

VICTORIA SALIN
CURRICULUM VITAE

July 15, 2021

**Victoria Salin
Curriculum Vitae**

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**Victoria Salin
Curriculum Vitae**

I. Personal Information

Name: Victoria S. Salin

Current Position: Professor
Department of Agricultural Economics

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

Texas A&M University, 2124 TAMU
College Station, TX 77843-2124
Telephone: (979) 845-8103
Fax: (979) 845-6378
Email: v-salin@tamu.edu

Date of Appointment: September 1, 1996

Percent Appointment: 60% Teaching, 35% Research, 5% Service

Tenure: September 1, 2003. Promotion September 1, 2013

II. Education

Ph.D. Purdue University, West Lafayette, Indiana
Major: Agricultural Economics
Specialization: Finance and International Trade
Degree Date: December 1996
Thesis title: "Real Option Valuation When Risks Are Co-Integrated"

M.A. University of Virginia, Charlottesville, Virginia
Major: Government and Foreign Affairs
Degree Date: May 1984
Thesis title: "Juan Bautista Alberdi: International Law and Human Rights in Latin America"

B.A. Miami University, Oxford, Ohio
Major: Political Science and History
Degree Date: May 1982

III. Professional Experience

- 9/2013 to present Professor, Department of Agricultural Economics, Texas A&M University.
- Responsibilities include teaching, research, and administration in agribusiness and managerial economics.
- 4/2013 to present Chair, Intercollegiate Faculty of Agribusiness and Director, Master of Agribusiness Program.
- Responsibilities include teaching, advising, recruiting and professional development of graduate students in food and agribusiness management career tracks.
- 9/2003 to 8/2013 Associate Professor, Department of Agricultural Economics, Texas A&M University. (Appointment: 60% Teaching, 35% Research, 5% Service).
- Responsibilities include teaching and research related to food and agribusiness management and finance. Teaching responsibilities include courses in financial analysis for agribusiness managers (senior undergraduate and masters level) and agribusiness and managerial economics (doctoral level). Also responsible for mentoring of undergraduate students and advising graduate students.
- Research responsibilities involve developing and conducting research on strategic problems of agribusiness firms and industries, emphasizing financial management issues.
- Member of the Intercollegiate Faculty of Agribusiness, the governing body for graduate degrees offered by the College of Agriculture and Life Sciences and the Mays School of Business.
- Senior Scientist of the Borlaug Institute, Texas A&M University, since 2011
- 10/2007 to 12/2007 Visiting Scholar at Resources for the Future, Washington, DC. (Faculty Development Leave)

III. Professional Experience - Continued.

9/1996 to 9/2003	<p>Assistant Professor, Department of Agricultural Economics, Texas A&M University. (Appointment: 55% teaching, 45% research).</p> <p>Responsibilities include teaching and research related to food and agribusiness management and finance. Teaching responsibilities include courses in financial analysis for agribusiness management, quantitative methods, and macroeconomics. Also responsible for mentoring of undergraduate students and advising graduate students. Research responsibilities involve developing and conducting research on strategic problems of agribusiness firms and industries, emphasizing financial management issues. Member of Intercollegiate Faculty for the Master of Agribusiness graduate degree offered by the College of Agriculture and Life Sciences and the Mays College of Business.</p>
7/1998 to 10/1998	<p>Maternity leave.</p>
8/1992 to 8/1996	<p>Graduate Research Assistant, Department of Agricultural Economics, Purdue University.</p> <p>Major projects were (1) estimating probability distributions of crop yield under alternative tillage practices, (2) analysis of agribusiness use of foreign direct investments, and (3) effects of farm policy reform on land values.</p>
3/1992 to 8/1992	<p>Maternity leave.</p>
2/1990 to 5/1992	<p>International Trade Analyst, Agriculture Division, U.S. International Trade Commission, Washington, DC.</p> <p>Conducted analyses of agricultural commodities trade, with primary responsibility for alcoholic beverages and tobacco. Prepared reports for the U.S. Congress and the Office of the U.S. Trade Representative on competitive conditions in global commodity markets and potential economic effects of trade policies.</p>
9/1988 to 2/1990	<p>Editor, U.S. Department of Agriculture, Economics Management Staff, Washington, DC, 1988-90.</p> <p>Editor and writer of economic research reports published by the Economic Research Service, USDA.</p>

IV. Professional Honors & Awards

- A. Best Paper award by the Food Distribution Research Society, 2018.
- B. Named a Fellow of the International Food and Agribusiness Management Association, June 2017.
- C. Distinguished Achievement Award for Teaching, College level, from the Texas A&M Association of Former Students, 2016.
- D. Selected to Board of Trustees, International Institute of Tropical Agriculture (www.iita.org), a unit of the CGIAR System. Member of Audit and Finance Committee, 2016-present. Elected Vice-Chair of the Board, 2018 and appointed to Chair of the Committee on Partnerships for Delivery, 2018.
- E. Big 12 Faculty Fellowship, June 2002, for project with University of Missouri entitled “Public Finance for Rural Economic Development,” an investigation of the costs and risks for public entities from using the private activity bond program and similar bond authorities for rural development objectives.
- F. Elected to Board of Directors, Committee on Women in Agricultural Economics, a committee of the national professional association, May 2002.
- G. Governor Bush’s appointee to Board of Directors, Texas Agricultural Finance Authority, June 2000-June 2002. Re-appointed by Governor Perry, June 2002-present.
- H. V.F. and Gertrude Neuhaus Teaching Scholars Program Award, College of Agriculture and Life Sciences, Texas A&M University, 2003 and 1997.
- I. Anderson Fellow, Purdue University, 1992.
- J. Awards won by students: Outstanding Masters Thesis presented by the Southern Agricultural Economics Association, 2008 to Brian Mwanamambo; First place in social sciences group by Sarah E. Spivey, Texas A&M University Student Research Week, March 2000; First place undergraduate poster in Marketing, Management and Finance group, Texas A&M University Student Research Week, by Thinh Pham, 2011. First place by Elaine Lochte in business group, Texas A&M University Student Research Week, 2019.

V. Activities for Intercollegiate Faculty of Agribusiness

The Intercollegiate Faculty of Agribusiness (IFA) supports multidisciplinary degree programs at the Masters and Ph.D. levels. I direct the Master of Agribusiness program and provide leadership in recruitment, curriculum development, and professional development to 40-50 students. Hiring manager and supervisor of 1 professional staff.

- A. Revised admission, recruiting, and retention processes in response to COVID pandemic, 2020.
- B. Led recruitment activities that enhanced the reputation of the Master of Agribusiness program via visibility at the Women in Agribusiness Summit and the World Food Prize Symposium, and 20th anniversary celebration events.
- C. Served as Faculty Advisor to the CME Group Trading Challenge student team, a futures trading international competition, in 2014 – 2018.
- D. Secured funding from industry partner for innovative supply chain benchmarking studies, \$12,000 annually.
- E. Supervised internships for 16 MAB students in 2020.
- F. Led Study Abroad in Southern Africa on Marketing Systems – Qualitative Research, 2015-2018.
- G. Major networking events in 2014 (1) in association with Southern Agricultural Economics Association and stakeholders in Dallas area; and (2) 15th anniversary celebration in Houston.
- H. Served as Faculty Advisor to Student Case Competition team representing Texas A&M University at the International Food and Agribusiness Management Association 2014 World Forum and Symposium, Cape Town, South Africa (placed 2nd) and the 2016 World Forum and Symposium, Aarhus Denmark (placed 2nd). Activities include coaching students in group processes and business case analysis.
- I. Initiated action plan for the learning outcomes assessment process, tied to internship activities and career planning.
- J. Co-chair of the academic research track organizing committee of the International Food and Agribusiness Management Association Symposium, Cape Town, South Africa 2014.

Prior to appointment as Chair of the IFA, I taught financial management and economic principles courses at the graduate level. I taught AGECE 630, Financial Analysis for Agribusiness Firms, annually from the founding of the Master of Agribusiness (MAB) program in 1998 until 2006. Since 2008, I teach AGECE 630, and AGECE 619, Managerial Economics for Agribusiness in alternate years. I taught the frontiers-level Ph.D. course in Agribusiness from 2003-2008. I served on the Operations Committee of MAB which involves student recruitment and providing advice to the Program Director regarding admissions, scholarship awards, and fundraising plans. Among the past contributions are:

- A. Provided research and international networking opportunities for MAB students through employment and collaboration with agribusiness research in the Agribusiness, Food, and Consumer Economics Research Center.
- B. Served as Faculty Advisor to Student Case Competition team representing Texas A&M University at the International Food and Agribusiness Management Association 2012 World Forum and Symposium, Shanghai, China. The team finished in 2nd place at the international competition. Activities include coaching 4 students in group processes, advising on fund-raising, and providing feedback in practice sessions.
- C. Selected to Advisory Committee of the Women in Agribusiness Summit, 2012 and placed MAB students in conference internship positions with sponsor High Quest Partners. Member of the research subcommittee.
- D. Co-organizer and facilitator of the International Food and Agribusiness Management Association Agribusiness Seminar, a part of the Human Capital Development program at the World Forum and Symposium, Frankfurt, Germany (2011) and Shanghai, China (2012).
- E. Presentation on Encouraging Excellence in Communication in Agribusiness Programs, at 2012 meetings of the Southern Agricultural Economics Association, Birmingham, Alabama..
- F. Presentation (as co-author) on Learning Outcomes for Graduate Courses in Agriculture, presented at Texas A&M University Assessment Conference, February 2012.
- G. Curriculum development in AGECE 619 for team-based project using Problem Based Learning approach, 2010.
- H. Served as Faculty Advisor to Student Case Competition team representing Texas A&M University at the International Food and Agribusiness Management Association 2010 World Forum and Symposium, Boston, MA. Activities include coaching 12 students in group processes, selection of teams, and providing feedback in practice sessions.

- I. Initiated short-term internship opportunity at Global Cold Chain Alliance Annual Convention and Expo for Masters of Agribusiness (MAB) students, 2009.
- J. Developed processes for outcomes assessment of student research activities that engage professionals, including former students.
- K. Developed and delivered annual orientation program for incoming students in the Master of Agribusiness program, in conjunction with program director E. Jones. Key components in the orientation include:
 - Professional Strategic Planning
 - What is Your Style?
 - Team-Building
 - Dimensions of Diversity
 - Skills Audits and Your Future
 - Communicating as a Professional in the E-Economy
- L. Secured funding for: (1) curriculum development in group dynamics, from university Quality Enhancement Plan (2004-2006); and (2) student research in food system biosecurity through federal National Needs Fellowship (2005 and 2007).
- M. Recruited prospective students at annual meeting of American Association of Agricultural Economists and as guest speaker in senior level course in food product development (FSTC 401) (2002-2006). Assisted in recruitment and admission of international students through funding from US Agency for International Development.
- N. Ongoing activities in support of job placement for graduating students.

VI. Teaching Portfolio Overview

A. Effort: 60%

B. Summary Tables

Courses Taught Since Last Promotion

	Credit Hours	Frequency Taught
Graduate Courses		
Managerial Economics in Agribusiness (AGEC 619)	3	Annually since 2013.
Financial Management for Agribusiness (AGEC 630)	3	Annually 1999-2007, alternating years 2008-present.
Managerial Economics for Regulatory Science, via distance (AGEC 638)	3	Annually since 2012.
Comparative Global Standards in the Food System, via distance (AGEC 639, co-teaches with team of 3 interdisciplinary faculty)	3	Annually since 2012 (except 2019)
Undergraduate Courses		
Cases in Agribusiness Financial Management (AGEC 431)	3	Annually since 2000; taught 2 semesters during 2019.
Study Abroad Field Trip: Market Research in Swaziland (AGEC 489/689)	3	Summer 2015-2018

n.a. = not available

Graduate Student Involvement

Degree	Since Last Promotion		Career	
	Chair or Co-Chair	Member	Chair or Co-Chair	Member
Master of Agribusiness ¹	173	0	173	0
Master of Agriculture/Agribusiness ¹	0	0	5	5
Master of Science	2	1	10	6
Ph.D.	0	4	2	3

Numbers of MAB students supervised through Dec. 2020. 137 have graduated; 36 in progress.

¹ MAB has had no research since 2001. Students' committee membership is limited to the program director.

C. Program Statement

My teaching responsibilities are in management of food and agribusiness firms. I teach at undergraduate and master's levels, for a total of 9 credit hours (three course preparations) in 2020. Three of the 9 credit hours was an online course converted on an urgent basis due to COVID pandemic. I taught a section of First-Year Experience as a Directed Studies section, supervised 2 students in research Directed Studies, and supervised 13 Master of Agribusiness students in internships.

I taught an in-residence course in Land Economics in 2012 and 2013. From 1999 to 2002, I taught 3 course preparations per year as the MAB program was launched and I added a fourth course from 2003-2008 for the Agribusiness Ph.D. field specialization. From 1996 to 1997, I taught quantitative methods and macroeconomics (9 classroom hours per year, 2 preparations).

Learning-by-doing is emphasized in my courses, as the students draw on concepts, ideas, and skills from prior courses and apply them to practical business problems, frequently in team settings. My primary teaching goal is to improve students' communication skills regarding the application of economic and financial principles to business decision making.

Secondly, I seek to improve students' functionality within professional teams, using a variety of experiential learning techniques. I emphasize higher-order thinking skills as a result of my employment experience in government and industry, where I saw first-hand that fast learners and people who think for themselves will succeed.

Teaching initiatives for masters' and undergraduate courses

I use the case study method of teaching in masters' level and senior undergraduate courses, as is used in graduate business colleges. This approach engages student learning through real-world business problem-solving. Through structured classroom discussions, I guide the students to consider alternative approaches that can be used to arrive at conclusions from the case. The ability to choreograph case discussions while incorporating the use of financial calculations is one of my greatest teaching strengths. I select cases that expose students to issues related to internationalization of the food and financial services industries. Students in my undergraduate class scored well on the nationally-normed Critical Thinking Assessment Test administered by the Office of Institutional Assessment in 2009.

Other teaching activities

In addition to classroom teaching initiatives, mentoring of graduate students is also a part of my teaching responsibilities. In 2013 I began serving as the sole academic advisor to the students in the professional Master of Agribusiness degree program. I supervised 13 internships in 2020. Eighteen Master of Agribusiness students graduated during 2020 and I advised and assisted them in job placement.

Over my career, 22 graduate students completed their research studies under my direction, and two Honors undergraduate students (in 2000, 2019). One masters student graduated in 2016 in the non-thesis M.S.

I mentor and support students in experiential learning opportunities, including internships at an international agribusiness industry conference (2008-15) (Global Cold Chain Alliance), study abroad (2004, 2005, and 2013-18), in field study travels in the United States (1998 and 2001), and in Student Research Week projects (2000, 2005, 2011).

D. Courses Taught

Courses Taught at Texas A&M University:

Eight course preparations since 1996; currently teaching 4-5 courses on campus in alternate years. Additionally, developed two distance courses, teaching 1 and co-teaching 1 beginning Fall 2012.

AGEC 431 Cases in Agribusiness Financial Management (required undergraduate course: 3 hours). Developed as a new course for Writing-Intensive credit; taught one section in Spring and Fall semesters, 2005-2008 and 2019. Taught one section per year, 2009-2018; taught two semesters in 2019.

This capstone financial management course in the Agribusiness degree program provides students with an understanding of the links between finance and the strategic goals of the agribusiness firm. As a designated Writing-Intensive course, the curriculum has been approved at the university-level for developing students' writing skills within their major field of study. Upon completion of the course, students are able to use financial data to judge strengths or weaknesses in performance, and report those evaluations in written business memos. In addition, they can develop models and interpret them to predict the short-term and long-term outcomes from business strategies. Students apply their knowledge of financial tools from prior course work to real business decisions, using case studies and extensive discussion. Topics covered include financial analysis and planning, working capital management, capital budgeting, risk management, and the external credit and macroeconomic environment.

AGEC 619 Managerial Economics for Agribusiness (required graduate course: 3 hours) (teach one section annually, 2010-present.) Enrollment 37 during 2020. Delivered web-based in 2020.

The course provides entering students in the Master of Agribusiness with an introduction to the role of economics in management decisionmaking. Students apply graphical methods, algebra, and calculus to the solution of problems. Covers the basics of consumer demand theory and focuses on key elements from the theory of the firm. The emphasis is on firm-level problems and the theories of cost minimization, pricing, and strategic interaction. Game theory and dynamic models are utilized. At the completion of the course, students are able to apply economic principles to a current business problem in the food, feed, and fiber sector, and present the results of their collaborative work to their peers.

AGEC 630 Financial Analysis for Agribusiness Firms (required graduate course: 3 hours)
(Developed as a new course; taught one section in Fall semester, 1999-2008; teach one section in alternating years, 2010-present.) Enrollment 16 during 2020.

This is a capstone course in the Master of Agribusiness program that provides students with an understanding of the links between finance and the strategic goals of the agribusiness firm. Students apply knowledge from prior course work to real business decisions, using case studies, in-depth team work on a strategic decision case, and extensive discussion. The emphasis on application of quantitative analysis reinforces student's core course work in analytical tools, including econometrics, forecasting, and simulation. From 2003 to the present, the major assessment technique is a team-based portfolio to report business-relevant research results. Subject-matter coverage includes financial analysis and planning, capital budgeting, risk management using Value at Risk, asset valuation, real options and investment strategy, and the external credit and macroeconomic environment.

AGEC 638 Managerial Economics for Regulatory Science (optional graduate course in Regulatory Science distance-delivered certificate program). (teach one section 2012-present).

AGEC 639 Comparative Global Standards in the Food System (optional graduate course in Regulatory Science distance-delivered certificate program) (teach one section 2012-2018).

Other courses taught:

AGEC 317 Quantitative Analysis in Agricultural Economics. Spring semester, 1997-1999, two sections (required undergraduate course: 3 hours)

AGEC 430 Macroeconomics and Agriculture. Fall semester, 1996-1997 (optional undergraduate course: 3 hours)

AGEC 431 (501) Cases in Agribusiness Financial Management (required undergraduate course: 3 hours) This course was not formally designated as a Writing-Intensive section. Taught one section in Spring semester and one section in Fall semester, 1999-2004.

AGEC 485 Field Study Tour to New York and Washington DC. Spring Break 1997 and 2001.

AGEC 485/685 Study Abroad: South Africa and Swaziland, Summer 2015-2018; Spain, Summer 2004; France FESIA, Summer 2005; Costa Rica (guest instructor 1 week) 2013.

AGEC 603 Land Economics (required graduate course for Master of Real Estate: 3 hours)
(Taught one section 2012 and 2013.) The course provides an overview of the theoretical principles, policy instruments, and current practice of using economics in understanding real estate markets. Students will examine the market forces that influence location decisions for firms and households. The objective is to understand the basic economic concepts and tools needed to analyze land markets across the continuum of urban, suburban, and rural areas. We will analyze how these location decisions cumulatively shape the spatial structure of cities and land prices.

AGEC 695 (601) Frontiers in Agribusiness and Managerial Economics (required graduate course: 3 hours) (Developed as a new course; taught one section in Spring semester, 2003-2008.) The course is the second in the sequence of Ph.D. field courses in the agribusiness and managerial economics specialization. Explores advanced topics in the frontiers of scholarship. The learning objectives of this seminar-style course are to (1) enhance students' skills in critical analysis of topical research; and (2) to formulate an individual research plan involving testable hypotheses from a contemporary problem in agribusiness. The outcomes are demonstrated with a journal-quality paper that reports the model and its results in a manner appropriate for professional audiences.

Courses Taught at Universidad Internacional de Ecuador, in Quito, Ecuador:

Case Study Methods in Agribusiness Research and Teaching (Developed as a new course: adult education as Visiting Professor, Summer 2001 and Summer 2002.) Introduction to case study methods in agribusiness education and research for instructors and researchers. Covers alternative approaches to teaching and learning in graduate curriculum and justification for the case study approach. Presents research designs for case study investigations, methods of data collection, and elements of case study protocol for a research project. Course web site: <http://agecon.tamu.edu/faculty/salin/casestudy/casestudy.htm>

Courses Taught for International Development Projects:

Curriculum Development Workshop at ECFED (Education for Community Food Enterprise Development, Indonesia. Developed as a new course: adult education as Visiting Professor, Summer 2002.) Presentation of theories on teaching and learning for university instructors. Provided hands-on experience with methods for learner-centered assessments and curriculum design in agribusiness education.

Financial Analysis for Development Professionals (Short course for Winrock International project, ECFED, Summer 2003.) Financial management techniques, delivered at a distance to audiences in Indonesia, using Camtasia for multi-media materials and presentations via TTVN.

Case Study Methods in Agribusiness Research (Short course for Ministry of Agriculture, El Salvador, Fall 2004.) Case study methodologies for faculty researchers. Delivered at a distance using Camtasia for multi-media materials and presentations via TTVN.

Chronology of Courses Taught

	Course (enrollment)	
	<i>Fall</i>	<i>Spring</i>
1996/1997	AGEC 430 (19)	AGEC 317 (2 sections: 23, 36)
1997/1998	AGEC 430 (25)	AGEC 317 (2 sections: 21, 49)
1998/1999	maternity leave	AGEC 317 (2 sections: 16, 46) AGECEC 630 (as 685) (8)
1999/2000	AGEC 431 (31) AGEC 630 (19) AGEC 485 (Honors) (1)	AGEC 431 AGEC 485 (Honors) (1) AGEC 684 (Summer) (1)
2000/2001	AGEC 431 (41) AGEC 630 (22)	AGEC 431 (71) AGEC 485 (Summer) (1)
2001/2002	AGEC 431 (58) AGEC 630 (28) AGEC 685 (1)	AGEC 431 (55)
2002/2003	AGEC 431 (40) AGEC 630 (23)	AGEC 431 (36) AGEC 695 (12)
2003/2004	AGEC 431 (21) AGEC 630 (17) AGEC 685 (1)	AGEC 431 (34) AGEC 695 (3) AGEC 485 Summer Study Abroad (6)
2004/2005	AGEC 431 (20) AGEC 630 (25)	AGEC 431 (32) AGEC 485 Summer Study Abroad (11)
2005/2006	AGEC 431 (24) AGEC 630 (22) AGEC 481 (9)	AGEC 431 (27) AGEC 695 (3)
2006/2007	AGEC 431 (24) AGEC 630 (22) AGEC 685 (1)	AGEC 431 (23) AGEC 695 (3)

Chronology of Courses Taught--Continued.

	Course (enrollment)	
	<i>Fall</i>	<i>Spring</i>
2007/2008	faculty development leave	AGEC 431 (41) AGEC 695 (3)
2008/2009	AGEC 431 (26) AGEC 630 (15)	
2009/2010	AGEC 431 (36)	
2010/2011	AGEC 431 (32) AGEC 619 (30) AGEC 630 (21) AGEC 685 (2)	AGEC 485 (1)
2011/2012	AGEC 431 (27)	AGEC 603 (41) AGEC 689 (distance) (5)
2012/2013	AGEC 619 (21) AGEC 630 (21) AGEC 639 (1)	AGEC 431 (49) AGEC 603 (40) AGEC 638 (3) (distance)
2013/2014	AGEC 619 (19) AGEC 639/SCSC 635 (distance) (4)	AGEC 431 (47) AGEC 638 (distance) (3)
2014/2015	AGEC 619 (35) AGEC 630 (12) AGEC 639/SCSC 635 (distance) (3)	AGEC 431 (66) AGEC 685 Supply Chain (5) AGEC 638 (distance) (3) AGEC 689 Summer Study Abroad (7)
2015/2016	AGEC 619 (29) AGEC 639/SCSC 635 (distance) (5)	AGEC 431 (58) AGEC 638 (distance) (4) AGEC 689 Summer Study Abroad (5)
2016/2017	AGEC 619 (31) AGEC 630 (21) AGEC 639 (distance) (7)	AGEC 431 (32) AGEC 638 (distance) (4) AGEC 689 Summer Study Abroad (5)

Chronology of Courses Taught--Continued.

	Course (enrollment)	
	<i>Fall</i>	<i>Spring</i>
<i>2017/2018</i>	AGEC 619 (26) AGEC 431 (40) AGEC 639 (distance) (8)	AGEC 638 (4) AGEC 689 Summer Study Abroad (4)
<i>2018/2019</i>	AGEC 619 (19) AGEC 630 (22) AGEC 639 (9)	AGEC 431 (44) AGEC 638 (distance) (7)
<i>2019/2020</i>	AGEC 619 (16) AGEC 431 (27)	AGEC 431 (31) AGEC 638 (distance) (5)
<i>2020/2021</i>	AGEC 619 (37) AGEC 630 (16) AGEC 285 FYE (22)	AGEC 431 (32) AGEC 431 (online) (27) AGEC 638 (distance) (2)

E. Direction of Graduate Students

Major Professor – 4 Ph.D., 13 M.S., 5 M.A.B. (Master of Agribusiness), (19 completed, 2 resigned)

1. Tara Allen, M.S., Agricultural Economics, Fall 1997-Spring 1999. Non-thesis Research Topic: Texas Bankers' Business Practices with Production Contract Farmers. Co-Major Professor. Graduated May 1999.
2. Stephanie Purswell, M.A.B. Non-thesis Research Topic: A Risk-Based Financial Implications Model for Texas Households due to Fire Ant Damages. Graduated August 1999.
3. Angela Krueger, M.S., Agricultural Economics, Spring 1997-Fall, 1999. Thesis Topic: Geographic Diversification Strategy: An Application to the California - Chile Table Grape Market. Graduated December 1999.
4. Jose Carlos Madrinan Rodriguez, M.A.B., Spring 1999-Fall 2000. Non-thesis Research Topic: A Study of Rice Consumption Patterns of Americans and Hispanics. Graduated December 2000.
5. Juan A. Atkins, M.A.B., Spring 2000-Fall 2001. Non-thesis Research Topic: Value Added Agribusiness in Texas. Graduated December 2001.
6. Omar Salame, M.A.B., Spring 2001-Fall 2001. Non-thesis Research Topic: Value Added Agribusiness in Texas. Graduated December 2001.

7. Lindsay Collier, M.A.B., Fall 2001-Fall 2002. Graduated December 2002.
8. Pablo Sherwell Cabello, Ph.D. Spring 2003-Summer 2006. Topic: Essays on Economic Analysis of the Supply Chain. Co-Major Professor. Graduated August 2006.
9. David Magana, M.S. (thesis) Fall 2003-Spring 2005. Topic: Quantitative Analysis of Tariff and Non-Tariff Barriers: Effects on U.S.-Mexico Poultry Trade. Graduated May 2005.
10. Alex Chia Hung Wong, Ph.D. Pathways to the Doctorate program, beginning Fall 2004. Resigned Spring 2006.
11. Ping Luo, Ph.D. Pathways to the Doctorate program, Spring-Summer 2005. Resigned to return to home country.
12. Marissa Chavez, M.S. (thesis) Spring 2006-Summer 2007. Topic: Efficiency of the U.S. Cotton Futures Market (1986-2006): Normal Backwardation, Co-Integration, and Asset Pricing. Graduated August 2007.
13. Brian Mwanamambo, M.S. (thesis) Graduated August 2008. Topic: Financing Smallholder Agribusiness in Zambia: An Economic Analysis of the ZATAC Model
14. Qun Shi, M.S. (non-thesis) Spring 2008-Fall 2009. Graduated December 2009. Topic: Credit Rationing in US Capital Markets.
15. Nathaniel A. Joy, M.S. (thesis) Summer 2009-2010. Graduated December 2010. Topic: A Duration Analysis of Food Safety Recall Events in the United States: January, 2000 to October, 2009.
16. Rafael Bakhtavoryan, Ph.D. Topic: Household- and Market-Level Perspectives on the Peter Pan Peanut Butter Recall Using Nielsen Homescan Panel Data. Summer 2010-Dec. 2011. Graduated Dec. 2011.
17. Montalee Kapilakanchana, M.S. (thesis) Summer 2010-2012. Topic: Food Safety. Graduated May 2012.
18. Nami Han, M.S. (non-thesis) Fall 2011- present. Topic: Income Trends and Demand.
19. Benjamin Farnsworth, M.S. (thesis). Graduated 2015. Topic: Production Efficiency Analysis of the Cold Storage Warehouse Industry.
20. Wisam Ayoub Hanna, M.S. (thesis). Graduated 2014. Topic: Perishable Inventory Management for Dairy Products.
21. Chuks Obineche, M.S. (non-thesis). Graduated December 2015.

22. Nima Khodakarami, M.S. (non-thesis). Graduated August 2016. Topic: Cost Analysis of Refrigerated Warehouses.

Committee Member - (20 completed, 1 in progress)

1. Lea Ann Carmichael, M.S. Agricultural Economics. Topic: Succession Planning for Family Businesses. Graduated August 1999.
2. Kristi Hobbes Cleere, M.A.B. Topic: Expenditures for Fire Ant Damage and Control by Golf Courses in Texas in 1998. Graduated December 1999.
3. Katharine Howard Sheaff, M.A.B. Topic: Politics and Economics of Sugar in South America's Mercosur. Graduated December 1999.
4. Hongjing (Frank) Li, M.S. (non-thesis) Agricultural Economics. Topic: Effect of Food Recalls on Stock Prices: A GARCH Analysis. Graduated May 2000.
5. Heather U. Peoples, M.A.B. Graduated December 2000.
6. Elias J. Bungenstab, Masters of Agriculture, Dept. of Animal Science. Topic: Cost Evaluation in a Brazilian Feedlot. Graduated December 2000.
7. Juan Pablo Hernandez Galvez, M.A.B. Topic: Economic Feasibility of Establishing Lamb Production in Central Mexico. Graduated May 2001.
8. Sangtaek Seo, Ph.D. Topic: Real Options Valuation with Crop Insurance. Graduated Fall 2004.
9. Wen Tan, M.S., Department of Statistics. Summer 2003-2006. Graduated May 2006.
10. Lisa Schapira, M.S. Spring 2006-Fall 2007.
11. Lisa Hu, Ph.D. Spring 2006 – 2007.
12. Jaebum Jun, Ph.D. (Urban and Regional Science). Topic: Valuation of Government Guarantee in Build-Operate-Transfer Project Finance with Real Option Analysis. Graduated December 2008.
13. Jared Wolfley, Ph.D. Topic: Machinery Sharing by Agribusiness Firms: Methodology, Application, and Simulation. Graduated December 2008.
14. Vijaya Chebolu-Subramanian, Ph.D. (Industrial and Systems Engineering). Topic: RFID and Impact on Effectiveness of Food Product Recall. Spring 2008-present.
15. Jean Claude Bizimana, Ph.D. Topic: Marketing and Finance in Development. Fall 2008-

2013.

16. Russell Coufal, M.S. Topic: Real Estate Finance, Spring 2008-present. Graduated August 2009.
17. Meng-Shiuh Chang, Ph.D. Topic: Econometric Theory and Applications to Finance, Summer 2009-present.
18. Yarui Li, Ph.D. Topic: Financial Market Analysis. Spring 2011-2015.
19. Brice Richter, M.S. Topic: Energy Economics, Spring 2011-2013.
20. Long Gao, Ph.D. Agricultural Economics. Topic: Marketing and price analysis of dairy products. Graduated 2020.
21. Ryan Yeatts, Master of Agriculture. Animal Science. Spring 2021-present.

F. Direction of Honors Undergraduate Students (1 completed, 1 in process)

Sarah E. Spivey, Spring 1999-Spring 2000. Topic: Analysis of the Effect of Packer Capacity on Hog Prices. Graduated May 2000.

Elaine Lochte, Fall 2018 – Spring 2019. Topic: Financial Market Analysis, Yield Curves and Stock Markets. Graduated May 2019.

G. Grant and Contract Support for Teaching Improvement

In support of my exploration of successful approaches to enhancing student learning, I have cooperated with Dr. Eluned Jones and Dr. Edward Rister in obtaining competitive University funding. The funds supported a pilot project in team-building, for masters' level and undergraduate students. I co-wrote four proposals to the USDA-CSREES for Ph.D. and MAB fellowships to support students specializing in the area of biosecurity and integrity of the food system. Six fellowships were awarded (\$128,000 external funds of \$151,800 in teaching grants).

Source:	CSREES-USDA
Title:	National Needs Fellowships in Biosecurity and Integrity of the Agribusiness and Food Supply Chain
Period:	September 2007 – August 2011
Role:	Co-Investigator (Project leader B. McCarl and E. Jones)
Amount:	\$64,000 (Graduate student funding: \$64,000; No Indirect Costs)

Source:	CSREES-USDA
Title:	National Needs Master's Fellowships in Biosecurity and Integrity

of the Agribusiness and Food Supply Chain

Period: September 2005 – August 2007

Role: Co-Investigator (Project leader E. Jones)

Amount: \$64,000 (Graduate student funding: \$64,000; No Indirect Costs)

Source: TAMU – Quality Enhancement Program

Title: A Learning Portfolio Approach to Research in Agribusiness.

Period: December 2004 – June 2006

Role: Co-Investigator with E. Jones and E. Rister

Amount: \$7,000 plus \$5,000 Dept. match (Graduate student funding: \$5,000; No Indirect Costs)

Source: TAMU – Quality Enhancement Program

Title: Performance Through Diversity

Period: March 2003 – January 2005

Role: Co-Investigator with E. Jones and E. Rister

Amount: \$5,000 plus \$5,000 Dept. match (Graduate student funding: \$3,500; No Indirect Costs)

Source: V.F. & Gertrude Neuhaus Teaching Scholarship Program

Title: Self-Assessment Tools to Improve Team Building.

Period: January 2003 – January 2004

Role: Co-Investigator with E. Jones

Amount: \$1,800 (Graduate student funding: \$1,800; No Indirect Costs)

H. Curriculum Development

1. Led departmental committee in Assessment of Student Learning Outcomes, 2009-2013, managing the assessments of student learning outcomes that contributed to the successful reaffirmation of the university's external accreditation.
2. Distance delivered courses: Developed economics and finance course and teaching materials on international trade and global standards for the Masters in Regulatory Science.
3. Served as panelist at Forum on “Shaping via Global and Civic Engagement,” regarding student participation in international curricula including study abroad. Presentation entitled “Internationalization without Borders: Assessment of a Project to Add Global Dimensions to On-Campus Learning.” The Forum was part of the Teaching General Session of 2010 Texas A&M AgriLife Conference, January 13.
4. Fall 2005 – Inquiry-based learning approach to undergraduate and masters’ level economics. Special section of AGECE 481 (502) emphasizing research portfolio.
5. Writing Intensive course designation for AGECE 431 approved by Texas Higher Education

Coordinating Board, October 2004; renewal October 2008.

6. Developed and implemented research strategic plan for Ph.D. students, Spring 2003-2008.
7. Organized session on business ethics for MAB Professional Seminar, October 8, 2003.
8. Developed team building and group dynamics components for masters' level courses, using portfolio approach to assess learning outcomes (Fall 2002).
9. Developed new Ph.D. field specialty area in Agribusiness and Managerial Economics, through GAC subcommittee and service as chair of Ph.D. prelim examination committee.

I. Teaching Development

1. Completed seminar entitled "Research Experiences for Undergraduates," by Vice President for Research, Office of Proposal Development, June 22, 2005.
2. Completed workshop entitled "Documenting Teaching for Promotion," by Nancy Chism, Faculty Professional Development Series sponsored by Dean of Faculties, 2004.
3. Completed workshop entitled "Preparing a Writing-Intensive Course Proposal," July 24-25, 2003, sponsored by TAMU Writing Center and Center for Teaching Excellence.
4. Consulted with Writing Center on guidance for student writers, including class visit by writing expert, Spring 2002.
5. Participant in Texas A&M University Faculty Learning Communities, through Center for Teaching Excellence, Fall 2001-Spring 2003.
6. Completed departmental peer review of teaching, Spring 2000, Spring 2001, and Spring 2006.
7. Attended Harvard Business School Agribusiness Seminar for development of case study method of teaching, Boston, Massachusetts, January 4-7, 1998.
8. Attended Wakonse South Conference on College Teaching, Balcones Springs, Texas, April 3-5, 1998; member of conference planning committee. Attended Wakonse National Conference on College Teaching, Shelby, Michigan, May 23-28, 1997; May 2007.
9. Conducted classroom focus group for mid-semester student evaluation with Center for Teaching Excellence (Fall 1999, AGEC 431).
10. Attended Center for Teaching Excellence / University Writing Center seminars:
 - a. Workshop "Helping Your Students Help Themselves Learn to Write: Peer Review in the W-Classroom," University Writing Center workshop, June 20, 2008.
 - b. Symposium on Inquiry/Research-based Education, "How we learn versus how we

think we learn: Implications for the Design and Evaluation of Instruction,” sponsored by TAMU Quality Enhancement Plan Council, Sept. 11, 2007.

- c. “Excellence in Teaching with Writing in the Disciplines,” December 2005.
- d. “Showcase of Quality Distance Education,” January 2002.
- e. “Learning Communities,” April 2001.
- f. “Evaluating Teaching,” July 22, 1999.
- g. “Mentoring and Teaching Gifted College Students,” May 18, 1998.
- h. “Assessing Learning to Improve Teaching,” March 5, 1998.
- i. “Writing Assignments as a Teaching Tool,” April, 1997.

J. Student Advisement and Activities

- 1. Faculty advisor to Student Case Competition team representing Texas A&M University at the International Food and Agribusiness Management Association 2016 World Forum and Symposium, Aarhus, Denmark. The team finished in 2nd place at the international competition.
- 2. Faculty advisor to Student Case Competition team representing Texas A&M University at the International Food and Agribusiness Management Association 2012 World Forum and Symposium, Shanghai, China. The team finished in 2nd place at the international competition.
- 3. Faculty advisor to F.I.R.E. (Finance, Insurance, and Real Estate) Club, 1999-present.
- 4. Faculty advisor to Delta Sigma Pi business fraternity, 2007-2011.
- 5. Advisor to undergraduate student team participating in Student Research Week, March 29, 2005. Research poster entitled “Financial Market Response to Avian Flu.”
- 6. Faculty co-advisor to graduate student team in Case Study Competition, American Agricultural Economics Association annual meetings, 1999, 2000, and 2005.
- 7. Faculty advisor on Field Study to New York and Washington, DC, spring 1997 and 2001.
- 8. Member of Interviewing Panel, Agricultural and Natural Resources Policy Congressional Internship Program, Spring 2002.

VII. Research Portfolio

A. Effort: 35%

B. Summary Tables

Publications and Scholarly Work

Type	Since Last Promotion	Career
Refereed/Peer-reviewed	9	21
Editor-reviewed	1	6
Scientific Abstracts	0	1
Books	0	0
Chapters in Books	1	2
Center Publ.-Contract Sponsor Reports	4	35
Experiment Station Publ.	0	0
Extension Publ.	0	0
Popular/Industry Articles	14	9

Scientific and Professional Presentations

Type	Invited	Volunteer or Submitted	Total
International	12	10	22
National	11	36	47
Regional	3	1	4

Grants and Contracts

Type and Role	Since Last Promotion	Career
External Competitive		
PI	\$461,105	\$480,567
Co-PI	\$455,721	\$919,407
Total (PI + Co-PI)	\$1,369,332	\$1,394,974
Internal		
PI	\$0	\$25,234
Co-PI	\$161,034	\$145,800
Total (PI + Co-PI)	\$161,034	\$171,034
Other		
Gifts and Gifts-in-Kind	\$12,000	\$36,000
Royalties to Program	\$0	\$0
Total Grants and Contracts	Attributable to Candidate	Total
External + Internal	\$653,883	\$1,571,008

C. Program Statement

I study the relationship between risk-taking and the possibility of financial gain, with a particular focus on the risks related to food perishability, safety and quality. My research program goal is to understand the relationship between the values of risky assets, managerial decisions, and the performance of firms in the food system. In the last year I have assessed the performance of the refrigerated warehousing industry in North America with benchmarking studies, and a global analysis of the cold chain. Research monographs were provided to the industry readership.

As part of my studies of the global cold chain industries (warehouses, trucking, and logistics firms), I have developed unique performance indicators and disseminated the research in venues that influence business decisionmakers. My work has been vetted by investment bankers and industry review committees.

Since 2009, I have played a leadership role in collaborative research through the Agribusiness, Food, & Consumer Economics Research Center. I have been principal investigator on a share of the Center's external funds and co-PI on the dairy promotion checkoff study for the past seven years.

D. Contracts and Grants

External Funding

1. From Foreign Agricultural Service, U.S. Department of Agriculture, project entitled "Food for Progress Monitoring and Evaluation for Sustainability," co-PI on technical assistance contract, 4-year project totaling \$3.1 million. Budget 2019 = \$590,959, Salin share \$33,834.
2. From Agricultural Marketing Service, U.S. Department of Agriculture, with Dairy Management Inc., project entitled "Quantitative Evaluation of Fluid Milk Processors' and Dairy Producers' Generic Promotion Programs," co-PI on competitive contract award, 5-year project, Nov. 2017-September 2022. (year 2 \$203,729, Salin share = \$31,838).
3. Capps, Jr., O., G. W. Williams, V.S. Salin, and D.S. Brown, "Quantitative Evaluation of the Effectiveness of Marketing and Promotion Activities by the Milk Processor Education Program (MilkPEP), Dairy Management, Inc. (DMI), and Qualified Programs," Prepared for the U.S. Department of Agriculture, Agricultural Marketing Service (AMS), Year 5, September 2016.
4. Salin, Victoria. From Santa Gertrudis Breed International, "Strategic Plan for the Santa Gertrudis Breed International Association," PI, July 2015-April 2016 (\$10,000).
5. Capps, Jr., O., G. W. Williams, V.S. Salin, and D.S. Brown, "Quantitative Evaluation of the Effectiveness of Marketing and Promotion Activities by the Milk Processor Education Program (MilkPEP), Dairy Management, Inc. (DMI), and Qualified Programs," Prepared

for the U.S. Department of Agriculture, Agricultural Marketing Service (AMS), Year 4, September 2015.

6. Capps, Jr., O., G. W. Williams, V.S. Salin, and D.S. Brown, "Quantitative Evaluation of the Effectiveness of Marketing and Promotion Activities by the Milk Processor Education Program (MilkPEP), Dairy Management, Inc. (DMI), and Qualified Programs," Prepared for the U.S. Department of Agriculture, Agricultural Marketing Service (AMS), Year 3, September 2014.
7. Capps, Jr., O., G. W. Williams, V.S. Salin, J.D. Martini, and D.S. Brown, "Quantitative Evaluation of the Effectiveness of Marketing and Promotion Activities by the Milk Processor Education Program (MilkPEP), Dairy Management, Inc. (DMI), and Qualified Programs," Prepared for the U.S. Department of Agriculture, Agricultural Marketing Service (AMS), Year 2, October 2013.
8. Capps, Jr., O., G. W. Williams, V.S. Salin, and S. Dharmasena, "Quantitative Evaluation of the Effectiveness of Marketing and Promotion Activities by the Milk Processor Education Program (MilkPEP), Dairy Management, Inc. (DMI), and Qualified Programs," Prepared for the U.S. Department of Agriculture, Agricultural Marketing Service (AMS), Year 1, April 2013.
9. From Heifer International, "Business Leadership Development for Agribusiness Professionals: Short Course in Agribusiness Administration delivered at the Africa Area Council Meeting Oct. 2013, September 2013-December 2013 (\$32,500).
10. From Global Cold Chain Alliance, project entitled "Data Analysis for the IARW Productivity and Benchmarking Survey," PI, April 2012-April 2013 (\$9,937).
11. From Millennium Challenge Corp. through Foreign Agricultural Service, U.S. Department of Agriculture, project entitled "U.S. Market Study and Market Entry Strategy for Namibian Devil's Claw," PI on competitive contract award, October 2011- July 2012 (\$45,051).
12. From Agricultural Marketing Service, U.S. Department of Agriculture, with Dairy Management Inc., project entitled "Quantitative Evaluation of Fluid Milk Processors' and Dairy Producers' Generic Promotion Programs," co-PI with Oral Capps, Jr. and Gary W. Williams on competitive contract award, October 2011- July 2012 (\$149,648).
13. From Resources for the Future, project entitled "Research on Variability in Economic Impact of Food Safety Regulations," PI on subcontract, April 2011-December 2011 (\$10,429).
14. From U.S. Department of Agriculture, National Institute of Food and Agriculture, project entitled "Value of Time and Temperature History RFID Technology to Leverage Return on Traceability Investments," PI on competitive award under the Agriculture and Food Research Initiative, project TEX09484, February 2011-November 2012 (\$114,956).

15. From Novus International, project entitled "Understanding Feed Ingredient Markets: Research and Business Intelligence Support," co-PI with Eluned Jones, August 2010-June 2011 (\$24,990).
16. From Launch Agency, project entitled "Market Research on Promised Land Brand Milk," co-PI with Oral Capps Jr., August 2010-December 2010 (\$63,500).
17. From U.S. Department of Agriculture, Economic Research Service, (competitive), project entitled "Business Incentives for Food Safety: Theory and Empirical Evidence," competitive award extended with additional funding, PI, July 2010-December 2011 (\$98,026).
18. From Global Cold Chain Alliance, project entitled "Growth Prospects for the Global Cold Chain," PI, October 2009-March 2010 (\$44,000).
19. From U.S. Department of Agriculture, Economic Research Service, (competitive), project entitled "Business Incentives for Food Safety: Theory and Empirical Evidence," competitive award, PI, July 2009-June 2010 (\$37,552).
20. From U.S. Department of Treasury, Community Development Financial Institutions Division, (competitive), project entitled "Riskiness of Sector Dependence in Community Development Financial Institutions," PI, October 2007-August 2008 (\$89,984).
21. From U.S. Department of Agriculture, Cooperative State Research, Education, and Extension Service, (competitive), "USDA National Needs Fellowships in Biosecurity and Integrity of the Agribusiness and Food Supply Chain," co-PI with E. Jones and B. McCarl, September 2007-August 2011 (\$64,000).
22. From U.S. Department of Agriculture, Cooperative State Research, Education, and Extension Service, (competitive), "USDA National Needs Master's Fellowships in Biosecurity and Integrity of the Agribusiness and Food Supply Chain," co-PI with E. Jones September 2005-August 2007 (\$64,000).
23. From U.S. Department of Agriculture, Foreign Agricultural Service, Emerging Markets Program (competitive), "Infrastructure Needs Assessment for Distribution of Frozen Potato Products in Southeast Asian Countries," with R. Nayga, December 1999 (\$153,681).
24. From U.S. Department of Agriculture, Grain Inspection Packers and Stockyards Administration, "The Market for Poultry Grower Services: Dimensions and Market Power Exertion," with H.A. Love, July 1999-August 2002 (\$67,460).
25. From U.S. Rice Producers Association (competitive), "Market Research to Support Development of a Strategic Plan for Preserving and Expanding the Mexican Rice Market," with G. Williams, April - December 1999 (\$98,625).

26. From Monsanto Company, "Identity-Preserved Handling Systems for Cotton," February-March 1998 (\$6,180).
27. From Monsanto Company, "Grower Contracts and Implications for Identity-Preserved Handling Systems," October-December 1997 (\$19,462).
28. From U.S. Department of Agriculture, Economic Research Service, "Survey of Users of Publicly and Privately Provided Agricultural Economics Information and Research--An Analysis," with A. Thurow, July 12, 1996 - May 31, 1998 (\$62,920).
29. From the National Pork Producers Council, "Management Systems and Economic Analyses of Alternative Segregated Early Weaning Systems," with K. Foster, July 1996 - July 1997 (\$17,000).

Internal Funding

1. "A Learning Portfolio Approach to Research Projects in Agribusiness," \$7,000 (\$5,000 department match) from TAMU Quality Enhancement Program, 2003.
2. "Economic and Financial Analysis for Indonesia Cold Chain Development Program" Subcontract to TAMU Office of Int'l Programs, with R. Nayga, March 2003 (\$36,000).
3. "Assessing Teamwork in Masters Level Agribusiness Programs," \$5,000 matching grant from TAMU Quality Enhancement Program, 2003.
4. "Self-Assessment Tools to Improve Team Building for Case Research Projects," \$1,800 from the V.F. and Gertrude Neuhaus Teaching Enhancement Program, January 2003.
5. From Institute of Food Science and Engineering, Center for Consumer and Food Marketing Issues, "Value-Added Food Businesses in Texas: Case Studies and Policy Implications for State Government," 2001, (\$20,234).
6. From Institute of Food Science and Engineering, Center for Consumer and Food Marketing Issues, "Investments in Food Processing: A Real Options Approach," 2000, (\$5,000).
7. From Texas Fire Ant Initiative, Department of Entomology, "Statewide Economic Impact of the Imported Fire Ant on the Economy of Texas," with C. Lard, 1999-2001, (\$86,000).

Proposals Submitted, Not Funded.

1. USDA-NIFA, “Nutrition and Perishability Attributes of Foods for Enhancement of the Vending Machine Distribution Channel,” with O. Capps, A. Ishdorj, M. Palma, R. Walzem, and S. Pillai, 2015-2016, (\$251,716).
2. USDA-NIFA, “Enhancing the Nutritional Value of Fruits using Novel Technology,” with M. Castell-Perez, 2014-2017, (\$499,860).
3. USDA-NIFA, “Standardizing E-beam Treatment to Ensure Safety of Fresh Produce,” with R. Moreira, 2014-2019, (\$3,926,530).
4. CME Group, “The Development and Administration of a Quarterly Index of Sentiment for Agriculture: A Barometer of the U.S. Farm Economy,” with O. Capps, 2015-2017, (\$1,132,595).
5. NASA, “Coastal Amenities and Maintenance Issues: Economic and Risk Analysis with Oceanographic Predictive Modeling,” 2015, (\$52,121).
6. Sackler Institute, “Adolescent Girls’ Food Choices in the U.S. Voucher Program for Women, Infants, and Children: Impact of the Inclusion of Fruits and Vegetables,” with A. Ishdorj, 2015, (\$46,928).

VIII. Service Portfolio

A. Effort: 5%

B. Service to State

Served on Board of Directors, Texas Agricultural Finance Authority, June 2000-2012.

The Texas Agricultural Finance Authority is an agency of the Texas Department of Agriculture that is directed by an external board composed of industry and academic specialists in the credit field. Board members attend annual or quarterly meetings of the Board of Directors as needed, and meetings of the Rural Development Finance committee. Responsibilities include evaluation of applications for the Young Farmer Grant program established in 2009, review and approval of credit applications from agricultural businesses and rural public authorities (from 2000 to 2008), making recommendations for action on credit requests, monitoring of the Authority’s loan portfolio, and development of program rules for the rural development finance activities authorized by the Texas legislature.

C. Service to Profession

Appointed to Executive Board, International Food and Agribusiness Management Association. Terms 2013-2015, renewed 2016-2019.

Appointed to the Early Career Development Committee of the Agricultural and Applied Economists Association, 2013-2014. Coordinator of the professional mentorship program beginning in 2014.

Served as Discussion Group participant (faculty mentor) at the World Food Prize Global Youth Institute, Oct. 2014-Oct. 2020, Des Moines, Iowa.

Elected Chair of Food Safety and Nutrition Section, Agricultural and Applied Economists Association, Summer 2009. Leadership term of 3 years includes service as Chair-Elect in 2009, Chair in 2010, and Past-Chair in 2011. Coordinator for the research presentations for the Centennial meeting, 2010.

Elected Secretary-Treasurer of Food Safety and Nutrition Section, American Association of Agricultural Economists, 2004-2006.

Served as invited contributor to White Paper on National Research Priorities in Food Safety and Nutrition, submitted to the National Institute of Food and Agriculture granting agency by the Council on Food, Agricultural, and Resource Economics (C-FARE) and the Agricultural and Applied Economics Association, January 2010.

Editorial Advisory Boards:

Applied Economics Perspectives and Policy, 2009.

Review of Agricultural Economics, Teaching and Learning area, 2004-2009.

Ad hoc Reviewer and Referee for:

Journals

In 2018, served as referee for *Agricultural Finance Review*, *Journal of Agricultural and Resource Economics*, *Information Processing in Agriculture*, *B.E. Journal of Economic Analysis and Policy*, *Journal of Business Ethics*. In previous years, served as referee for: *Choices*, *International Food and Agribusiness Management Review*, *Foodborne Pathogens and Disease*, *American Journal of Agricultural Economics*, *Journal of Agribusiness*, *Food Policy*, *Forest Science*, *Journal of Agricultural and Applied Economics*, *Journal of Food Distribution Research*, *Review of Agricultural Economics*, *Supply Chain Management*, *Water Resources Research*

Professional Conferences

Coordinator of:

Research Contributions to the World Symposium, International Food and Agribusiness Management Association, 2013-2014.

Selected Paper Reviewer for:

World Conference of the International Food and Agribusiness Management Association, 2018

Meetings of the Agricultural and Applied Economics Association, 2010 and 2011.

Meetings of the Western Agricultural Economics Association, 2003.

Meetings of the American Agricultural Economics Association, 1998-99, 2001

Meetings of WRC-72, Agribusiness Research Emphasizing Competitiveness, 1998

Selected Poster Reviewer for:

Meetings of the American Agricultural Economics Association, 2001

National Granting Agencies

Small Business Innovation Research Program, U.S. Department of Agriculture, 2010.

Agricultural and Food Research Institute, Markets and Trade Competitive Grant Program, U.S. Department of Agriculture, member of review panel, Washington, DC, August 11-13, 2009.

Food and Nutrition Research Program, U.S. Department of Agriculture, 2004.

National Research Initiative, U.S. Department of Agriculture, 2001 and 2002.

Professional Competitions

Amber Waves Best Article Award selection committee, 2012

Quality of Communication Award, Amer. Agricultural Economics Assn., 2004-2009.

Western Agricultural Economics Association Masters Thesis Award, 2003.

Participant in Farm Credit Administration's Strategic Study, May 2005.

D. Service to University

Member of the College of Ag and Life Sciences Academic and Professional Track (APT) Faculty Promotion and Tenure Task Force

Joined in April 2021. This group is part of the College Strategic Planning Process? Task to make guidelines and recommendations for the APT faculty to have a career path that is transparent and recognized and consistent (as appropriate) across units of the College and AgriLife.

1. Member of the College of Agriculture and Life Sciences Academic and Professional Track (APT) Faculty Promotion and Tenure Task Force. April-June 2021. This committee is part of the College Strategic Planning Process. Its purpose was to establish guidelines and make recommendations regarding transparency and consistency in career paths for faculty in

non-tenure track positions.

2. Appointed by the Dean to the COALS Climate Council, an advisory group on strategic planning and execution of measures to improve the inclusive work and learning environments at Texas A&M, 2015-2017.
3. Board Member of the Women's Faculty Network, leading the mentoring program 2015-2016.
4. Member, Department Committee on Ph.D. Economic Theory Qualifier Examination, 2011-2013.
5. Appointed to the Teaching Strategic Planning Committee, College of Agriculture and Life Sciences, January-March 2010. As a result of the Committee's effort, administration has a set of innovative targets and proposed activities to continue to offer high-quality educational opportunities.
6. Appointed to represent College of Agriculture and Life Sciences on the Writing Intensive Course Advisory Committee, August 2006-2013.
7. Member, curriculum development committees for planned Masters in Regulatory Science (2010) and Masters of Science in Analytics (2011).
8. Reviewer for Writing Assessment Project of the Office of Institutional Assessment, Texas A&M University, first round 2009.
9. Appointed to President Gates' Task Force on Enhancing the Undergraduate Experience, subcommittee on Common First Year Experience. Participated in weekly meetings and preparation of subcommittee final report, January-May 2005.
<http://www.tamu.edu/president/taskforce.html>.
10. Member, Search Committees for:
 - a) Faculty position in firm-level risk and managerial economics (2008-2009), served as Chair of Committee
 - b) Faculty position in marketing and risk management (2006);
 - c) Department Head in agricultural economics (2005-2006);
 - d) Faculty position in crop policy/marketing (2005);
 - e) Staff position in risk management (2005);
 - f) Faculty position in agribusiness marketing and management (2003);
 - g) Director of Master of Agribusiness program (2001-2002);
 - h) Faculty position in agribusiness marketing/futures and options (1998);
 - i) Faculty position in agribusiness marketing (1997).
11. Elected to Department of Agricultural Economics Faculty Advisory Committee, 2004-2006; 1997-1998.

12. Served on review committee for university QEP (Quality Enhancement Plan) Assessment Plan Task Force, January 2005.
13. Member, Department Undergraduate Advisory Committee, 2006-present. Vice-Chair since 2010. Serve as chair of subcommittee on outcomes assessment.
14. Selection committee for Phi Kappa Phi award, to Outstanding Junior in the College of Agriculture and Life Sciences, 2004.
15. Chair of Ph.D. prelim field examination committee in Agribusiness and Managerial Economics, 2002-2004; Member 2005-present.
16. Served on selection committee for Bush International Faculty award, 2003.
17. Aggie Women in Leadership Student Mentorship Program, 2003.
18. Elected to Department of Agricultural Economics Grievance Committee, 2001.
19. Member of Department of Agricultural Economics Graduate Advisory Committee, 1999-2004. Member of Graduate Scholarship review committee and committee on development of field specialization area in Agribusiness and Managerial Economics.
20. Member, Executive Committee of the Intercollegiate Faculty of Agribusiness, 1998-present.
21. International Agriculture Program's Representative, American Potato Trade Alliance, 1998-1999, 2001-2002.
22. Member, Departmental Ph.D. Preliminary Examination Committees, 1998-1999, 2002-2004.
23. Member, Departmental Committee on Teaching Awards, 1996-1998.
24. Graduate Council Representative, Electrical Engineering Doctoral Student (Sangho Choe), 1998-2001; History Doctoral Student (Bradford Wineman 2002).

E. Other Service

Trustee of International Institute of Tropical Agriculture (www.iita.org). Member of Audit and Finance Committee, 2016-present. Vice Chair of the Board 2018-2019 and chair of the Committee on Partnerships for Delivery, 2018-2020.

Member of Board of Directors, World Coffee Research. (worldcoffeeresearch.org) Serving on Research Advisory Committee and Finance Committee. 2020-present.

Member of Scientific Advisory Council to the Global Cold Chain Alliance, (GCCA.org) a confederation of industry associations in food logistics, 2008-present. The membership includes 1,233 member food logistics companies in 65 countries.

Member of the selection committee for Fellows of the International Food and Agribusiness Management Association, May 2019-present.

Co-chair of the program committee for the International Food and Agribusiness Management Association World Symposium, academic conference (<https://ifama.org>). Member of the Executive Board of the Association. 2013, 2014, 2017.

IX. Publications and Professional Output

Following the general conventions of the agricultural economics profession, seniority of authorship is as indicated by the order of names unless otherwise stated.

A. Refereed Journal Articles

1. Bakhtavoryan, R., O. Capps Jr., V. Salin, and A. Dallakyan. "Use of Time-Series Analysis in Examining Food Safety Issues: The Case of the Peanut Butter Recall," *Journal of Food Distribution Research*, July 2018, 49:2 p. 57-80. This paper received the association president's award for Outstanding Research Paper.
2. Ketzenberg, M., G. Gaukler, and V. Salin. "Establishing Dynamic Expiration Dates for Perishables: An Application of RFID and Sensor Technology," *International Journal of Production Economics*, 193:617-632 (2017) <http://www.sciencedirect.com/science/article/pii/S0925527317302360>
3. Gaukler, Gary M., Michael E. Ketzenberg, and Victoria Salin. Expiration Dates and Order Quantities for Perishables," *European Journal of Operational Research*, Oct. 2017.
4. Bahktavoryan, Rafael, Oral Capps, Jr., and Victoria Salin. "The Impact of Food Safety Incidents Across Brands: The Case of the Peter Pan Peanut Butter Recall," *Journal of Agricultural and Applied Economics*, 46,4, Nov. 2014, pp. 559-573.
5. Bahktavoryan, Rafael, Oral Capps, Jr., and Victoria Salin. "Dynamics of Consumer Response to Food Contamination: The 2007 Peanut Butter Recall," *Journal of Food Distribution Research*, 45,2, July 2014.
6. Salin, Victoria. "Logistics Analysis of the Pathogen Control Provisions of the Almond Marketing Order." *Journal of Food Distribution Research*, Dec. 2012.
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12. Teratanavat, Ratapol, Victoria Salin, and Neal H. Hooker. 2005. "Recall Event Timing: Measures of Managerial Performance in U.S. Meat and Poultry Plants," *Agribusiness, An International Journal*, 21(3), pp. 351-373.
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B. Journal Articles (not refereed)

1. Byrd-Bredbenner, Carol, Marjorie Nolan Cohn, Jeffrey M. Farber, Linda J. Harris, Tanya Roberts, Victoria Salin, Manpreet Singh, Azra Jaferi, and William H. Sperber. 2015. "Food Safety Considerations for Innovative Nutrition Solutions," invited paper in *Annals of the*

New York Academy of Sciences, July, vol 1347. Available at: <http://www.nyas.org/Publications/Annals/Detail.aspx?cid=120367d4-22d2-4027-9faf-495ab597b3de>

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4. Salin, Victoria, Rodolfo Nayga, Catherine Viator, Wu-Yi (Dennis) Fang, and Wipon Aiew. "Infrastructure Needs Assessment for Distribution of Frozen Processed Potato Products in Southeast Asian Countries," *Journal of Food Distribution Research*, March 2001, pp. 200-203.
5. Salin, Victoria. 2000. "Information Technology and Cattle-Beef Supply Chains." Principal Paper presented at 2000 annual meetings of the American Agricultural Economics Association, Tampa, Florida, August, 2000, *American Journal of Agricultural Economics*, 82(5) December, pp. 1105-1111.
6. Krueger, Angela, Victoria Salin, Gary Williams, Lorraine Eden, and Allan Gray. "Profitability of Geographic Diversification Strategy," *Journal of Food Distribution Research*, 30:1, March 1999, pp. 112-123.

C. Book Chapters

1. Ishdorj, Ariun, and Victoria Salin, "The Effect of Food Assistance on American Indian Women's Food Choices" in Mendoza, J., *Native Americans: Cultural Diversity, Health Issues and Challenges*, Nova Science Publishers. 2015.
2. Salin, Victoria. 2000. "A Real Option Approach to Valuing Food Safety Risks." Proceedings of the 1998 Conference on Economics of HACCP, NE-165, June 15-16, chapter 14 in *The Economics of HACCP: Costs and Benefits*, Laurian J. Unnevehr, (ed.), St. Paul: Eagan Press.

D. Presented Papers Published in Conference Proceedings

1. Salin, Victoria, Neal H. Hooker, and Ratapol Teratanavat. "Survival Analysis of U.S. Meat and Poultry Recalls, 1994-2002." Proceedings of the Hawaii International Conference on Statistics and Related Fields, June 5-8, 2003, CD-ROM, ISSN#1539-7211. Available at <http://www.hicstatistics.org/2003StatsProceedings/>.
2. Schroeder, Kerinne, Curtis Lard, Victoria Salin, Sara Robison, and David B. Willis. 2002. "Economic Assessment of Red Imported Fire Ants in Texas." Proceedings of the 2002 Imported Fire Ant Conference, Athens, Ga. March 24-26.

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4. Overend, Christopher, John M. Connor, and Victoria Salin. 1997. "Foreign Direct Investment and U.S. Exports of Processed Foods: Complements or Substitutes?" Foreign Direct Investment and Processed Food Trade, Proceedings of the 1995 Conference on Organization and Performance of World Food Systems, NCR-182, March.

E. Industry Publications

1. Salin, Victoria. 2020. "2020 Productivity and Benchmarking Report Executive Summary," prepared for the International Association of Refrigerated Warehouses, published to trade association membership.
2. Salin, Victoria. 2019. "2019 Productivity and Benchmarking Report Executive Summary," prepared for the International Association of Refrigerated Warehouses, published to trade association membership and for sale online.
3. Salin, Victoria. 2018. "2018 Global Cold Storage Capacity Report," prepared for the International Association of Refrigerated Warehouses, published to trade association membership and for sale online at <http://iarw.org/hq/aboutus/capacity.asp>
4. Salin, Victoria. 2016. "2016 Global Cold Storage Capacity Report," prepared for the International Association of Refrigerated Warehouses, published to trade association membership and for sale online at <http://iarw.org/hq/aboutus/capacity.asp>
5. Salin, Victoria. 2016. "2016 Productivity and Benchmarking Report Executive Summary," prepared for the International Association of Refrigerated Warehouses, published to trade association membership and for sale online.
6. Salin, Victoria. "Labor Pains: Will Automation Help?" in industry publication *Scientists Speak*, International Association of Refrigerated Warehouses and the World Food Logistics Organization.
7. Salin, Victoria. 2014. "2014 Global Cold Storage Capacity Report," prepared for the International Association of Refrigerated Warehouses, published to trade association membership and for sale online at <http://iarw.org/hq/aboutus/capacity.asp>, March.
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9. International Association of Refrigerated Warehouses, 2012 Productivity and Benchmark

Report, chapter on Analysis by Type of Warehouse by Victoria Salin, published to trade association membership and for sale online.

10. Salin, Victoria. 2012. "RFID Technology to Manage Inventory of Perishable Foods," in industry publication *Scientists Speak*, published for the membership of the Global Cold Chain Alliance, April.
11. Salin, Victoria. 2011. "2010 Global Cold Storage Capacity Report," prepared for the International Association of Refrigerated Warehouses, published to trade association membership and for sale online at <http://iarw.org/hq/aboutus/capacity.asp>, March.
12. Salin, Victoria. 2011. "Interest Rates: Not the Only Driver of Investments," in industry publication *Scientists Speak*, published for the membership of the Global Cold Chain Alliance, May.
13. Salin, Victoria. 2010. "International Trade in Food: Trends in the USA and Links to the Global Economy," in industry publication *Scientists Speak*, published for the membership of the Global Cold Chain Alliance, April.
14. Agribusiness, Food and Consumer Economics Research Center (lead author Victoria Salin). 2009. "Growth Prospects for the Global Temperature-Controlled Warehouse Industry," report reviewed by investment bankers and published in public offering document S-11 for Americold Realty Trust, filed Dec. 14, 2009 with the U.S. Securities and Exchange Commission, available online at http://sec.gov/Archives/edgar/data/1455863/000104746909010720/a2195614zs-11.htm#bg44801_table_of_contents
15. Salin, Victoria. 2009. "Finance, Fuel, and Fundamentals: The Markets in 2008 and Impact on Businesses in the Cold Chain," in industry publication *Scientists Speak*, published for the membership of the Global Cold Chain Alliance, April.

E. Research Reports (refereed)

1. Salin, Victoria, Yanhong Jin, and Wenhua Di. "Riskiness of Sector Dependence in Community Development Financial Institutions," report prepared for Abt Associates in completion of research contract with Community Development Financial Institutions Fund, US Department of the Treasury, August 2008. Peer-reviewed version published online at http://www.cdfifund.gov/impact_we_make/research/institutional-development-of-cdfis/

F. Center Publications

1. Salin, Victoria and Julie Pennington. 2017. "Comparative analysis of existing reintegration practices within IOM: Main areas of interventions and lessons learned." Unpublished internal report provided to United Nations International Organization on Migration, December 27, 2017.

2. Salin, Victoria. "Variability In the Impact on Industry of Food Safety Regulation: A Review of Ex Post Analyses," Working Paper CM-03-12, Agribusiness, Food, and Consumer Economics Research Center, Texas A&M University, March 2012. http://afccrc.tamu.edu/publications/Publication-PDFs/CM-03-12_Food_Safety_Compliance_Cost_-_Lit_Review_VS_final.pdf
3. Williams, G.W., Oral Capps, Jr., V. Salin, S. Dharmasena, L. Higgins, D. Anderson, "Ethnic Lamb Buying and Preparation Behavior and Preferences" Working Paper CM-01-11 Agribusiness, Food, and Consumer Economics Research Center, Texas A&M University, March 2010.
4. Salin, Victoria. "Development of Cold Chain Infrastructure Through REITs," Working Paper IM-01-10, Agribusiness, Food, and Consumer Economics Research Center, Texas A&M University, March 2010.
5. Salin, Victoria, Desmond Ng, and Nathaniel A. Joy, "An Examination of Bounded Rationality in Food Business: Food Product Recall Event Analysis," Working Paper CM-05-10, Agribusiness, Food, and Consumer Economics Research Center, Texas A&M University, October 2010.
6. Jones, Eluned, Victoria Salin and Gary W. Williams. "Nisin and the Market for Commercial Bacteriocins." TAMRC Consumer and Product Research Report No. CP-01-05, Texas A&M University, July 2005.
7. Fellin, Luis, Stephen W. Fuller, and Victoria Salin. "U.S./Mexico Rice Trade: An Economic Analysis of Factors Influencing Future Trade." TAMRC International Market Research Report No. IM-1-2000, Texas A&M University, February 2000. <http://agecon.tamu.edu/faculty/salin/research/webdoc1.htm>.
8. Salin, Victoria, Gary Williams, Michael Haigh, Jaime Malaga, Jose Carlos Madrinan, and Katharine Sheaff. "Structure of the Mexican Rice Industry: Implications for Strategic Planning." TAMRC International Market Research Report No. IM-2-2000, Texas A&M University, February 2000. <http://agecon.tamu.edu/faculty/salin/research/webdoc1.htm>

G. Research Reports (not refereed)

1. Ng, Desmond, Victoria Salin, G.W. Williams, E. Jones, and A. Ishdorj. Competitive Assessment of Namibian Devil's Claw in the Human and Animal Nutraceutical/ Herbal Supplement Market, contract report for FAS, USDA and Millenium Challenge Admin - Namibia, May 2012.
2. Capps, Oral C., Jr., and Victoria Salin. "Market Research on Promised Land Milk," contract report to Launch Agency, December 2010.
3. Williams, Gary W., Oral Capps, Jr., Victoria Salin, Senarath Dharmasena, and Lindsey Higgins. "Ethnic Lamb Buying and Preparation Behavior and Preferences," contract report to American Lamb Board and American Sheep Industry Association, December 2010.

4. Salin, Victoria, Desmond Ng, and Eluned Jones. "Business Incentives for Food Safety: Theory and Empirical Evidence," report to Economic Research Service on Phase I of Cooperative Agreement No. 58-4000-9-0058, June 2010.
5. Ng, Desmond, Victoria Salin, and Eluned Jones. "A Review of Economics and Management Approaches towards Private Incentive Explanations of Food Safety," report to Economic Research Service on Objective 1 of Cooperative Agreement No. 58-4000-9-0058, June 2010.
6. Salin, Victoria, and Eluned Jones. "An Update on Costs to Implement Pathogen Control in Almonds," contract report prepared for the Almond Board of California, June 30, 2009.
7. Salin, Victoria, Eluned Jones, and Gary W. Williams. "Economic Evaluation of Direct Verifiable Program and Action Plan for Pathogen Control in Almonds," contract report prepared for Almond Board of California, September 2006.
8. Salin, Victoria, and Isabel Krippendorf. "Crisis Management - Hepatitis in the Case of Chi Chi's." August 2005. Texas A&M University. Available at <http://agecon2.tamu.edu/people/faculty/salin%2Dvictoria/research/crisissum.pdf>
9. Burton, Diana M., H. Alan Love, Gokhan Ozertan, and Victoria Salin. "Integrator Entry into the Market for Grower Services, Report on Phase III." Cooperative Agreement No. 99 ESS 03, prepared for U.S. Department of Agriculture, Grain Inspection Packers and Stockyards Administration, March 2003.
10. Teratanavat, Ratapol, Neal H. Hooker, and Victoria Salin. "An Examination of Meat and Poultry Recall Effectiveness." Ohio State University Working Paper Series, CC-02-09, November 2002, <http://aede.osu.edu/resources/docs/pdf/340A76B4-14D7-448B-B4BC36D1847B8CD9.pdf>
11. Salin, Victoria, Neal H. Hooker, and Ratapol Teratanavat. "Survival Analysis of U.S. Meat and Poultry Recalls, 1994-2001." Texas A&M University Department of Agricultural Economics Faculty Paper 02-03, June 2002.
12. Salin, Victoria, H. Alan Love, and Diana Burton. "The Market for Poultry Grower Services: Dimensions and Market Power Exertion, Confidential Final Report on Phase II." Cooperative Agreement No. 99-ESS-03, prepared for U.S. Department of Agriculture, Grain Inspection Packers and Stockyards Administration, October 30, 2002.
13. Salin, Victoria, H. Alan Love, Diana Burton, and Mark Meurisse. "The Market for Poultry Grower Services: Dimensions and Market Power Exertion, Final Report on Phase I." Cooperative Agreement No. 99-ESS-03, prepared for U.S. Department of Agriculture, Grain Inspection Packers and Stockyards Administration, September 21, 2001.
14. Lard, Curtis F., Victoria Salin, David B. Willis, Sara Robison, and Kerinne Schroeder. "The Statewide Economic Impact of Red Imported Fire Ants in Texas: A Part of the Texas Fire Ant Initiative 1999-2001." Fire Ant Research Report 01-08 and accompanying brochure, August 2001.

15. Viator, Catherine L., Wu-Yi (Dennis) Fang, Jennifer L. Hadley, Wipon (Marty) Aiew, Victoria Salin, and Rodolfo Nayga. "Infrastructure Needs Assessment for Distribution of Frozen Processed Potato Products in Southeast Asian Countries." Final report on Cooperative Agreement No. 5599-109, prepared for U.S. Department of Agriculture, Foreign Agricultural Service. January 2001. Available online at: <http://agecon.tamu.edu/faculty/salin/research/aptapg.htm>.
16. Lard, Curtis F., Charles Hall, and Victoria Salin. "Economic Impact of the Red Imported Fire Ant on the Homescape, Landscape, and Urbanscape of Selected Metroplexes in Texas." August, final report to Texas Fire Ant Initiative, 1999.
17. Salin, Victoria, Becky Lowe, and Angela M. Krueger. "Management and Information at U.S. Agribusinesses: Perspectives from the Cattle-Beef Sector." March, Texas A&M University Faculty Paper FP 98-3, 1998.
18. Salin, Victoria, and David Hall. "Identity-Preserved Handling Systems for Cotton." Final report to Monsanto Company, March 25, 1998.
19. Salin, Victoria, et al. "Grower Contracts and Implications for Identity-Preserved Handling Systems." Final report to Monsanto Company, December 1, 1997.
20. Salin, Victoria, and Rebecca Lowe. "Management and Information at U.S. Agribusinesses: Perspectives from the Cattle-Beef Complex." Report on Cooperative Agreement Number 43-3AEK-6-80071, September 1997.
21. Salin, Victoria, Amy P. Thurow, and Nicole Elmer. "Preliminary Survey of Users of Agricultural Economics Information: Procedures and Results." December, Texas A&M University Faculty Paper FP 97-4, 1996.
22. Thurow, Amy P., Victoria Salin, and Nicole Elmer. "Survey of Users of Publicly and Privately Provided Agricultural Economics Information and Research--An Analysis." Preliminary Report, September 24, 1996.
23. Salin, Victoria, Craig Dobbins, and David Mengel. "Effects of Reduced-Input Management on Farm Finances: Evidence from Purdue University Experiments, 1989-92." Unpublished paper, Department of Agricultural Economics, Purdue University, 1994.
24. Salin, Victoria (project leader and principal author). "Alfalfa Products: Conditions of Competition between the U.S. and Canadian Industries." U.S. International Trade Commission, Washington D.C., USITC pub. 2472, December 1991.
25. Salin, Victoria. "Rum: Annual Report on Selected Economic Indicators." U.S. International Trade Commission, Washington D.C., 1991 and 1992.

H. Invited Presentations

1. Salin, Victoria. “The Global Cold Chain Index,” invited presentation at the 2019 128th IARW-WFLO Convention, Santa Ana Pueblo, New Mexico. Using this index, warehouse operators will be able to communicate with customers better, having more confidence about the economic forces that matter to costs. Using this index, investors and managers will be able to make plans that take into account location-specific differences. This index will allow the leadership of GCCA to engage in dialogue about the economic forces that shape the industry.
2. Salin, Victoria. “Global Cold Chain and Agribusiness in Mexico,” invited presentation at the 15th Foro Global Agroalimentario 2018 (Global Agri-Food Forum) sponsored by the Mexican National Agricultural Council, Puebla, Mexico, 11-12 October 2018.
3. Salin, Victoria. “Logistics Cost Index for the Cold Chain,” invited presentation at the 2018 Global Cold Chain Expo, June 25-27, 2018, Chicago, IL.
4. Salin, Victoria. “Understanding the Break-Even Occupancy KPI for Refrigerated Warehouses,” Invited presentation at the Assembly of Committees of the Global Cold Chain Alliance, Washington DC, July 31, 2017.
5. Salin, Victoria. “Data Analysis for the IARW Productivity and Benchmarking Survey,” Invited presentation to the International Association of Refrigerated Warehouses Assembly of Committees, Washington, DC, July 30, 2012.
6. Salin, Victoria. “It's a Small World...and You Can't Hide,” Invited presentation to supply chain industry participants at Dematic Material Handling Conference, Park City, UT September 17, 2011.
7. Salin, Victoria. “Financial Performance Report, Quarter II 2011,” Invited presentation to the Assembly of Committees, International Association of Refrigerated Warehouses, Washington, DC, July 31, 2011.
8. Salin, Victoria. “The Next Big Cold Storage Market: What does the 2010 Global Capacity Report Say?” Invited presentation at the 2011 Annual Convention and Expo of the International Association of Refrigerated Warehouses and the World Food Logistics Organization, New Orleans, LA, May 1-3.
9. Salin, Victoria. “Interest Rates: Not the Only Driver of Investment,” Invited presentation at the 2011 Annual Convention and Expo of the International Association of Refrigerated Warehouses and the World Food Logistics Organization, New Orleans, LA, May 1-3.
10. Salin, Victoria. “Action Plans: Closing the Feedback Loop in Assessment of Student Learning Outcomes,” invited presentation to Texas A&M University College of Agriculture and Life Sciences 2010 workshop on Using Assessment to Facilitate Curricular Improvement, College Station, TX, November 22.

11. Capps, Oral, Jr., and Victoria Salin. "Market Research on Promised Land Brand Milk," invited presentation to 2010 Launch Agency workshop, Carrollton, TX, November 5.
12. Salin, Victoria. "2010 Snapshot and Global Growth Prospects," invited presentation at the 2010 Annual Convention and Expo of the International Association of Refrigerated Warehouses and the World Food Logistics Organization, Phoenix, AZ, April 25-28.
13. Jones, Eluned, and Victoria Salin. "Traceability in Food and Feed Supply Chains," invited presentation at Novus International company headquarters, 2010 session on Agribusiness, Food, and Consumer Economics Research Agenda, March 1.
14. Salin, Victoria, and Eluned Jones. "An Update on Costs to Implement Pathogen Control in Almonds, invited presentation to the Food Quality and Safety Committee," Almond Board of California, Modesto, CA, August 25, 2009.
15. Salin, Victoria. "Finance, Fuel, and Fundamentals: The Markets in 2008 and Impact on Businesses in the Cold Chain," invited presentation at the World Food Logistics Organization annual conference, Palm Springs, CA, April 2009.
16. Salin, Victoria, Yanhong Jin, and Wenhua Di. "Riskiness of Sector Dependence in Community Development Financial Institutions," invited presentation at Community Development Financial Institutions Fund Research Conference, US Department of the Treasury, Washington, DC, June 24, 2008.
17. Salin, Victoria, and M.K. Wong, "Currency Exchange and its Impact on Imports/Exports," invited presentation at Focus Session of the World Food Logistics Organization annual conference, Marco Island, FL, April 21, 2008.
18. Salin, Victoria, Eluned Jones, and Gary W. Williams. 2006. "Economic Evaluation of Direct Verifiable Program and Action Plan for Pathogen Control in Almonds," invited presentation at meeting of the Almond Board of California Food Quality and Safety Committee, Modesto, California, August 8, 2006.
19. Salin, Victoria. 2005. "Critical Infrastructure: Economics and Management Issues for the Food System," invited speaker at Critical Infrastructure and Homeland Security workshop, Integrative Center for Homeland Security, Bush School of Government and Public Service, Texas A&M University, July 12.
20. Salin, Victoria. "Strategic Options and Specialized Service Providers to the Plant Sector," invited presentation at Plant International Meeting: A Green Business Opportunity, Services: What are the Key Trends and Drivers? 26-27 May 2005, Angers, France.

21. Salin, Victoria. 2005. "Economic Analysis of Irradiation Processing and Irradiation Systems," invited speaker at Irradiation Short Course, National Center for Electron Beam Research, Institute of Food Science and Engineering, Texas A&M University, February 10, 2005.
22. Salin, Victoria, Ratapol Teratanavat, and Neal Hooker. "Recall Event Timing: Measures of Managerial Performance in U.S. Meat and Poultry Plants," invited presentation at 2004 annual meeting of Alberta Agricultural Economics Association, Alberta, Canada, May 6.
23. Salin, Victoria. "Public Finance for Rural Economic Development," Big 12 Faculty Fellowship presentation to University of Missouri Community Policy Analysis Center, July 2003.
24. Salin, Victoria. "Who Wins, Who Loses, and How Will E-Markets Affect Rural America?" 2001 U.S. Department of Agriculture Outlook Conference Forum Panel, Will E-Commerce Renovate the Agricultural Marketplace? Panel no. 2, Session no. 9, Washington, D.C., February 22.
25. Salin, Victoria. "Economic Overview of Identity Preservation in the Agri-Food Marketing System," 2000 Second Annual Agricultural Biotechnology Symposium, Ohio State University, Reynoldsburg, Ohio, November 9.
26. Salin, Victoria. "The Market for Commodity Market Information," 1998 NCT-176 Conference on Information Management for Agricultural Production Systems, Nashville, Tennessee, December 3.
27. Salin, Victoria, Amy P. Thurow, Becky Lowe, Nicole Elmer, and Angela Krueger. "Private Sector Perspectives on Commodity Market Information," 1997 USDA/ERS Workshop on the Market for Commodity Market Information, Washington, D.C., November 20-21.

I. Presentations at International Meetings

1. Salin, Victoria, Julie Pennington and Kristin Anderson. "Rhino Conservation: Perspectives on the Poaching Problem from Swazi and South African Rural Citizens," presentation at the 2016 Symposium of the International Food and Agribusiness Management Association, Aarhus, Denmark, June 19.
2. Salin, Victoria. "Labor Pains: Will Automation Help?" invited presentation at the 2016 Annual Convention of the International Association of Refrigerated Warehouses and the World Food Logistics Organization, Las Vegas, NV, April 17-19.
3. Xie, Luqun, Desmond Ng, and Victoria Salin. "Competitive Assessment And Market Entry Study Of Devil's Claw In The U.S. Nutraceutical / Herbal Supplement Market,"

- selected presentation at the 2012 Agribusiness Symposium of the International Food and Agribusiness Management Association, Shanghai, China, June 9.
4. Salin, Victoria. "RFID Technology to Manage Inventory of Perishable Foods," invited presentation at Focus Session at the 2012 Annual Convention and Expo of the International Association of Refrigerated Warehouses and the World Food Logistics Organization, Tucson, Arizona, April.
 5. Salin, Victoria. "The Next Big Cold Storage Market: What does the 2010 Global Capacity Report Say?" invited presentation at the 2011 Annual Convention and Expo of the International Association of Refrigerated Warehouses and the World Food Logistics Organization, New Orleans, LA, May 1-3.
 6. Salin, Victoria. "Interest Rates: Not The Only Driver Of Investment," invited presentation at the 2011 Annual Convention and Expo of the International Association of Refrigerated Warehouses and the World Food Logistics Organization, New Orleans, LA, May 1-3.
 7. Salin, Victoria. "2010 Snapshot and Global Growth Prospects," invited presentation at the 2010 Annual Convention and Expo of the International Association of Refrigerated Warehouses and the World Food Logistics Organization, Phoenix, AZ, April 25-28.
 8. Joy, Nathaniel A., Victoria Salin, and Desmond Ng. "Food Safety Recall Events in the United States Traced to Domestic and International Corporate Parents," presented as a poster at 2010 Conference of the International Food and Agribusiness Management Association, Boston, MA, June.
 9. Salin, Victoria. "Finance, Fuel, and Fundamentals: The Markets in 2008 and Impact on Businesses in the Cold Chain," invited presentation at the 2009 World Food Logistics Organization annual conference, Palm Springs, CA, April.
 10. Salin, Victoria, and M.K. Wong, "Currency Exchange and its Impact on Imports/Exports," invited presentation at Focus Session of the World Food Logistics Organization annual conference, Marco Island, FL, April 21, 2008.
 11. Salin, Victoria. "Strategic Options and Specialized Service Providers to the Plant Sector," invited presentation at Plant International Meeting: A Green Business Opportunity, Services: What are the Key Trends and Drivers? 26-27 May 2005, Angers, France.
 12. Salin, Victoria, Eunice Patron, and Judith I. Stallmann. "Rainy Day Funds for Municipalities Estimated with Value at Risk," selected paper presented at 2004 meetings of the North American Regional Science Association, Seattle, WA, November 11-13.
 13. Jones, E., V. Salin, E. Rister and C. Kimbro. "Assessing Teamwork in Masters Level Agribusiness Programs," selected poster presented at the 2004 International Agribusiness Management Association conference in Montreux, Switzerland, June 13-16th 2004.
 14. Teratanavat, Ratapol P., Neal H. Hooker, and Victoria Salin, "Exploring Meat and Poultry

Recall Data for Policy Lessons,” selected paper presented at 2003 Meetings of the American Agricultural Economics Association, Montreal, Quebec.

15. Hooker, Neal H., and Victoria Salin. “Exploring the Impact of Food Recalls: A GARCH Application,” presented as a poster at the 2001 Agribusiness Symposium of the 11th Annual World Food and Agribusiness Forum of the International Food and Agribusiness Management Association, Sydney, Australia, June.
16. Li, Hongjing, Victoria Salin, Neal H. Hooker, and David Leatham. “Stock Market Reaction to Food Recalls: A GARCH Application,” selected paper presented at the 2000 Western Agricultural Economics Association Meetings, Vancouver, British Columbia, June 29-July 1.
17. Salin, Victoria, and Neal H. Hooker. “Food Safety Risks and Reputation,” selected paper presented at 1999 International Food and Agribusiness Management Association. World Food and Agribusiness Forum, Florence, Italy, June 13-14.
18. Krueger, Angela, Victoria Salin, Gary Williams, and Lorraine Eden. “Geographic Diversification Strategy: An Application to the California - Chile Table Grape Market,” selected paper presented at 1998 International Food and Agribusiness Management Association. World Food and Agribusiness Congress, Punta del Este, Uruguay, June 30-July 2.

J. Other Presentations

1. Bakhtavoryan, Rafael, Oral Capps, Jr., and Victoria Salin. “Empirical Investigation of the Impact of the 2007 Recall on the Demand for Peanut Butter Brands,” selected paper presented at the Agricultural and Applied Economics Association & Northeastern Agricultural and Resource Economics Association Joint Annual Meeting, Pittsburgh, Pennsylvania, July 24-26, 2011.
2. Salin, Victoria. “Consumers and Their Choices Matter to the Food Industry,” presentation at session in honor of Dr. Jean Kinsey’s retirement at the Agricultural and Applied Economics Association & Northeastern Agricultural and Resource Economics Association Joint Annual Meeting, Pittsburgh, Pennsylvania, July 24-26, 2011.
3. Bakhtavoryan, Rafael, Oral Capps, Jr., and Victoria Salin. “Empirical Investigation of the Impact of the 2007 Recall on the Demand for Peanut Butter Brands,” presented as a poster at the 2011 Conference on Using Scanner Data to Answer Food Policy Questions, June 1-2, Economic Research Service, U.S. Department of Agriculture, Washington, DC.
4. Salin, Victoria. "Logistics Analysis of the Pathogen Control Provisions of the Almond Marketing Order," selected presentation at 2010 Conference on the Economics of Improved Food Safety Practices, sponsored by the NEC-63 and the Food Safety and Nutrition Section of the Agricultural and Applied Economics Association, Monterey, California, Sept. 27-28.

5. Salin, Victoria, Desmond Ng, and Nathaniel Joy. "An Examination of Bounded Rationality in Food Businesses: Food Product Recall Event Analysis," selected presentation at 2010 Conference on the Economics of Improved Food Safety Practices, sponsored by the NEC-63 and the Food Safety and Nutrition Section of the Agricultural and Applied Economics Association, Monterey, California, Sept. 27-28.
6. Joy, Nathaniel A., and Victoria Salin. "A Duration Analysis of Food Recall Events in the United States," selected presentation at the 2010 annual meeting of WERA-72, Santa Clara, CA, June 13-15.
7. Salin, Victoria. "Economic and Business Incentives and the Production of Safer Foods," selected paper presented at 2010 Annual Education Conference of the Texas Public Health Association, South Padre Island, TX, April 18.
8. Chang, Meng-Shiuh, Victoria Salin, and Yanhong Jin. "Portfolio Value at Risk Estimation with Copula Methods," selected poster presented at 2009 annual meeting of the Agricultural and Applied Economics Association, Milwaukee, WI, July 27.
9. Power, Gabriel, Victoria Salin, and John Park. "Strategic Options associated with Cooperative Members' Equity," presentation at organized symposium of 2008 annual meeting of the American Agricultural Economics Association, Orlando, FL, July 29.
10. Wolfley, Jared, James Mjelde, Danny Kleinfelter, and Victoria Salin. "Machinery Sharing by Agribusiness Firms: Methodology and Application" selected poster presented at WRC-72 meeting, June 2007.
11. Mwanamambo, Brian, Victoria Salin and Likando Mukumbuta, "Lending to Agribusinesses in Zambia," selected paper 174727 at the American Agricultural Economics Association Annual Meeting, Portland, OR, July 29-August 1, 2007.
12. Jones, Eluned, and Victoria Salin, "Teamwork in Agribusiness Education," selected presentation at the 2007 TAMU Assessment Conf., College Station, TX, Feb.
13. Chavez, Marissa, John R.C. Robinson, and Victoria Salin, "Normal Backwardation and the U.S. Cotton Futures Market (1986-2006)," selected paper presented at the Beltwide Cotton Conference, New Orleans, LA, Jan. 2007.
14. Chavez, Marissa, John R.C. Robinson, and Victoria Salin, "The Efficiency of the U.S. Cotton Futures Market (1986-2006): Normal Backwardation and Economic Indicators," selected paper presented at the 2007 meeting of the Southern Agricultural Economics Association, Feb.
15. Salin, Victoria, and Pablo Sherwell Cabello. 2006. "An Augmented Approach to Crisis Management: Public-Private Roles in Responding to Food Contamination," Organized Symposium at 2006 Annual Meeting of the American Agricultural Economics Association, Long Beach, California, July 24.

16. Salin, Victoria, Senarath Dharmasena, Alex Wong, and Ping Luo. 2005. "Food Product Recalls in the USA, 2000-2003," Research Update presented at 2005 Annual Meeting of the Food Distribution Research Society, Washington, DC, October 19, 2005.
17. Salin, Victoria. "Industry Hiring and Retention of Women and Minorities," participant in CWAE-COSBAE track session on the Status and Progress of Underrepresented Groups in the Agricultural Economics Profession, Organized Symposium at 2005 Annual Meeting of the American Association of Agricultural Economics, Providence, R.I.
18. Salin, Victoria. "Writing to Learn about Financial Performance Measures: Calibrated Peer Review System," panel presentation at 2005 Teaching with Technology Conference, session entitled Use of Calibrated Peer Review Across Campus, Texas A&M University, College Station, February 23.
19. Wong, Alex Chia Hung, and Victoria Salin. "Food Safety: Recent Evidence on Food Recalls due to Bacterial Contamination," presentation at 2004 Pathways Student Research Conference, Texas A&M University, Corpus Christi, Texas, October 16-18.
20. Jones, Eluned, Victoria Salin, M. Edward Rister and Carisa Kimbro. "Assessing Teamwork in Masters Level Agribusiness Programs," organized symposium entitled "Evaluation of the Impact of Teaching Innovations" at the American Agricultural Economics Association meetings in Denver, Colorado, August 2, 2004.
21. Jones, Eluned, Victoria Salin, M. Edward Rister and Carisa Kimbro, "Assessing Teamwork in Masters Level Agribusiness Programs," one of three, out of 22 funded projects, presented to the Provost, David Prior, from the Quality Enhancement Plan on January 27, 2004; and at 2004 Texas A&M University 4th Annual Assessment Conference, February 2, 2004 <http://www.tamu.edu/qep/2004assessment-conference.html>
22. Jackson, Randy, and Victoria Salin. "Effects of Phytosanitary Regulations as a Non-tariff Barrier to U.S.-Mexico Trade in Mangoes," selected poster presented at the Student Research Competition, 2004 Agriculture Program Conference, Texas A&M University, January 5.
23. Teratanavat, Ratapol P., Neal H. Hooker, and Victoria Salin, "Exploring Meat and Poultry Recall Data for Policy Lessons," selected paper presented at 2003 Meetings of the American Agricultural Economics Association, Montreal, Quebec.
24. Salin, Victoria, Juan A. Atkins, and Omar Salame. "Value Added in Food Manufacturing and Retailing: A Ratio Analysis of Major U.S. States," selected paper presented at the 2001 Annual Conference of the Food Distribution Research Society, Phoenix, Arizona, October 17.
25. Salin, Victoria, and Rodolfo M. Nayga. "Cold Chain Infrastructure in the Philippines and Thailand," presented as a poster at the 2001 Meetings of the American Agricultural Economics Association, Chicago, Illinois.

26. Salin, Victoria. "Information Technology in the Cattle-Beef Sector," principal paper at 2000 Meetings of the American Agricultural Economics Association, Tampa, Florida, July 31-August 2.
27. Salin, Victoria, Rodolfo Nayga, Catherine Viator, and Wu-Yi (Dennis) Fang. "Infrastructure Needs Assessment for Distribution of Frozen Foods in Southeast Asia," selected paper at 2000 meetings of the Food Distribution Research Society, Roanoke, Virginia, October 15-18, 2000. <http://agecon.tamu.edu/faculty/salin/research/aptapg.htm>.
28. Li, Hongjing, Victoria Salin, Neal H. Hooker, and David Leatham. "Stock Market Reaction to Food Recalls: A GARCH Application," selected paper presented at the 2000 Western Agricultural Economics Association Meetings, Vancouver, British Columbia, June 29-July 1.
29. Spivey, Sarah, Victoria Salin, and David A. Anderson. "Analysis of the Effect of Packing Capacity on Hog Prices," selected paper at 2000 meeting of the Southern Agricultural Economics Association, Lexington, Kentucky, January 30-February 2.
30. Salin, Victoria, Curtis F. Lard, and Charles Hall. "Economic Impact of Fire Ants on Metroplexes in Texas," selected paper at 2000 meetings of the Southern Agricultural Economics Association, Lexington, Kentucky, January 30-February 2. <http://fireantecon.tamu.edu/>
31. Hooker, Neal H., and Victoria Salin. "Stock Market Reaction to Food Recalls," selected paper and poster presented at 1999 meeting of the National Alliance for Food Safety, Smoothing the Way for International Trade: The Politics of Food Safety, Washington, D.C., October 12-13.
32. Lard, Curtis F., Victoria Salin, and Charles Hall. "Economic Impact of the Red Imported Fire Ant on Texas Metroplexes," selected poster presented at 1999 meeting of the American Agricultural Economics Association, Nashville, Tennessee, August 1-3.
33. Krueger, Angela, Victoria Salin, Gary Williams, Lorraine Eden, and Allan Gray. "Profitability of Geographic Diversification Strategy," selected paper presented at 1998 Food Distribution Research Society Conference, Monterrey, California, October 28.
34. Salin, Victoria. "A Real Option Approach to Valuing Food Safety Risks," presented as a poster at 1998 Conference on Economics of HACCP, NE-165, Washington, D.C., June 15.
35. Krueger, Angela, Victoria Salin, Gary Williams, and Lorraine Eden. "Geographic Diversification Strategy: An Application to the California - Chile Table Grape Market," selected paper presented at 1998 International Food and Agribusiness Management Association. World Food and Agribusiness Congress, Punta del Este, Uruguay, June 30-July 2.

36. Salin, Victoria. "Management of Economic Information by Agribusinesses," selected paper presented at 1997 Meetings of Western Coordinating Committee WCC-72, Las Vegas, Nevada, June 10-12.
37. Krueger, Angela M., Victoria Salin, Rebecca Lowe, Nicole Elmer, and Amy P. Thurow. "Information Technology and U.S. Agribusinesses: Perspectives from the Cattle-Beef Sector," presented as a poster at 1997 Institute of Food Science and Engineering Research and Technology Transfer Symposium, Texas A&M University, September 30.

X. Work in Progress

Production Function for Refrigerated Warehouses, by V. Salin, in process.

Multi-level Marketing System with Industrial Food Processing in Tanzania, co-authorship in process.

