroeconomic Theory or
- AGEC 430 Macroeconomics of Agriculture
- MATH 142 Business Calculus
- STAT 303 Statistical Methods

Catalog descriptions of these courses are as follows:

Microeconomic Theory (ECON 323). Credit 3. Determination of prices and their role in directing consumption, production and distribution under both competitive and non-competitive market situations. Prerequisite: ECON 202.

Macroeconomic Theory (ECON 410). Credit 3. Theory of the determination of aggregate levels of national income, employment and prices; monetary and fiscal policy analysis, effects of government debt and deficits. Prerequisite: ECON 203.

Macroeconomics of Agriculture (AGEC 430). Credit 3. Physical and financial linkages between agriculture and the rest of the economy; agriculture’s importance to the economy, the determinants of aggregate supply of agricultural products, the organization and performance of financial intermediaries serving agriculture, and the differential effects of national economic policies on agriculture. Prerequisites: AGEC 317; ECON 323.

Business Mathematics II (MATH 142). Credit 3. Derivatives, curve sketching and optimization, techniques of derivatives, logarithms and exponential functions with applications, integrals, techniques and applications of integrals, multivariate calculus. Prerequisite: High school algebra I and II and geometry or satisfactory performance on a qualifying examination. Credit will not be given for more than one of MATH 121, 131, 142, 151 and 171.

Statistical Methods (STAT 303). Credit 3. Intended for undergraduate students in the social sciences. Introduction to concepts of random sampling and statistical inference, estimation and testing hypotheses of means and variances, analysis of variance, regression analysis, chi-square tests. Credit will not be allowed for more than one of STAT 301, 302, or 303. Prerequisite: MATH 141 or 166 or equivalent.
Foundation Course Requirements or LMC&GSB Electives

If students have previously taken one or more course(s) equivalent to the following foundation courses, their committees will substitute one or more elective course(s) from the Lowry Mays College and Graduate School of Business up to 12 credit hours.

<table>
<thead>
<tr>
<th>Course</th>
<th>Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCT 640</td>
<td>Accounting Concepts and Procedures I</td>
<td>3</td>
</tr>
<tr>
<td>FINC 635</td>
<td>Financial Management</td>
<td>3</td>
</tr>
<tr>
<td>MKTG 621</td>
<td>Survey of Marketing</td>
<td>3</td>
</tr>
<tr>
<td>MGMT 655</td>
<td>Survey of Management</td>
<td>3</td>
</tr>
<tr>
<td>ECON 607</td>
<td>Microeconomic Theory</td>
<td></td>
</tr>
</tbody>
</table>

Subtotal: 15

Catalog descriptions of these courses are as follows:

Accounting Concepts and Procedures I (ACCT 640). Credit 3. Accounting concepts and relationships essential to administrative decisions; use of accounting statements and reports as policy making and policy execution tools. Classification 6 student and non-business graduate students may enroll in specially designed sections of this course. Prerequisite: Graduate classification.

Financial Management for Non-Business (FINC 635) Credit 3. External and internal factors affecting financial decision-making in the firm; fundamental concepts of accounting and managerial economics. Prerequisite: Approval of advisor.

Survey of Management (MGMT 655) Credit 3. Management concepts and applications important to managers in all types and sizes of organizations; includes: strategic planning, goal setting, control, and managerial ethics; decision making, organizing, human resource management, including staffing, performance appraisal, and compensation; leadership, motivation, communication and group processes; achieving organizational quality and managing in a global environment. Prerequisite: Graduate classification. Note: This course may not be used for elective credit by a master's candidate in business administration.

Survey of Marketing (MKTG 621) Credit 3. Marketing concepts and functions from the point of view of the organization and the economy. Only classification 6 students and non-business graduate students may enroll in this course.

Foundations of Microeconomic Theory (ECON 607) Credit 3. Examination of positive and normative analysis in economic theory; emphasis on policy applications of the theory. Prerequisite: MATH 131 or equivalent; ECON 323 or equivalent; or approval of instructor.
**Field Course Requirements**

The following field courses are required to complete the Master of Agribusiness degree. Students will have at least 6 credit hours of electives. As indicated previously, additional electives are available if students have previously taken courses equivalent to the foundation requirements.

<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>AGEC 621</td>
<td>Quantitative Techniques for Decision-Making I</td>
<td>3</td>
</tr>
<tr>
<td>AGEC 622</td>
<td>Quantitative Techniques for Decision-Making II</td>
<td>3</td>
</tr>
<tr>
<td>AGEC 625</td>
<td>Agribusiness Environment &amp; Policy</td>
<td>3</td>
</tr>
<tr>
<td>AGEC 629</td>
<td>Strategic Agribusiness Management</td>
<td>3</td>
</tr>
<tr>
<td>AGEC 630</td>
<td>Financial Analysis for Agribusiness Firms</td>
<td>3</td>
</tr>
<tr>
<td>AGEC 693</td>
<td>Professional Study</td>
<td>3</td>
</tr>
</tbody>
</table>

**Subtotal**: 18

Catalog descriptions of these courses are as follows:

Quantitative Techniques for Decision-Making in Agribusiness I (AGEC 621) Credit 3. Econometric application and practice; analysis and interpretation of real-world data; microcomputer implementation. Prerequisites: MATH 142, STAT 303; Corequisites: ECON 323, ECON 311 or AGEC 430.

Quantitative Techniques for Decision-Making in Agribusiness II (AGEC 622) Credit 3. Develop competency in the design, construction, use and evaluation of simulation, forecasting, and optimization models to solve applied problems confronting decision makers in agribusiness. (Note: This course has been taught as a 689 and is currently undergoing process for inclusion into the TAMU graduate catalog)

Agribusiness Environment & Policy (AGEC 625) Credit 3. Analysis of the economic, social, political, technological, and legal forces that impact the way in which global agribusiness firms compete; emphasis on intensive case study analysis. Prerequisites: AGEC 314 or MKTG 321; ECON 202.

Strategic Agribusiness Management (AGEC 629) Credit 3. Practical application of operational and strategic decision-making tools to agribusiness; emphasis on problem recognition and economic analysis related to production, marketing, and finance decisions facing agribusiness firms. Prerequisites: AGEC 621 & 625, ECON 607.

Financial Analysis for Agribusiness Firms (AGEC 630) Credit 3. Application of financial planning and analysis to agribusiness firms; capital budgeting and selection of investments; the role of debt structure and liquidity in firm growth and stability; alternatives for gaining control over financial resources, managing risk, and maintaining business efficiency over time. Prerequisite: ACCT 640 and FINC 635.

Professional Study (AGEC 693) Credit 1 to 9 each semester. Approved professional paper undertaken as the requirement for the Master of Science Non-Thesis and Master of Agriculture. May be taken more than once, but not to exceed 3 hours of credit toward a degree.
Electives

Electives (at least one 3-hour elective is to be from the LMC&GSB, preferably in the international area)

<table>
<thead>
<tr>
<th>Course Description</th>
<th>Credit Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Economic Theory (ECON 607)</td>
<td>3</td>
</tr>
<tr>
<td>Quantitative Techniques I (AGEC 621)</td>
<td>3</td>
</tr>
<tr>
<td>Accounting Concepts and Procedures (ACCT 640)</td>
<td>3</td>
</tr>
<tr>
<td>Survey of Marketing (MKTG 621)</td>
<td>3</td>
</tr>
<tr>
<td>Spring Semester</td>
<td></td>
</tr>
<tr>
<td>Agribusiness Environment &amp; Policy (AGEC 625)</td>
<td>3</td>
</tr>
<tr>
<td>Quantitative Techniques II (AGEC 622)</td>
<td>3</td>
</tr>
<tr>
<td>Survey of Management (MGMT 655)</td>
<td>3</td>
</tr>
<tr>
<td>Financial Management (FINC 635)</td>
<td>3</td>
</tr>
<tr>
<td>Summer Session</td>
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<tr>
<td>Elective</td>
<td>3</td>
</tr>
<tr>
<td>Elective</td>
<td>3</td>
</tr>
<tr>
<td>Fall Semester</td>
<td></td>
</tr>
<tr>
<td>Strategic Agribusiness Management (AGEC 629)</td>
<td>3</td>
</tr>
<tr>
<td>Financial Analysis for Agribusiness Firms (AGEC 630)</td>
<td>3</td>
</tr>
<tr>
<td>Professional Study (AGEC 693)</td>
<td>3</td>
</tr>
<tr>
<td>TOTAL CREDIT HOURS</td>
<td>39</td>
</tr>
</tbody>
</table>

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* If the student has previously taken equivalent courses, the advisory committee will substitute other elective courses in the LMC&GSB.

* One of these electives is to be from the LMC&GSB, preferably in the international area. Students also are encouraged to consider an internship (AGEC 684) as an elective.

* The Final Examination requirement shall be waived by satisfactorily completing AGEC 629, 630, and 693, capstone courses that serve to integrate the program's coursework.


Additional Notes

The program's capstone courses AGEC 629 and AGEC 630 are taught during the Fall semester and taken during the second year of the student's program. The prerequisites for these two capstone courses are AGEC 621, ECON 607, and AGEC 625. Students also are required to have taken or be concurrently enrolled in the foundation courses. The course sequence is based on the assumption that students are entering the program in the Fall semester.

The AGEC 693 requirement focuses on the development of written and oral communication skills and involves either the development of actual case studies or the writing and oral presentation of a series of papers.

One of the electives that students may select is the AGEC 684 Professional Internship which should be taken during the program (rather than at the end).

The student's advisory committee may recommend substituting other courses for required courses if, in their judgement and in consultation with the student, other courses would better suit the student's objectives. These course change recommendations will be approved by the Program Director.

III. RELATIONSHIP TO EXISTING AUTHORIZED PROGRAMS

Other degree programs in the College of Agriculture and Life Sciences and the Lowry Mays College and Graduate School of Business shall support and enrich this proposed Master of Agribusiness program. Electives can be selected from courses offered in the following programs: Master of Science in Agricultural Economics, Accounting, Management Information Systems, Finance, Management, and Marketing and the Master of Business Administration.

Current class sizes, faculty, library resources, etc. are anticipated to be sufficient in handling increased enrollment associated with the Master of Agribusiness program without sacrificing quality in the learning experience.

The Master of Agribusiness program should be a logical compliment to the undergraduate Agribusiness program. All prerequisites for admission to the Master of Agribusiness program are part of the existing undergraduate curriculum at Texas A&M University. In addition, since the Master of Agribusiness is small relative to the undergraduate program, it is not anticipated that major shifts in resources or faculty time will be necessary.

It is anticipated that students currently obtaining a Master of Science Non-Thesis in Agricultural Economics and a Master of Agriculture in Agricultural Economics will be more likely to obtain a Master of Agribusiness degree once the program is in place. The M.S. Non-Thesis and Master of Agriculture have traditionally been "terminal" degrees in that students in these degree programs have been placed in agribusiness-related jobs in industry rather than pursuing a PhD. The Master of Agribusiness degree is anticipated to have increased marketability in terms of student placement.
IV.

EXPECTED ENROLLMENT

A. Estimate the cumulative head count and full-time equivalent (FTE) enrollment for each of the first five years (majors only, considering expected attrition and graduation) and indicate the number expected to be new to the institution each year.

The following are conservative estimates of enrollment:

<table>
<thead>
<tr>
<th></th>
<th>1st year</th>
<th>2nd year</th>
<th>3rd year</th>
<th>4th year</th>
<th>5th year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program — 1st Year</td>
<td>15</td>
<td>20</td>
<td>24</td>
<td>27</td>
<td>30</td>
</tr>
<tr>
<td>Program — 2nd Year</td>
<td>0</td>
<td>12</td>
<td>16</td>
<td>20</td>
<td>22</td>
</tr>
<tr>
<td>TOTAL</td>
<td>15</td>
<td>32</td>
<td>40</td>
<td>47</td>
<td>52</td>
</tr>
</tbody>
</table>

The following are majors estimated to be new FTE students to the institution:

<table>
<thead>
<tr>
<th></th>
<th>1st year</th>
<th>2nd year</th>
<th>3rd year</th>
<th>4th year</th>
<th>5th year</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of Students New to the Institution</td>
<td>10</td>
<td>15</td>
<td>18</td>
<td>21</td>
<td>25</td>
</tr>
</tbody>
</table>

B. Explain the assumptions used in making the above estimates.

Estimates are based upon current levels of assistantship/fellowship support and faculty resources. The number of students admitted will be controlled by the Program Executive Committee to ensure adequate resources. It is expected that the prospective pool of students enrolling in the Master of Agribusiness degree program will come from: (1) undergraduate majors from the TAMU Agribusiness baccalaureate program, (2) graduate students preferring the Master of Agribusiness degree to the M.S. Non-Thesis and the Master of Agriculture, and (3) students from other institutions desiring a graduate degree pertaining to Agribusiness that is jointly administered by colleges of business and agriculture.

V.

RESOURCES

A. Courses that have been implemented and new courses needed:

1. Courses implemented within the last 3 years that will be included in the program:

AGEC 621 has already been implemented into the Masters of Science program in Agricultural Economics. It has been redesigned to emphasize such areas as statistical control theory, operations research, and quantitative decision methods.

AGEC 622 is a new course named Quantitative Techniques for Decision-Making II recently introduced into the Master of Science program in Agricultural Economics. It has been taught as a AGEC 689 and is in line for inclusion into the graduate catalog. This course focuses on advanced quantitative decision-making techniques in agricultural economics and agribusiness with an emphasis on analysis using linear programming, econometrics, simulation, and optimization techniques.
2. **New courses not yet implemented:**

Two new courses will be added as part of the proposed Master of Agribusiness program. The proposed catalog descriptions of these new courses are as follows:

*Agribusiness Environment & Policy (AGEC 625) Credit 3. Analysis of the economic, social, political, technological, and legal forces that impact the way in which global agribusiness firms compete; emphasis on intensive case study analysis. Prerequisites: AGEC 314 or MKTG 321; ECON 202.*

*Strategic Agribusiness Management (AGEC 629) Credit 3. Practical application of operational and strategic decision-making tools to agribusiness; emphasis on problem recognition and economic analysis related to production, marketing, and finance decisions facing agribusiness firms. Prerequisites: AGEC 621 & 625, ECON 607.*

There are no other new course requirements associated with the Master of Agribusiness degree. However, one existing course that is included in the Field Course requirements for the Master of Agribusiness is being redesigned to serve the changing needs of student clientele. The current AGEC 630 will be renamed *Financial Analysis for Agribusiness Firms* and the scope of the course will be expanded to include financial management of all types of agribusiness firms, not just farms and ranches.

B. **Faculty resources and requirements:**

1. **Current faculty members:**

*College of Agriculture and Life Sciences Faculty (in alphabetical order):*

<table>
<thead>
<tr>
<th>Name (highest degree, institution):</th>
<th>Oral Capps, Jr. (PhD, Virginia Tech)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department:</td>
<td>Department of Agricultural Economics</td>
</tr>
<tr>
<td>Field of study:</td>
<td>Demand analysis</td>
</tr>
<tr>
<td>Current teaching assignments:</td>
<td>AGEC 105; AGEC 645; AGEC 689</td>
</tr>
<tr>
<td>Current research interest:</td>
<td>Marketing, Applied Econometrics, Consumer Economics</td>
</tr>
<tr>
<td>Anticipated program contribution:</td>
<td>Teaching, student recruitment, graduate recruitment coordinator</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Name (highest degree, institution):</th>
<th>Charles Hall (PhD, Mississippi State University)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Department:</td>
<td>Dept. of Agricultural Economics</td>
</tr>
<tr>
<td>Field of study:</td>
<td>Strategic management, marketing, horticultural marketing</td>
</tr>
<tr>
<td>Current teaching assignments:</td>
<td>AGEC 440, AGEC 481, AGEC 655</td>
</tr>
<tr>
<td>Current research interest:</td>
<td>Strategic management, marketing management, horticultural marketing</td>
</tr>
<tr>
<td>Anticipated program contribution:</td>
<td>Program Director, Program Executive Committee, teaching, recruitment, student placement</td>
</tr>
<tr>
<td>Name (highest degree, institution)</td>
<td>Agricultural finance, agribusiness management</td>
</tr>
<tr>
<td>-----------------------------------</td>
<td>-----------------------------------------------</td>
</tr>
<tr>
<td>Name (highest degree, institution)</td>
<td>Agricultural finance, financial management</td>
</tr>
<tr>
<td>Department</td>
<td>Dept. of Agricultural Economics</td>
</tr>
<tr>
<td>Field of study</td>
<td></td>
</tr>
<tr>
<td>Current teaching assignments</td>
<td>AGEC 330, AGEC 630</td>
</tr>
<tr>
<td>Current research interests</td>
<td>Financial Planning, Capital Structure</td>
</tr>
<tr>
<td>Anticipated program contribution</td>
<td>Student recruitment, AGEC 619.</td>
</tr>
<tr>
<td>Name (highest degree, institution)</td>
<td>Mathematical Programming</td>
</tr>
<tr>
<td>Department</td>
<td>Dept. of Agricultural Economics</td>
</tr>
<tr>
<td>Field of study</td>
<td></td>
</tr>
<tr>
<td>Current teaching assignments</td>
<td>AGEC 315 Food and Ag Sales</td>
</tr>
<tr>
<td>Current research interests</td>
<td>Strategic Management, H.R. Planning, Effectiveness of Sales and Marketing Efforts in Agribusiness Firms.</td>
</tr>
<tr>
<td>Anticipated program contribution</td>
<td>Student recruitment, AGEC 619.</td>
</tr>
<tr>
<td>Name (highest degree, institution)</td>
<td>Resources Policy, Management Information Systems, Mathematical Programming</td>
</tr>
<tr>
<td>Department</td>
<td>Dept. of Agricultural Economics</td>
</tr>
<tr>
<td>Field of study</td>
<td></td>
</tr>
<tr>
<td>Current teaching assignments</td>
<td>Mathematical Programming</td>
</tr>
<tr>
<td>Current research interests</td>
<td>Resources Policy, Management Information Systems, Mathematical Programming</td>
</tr>
<tr>
<td>Anticipated program contribution</td>
<td>Teaching, advising, research</td>
</tr>
<tr>
<td>Name (highest degree, institution)</td>
<td>Demand and price analysis, agribusiness marketing</td>
</tr>
<tr>
<td>Department</td>
<td>Dept. of Agricultural Economics</td>
</tr>
<tr>
<td>Field of study</td>
<td></td>
</tr>
<tr>
<td>Current teaching assignments</td>
<td>AGEC 414</td>
</tr>
<tr>
<td>Current research interest</td>
<td>Agribusiness marketing, consumer behavior</td>
</tr>
<tr>
<td>Anticipated program contribution</td>
<td>Teaching, advising, research</td>
</tr>
<tr>
<td>Name (highest degree, institution)</td>
<td>Demand and price analysis, agribusiness marketing</td>
</tr>
<tr>
<td>Department</td>
<td>Dept. of Agricultural Economics</td>
</tr>
<tr>
<td>Field of study</td>
<td></td>
</tr>
<tr>
<td>Current teaching assignments</td>
<td>AGEC 414</td>
</tr>
<tr>
<td>Current research interest</td>
<td>Agribusiness marketing, consumer behavior</td>
</tr>
<tr>
<td>Anticipated program contribution</td>
<td>Teaching, advising, research</td>
</tr>
<tr>
<td>Name (highest degree, institution)</td>
<td>John Nichols (PhD, Cornell University)</td>
</tr>
<tr>
<td>Department</td>
<td>Dept. of Agricultural Economics</td>
</tr>
<tr>
<td>Field of study</td>
<td></td>
</tr>
<tr>
<td>Current teaching assignments</td>
<td>AGEC 429 Agricultural and Food Policy</td>
</tr>
<tr>
<td>Current research interest</td>
<td>Marketing management, international agribusiness, marketing organizations</td>
</tr>
<tr>
<td>Anticipated program contribution</td>
<td>Teaching, student advising, research and consulting, international contracts.</td>
</tr>
</tbody>
</table>
Name (highest degree, institution): John Penson (PhD, University of Illinois)
Department: Dept. of Agricultural Economics
Field of study: Agribusiness finance
Current teaching assignments: AGEC 431, AGEC 620
Current research interest: Agribusiness finance, macroeconomics of agribusiness
Anticipated program contribution: Teaching, advising

Name (highest degree, institution): Victoria Sain (PhD, Purdue University)
Department: Dept. of Agricultural Economics
Field of Study: Agribusiness management, finance
Current teaching assignments: AGEC 317, AGEC 430
Current research interests:
Anticipated program contribution:
Vertical coordination and risk-shifting contracts in food and agricultural industries; Information management
Teaching, advising

Name (highest degree, institution): John Siebert (PhD, University of California - Berkeley)
Department: Dept. of Agricultural Economics
Field of study: Agribusiness, value-added commodities, cooperatives
Current teaching assignments: AGEC 340, AGEC 619
Current research interest: Dairy deregulation, foodservice, student career preparation
Anticipated program contribution: Teaching, advising, and placement

Lowry Mays College and Graduate School of Business Faculty (in alphabetical order)

Name (highest degree, institution): Robert Albanese (PhD, Ohio State University)
Department: Management
Field of study: Management
Current teaching assignments: MGMT 655, MGMT 620
Current research interest: Management, team building, human resources practices, productivity measures
Anticipated program contribution: Teaching, mentoring.

Name (highest degree, institution): R. Austin Daily (PhD, University of North Carolina, Chapel Hill)
Department: Accounting
Field of study: Accounting
Current teaching assignments: ACCT 630, ACCT 327, ACCT 681
Current research interest: Managerial accounting, cash flow analysis
Anticipated program contribution: Teaching, advising.

Name (highest degree, institution): John J. Dinkel (PhD, Northwestern University)
Field of study: Applied mathematics
Current teaching assignments:
Current research interest: on development leave
Management of information systems
Anticipated program contribution: Ongoing program planning, coordination, and review with key individuals in the Department of Agricultural Economics. Serves as Associate Dean for Masters Programs and Director, Executive MBA program.
2. If current faculty would be teaching new courses, how would their teaching assignments change, and how would their current assignments be accommodated?

It is anticipated that current faculty in the Department of Agricultural Economics will incur some minor realignment in teaching responsibilities. Teaching load projections indicate that current teaching FTE’s are more than sufficient to handle the addition of two new courses and redirection of one other. Also, the elimination of several courses at the Masters and PhD level will assist in the realignment process, as well as the anticipated reduction in M.S. Non-Thesis and Master of Agriculture students.

3. List all new positions required during the first five years of the program and indicate whether the positions would be additions or reassignments.

No new faculty positions are anticipated/required.

C. Equipment

1. Itemize expenditures during each of the last 3 years made specifically for the proposed program.

No new equipment expenditures have been made in anticipation of the new proposed program. However, existing equipment already in place in the Colleges of Agriculture and Life Sciences and the Lowry Mays College and Graduate School of Business will be used to support the program.

D. Describe availability and adequacy of existing facilities that will be used to support the proposed program.

No additional facilities will be necessary to support the program. Existing facilities are viewed as adequate to operate the program.

E. Provide library director’s assessment of library resources necessary for the proposed program.

See attached.
Statement Regarding
Rationale for Consideration as Nonsubstantive Request

According to the Texas Higher Education Coordinating Board Guidelines, Nonsubstantive requests are defined as meeting the following criteria:

(1) **No implications for changes in institutional role and scope.**

The Lowry Mays College and Graduate School of Business Strategic Plan (1996-2000) and the College of Agriculture and Life Sciences Strategic Plan (1996-2000) outline several strategic objectives which relate specifically to this proposed degree program. The Colleges are committed to establishing cooperative linkages for instruction, research, and service programs with other colleges within the Texas A&M University System. This proposed Master of Agribusiness degree program would enable both colleges to address this strategic objective.

(2) **No significant new costs to the institution or to the state (no new faculty positions, no more than three new courses added, and no new facilities required).**

There are no new faculty positions required to implement this program. It is anticipated that current faculty in the Department of Agricultural Economics will incur some minor realignment in teaching responsibilities. However, teaching load projections indicate that current teaching FTEs are more than sufficient to handle the addition of one new course and redirection of two others.

Two new courses will be added as part of the proposed Master of Agribusiness program. The proposed catalog description of these new courses areas follows:

*Agribusiness Environment & Policy (AGEC 625)* Credit 3. Analysis of the economic, social, political, technological, and legal forces that impact the way in which global agribusiness firms compete; emphasis on intensive case study analysis. Prerequisites: AGEC 314 or MKTG 321; ECON 202.

*Strategic Agribusiness Management (AGEC 629)* Credit 3. Practical application of operational and strategic decision-making tools to agribusiness; emphasis on problem recognition and economic analysis related to production, marketing, and finance decisions facing agribusiness firms. Prerequisites: AGEC 621 & 625, ECON 607.

There are no other new course requirements associated with the Master of Agribusiness degree. However, one existing course is being renamed and redesigned to serve the changing needs of student clientele. AGEC 630 will be renamed *Financial Analysis for Agribusiness Firms* and the scope of the course will be expanded to include financial management of all types of agribusiness firms, not just farms and ranches.

No new equipment expenditures have been made in anticipation of the new proposed program. However, existing equipment already in place in the Colleges of Agriculture and Life Sciences and the Lowry Mays College and Graduate School of Business will be used to support the program. Also, no additional facilities will be necessary to support the program. Existing facilities are viewed as adequate to operate the program.

(3) **No issues of unnecessary duplications with programs at other institutions.**

The only existing agribusiness program in the state at the master-degree level is a non-thesis program at Texas Tech University. Texas A&M University has an undergraduate degree in Agribusiness and a specialization in agribusiness in the Master of Agriculture, a non-thesis degree.
According to the Directory of U.S. Agribusiness Academic Programs, 1996 (published by the Agribusiness Institute at Mississippi State University), there are seventy-three U.S. academic institutions that offer an undergraduate or graduate program, degree, or emphasis formally identified as agribusiness or agribusiness management. These programs range from associate degrees to doctorates in agribusiness. However, only nineteen of these institutions have a masters program in agribusiness and only ten of these have joint administration by both agriculture and business. While the number of programs has increased in recent years, the size of the programs has been insufficient in meeting potential demand; that is, supplying enough high quality graduates for to meet the demand of agribusiness firms.

(4) Potential for high quality programming based on the institutions' previous experience in the same or related subject matters.

According to Fall 1996 enrollment statistics, 46% of all undergraduate students in the Department of Agricultural Economics were Agribusiness majors. This percentage has been increasing since the inception of the Agribusiness baccalaureate degree and this trend is expected to continue. For example, 67% of the Fall 1996 incoming freshmen in the department were Agribusiness majors. Thus, the Master of Agribusiness is viewed as a logical compliment to a growing undergraduate Agribusiness degree program.

It is also expected that students in the Department of Agricultural Economics currently electing the Master of Agriculture degree will find the Master of Agribusiness degree better suited to their needs. The same is true for some students currently enrolled in the Master of Science Non-Thesis degree in Agricultural Economics. In addition to students who would have otherwise enrolled in these two degree programs, the new Master of Agribusiness degree is expected to attract students from other universities to Texas A&M University, due to the fact that jointly administered (college of business/college of agriculture) programs are so unique.
Statement Regarding
Informal Discussions with Texas Higher Education Coordinating Board Staff

On September 26, 1997, Dr. Charles R. Hall, Associate Professor in the Department of Agricultural Economics, had an informal telephone conversation with Dr. Paul R. Meyer, Director of Course and Program Inventory of the Texas Higher Education Coordinating Board (THECB) staff. Dr. Hall provided a brief synopsis of the Master of Agribusiness program as contained in the degree program request. Dr. Hall’s specific reason for initiating this conversation was to determine whether the degree program request should be follow the nonsubstantive or substantive guidelines and format. After Dr. Hall’s overview of the program, Dr. Meyer indicated that (1) since no new resources (equipment, facilities, faculty) are required and (2) the program seems to be a “restructuring” of existing courses and resources to better meet changing student needs, then the best way to submit the degree program would be as a nonsubstantive request. The remainder of the conversation centered on the calendar of meeting dates for the Texas Higher Education Coordinating Board.

Source: Personal notes taken by Dr. Hall during conversation with Dr. Meyer, September 26, 1997.
Statement Concerning
The Date of Program Approval by Appropriate Faculty Body(ies)

The final version of the Master of Agribusiness degree program was approved by the degree program development task force on December 4, 1996. Members of the degree program development task force included:

**Department of Agricultural Economics faculty**
- Dr. A. Gene Nelson
- Dr. Charles Hall
- Dr. John Nichols
- Dr. Danny Klinefelter

**Lowry Mays College & Graduate School of Business faculty**
- Dr. Don Hellriegel
- Dr. Sam Gillespie
- Dr. Claire Nixon

The proposed curriculum and administrative plans for the Master of Agribusiness were approved at a departmental faculty meeting of the Department of Agricultural Economics on December 16, 1996.

The proposed curriculum and administrative plans for the Master of Agribusiness were approved at a college-wide faculty meeting by the Lowry Mays College and Graduate School of Business on December 12, 1996.