

KEITH D. HARRIS

Department of Agricultural Economics
Kansas State University
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PROFESSIONAL EXPERIENCE

Twenty years of increasingly responsible leadership and management experiences with major food industry companies. A teaching, research and education portfolio from land-grant universities and AACBS business schools.

EDUCATION:

- 2008 - 2012 Ph.D. Rural Sociology and emphasis in Agricultural Economics
Division of Applied and Social Sciences, College of Agriculture Food and Natural Resources *University of Missouri* - Columbia, MO
- 2004 - 2006 MAB Agribusiness Management, Department of Agricultural Economics, College of Agriculture *Kansas State University* Manhattan, Kansas
- 1982 - 1986 B.S. Agribusiness College of Agriculture and Natural Science, *Lincoln University of Missouri*

ACADEMIC EMPLOYMENT:

- 2013- present Assistant Professor, Agricultural Economics, tenure track
Kansas State University – College of Agriculture Manhattan, KS
Department of Agricultural Economics; 80% Teaching and 20% Research
- 2012- 2013 Assistant Professor, Agricultural Economics, non-tenure track
Kansas State University – College of Agriculture Manhattan, KS
Department of Agricultural Economics; 40% Teaching and 60% Research
- 2010- present Visiting Professor/Adjunct Faculty, Rockhurst University, Kansas City, MO
Helzberg School of Management

RESEARCH INTEREST

A research and teaching program in the area of values-based food supply chains. My work in this area examines the potential to provide economic sustainability and viability between links in the supply chain. Given the interdependence inherent in values-based food supply chains, members should have a strategic self-interest in the performance, safeguarding and well-being of their partners. My research shows that companies that collaborate strategically experience a marked increase in competitiveness, sustained supply chain performance, and are able to preserve their own identity and autonomy. The research has application in the agri-food value chain for fresh agricultural products (vegetables and fruits), processed

food products (meats and snacks), and it is comprised of growers, auctions, processors, wholesalers, retailers and specialty shops.

Research Fellow

CoBank Research Fellow 2013-2014. Supporting Issues facing the Cooperative Community.
Center for Risk Management Education and Research (CRMER) Faculty Member 2013-2014.
Facilitate effective risk management practices among new and established professionals.
USDA National Needs Doctoral Fellow 2008- 2012.

REFEREED JOURNAL ARTICLE PUBLICATIONS

- Harris, K.D., H.S. James Jr., A. Harris, 2017. "Cooperating to compete: turning toward a community of practice" An Actionable Plan for Leadership in the Knowledge Economy." Accepted for publication. *Journal of Business Strategy*. **Peer-Reviewed**
- Harris, K.D., James, H.S. 2016. " The Production of Food and Fiber: An Adaptation of CoP Features for Sustainable Water Use in Agribusiness. *Sustainability* 8, 1189. Special Issue: How does Market Demand for Sustainability Shape Business Strategies? Exploring Innovation Paths in Agribusiness. **Peer-Reviewed**
- Harris, K.D. 2015. 'Smokin' Into the Future: Facing Changing Diets and New Challenges in the Food Industry" *International Food and Agribusiness Management Review*. Vol. 18 (4). **Peer-Reviewed** Includes "Teaching Notes." The case study is intended for use by undergraduates studying agribusiness and agricultural economics. **Peer-Reviewed**
- Harris, K.D. and A. Biere. 2014. "The Use of Reverse and Combinatorial Auctions for Multi-Attribute Purchasing in U.S. Corn Sweetener Industry. *International Food and Agribusiness Management Review*. *International Food and Agribusiness Management Review*, Volume 17 (3). **Peer-Reviewed**.
- Harris, K.D. and H. James. Jr. 2014. "An Examination of Transaction Interdependency: A Perspective in the Animal Health and Nutrition Industrial System." *Journal on Chain and Network Science*, Vol. 14, (1). **Peer-Reviewed**.
- Harris, K.D. and D.J. O'Brien. 2013 "An Examination of the Inter-Organizational Structure in the Animal Health and Nutrition Bioscience Network." *The International Journal of Business, Humanities and Technology*. Vol. 3(4). Best Paper Award 2013. **Peer-Reviewed**
- Harris, K.D. 2011. "Compete Today and Cooperate for the Future" An Executive Interview with Thad Simons. *International Food and Agribusiness Chain Letter*.
<https://www.ifama.org/publications/chainletter/11i3/pe.aspx>

WORKING PAPERS

- Harris, K.D., “Johnsonville Sausage –New opportunities beyond the pork commodity markets” Submitted to the *Journal of Case Studies*. Includes “Teaching Notes.” The case study is intended for use by undergraduates studying agribusiness and agricultural economics. **Peer-Reviewed**
- Harris, K.D. Reconciling the differences between distance and on campus education with agribusiness practitioners accustomed to face to face transaction in their commercial dealings.
- Harris, K.D., Y. Zereyesus, and J.A. Fox. “An Examination at the Educational Needs for Grain Merchandising From Agricultural Economic Programs: Attitudes and Perceptions of Ag-Economics Graduates in Grain Merchandising.
- Harris, K.D. “A case of short food supply chains for large-scale food processors.”
- Harris, K.D. “Agribusiness education: Reconciling the differences in distance education for the agribusiness practitioners accustomed to face-to face interactions.”
- Harris, K.D. and A. Shanoyan “A study of industry recruitment efforts of undergraduate students”.
- Harris, K.D. “The Economics of a good guy. Governance structures for implicit contracts in the processed foods industry. Why decision are made with implicit understandings for goods and services.”

RESEARCH PRESENTATIONS

- Harris, K.D. “ The production of food and fiber: An adaptation of CoP features for sustainable water use in agribusiness. **Peer-Reviewed** Presented at the International Food and Agribusiness Management Conference, Aarhus, Denmark. June 2016.
- Harris, K.D. “Community of Practice of Wicked Problems in Food and Agriculture: An Actionable Plan for Leadership in the Knowledge Economy”. Presented at the International Food and Agribusiness Management Conference, Minneapolis, MN June 2015
- Harris, K.D., “Introduction of Electronic Combinatorial Auction for a Food Manufacturer”. Presented at the International Food and Agribusiness Management Conference, Cape Town, South Africa. June 2014.
- Shanoyan, A., K.D. Harris, B. Briggeman. “Learning by doing: Cost Economies of Midwestern Cooperatives.” Presented at the International Food and Agribusiness Management Conference, Cape Town, South Africa June 2014.
- Harris, K.D. and A. Biere “Introduction of Electronic Combinatorial Auction to a Food Manufacturer.” Presented at the International Food and Agribusiness Management Conference, Cape Town, South Africa June 2014.

Harris, K.D. and H.S. James, Jr. "An Examination of Transaction Interdependency." Presented to the College of Agriculture, BFSA Featured Faculty Series Kansas State University, Manhattan, KS September 2013.

Harris, K.D. and D. O'Brien "The Flow of Value Through Networks." Presented at the International Food and Agribusiness Management Conference, Atlanta, GA. June 2013.

Harris, K.D. "Bioscience Networks and The Animal Health and Nutrition Corridor." Presented at Michigan State University, Department of Agriculture, Food and Resource Economics, March 2013.

Harris, K.D. "An Examination of Transaction Interdependency." Presented to the College of Agriculture, BFSA Featured Faculty Series Kansas State University Manhattan, KS. September 2013.

Harris, K.D. "The Flow of Value Through Networks." Presented at the International Food and Agribusiness Management Conference, Atlanta, GA. June 2013.

Harris, K.D. "Bioscience Networks and The Animal Health and Nutrition Corridor." Presented at Michigan State University, Department of Agriculture, Food and Resource Economics. Lansing, MI. March 2013.

Harris, K.D. "How We Compete." Presented to Kansas State University Master of Agribusiness, Manhattan, KS 2012.

INVITED INDUSTRY AND PANEL PARTICIPANT

Harris, K.D. "The Business Ecosystem of the Food Industry." Presented to the Food Ingredient Distributors Association May 4, 2014 Annual Meeting, Austin, TX.

Harris, K.D. "All Suppliers Are Not Treated Equally. Why? Part 2." Presented to Red Arrow Products, Manitowac, WI. October 23, 2013.

Harris, K.D. "Supplier Diversity Programs a Competitive Advantage In The Knowledge Economy." Presented to the Institute of Supply Chain Management in conjunction with the Mid America Minority Supplier Development Council. Dinner speaker Overland Park, KS. October 15, 2013.

Harris, K.D. "Do You Know Your Supply Chain?" Presented at the Southwest Meat Association Annual Conference, San Antonio, TX. July 2013.

Harris, K.D. "Key Customer Reflections." Presented to Senior Management Purac Inc. Barcelona, Spain 2008.

Harris, K.D. "Risk Management Strategies on Key Components." Presented to Rockhurst University Executive MBA Program. Kansas City, MO 2007.

Harris, K.D. "The Mass Customization in Agribusiness" Presented at Kansas State University Master's of Agribusiness. Manhattan, KS, 2007.

William Talerico and K.D. Harris. "Combinatorial versus Reverse Auctions", Institute of Supply and Logistics. Orlando, FL, 2006.

Harris, K.D. “Identifying Buying Strategies” Presented to Smurfit Stone Inc. Annual Sales Meeting. Saint Louis, MO 2006.

Harris, K.D. “Supply Relationships That Last” Presented to Cargill Inc. (Corn Sweetener National Sales Meeting). Minneapolis, MN, 2005.

Harris, K.D. “The Art of The Deal” Televised panel discussion on combinatorial auctions. Presented to Combinenet Inc. Pittsburgh, PA, 2005.

Gamero, J. and K.D. Harris “Rural Bakery Development in La Ceiba, Atlantida, Honduras CA” presented to Agency of International Development, 1989.

LANGUAGE

Native English speaker

Foreign Service Institute —The School of Language Studies - Spanish

General professional proficiency —On a scale of 1-5 and 5 recognized as a native speaker

- **3S** — Able to speak the language with sufficient structural accuracy and vocabulary to participate effectively in most formal and informal conversations.
- **3R** —Able to read within a normal range of speed and with almost complete comprehension.

TEACHING ACTIVITIES

Courses taught: educative education, adult learners, undergraduate, and graduate students.

Kansas State University: Department of Agricultural Economics

AGEC 318: Food and Agribusiness Management Principles

AGEC 599: Food And Agribusiness Management Strategy

AGEC 632: Agribusiness Logistics

AGEC 700: Applied Agribusiness Managerial Economics

AGEC 730: Applied Agribusiness Logistics

Rockhurst University: Helzberg School of Management

BU 1800: Microcomputer Applications.

BU 3200: Operations Management

EC 6000: Competitive Analysis

EC 6300: Managerial Economics

BU 7410: Supply Chain Management

Graduate Student Advising

Supervision of graduate degree candidates

Student	Degree	Semester	Research Title
Kurt Anderson	MAB	Spring 2014	Research on Order Fulfillment Processing of a Multi-Zone Warehouse
Emily Jensen	MAB	Spring 2014	Measuring Cost Effectiveness of Product Wheels in Food Manufacturing

Carly Cummings	MAB	Spring 2016	Enhancing Student Engagement in Entrepreneurial Activities: The case of Iowa State
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Membership on graduate degree candidate committees

Student	Degree	Graduate Year	Research Title
Alexandra Lecrois Madrid	MAB	Fall 2014	PS International Going from Private to Public Company and their impact in the Organization
Dan Sheetz	MAB	Fall 2015	Wholesale Value Uncovered: Implementing Effective Marketing Strategy and Tools to Enhance Customer Perception
Jennifer McDonald	MAB	Spring 2016	A Feasibility Study for Jenny Dawn Cellars and Brewery
Carrie Payne	MAB	Fall 2015 to Present	Evaluating Strategies to Improve Right First Time In a Production Environment
Zach Gregoire	MAB	Fall 2015 to Present	Mycoplasma Exemption Test

ACADEMIC ASSOCIATION MEMBERSHIPS

Agriculture Food and Human Values Society 2008 - 2012
 Agriculture and Applied Economics Association 2008-2012
 Black Faculty and Staff Alliance- Kansas State University 2012 to present
 International Food and Agribusiness Management Association 2008 to present
 North Eastern Resource Economics Association 2013

FACULTY ADVISOR

Agricultural Economics Club Kansas State University
 Sigma Gamma Rho Sorority Inc. Nu Beta Chapter, Kansas State University

ACADEMIC ADVISOR

Academic advising for 12-30 students per year for agribusiness and agricultural economics majors each year. Major thesis professor and industry advisor to 2-3 graduate students each year.

SERVICE ACTIVITIES:

Service to Kansas State University

Kansas State Book Network 2016 book selection committee member (2014)
 Search committee member Associate Dean of Research Olathe campus (2014)

College-level (College of Agriculture)

Multicultural Undergraduate and Graduate Student Summer Research Fellowship Mentor (2016)
 Guest Speaker MANRRS (National Society for Minorities in Agriculture) Kansas State University (2016)
 Presenter Kansas Black Farmer Association Annual Meeting (2015)
 College of Agriculture the Diversity Program's Office "College for a Day" Kansas Students (2015)
 Committee five- year review Assistant Dean of Diversity. Dr. Zelia Wiley (2014)
 Committee five- year review Assistant Dean of Diversity (2014)
 Transfer Bridge Mentor (2014)
 Multicultural Undergraduate and Graduate Student Summer Research Fellowship Mentor (2013)
 College of Agriculture Led a two hour discussion for the "College for a Day" program sponsored by the Diversity Program's Office planned for the for middle school and high school students in Kansas and Missouri. (2013)
 Multicultural Undergraduate and Graduate Student Summer Research Fellowship Mentor. College of Agriculture Led a two hour discussion for the "College for a Day" program sponsored by the Diversity Program's Office planned for the for middle school and high school students in Kansas and Missouri. (2013)
 Diversity Program's Office. Facilitated a session in MANRRS (*National Society for Minorities in Agriculture, Natural Resources and Related Sciences*) Kansas City Area Cluster Workshop. (2013)
 Diversity Program's Office. Facilitated a session in MANRRS (*National Society for Minorities in Agriculture, Natural Resources and Related Sciences*) Kansas City Area Cluster Workshop. (2013)
 Guest Speaker MANRRS (National Society for Minorities in Agriculture) Kansas State University (2012)

Department Level (Agricultural Economics)

International Food and Agribusiness Management Association (IFAMA) Student Case Study Competition – Advisor (2015), Minneapolis, MN
 National Agri-Marketing Association (NAMA) team preparation (2015)
 National Agri-Marketing Association (NAMA) team preparation (2013)
 Kansas State University, Agribusiness Master's Program Advisory Council (Since 2007)
 Undergraduate Advisor Agricultural Economics (Since 2012)
 Search committee member Assistant Professor of Agricultural Economics (2014)
 Search committee member Assistant Professor of Agricultural Economics (2014)
 Agricultural Economics Club Co-Advisor (Since 2013)

Agribusiness and Supply Chain Professions

Kansas City Metropolitan Analytics Team – 2015-2016
 Council on Food, Agricultural and Resource Economics 2015
 Moderator Food and Agribusiness World Forum—Institutions and Policies 2014
 Moderator Food and Agribusiness World Forum — Business Networks 2013
 Moderator Food and Agribusiness World Forum — Student Research Papers 2010
 Vice Chairman Institute of Supply Chain Management, Kansas City — 2008

OTHER NOTABLE CERTIFICATIONS AND GRADUATE COURSEWORK

1999 Institute of Supply Chain Management, Certified Purchasing Manager (C.P.M.)
 1996 - 1997 International Business Management, Saint Thomas University, Opus College of Business St. Paul, Minnesota
 1993 - 1994 International Agricultural Education, University of Minnesota. St. Paul, Minnesota
 1993 - 1994 Advance Conversational Spanish, University of Minnesota
 1987 - 1989 Foreign Service Institute. The School of Language Studies, Tegucigalpa, Honduras

AWARDS AND HONORS

Agricultural Economics Scholarship —University of Missouri

African American Leadership Conference —Urban League Fellow
 Gus T. Ridgel Fellow —University of Missouri
 Handy Williamson Recruitment Scholarship
 Harvey Morrow Award—Kappa Alpha Psi Fraternity Inc. Alpha Mu Chapter Lincoln University
 Institutional Four-year Academic Scholarship—Lincoln University
 Mid-American Minority Supplier Development Council Newcomer of the Year Award
 Peace Corps—Beyond War Award
 USAID Outstanding Feasibility Study—Rural Bakeries in the Caribbean Basin Initiative
 USDA —National Needs Sustainability Doctoral Fellow
 YMCA Black Achiever Award – Cincinnati OH
 Who’s Who American Colleges and Universities

PROFESSIONAL WORK EXPERIENCE

Title	Organization	Industry	Responsibilities
Senior Director Corporate Purchasing	Farmland Foods/Smithfield Foods Inc.	Pork Processing	Direct the overall purchasing of meat protein and non-meat ingredients
Supply Chain Strategy Manager	Sara Lee Inc.	Bakery and Processed Meats	Supply Chain Procurement, Distribution, Warehousing
Senior Buyer	Burns Philp Foods Inc.	Spice and Herbs	International Procurement
Assistant Commodity Merchandiser	General Mills, Inc.	Breakfast Cereal, flour, and grain snacks	Grain Merchandising
Agribusiness Advisor	Peace Corps Department of Natural Resources Honduras, Central America	Food Processing	Enhance export programs for tropical agriculture

General Roles and Responsibilities

Performance Management —Financial Modeling—Procurement Modeling —Multidisciplinary Assessments —Policy Development —Strategic Development —Strategic Management — Information System

Senior Director Corporate Purchasing, Farmland Foods. Kansas City, MO

Articulated and executed a strategic vision for thought and technical leadership in purchasing, print operations, and spice blending. Overall responsibility for establishing corporate practices to support to business activities. Managed the “assets” required to establish department practices, including staff, associated experts, and strategic partners. Allocated staff in the development of short and long-term contracts for business acquisition plans. Managed a \$600 million purchasing budget and met year-over-year \$3 million profits for printing and spice blending operations.

Supply Chain Strategy Manager, Sara Lee Inc. Cincinnati, OH

Collaborated across multiple internal functions to guide Sara Lee Food’s supply chain to a centralized organization. Selected, evaluated, and implemented supply chain information technology system. Managed business partners and management consultants to increase efficiency of demand planning and

asset optimization. Supervised bakery ingredients supply chain strategies on key and financially critical material inputs.

Senior Global Buyer Burns Philp Foods, Inc. Ankeny, IA

Led the procurement strategy for import and domestic herb & spice. Balanced working capital requirements and consumer demand. Implemented warehouse information system. Developed plans for inter-company purchases from spice operations in the U.S., Latin America and Southeast Asia. Managed legal supply partnerships in Mexico and Indonesia.

Grain Merchandiser, General Mills, Inc., Minneapolis, MN

Directed the storage and transportation of 10 million tons of grain and feed ingredients annually. Oversaw futures and cash grain trading position for wheat, oats, rye and barley. Executed export trading strategies and directed truck and railroad logistics throughout the U.S. Traded animal feed ingredients into the dairy, beef, and poultry markets. Leveraged terminal and country grain elevator assets by increased throughput via reduction in average variable and fixed cost.

Agribusiness Advisor, U.S. Peace Corps; Honduras, Central America Department of Natural Resources

Advised the Government of Honduras on developing small scale agribusinesses and export/import programs for tropical agriculture. Collaborated with the U.S. Agency of International Development to fund and operate rural bakeries along the northern coast of Honduras. Directed cooperatives and rural women's groups to generate income and to reduce national debt and increase standard of living for rural populations. Researched and advised on indigenous crops to include cacao processing, palm oils, and animal feed.

Strategic Management

Led the overall strategic management and tactical purchasing operations of a \$3 billion multinational food company.

Provided ongoing technical support related to risk management, market intelligence, and control systems
Aligned the departmental business strategy with the corporate strategy.
Met or exceeded year-over-year annual financial targets.

Management Responsibilities

Managed and developed corporate governance policies regarding ethical trading practices, conflict resolution and financial, as well as, information system compliance.

Developed a network of contacts outside the organization, in which information was traded for mutual benefit between the companies. Managed business partners and management consultants to increase efficiency of demand planning and asset optimization.

Oversaw commodity-purchasing function while communicating market movements and business opportunities.

Employee Management

Directed the efforts of 5 direct reports and 80 indirect employees in 14 facilities in the United States
Exercised overall responsibility for the performance of all corporate and field staff engaged in a procurement practices

Proven record of team building, staff development and the recruitment of strategic hires.

Ensured the career development of staff. Held managers accountable for setting performance and development goals and providing consistent feedback for their employees

Realigned the organizational structure and reposition employees

Managed and developed corporate governance policies regarding ethical trading practices, conflict resolution and financial, as well as, information system compliance

Collaborations

Coordinated multi-disciplinary teams to design, and integrate global operations for regulatory, financial, planning, and distribution functions
Supervise a team of in-house technical specialists from across the organization, augmented by groups of external technical experts and strategic partners, to provide technical support
Collaborated on 500+ new product launches or product enhancements identifies technical capabilities and trends which guided annual new business plans and technical requirements
Inter-industry and intra-industry collaborations on co-branding and consortium purchasing
Interdivisional collaborations on information systems, manufacturing, and R&D synergies

INDUSTRY ASSOCIATION MEMBERSHIPS

Institute of Supply Chain Management
Kansas City Agribusiness Council
Minneapolis Grain Exchange (Commodity, Futures, Trading Commission)
Institute of Supply Chain Management (affiliate member Minneapolis, Cincinnati, and Kansas City)
National Grain and Feed Association
Kappa Alpha Psi Fraternity, Inc.

EXECUTIVE PROFESSIONAL DEVELOPMENT

2005 Senior Supply Chain Management Council, Scottsdale AZ,
2003 Senior Operations Executive Commodity Trading, Columbus, OH
2001 Executive Agribusiness Management Program, Manhattan, KS
2000 Executive Business Simulation Sara Lee Corporation, Chicago, IL
2000 Executive Mid-Level Management Symposium, Sara Lee Corporation Washington D.C.
2000 Informa Economics: Future, and Options Trading. Memphis, TN

CIVIC AND SERVICE RELATED INVOLVEMENTS

American Red Cross Disaster Response Team—Greater Minneapolis, MN
Bread For The World (Regional Organizer)— Cincinnati, OH and Kansas City, MO
Junior Achievement — Cincinnati, OH
Kappa Alpha Psi Fraternity Inc. — various service projects related to youth development
Palestine Missionary Baptist Church— (Deacon Board)
Urban League Greater Cincinnati— (South Avondale Elementary Tutoring Committee Member)

INVITED COMMUNITY PRESENTATIONS

Harris, K.D. “The Journey.” Presented to Palestine Missionary Baptist Church. Kansas City, MO 2013.

Harris, K.D. “The Myth about Hunger.” Presented to Community Church of Christ, Independence, MO 2007.

Harris, K.D. “Service and 12,364”, Presented to Progressive Baptist Church. Kansas City, MO 2006.

Harris, K.D. “Hunger in the New Millennium.” Presented to Swope Parkway Presbyterian Church 2005.

Harris, K.D. "Go where you have never gone before." Presented to the Jamison Temple Christian Methodist Episcopal Church. Kansas City, MO 2004.

Harris, K.D. "Hunger as we know it." Presented to the Catholic Relief Services. Cincinnati, OH 2000.

Harris, K.D. "The Myth about Hunger." Presented to the American Dietary Association Chapter meeting. Cincinnati, OH 2000.

Harris, K.D. "Perspectives of a Peace Corps Volunteer." Presented on numerous recruiting and information meetings throughout the United States. 1990 to current.

Harris, K.D. "Rural Bakeries: A feasibility study" presented to the United States Agency for International Development. Tegucigalpa D.C., Honduras, 1989.