

A history of activities from 1963 – Retirement, 1998

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Part 1 Background and History

My introduction to Cornell

My first job at Cornell was to administer a new adult educational program that would be known as the Food Industry Management Home Study Program. This was the fall of 1963 and my wife, Jean, and our two daughters traveled to Ithaca to begin this new adventure. I had been working for a grocery wholesale company, Super Food Services, in Michigan and felt that it was time to explore new opportunities.

The Food Industry Management Program at Cornell

My first contact with Cornell, however, came four years earlier. I was working for the Kroger Company, a Midwest supermarket company, and Kroger decided that it needed more management people with college degrees and some with advanced degrees. I was selected by Kroger, along with three other young men, to attend a new Food Industry Management Program at Cornell that was scheduled to begin in the fall of 1958. This was the beginning of the Food Industry Management Program at Cornell and my first introduction to Cornell.

This first class was composed of 24 industry representatives from both supermarket and food manufacturing companies. Participants with a four-year college degree could apply to the graduate school for admission and work toward an advanced degree. Since I had completed my undergraduate degree at Michigan State University, I applied for admission to the graduate school and began a program that would lead to an MS degree. The Master's degree would give me a special opportunity to progress more rapidly with Kroger. Other participants in the program, without college degrees, were enrolled as "adult special students". They would receive college credit for the courses they completed.

The Food Industry Management Program was part of the Department of Agricultural Economics in the College of Agriculture and Life Sciences. A number of new courses were added to give the program specific focus for this group of students in the area of Food Distribution. Professor Wendell Earle became the first director of this program. Dr. T. Norman Hurd of the Department of Agricultural Economics was initially named to be the director, but during the summer of 1958 he was selected by Governor-elect of New York State, Nelson Rockefeller, to be the budget director of the State. When he left for Albany, Professor Wendell Earle was asked to take over the directorship of the program. A number of other faculty in the department also became involved in various ways with the program. Max Brunk added a special course in Marketing Research and also acted as chair for several graduate committees. A few years later, Earl H. Brown joined the faculty and worked with Wendell Earle on a number of projects.

The average age of the participants in this first class was 27, and all had worked for a number of years in the food industry. Of the 24 participants six were single and 18 were married. Many of us came to Cornell with children and a number of the wives gave birth to a new baby during our year of study – including my wife, Jean. Our daughter Nancy was born in 1959 here in Ithaca. Kroger paid for all of our school expenses, rented furnished apartments for us in downtown Ithaca, and paid us a small salary, which allowed us to live very comfortably. Participants in this first class were similar in age and had similar family interests, as well as common interests in the food industry, and therefore we became a very close-knit group. Also, after this year together at Cornell, many of us continued to stay in touch and often had opportunities to visit at industry meetings and later at Cornell reunions.

After completing my Master's degree at Cornell I returned to work at the Kroger Company in its Detroit Division. However, after several years I left Kroger to join a grocery wholesale company, Super Food Services, that was owned by Doug Grimes, a long-time family friend. After two years this company was the target of an unfriendly takeover and a number of us in management positions felt we should seek other job opportunities.

My return to Cornell – the beginning of the Home Study Program in Food Industry Management

It was during my job search that I talked with Wendell Earle at Cornell, seeking his advice regarding various companies that I had contacted about employment. After giving me some good advice (as I requested), he urged me to pay a visit to Cornell to consider a position that had just become available with the Food Industry Management group. I made the trip from Michigan to Ithaca and was offered the position of director of an adult education program that was about to be offered to the food industry. Managers and employees in the food industry had long been characterized as void of formal education, and this particular Cornell program was an attempt to offer these employees college courses that they could study at home. The program would be called “The Home Study Program, in Food Industry Management” and had strong support from the supermarket industry. I saw this as a great opportunity and was excited to accept the offer. Our family moved to Ithaca in October of 1963 to begin what turned out to be over 40 years of teaching, research, and extension work with the Department of Agricultural Economics.

During those first years with the Home Study Program, my job was administrative and involved hiring a staff, developing courses, and working with all types of food companies and trade associations to enlist support for the program. The main support for enrollments initially came from the National Association of Food Chains (NAFC). All of the major supermarket chains in the United States were members of the NAFC and most of these companies pledged enrollments to the first course, “Economics for Business”. These pledges accounted for nearly all of the 5,000 enrollments in the program during our first year. I really felt like I was running an educational business, since the program was intended to be self-supporting. When the first course was launched in January of 1964 we set a price of \$25 for the course, which included a hard-cover text book, a study guide, and the cost of grading the lesson assignments – and, of course, a certificate to be awarded to every student that completed the course. Most of the students were employees of supermarket companies and most had no college background, but were typically high school graduates.

During this era (the 1960s) education through “Correspondence Courses” was popular and rather common. This was pre-Internet and pre-computers, so communication between student and teacher was via the United States Postal Service. When a student enrolled in a course they submitted a written application – by mail – and were mailed a textbook and study guide with instructions on how to proceed with the course. The first course (“Economics for Business”) was composed of eight lesson assignments, which the student could complete at their own pace. After the student had completed the reading assignment for lesson one, they filled out the written test for that lesson (open book) and mailed it to our office at Cornell. Each student was assigned an instructor, usually a graduate student or one of the editors on our staff, who would go over the exam, grade the paper, writing comments where appropriate, and sign their name, so that the student knew who they were working with at Cornell.

I would often meet students as I visited various food companies in my travels and they would tell me who their instructor was at Cornell. Many students and instructors developed a personal relationship, which often resulted in little notes being included in the envelope when the written assignments were mailed back and forth. Each written assignment included a number of multiple choice questions, a few short answer questions, and one or two essay questions. On most days we would receive bags of mail from the post office and would, of course, return stacks of mail back to the post office after the written assignments were graded and the grades recorded. Since we did not have computers to help with the record keeping, this was also done by hand and required lots of file drawers. In spite of what would be considered today a very archaic system of record keeping we developed a system of “reminder notices” that we mailed to students if they had not submitted a lesson assignment for a specific period of time – usually several months. This proved to be very effective in encouraging students to complete their course work.

Over the years additional courses were added, ranging from academic subjects such as “Business Law” and “Book-keeping and Accounting” to more applied topics such as “Customer Relations” and “Meat Management and Operations”. The number of assignments varied by course, but eight to ten lesson assignments was somewhat the norm. By 1967 more than 16,000 students had completed one or more courses. By 1979 over 100,000 students had enrolled in one or more courses. Until the very end of the program, the income from student tuition (which increased over the years) provided sufficient funds to cover the cost of materials and salaries for all personnel connected with the program.

An opportunity to teach an undergraduate course

Although my work with the Home Study Program was certainly a full-time job, which required a good deal of travel to meet with food companies, attend trade association meetings, and conduct off-campus seminars for individual companies, I was also encouraged to get involved with other Ag Econ activities. In 1967, my third year at Cornell, Wendell Earle left for a sabbatical leave and asked me to teach his introductory class, “Food Distribution”, for the on-campus students. Although I felt I knew the material very well, I had never taught a college course and I was about the same age as most of the students from the food industry who were enrolled in the course. When Wendell returned from his sabbatical leave at the end of 1968, he once again took over the teaching of this course, but it had given me a chance to get my feet wet. A year or two later I was offered the opportunity to teach the field trip course that had been taught by several faculty in the department over the years, including Wendell Earle and Max Brunk. I think they were tired of spending a week with students in New York City. The course involved several class sessions and several one-day field trips, in addition to the week spent in New York visiting various food companies and related businesses. I was delighted to have this opportunity and after a few years of taking students to New York, I moved the field trip to the Boston area, where it was much easier to move 35 students by bus from visit to visit.

Completing my PhD and joining the faculty

With this new teaching assignment, my job title was changed from “Extension Associate” to “Lecturer”, and eventually to “Senior Lecturer”. It was during this period that I was given the opportunity to apply for the Employee Degree Program for the College of Agriculture and Life Sciences. The University had plans in place for this program, but it had not yet been introduced to CALS. I was to be the first test case. The program would allow me to work toward my PhD and to apply for a position on the faculty in the Department of Ag Economics. The program was structured so that the “employee” would work half time and be a student half time. For the final semester it was required that I register as a full-time graduate student. I officially entered the Employee Degree Program in the fall of 1971 and completed the requirements for the degree in the spring of 1978. During the entire period of my study as I worked to complete my PhD, I also continued to run the Home Study Program – which continued to be nearly a full-time job. Fortunately, we had a great staff handling the day-to-day operation of registering new students, sending out course materials, grading papers, and dealing with routine correspondence. The program required that I complete my degree requirements in seven years and I used the full allotment of time to finally finish my degree.

Upon completion of my PhD requirements, I was appointed Assistant Professor in the Department of Ag Economics, a tenure-track position. Since I had been working in the Department for 14 years, I requested and was granted permission to have my tenure review for Associate Professor in two years. The faculty in the Department felt that they knew me and would be able to judge my performance as a faculty member in a shorter period of time. So, two years later, in 1980, I went through the review process and was granted tenure and promoted to Associate Professor.

During this time I began teaching additional courses, including the introductory “Marketing” course in Ag Econ, with an enrollment of over 400 students. When I first started teaching this course it was primarily an agricultural marketing course, with an agricultural marketing textbook. Professor Dana Goodrich had previously taught this course, and an integral aspect of the course was a project that required students to buy and sell futures of agricultural products – such as wheat, corn, soy beans, and pork bellies. For most students this was their first exposure to the futures market and it was quite an eye-opening experience and one they remembered for a long time. This was

before computers, so a secretary would get daily quotes from the *Wall Street Journal* and compute market changes by hand, and post these changes on a bulletin board in the hall outside of my office. Over the years it became increasingly difficult to find an up-to-date Agricultural Marketing textbook, and as students' interests changed, the course transitioned to a more traditional marketing course – with a traditional marketing textbook.

Although I loved teaching, I found it both challenging and very rewarding. Not only was teaching enjoyable for me personally, but I received several awards over the years from the College. The first of these was an award in 1984 for “Outstanding Professor”, which is voted on by the students. It was presented at an award ceremony in Barton Hall and I almost missed the presentation, because I had stepped out of the auditorium briefly to go to the men's room. When I walked back in they were calling my name and I went directly to the podium to receive the award – which was a huge surprise for me! I received several other awards over the years, including the “Edgerton Career Teaching Award” and the “Distinguished Advisor Award”.

Life as a faculty advisor

As a member of the faculty in Agricultural Economics, I was assigned my allotment of undergraduates as advisees. Certainly a highlight of my teaching at Cornell was the interaction that I enjoyed with students. Before the internet and emails took over our lives, meeting with undergraduate students on a personal level as a faculty advisor was an important activity which allowed me to really get to know them. Not only would I meet at least twice a year with each advisee to review courses for the next semester, but there would be additional “drop in” meetings to discuss various topics, such as summer internships or personal issues. To further foster a personal relationship with my advisees, my wife and I would host a spring picnic at our home for all advisees (often as many as 30 would attend – I usually had 40 or more advisees). We also invited small groups of advisees to our house for Sunday night chili suppers. I still hear from former students who remember my wife's famous chili!

For about a dozen years, beginning in the late 1980s, I had the privilege to serve as faculty advisor to the Men's Hockey team. This expanded my contact on a personal basis with a group of student athletes. As the faculty advisor I would often be called on to help the student athletes find tutors when they were having difficulty with course work or to assist when a student was considering changing majors – from one college to another. On occasion I would travel with the team to away games and often supervise exams during the trip. A number of these hockey players went on after graduation to play professional hockey and I still hear from many of them. Staying in touch with many of my students after graduation has been a meaningful and special part of my Cornell career. I have attended a number of weddings and watched families grow, and I now welcome sons and daughters of former students back to the Cornell campus and have recently watched many graduate.

The Food Executive Program

In 1978 Wendell Earle retired and I found myself in charge of the on-campus Food Industry Program and also the Director of the summer Food Executive Program that Professor Earle had developed over the years. The Food Executive Program proved to be one of the most successful programs for our department, both from its outreach in the food industry and from a financial standpoint. The program became known in the industry as the “stepping stone to promotion”. It was well known that people who attended the program had been selected because of their past performance in their company and most had been identified as “people on the rise”. This was a two-week program, so it was a major commitment on the part of each participant to be away from their job and their family for a two-week period. It was designed as a broad educational experience, with some homework each day and lots of interaction with other participants. A real bonding between participants took place over the two-week period, and it was common for participants to remain friends and stay in touch for many years after leaving Cornell. Graduates of this program were people that we would contact if we wanted special information on a sensitive topic, or if we were looking for a company where we could collect information for a research project. These were people that were willing to help. In the mid 1980s, the Nestle Company became a sponsor of the Food Executive Program by providing “scholarships” for its retail customers. The impact of these scholarships resulted in an increase in participants in the program. The first year after Nestle began awarding scholarships the number of participants doubled from 20 to 40. At the height of the program there were often over 60 executives from food companies attending

the program, with many attending as recipients of Nestle scholarships. When Ed McLaughlin joined our faculty I invited him to be co-director of the program. We continued to work together on this program until my retirement.

The Food Industry Management Program matures with strong food industry support

The undergraduate and graduate on-campus program in Food Industry Management continued to attract young men and women from the food industry, and the summer Food Executive Program began to grow. During the late 1970s and into the 1980s there was a shift in the students enrolling in the on-campus program with fewer being sponsored by food companies and more coming from family businesses. Young men and women from family owned regional supermarket chains, as well as students from family companies with two or three stores, represented the majority of students as the on-campus program began to mature.

From the very beginning of the Food Industry Management Program there was a strong relationship and interaction between people and organizations in the food industry. The two major trade associations, the National Association of Food Chains (NAFC) and Super Market Institute (SMI), were both very supportive of our efforts at Cornell to provide educational programs that would be beneficial to the employees of their member companies. Their support came in the form of financial assistance, as well as providing access to the resources of their organizations. The program also received strong financial support in the form of scholarships from a wide range of food companies and other trade associations. Executives from these companies were always willing guest speakers for our on-campus courses and frequently invited members of our faculty to present seminars for their company meetings and conferences.

Part 2 Other Activities and Developments

The Advisory Board

This interaction with major food companies led to the formation of an advisory board that provided valuable input, first to the Home Study Program (in 1967), and later a separate advisory board was formed to provide guidance to the overall Food Industry Management Program. The initial advisory board included representatives from the nation's leading supermarket companies. The participant from the supermarket firm was typically the Vice President of Personnel or the Training Director. Companies represented on the initial advisory board included: The Kroger Company, Wegmans, A&P, First National Stores, Dominion Stores (of Canada), Giant Markets, Ralphs, Publix, HEB, Price Chopper, Schnucks, Pick n Pay, and others. The advisory board member from Kroger, William Kegler, who was Vice President of Personnel, later became President of the Company. It was typical for meetings to be held twice a year, with one meeting on the Cornell campus and one hosted by a member firm. There were a number of tennis players on the advisory board over the years (including Bill Kegler from Kroger) and tennis became an important activity during our board meetings.

Applied research and extension activities with the food industry

The relationships established between the Food Industry Management Program and organizations in the food industry also proved to be valuable in the research activities that were conducted by our faculty in Agricultural Economics. When a research project required a large consumer sample, there was always a supermarket chain that would allow a Cornell researcher to go into its stores with a questionnaire or to set up a focus group to gather the necessary information. In addition, many firms would share confidential information that could be used in various economic models which were part of a research project. Often both trade associations and private firms were willing to fund various research projects, which were extremely helpful to students in our graduate program. The results of these research projects were often published in major research journals or in various trade journals. The exposure of these research projects gave the Cornell Food Industry Management Program national recognition and added to the stature of a program, which was considered one of the best in the country.

Two examples of the most prominent research projects conducted by the Program were "Operating Results of Food Chains" and "Operating Results of Discount Department Stores". Both of these research projects were orig-

inally started by Professor Wendell Earle and were annual studies that were published and widely distributed to the financial community and to food industry firms. “Operating Results of Food Chains” was first published in 1963 with over 50 food chains reporting. I took over the responsibility for these reports after Professor Earle’s retirement, and with the assistance of Rod Hawkes, we continued this research activity. “Operating Results of Food Chains” was originally supported by the National Association of Food Chains and later by the Food Marketing Institute. This included financial support as well as the endorsement of the Association, which encouraged its member firms, the major supermarket chains in the United States and Canada, to share confidential financial data with Cornell for this annual report. Financial data published in these reports allowed supermarket chains to compare its performance with that of companies of similar size. Financial institutions would use the bench-mark data presented in the report to evaluate the performance of individual firms, and it also became the standard method of identifying trends in the supermarket industry.

“Operating Results of Self-Service Discount Department Stores” was first published in 1970 with the support and endorsement of “The Mass Retailing Institute”, the primary trade association for this industry. From the very beginning Walmart was a participant. In 1970 there were many discount store chains in the United States and, at that time, several were as large or larger than Walmart, and all of these major companies participated in sharing financial data for this annual Cornell research project. Walmart’s incredible growth over the years would be the downfall of this report. As Walmart grew, many of its competitors were bought up by larger firms or went out of business. Walmart became so dominant in the industry that the data it provided skewed the results, so that the report was just a reflection of Walmart’s operating statement. The last of these reports was published in 1986.

Extension activity for developing countries

In the early 1980s the U.S. Department of Agriculture began an educational program for food retailers in developing countries, with the intent of helping them to become better at marketing food products and to encourage the importation of agricultural products from the United States. This program focused on retailers from Southeast Asia, primarily Thailand, Indonesia, Taiwan, and Singapore. After a few years retailers from China were included in the program. Between 12 and 20 retailers were invited to the United States each year, and they would spend a week with our Food Industry Management staff attending special classes that were targeted to them. The contact with these retailers gave me an opportunity to travel to Asia to conduct seminars in Singapore, Thailand, and Taiwan. In addition, because of the knowledge I gained of the food distribution system in Taiwan, I was asked by the U.S. Department of Agriculture to complete a study of the channels of distribution in that country being used to import U.S. food products.

Teaching and graduate students

My faculty appointment included Teaching, Extension, and Research. Although I was heavily involved in extension activities and engaged in a number of applied research projects, my primary focus was on teaching. I really enjoyed teaching and taught several courses over the years, including: two large introductory courses, “Marketing” and “Introduction to Business Management”. Both of these courses had enrollments of over 400 students and required a substantial amount of administrative oversight, with graduate teaching assistants for discussion sections and paper graders to help with exams. While I was teaching the marketing course, the new Roberts Hall was built and included the large lecture hall, Call Auditorium, which became available for classes. My marketing course was the first course to be taught in the new auditorium and Dean David Call and his staff were on hand for the opening ceremonies.

In the early 1980s, I developed an advanced marketing course titled “Food Merchandising”. This course was primarily designed for Juniors and Seniors and required that students first complete the introductory marketing course. I used my own textbook, “Food Merchandising – Principles and Practices”, as the basic text for the course. The other course I taught was titled Food Industry Management. This was a four-credit course and seniors were required to take this course or “Business Policy” if they were majors in our department. “Food Industry Management” was limited to 40 students – the seating capacity of the classroom. Since it was a 400-level course it typically attracted 10 or 12 graduate students, many from other colleges or departments. This was my favorite course and was focused primarily on case studies relating to current problems and issues facing food companies. A guest

speaker from the company would attend the class, listen to the students' analyses of the problems, and then explain to the class how the company solved the problem.

My work with graduate students was focused primarily on students with an interest in food marketing, both from the Ag Ec Department and from the Food Science Department. Over the years the graduate students that I supervised from the Ag Ec Department were frequently enrolled as Masters of Professional Studies (MPS). To complete this degree a thesis-type "project" was required and it usually dealt with a practical or applied type of research, as compared with students pursuing an MS or PhD degree in which more in-depth research was expected. I enjoyed the interaction with graduate students, and I always learned a great deal from the projects that the Food Science students worked to complete. I required the Food Science students to show in their thesis how marketing fit in, which was sometimes quite a challenge for them.

Guest speakers

Inviting guest speakers to the campus to participate in the "Food Industry Management" course provided a number of benefits: first, the students got to meet and discuss real world issues with the men and women making the decisions. Second, it gave our staff at Cornell contacts who were valuable for research projects and who could provide summer internships for students. These speakers would feel a certain connection to Cornell after spending a day or two with the students and would be very supportive of our program and share this with their peers in the food industry. Many of the guest speakers that came to Cornell to meet with our students were graduates of our department or were graduates of the two-week Food Executive Program. Cornell graduates like to be remembered and tend to be very willing to "give back" to their alma mater. Speakers traveled to Cornell at their own expense and, of course, gained a sense of pride in being invited as a guest speaker to a major university. Danny Wegman, then president of Wegman's Supermarket chain, was a "regular" and a favorite of the students. Many other company presidents were speakers, including Mark Hollis, president of Publix Supermarkets in Florida. Mark also spent a week as an "Executive in Residence". During this time he met with small groups of students, presented several seminars, and was the guest speaker for the "Food Industry Management" class. Mark was also a tennis player, so we spent a little time on the tennis court!

Meetings with alumni

Since a large number of the graduates from the four-year Food Industry Management Program found careers in the food industry, they had a common bond which encouraged them to get together at food industry events. One such event was the annual meeting of the industry's largest trade association, the Food Marketing Institute (FMI), which was held in Chicago. FMI was where all of the major food manufacturers and food retailers would gather for seminars and exhibitions. Our staff would sponsor a luncheon or dinner for all of our alumni to gather and renew friendships during the FMI meeting. This was very popular and it was not uncommon for 50 or 60 alumni to gather for this informal luncheon. One or two of our alumni would offer to "sponsor" the event, so there was no cost to our Cornell program. Because these gatherings had met with such success, and because we received requests from various alums to have more alumni interaction, we held a food industry symposium in the summer of 1998 that attracted about 100 people, including alumni, friends, and families from the food industry with Cornell connections. The symposium was held in Warren Hall, with additional events at other locations on campus. Some of the well-known food industry Cornell alums attending the symposium included: Bill Perez, president of SC Johnson; Scott Schnuck, President of Schnuck's market; Neil Golub, President and CEO of Price Chopper Supermarkets; George Gellert, President and CEO of Atalanta Corporation - and a number of the Gellert family who were Cornell grads.

Sabbatical leaves

As a member of the tenured faculty I was eligible to apply for a sabbatical leave every seven years. I was granted permission to take my first sabbatical leave in 1984-1985. I made the decision to spend a year away from Cornell, with half of the time in Japan and half in the U.S.

Sabbatical #1: 1984-1985

For the first half of this sabbatical, I made arrangements with a former student from Japan (Satoshi Nishimura) to spend six months in that country working with various Japanese supermarket companies in order to learn how the Japanese food distribution system worked. Mr. Nishimura had become a highly visible and successful consultant in Japan, advising a number of major supermarket companies and publishing a food industry newsletter. My wife and I had previously visited Japan and I knew many of the food companies, but we had never been out of the U.S. for as long as six months. It was a great adventure, living in small business hotels, meeting very interesting people, and learning not only about the food distribution system in Japan but also about the culture of the country. Prior to the sabbatical leave we read several books about Japan's culture and history to help prepare us for our travels. We spent about half of our time in Tokyo and half in Osaka, where I worked with several supermarket companies in each area. Mr. Nishimura as my Japanese mentor also made sure that I spent time with other Japanese organizations, such as food manufacturers, wholesalers, and industry leaders. It was a wonderful experience and I learned a great deal about Japan and its food distribution system. This would lead to a second sabbatical leave seven years later.

The second half of the sabbatical leave year was spent with the Safeway Supermarket Company in San Francisco working in the market research department. This part of my sabbatical leave at Safeway was arranged by a former graduate student from our department (John Morris), who had also spent some time as a visiting lecturer in Ag Economics. I was given projects to determine the true profitability of various departments within a Safeway supermarket – such as the greeting cards. I was able to apply a new computer model that had been developed for the food industry called “Direct Product Profit”. My wife, Jean, and I sublet an apartment in downtown San Francisco, and in addition to having a great learning experience with Safeway, we got to know Northern California and the city of San Francisco.

Sabbatical #2: 1991-1992

The second sabbatical leave, seven years later, again included two six-month experiences, but both in Asia. The first six months was a repeat of my initial Japan sabbatical leave where I continued to learn about the Japanese food distribution system and the inner workings of the Japanese business environment. The second six months was spent in Singapore, where I taught at the National University of Singapore. My sabbatical leave at the University was arranged by a former PhD student from our department (Dee Richmond), who was a member of the marketing faculty. My assignment at the University was in the Marketing Department where I taught a course on International Marketing to MBA students. My class met two evenings a week (Tuesday and Thursday) and most of the 50 MBA students in the class were working while they were going to school. They were all very mature and all were Asian. It was a valuable teaching experience, and I learned a lot about Singapore and about how strict the rules were at the University. For example, I had to submit all of my exams six weeks in advance to be approved by the Dean's office. It was understood by all members of the faculty that you must never say anything negative about the University or about the Singapore Government. My wife and I lived in the guest house on the University campus, which was very comfortable and convenient.

The Cornell/Japan annual seminar

Because of my time in Japan and my familiarity with the Japanese food industry, I collaborated with several well-known and influential Japanese Cornell alums to establish the Cornell/Japan Food Industry Seminar. The first of these seminars was held in 1999. Cornellians Satoshi Nishimura, Ken Homma, and Takeo Onodera were instrumental in organizing and putting together the funding and gaining the support of the food industry in Japan. The seminars were to be held once a year in Tokyo and would include speakers from Cornell and industry leaders from Japan. The Cornell/Japan seminar continues today and has strong support from the major Japanese supermarket trade association. In recent years it has been expanded to include a year-long executive training program for upwardly mobile Japanese executives from the food industry. Now, each year a new class of young executives attend management seminars once a month in Tokyo and then travel to Cornell for their final day of seminars and to receive a certificate of completion.

Athletics and sports

One of the benefits of working on a college campus is the availability of athletic and fitness facilities. In addition to my interest in and enjoyment of tennis, I have a passion for basketball. Not just watching the Big Red teams play, but also playing noon-hour pickup basketball games in Teagle and Barton Hall. On every college campus there are groups of (young and not so young) men that rush out of offices at ten minutes before noon and head to the gym for a game or two of pickup basketball. During my years at Cornell I played three or four times a week. I always hated to have a luncheon mess up my noon-hour schedule of a basketball game. Each campus or location has their own set of rules, but they are similar and enforced by peer pressure. There was a regular group of faculty, students, administrators, and a few local players, that would turn up for games. We knew everyone's first name, if they were left- or right-handed, and if they could shoot or play defense. There was "Big Al" who could really set a pick, and Donny who would never pass, but always took his shot whenever he got the ball, and Leon who never played defense – and on and on. We all felt that we were part of an athletic club and when I would meet these people years later they would always remember, "Oh, you used to play noon-hour basketball at Cornell!" It was a great workout and helped to keep me in shape during my years as a Cornell professor.

There was a group of coaches that would play once or twice a week on the varsity court in the field house. When I was faculty advisor to the men's hockey team, the hockey coaches and trainers would invite me to join their games. Most hockey players are not famous for their basketball skills, but some of the coaches had a pretty good jump shot. In one of these games I happened to be guarding the head coach, Mike Schaffer, and we had a minor collision which resulted in Mike getting a broken nose, with lots of blood and cursing – as well as laughs from the rest of the group! He would remind me of my "dirty" play many times in the years that followed.

My basketball at Cornell also led me to participate in 3-on-3 basketball in the "senior games", for those 55 years old or older. One of the groups I played with won the National title for 70 to 74-year-old men in the National tournament in 2003, where some 55 teams competed in that age group.

People

This would not be complete without a mention of the people that I worked with during my tenure at Cornell. Many of these people I have already mentioned in discussing my activities, but here are some further comments. I need to start with Professor Wendell Earle, who hired me to get the Home Study Program started and provided encouragement, good advice, direction, and was a true role model for my growth and development through each of the steps of my Cornell career.

The Home Study Team

I had the opportunity to hire the staff for the Home Study Program, and there were a number of people who played a role on this team over the years, but the key players were: Gloria Pidduck, the office manager, who supervised the staff on a day-to-day basis. She was efficient, expressed "tough love", and kept the group working together. She made good decisions and gave me good suggestions when we needed to hire new people. Gloria and her husband were from Canada and both became U.S. citizens while she worked in our office. Sharon Wylie was part of the team from the beginning, and after a few years moved up to become Professor Earle's full-time secretary. After Wendell retired, she continued as part of the Food Industry Management Team in a number of responsible positions. Betty Edds came to our team from an extension job in Consumer Economics. Betty was our chief editor and supervised several other editors over the years. She was a real professional and wrote several of the Study Guides that were part of each course package. The responsibility for interaction with our customers, the major supermarket chains, and other food companies was effectively carried out by George "Bud" Hayward and Bob Nolan. Bud came to Cornell from the Grand Union supermarket company and Bob had spent many years with First National Stores. Both of these men had a wealth of experience in the food industry and both had received an MPS degree from Ag Econ. They added a sense of credibility when they met with supermarket training directors and discussed the various courses that we offered. There were a number of other staff members that played an important role on the team – some worked until they retired, and others were with us for a year or two and then moved on to other

positions, or left the area when their spouse or family left Cornell. But all in all it was a great team effort and we enjoyed coffee breaks together each morning as well as frequent social gatherings.

The Food Industry Management group

About the time that Wendell Earle retired, the department hired Ed McLaughlin who had finished his PhD at Michigan State with a strong interest in the food system. He welcomed the opportunity to work with the Food Industry Management group and became one of my closest colleagues. Ed became co-director of the Food Executive Program with me and we shared many teaching, extension, and research projects. We traveled to professional meetings together, and conducted seminars together in Europe and Asia. Ed was a great colleague as well as a friend. Rod Hawkes graduated from the Cornell Hotel School in 1979 and was looking for a job. I needed some help with two research reports, so Rod became a member of the team and has been a key player ever since. Rod also kept me company at noon-hour basketball at Barton Hall. Debbie Perosio was like a breath of fresh air for the Food Industry Management team. She spent a number of years as a Lecturer, before completing her PhD. Debbie and I took the Food Marketing Fellows on several international field trips and collaborated on a number of food marketing seminars. I had great respect and admiration for Debbie's total commitment to working with students and to her teaching abilities. I considered Debbie a valued colleague and a good friend. Marge Archangeli was our secretary – when the Department had secretaries. Marge handled the work for both Ed McLaughlin and me and did an incredible job. She loved the students and they loved her. She was efficient and could do six things at once – but once in a while got number five mixed up with number six. I always trusted Marge to handle anything and everything, and her good judgement kept the office in order. Most of all, Marge was a truly good person and she was fun to have as part of the team!

What an honor it was for me to work with these people. I looked forward to going to the campus every day because of my interaction with this great team. I feel truly blessed to have known each of these people and to consider each a friend.