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EDUCATION:

Ph.D., University of California, Davis, 1984, Agricultural Economics;
fields of emphasis: managerial economics, quantitative methods.

M.S., University of California, Davis, 1974, Agricultural Economics;
field of emphasis: consumer economics.

B.A., University of California, Davis, 1973, Economics.

PROFESSIONAL EXPERIENCE:

SMALL FARM PROGRAM, University of California, Davis, CA

Director, July, 2007 – present.

DEPARTMENT OF AGRICULTURAL & RESOURCE ECONOMICS,

University of California, Davis, CA

Extension Specialist, January, 2004 – present.

Director, Rural Cooperatives Center, July, 2004 – June 2007.

Responsible for developing and conducting applied research and educational programs related to cooperatives and marketing, including instructor for class, ARE132-Cooperative Business Enterprises.

CENTER FOR COOPERATIVES, University of California, Davis, CA

Director, March, 2002 - December, 2003.

Responsible for overall program direction of the Center and Center staff. Administer various programs conducted by the Center for Cooperatives. Guide staff regarding program development and results. Provide technical assistance to new and existing cooperatives, and conduct research and education programs.

FOOD MARKETING & ECONOMICS GROUP, Davis, CA

Principal, 1991 – 2002.

Specialized in assessing market opportunities and developing strategies and programs to maximize profits. Projects included:

- Developed marketing strategy for agricultural firm entering market for processed bean products. Interviewed food service managers to evaluate various market segments, reviewed competitors, assessed firm's strengths and weaknesses, conducted taste tests, assessed firms' capabilities and examined strategic alliances.
- Analyzed prospects for fruit and vegetable processing industries on the West Coast.
- Formulated business plan for fruit growers to enhance their returns and capitalize on

- local tourism by producing value-added foods from cull fruit.
- Develop positioning for commodity promotion programs by conducting survey of consumers' and food service sector's usage and attitudes of the products.
 - Interviewed grocery produce executives to evaluate commodity promotion program and develop a differentiation strategy.
 - Assessed the effects of cooperative principles and regulations on agricultural marketing cooperatives' ability to compete.

UNIVERSITY OF CALIFORNIA-University Extension, Davis, CA.

Instructor, 1991 - present.

- Instructor for course, Getting Started in the Specialty Food Business.

RICE GROWERS ASSOCIATION OF CALIFORNIA, West Sacramento, CA.

Senior Economist, 1986 - 1990.

- Direct market research regarding new product development, package design, product positioning and program evaluation
- Analyze projected returns from all major business transactions
- Evaluate & restructure member equity program
- Analyze Marketing Department budgets and variances
- Develop marketing plans & recommend programs for new distribution
- Develop pricing schedules, monitor sales revenues & evaluate effectiveness of promotions

MICHIGAN STATE UNIVERSITY, Lansing, MI.

Assistant Professor, 1984 - 1986.

- Teach and conduct research in agricultural finance.

UNIVERSITY OF CALIFORNIA, Davis, CA.

Postgraduate Research Agricultural Economist & Research Asst., 1980 - 1984.

- Research various agricultural marketing and finance issues.

UNIVERSITY OF CALIFORNIA, Davis, CA.

Senior Administrative Analyst, Planning & Budget Office, 1975 - 1980.

- Forecast student demand for graduate and undergraduate programs
- Analyze faculty workload data
- Conduct special studies for Chancellor's Office

CALIFORNIA HOSPITAL ASSOCIATION, Sacramento, CA.

Research Associate, 1974 - 1975.

- Analyze hospital care cost data
- Develop consolidated hospital data reporting system

PUBLIC & PROFESSIONAL SERVICE:

Board Member, Davis Farmers Market Association, January 2008 - present.

Board Member, Bay Area Farmers Association, October 2004 - December 2007.

Board Member, California Sheep Commission, April 2003 – present.
Board Member, National Cooperative Business Association, May 2003 – May 2006.
Advisory Board Member, Pachamama Coffee Cooperative, 2003-2007.
Member, UC Davis/KVIE Partnership Advisory Board, 1997 – 2003.
President, American Marketing Association, Sacramento Valley Chapter,
1996 - 1997. Board Member, 1992 – 1998.
Troop Leader, Tierra del Oro Girl Scouts, 1997-1999.
Member, City of Davis General Plan, Economic Development Committee,
1994 - 1997.
Member, California Rice Promotion Board, 1989-1990.
Planning Commissioner, City of Davis, 1977-1984.
Member, Board of Zoning Adjustments, City of Davis, 1975-1977.

MEMBERSHIPS/ORGANIZATIONS:

American Agricultural Economics Association
Food Distribution Research Society
Agriculture, Food and Human Values Society
NCR-194, Research on Cooperatives, Chair-2006-07
NC-1036, Renewing an Agriculture of the Middle

PUBLICATIONS, PAPERS AND PRESENTATIONS (partial listing):

Hardesty, S.D. “Northern California Niche Meats Market Demand Analysis.” Presentation at University of California Niche Meats Conference, Modesto, CA, March 27, 2008.

Hardesty, S.D. and P. Leff. “Calculating Returns In Alternative Marketing Channels.” Presentation at Placer Grown Conference, Lincoln, CA, February 2, 2008.

Hardesty, S.D. “Enhancing Producer Returns: United Potato Growers of America.” ARE Update, 11:3(January-February 2008).

Hardesty, S.D. “Collegiate Market for Locally Grown Produce.” Presentation at University of California Vegetable Crops Continuing Conference, Davis, CA, December 5, 2007.

Hardesty, S.D. “United Potato Growers: The Power of Producer Collaboration Revisited.” Presentation at Pacific Coast Bargaining Council Annual Meeting. Seaside, CA, Nov. 27, 2007.

Hardesty, S.D. (editor). Beating the Odds: Reducing Market Risk for Specialty Crops. University of California Fruit & Nut Research and Information Center. November, 2007.

http://groups.ucanr.org/fnric/specialty_crops/

Hardesty, S.D. “Organic Grower Returns in Alternative Markets.” Presentation at University of California Organic Production Work Group Meeting, Davis, CA, November 13, 2007.

Hardesty, S.D. and V. Salgia. “Most West Coast Agricultural Cooperatives Are Financially

Competitive.” *California Agriculture*, 61:4 October-November, 2007.

Hardesty, S.D. “Economics of Winery Marketing Collaborations.” Presentation at University of California, Davis International Wine Symposium on World Wine Markets, Davis, CA, August 10, 2007.

Hardesty, S.D. “Enhancing Small Producers' Viability Through the Farm to College Market,” Organized Symposium Presentation at Annual Meeting of American Agricultural Economics Association, Portland, OR, July 30, 2007.

Hardesty, S.D. “Value Added Product Marketing for Producers.” Presentation at Capay Valley Grown Meeting, Guinda, CA, June 19, 2007.

Hardesty, S.D. “Innovations in Direct Agricultural Marketing.” Presentation at University of California Sustainable Communities Continuing Conference, Davis, CA, June 5, 2007.

Hardesty, S.D. “Survey of Collegiate Produce Buying Programs”. Presentation at Annual Meeting of Agriculture, Food and Human Values Society, Victoria, British Columbia, May 31, 2007.

Hardesty, S.D. “Power of Producer Collaboration.” Presentation at Risk Management Conference. Yuba City, CA, May 22, 2007.

Hardesty, S.D. “Current Market for Natural & Organic Meats.” Presentation at University of California Niche Meats Conference, Chico, March 21, 2007.

Hardesty, S.D. “Role of Direct Marketing in California.” *ARE Update*, 10:3(January-February 2007).

Hardesty, S.D. “Collaboration and Commitment.” *Rural Cooperatives Review*, December 2006.

Hardesty, S.D. “Marketing Specialty Olives.” Presentation at UC Davis Extension Short Course, Davis, November 15, 2006.

Hardesty, S.D. “Alternative State Co-op Laws Broaden Investment Capital Sources.” *Rural Cooperatives Review*, September 2006.

Hardesty, S.D. “Sunsweet's Equity Program Structure.” Presentation to Board of Directors of Sunsweet Growers, Yuba City, CA, September 21, 2006.

Hardesty, S.D. "Alliances With Local Producers." Presentation to Raise the Bar, Fairfield, CA, September 20, 2006.

Hardesty, S.D. "Upsides & Downsides of Co-op Conversions on Producers." Presentation at Organized Symposia at American Agricultural Economics Association, Long Beach, CA, July 24, 2006.

Hardesty, S.D. "China's Agricultural Economy." Presentation and Organizer to Cooperative Directors, Rural Cooperatives Center Conference, Sacramento, CA, July 13, 2006.

Hardesty, S.D. "Economic Benefits of Value Chains for Small Producers." Presentation to ARE AgIO Seminar, Davis, CA, April 28, 2006.

Hardesty, S.D. "Cooperatives in a Global Age." Presentation to Board of Directors of California Prune Bargaining Association, Yuba City, CA, April 19, 2006.

Hardesty, S.D. "Value Chains for Small Producers." Presentation to ANR Small Farm and Farm Management Work Groups, Davis, CA, April 6, 2006.

Hardesty, S.D. "Opportunities for Value Added Products." Presentation to Capay Valley Grown, Esparto, April 2, 2006.

Hardesty, S.D. "Economics of Starting a New Processing Facility." Presenter and Organizer of 2006 ANR Niche Meats Marketing Conference, Chico, CA, March 21, 2006.

Hardesty, S.D., "Cooperatives & Local Food." Presentation on KDVS Radio Program-Local Dirt, Davis, CA, March 9, 2006.

Hardesty, S.D. "The Whole Strategy of Whole Foods." Paper and presentation to California Agribusiness Executives Seminar, Monterey, CA, March, 2006.

Hardesty, S.D. "Direct Marketing of Value-Added Products." Presentation at Annual Meeting of California Certified Organic Farmers, Sacramento, February, 2006.

Hardesty, S.D. "Objectives & Strategies for Cooperatives." Presentation at Rural Cooperatives Center Seminar on Strategic Planning for Cooperative Directors, Sacramento, November, 2005.

Hardesty, S.D. "Impacts on Members of Diamond Walnut's Conversion." Presentation at NCERA 194 Annual Meeting, St. Louis, MO, November, 2005.

Hardesty, S.D. "The Bottom Line on the Conversion of Diamond Walnut Growers." ARE Update, Vol. 8, No. 6, July/August, 2005.

Hardesty, S.D. "Ag co-ops restructuring." *California Farmer*, May 2005.

Hardesty, S.D. "Cooperatives As Marketers of Branded Products." *Journal of Food Distribution*

Research, XXXVI:1 (237-242).

Hardesty, S.D. "Positioning California's Agricultural Cooperatives for the Future." *ARE Update*, 8:3(January-February 2005).

Hardesty, S.D. "Cooperative Brand Creation." Presentation to Food Distribution Research Society Annual Meeting, Morro Bay, 10/11/2004.

Hardesty, S.D. and Vikas D. Salgia "Comparative Financial Performance of Agricultural Cooperatives and Investor-Owned Firms." working paper, Rural Cooperatives Center.

Hardesty, S.D. "Role of cooperatives in California." Presentation to Texas Agricultural Cooperatives Council, Ruidoso, NM, July 15, 2004.

Hardesty, S.D. "Comparative Financial Performance of Agricultural Cooperatives." Presentation to University of California Director Education Workshop, Sacramento, July 13, 2004.

Hardesty, S.D. "Branding and Agricultural Cooperatives." Presentation to Food Distribution Research Society Study Tour, Valencia, Spain, June 25, 2004.

Hardesty, S.D. Various presentations for University Extension short course, Getting Started in the Specialty Food Business, Davis, May, 2004.

Hardesty, S.D. "Future of Cooperatives in California." Paper and Presentation to California Agribusiness Executives Seminar, Coalinga, March 9, 2004.

Hardesty, S.D. "Developing Production and Marketing Partnerships." Presentation to Solutions for Today's Farmers, Kelseyville, January 11, 2004.

Hardesty, S.D. "So You Want to Make a Change-How Do You Proceed?" Presentation to Solutions for Today's Farmers, Kelseyville, January 11, 2004.

Hardesty, S.D. "New State Cooperative Laws." *Cooperative Quarterly*, University of California, 14:1 (Winter 2004).

Hardesty, S.D. "Executing Growth Strategies: Achieving a Strong Brand Name." Presentation to Farmer Cooperatives Conference, Kansas City, October 31, 2003.

Hardesty, S.D. Various presentations for University Extension short course, Getting Started in the Specialty Food Business, Davis, May, 2003.

Hardesty, S.D. "Food Service Program Opportunities." Mushroom Council, April, 2003.

Hardesty, S.D. "Marketing Cooperatives." ARE 130, Davis Campus, February 24, 2003.

Hardesty, S.D. "Grocery Produce Trade Survey, 2001." California Pear Advisory Board.

January, 2003.

Hardesty, S.D. "Update on Cooperatives." Presentation to Pacific Coast Bargaining Conference, Sacramento, December, 2002.

Hardesty, S.D. "Cooperative Regional Distribution Opportunities." Presentation to Small Farms Conference, Ventura, November, 2002.

Hardesty, S.D. "Niche Marketing Opportunities for Small Producers." Presentation to Value-Added Short Course, Small Farms Conference, Ventura, November, 2002.

Hardesty, S.D. Various presentations for University Extension short course, Getting Started in the Specialty Food Business, Davis, May, 2002.

Hardesty, S.D. and Roberta Cook. "Niche Marketing Opportunities for Small Producers." One-day conference, Klamath Falls, March, 2002.

Hardesty, S.D. "Grocery Produce Trade Survey, 2001." California Pear Advisory Board. December, 2001.

Hardesty, S.D. "Grocery Produce Trade Survey, 2001." California Cherry Advisory Board. October, 2001.

Hardesty, S.D. "Marketing Opportunities For Pacific Coast Oysters." Pacific Coast Shellfish Growers Association. September, 2001.

Hardesty, S.D. "Instore Consumer Survey of Oysters." Pacific Coast Shellfish Growers Association. August, 2001.

Garoyan, L. and S.D. Hardesty. "Business Plan." California Raisin Reform Association. August, 2001.

Hardesty, S.D. "Implications of Online Procurement Systems." California Avocado Commission and Fleishman Hillard. July, 2001.

Hardesty, S.D. and M. Whitney. "Expanded Analysis of the Effectiveness of Mushroom Council's Program." Mushroom Council. January, 2001.

Hardesty, S.D. "Dry Bean Market Analysis For Bean Cooperatives in Common." Center for Cooperatives, University of California. January, 2001.

Hardesty, S.D. "Grocery Produce Trade Survey, 2000." California Pear Advisory Board. December, 2000.

J.D. Franz Research and S.D. Hardesty. "Marketing Opportunities For Wild King Salmon." State of California, Department of Food and Agriculture. November, 2000.

Hardesty, S.D. "Instore Consumer Interviews." California Salmon Council. October, 2000.

Hardesty, S.D. "Economic Impact of Botryosphaeria on California Pistachio Growers." California Pistachio Commission. January, 2000.

Hardesty, S.D. "Grocery Produce Trade Survey, 1999." California Pear Advisory Board. January, 2000.

Hardesty, S.D. "1999 Canadian Consumer Testing." California Pear Advisory Board. September, 1999.

Hardesty, S.D. "Food Service Industry Survey." Mushroom Council. June, 1999.

Hardesty, S.D. "Grocery Produce Trade Survey, 1999." California Kiwifruit Commission. May, 1999.

Hardesty, S.D. "Instore Consumer Survey." California Tomato Commission. February, 1999.

Hardesty, S.D. "Prospects For Processed Mushrooms in the United States Market." Great Canadian Mushroom Company. August, 1999.

Hardesty, S.D. "Grocery Produce Trade Survey, 1998." California Pear Advisory Board. January, 1999.

Hardesty, S.D. (presenter). "Evaluation of the 1996 Promotion Program for California Bartlett Pears." NEC63. Tempe, AZ. October, 1998.

Villarejo, D., S.D. Hardesty and D. Runston. "Kick the Can: Production and Employment in the West Coast Fruit and Vegetable Processing Industries." U.S. Department of Labor. June, 1998.

Hardesty, S.D. "Prospects For Panela As a Sweetener Ingredients in the US Natural Foods Market." Proexport Colombia. January, 1998.

Hardesty, S.D. "1997 Consumer Testing." California Pear Advisory Board. December, 1997.

Hardesty, S.D. "Grocery Produce Trade Survey, 1997." California Pear Advisory Board. December, 1997.

Hardesty, S.D. (presenter). "Marketing Oranges & Mandarins in the US." Simposio Regional sobre Mercadotecnia y Manejo de Citricos, Vid y Hortalizas. Hermosillo, Sonora, Mexico. November, 1997.

Hardesty, S.D. "1997 Sales & Marketing Program Review." Carter-Thomas. June, 1997.

Hardesty, S.D. (presenter). "Understanding the Marketplace...5 Major Trends Affecting the US Food Industry." Planned Profit For the Beef Industry. Modesto, CA. April, 1997.

Hardesty, S.D. and R. Cook. "Prospects in the US Fresh Asparagus Market." Proexport Colombia. January, 1997.

Hardesty, S.D. "Promotion Program Effectiveness Test." California Apple Commission. December, 1996.

Hardesty, S.D. "Grocery Produce Trade Survey, 1996." California Pear Advisory Board. December, 1996.

Hardesty, S.D., Applied Development Economics and Currant Ideas. "Mendocino County Juicing Facility." June, 1996.

Hardesty, S.D. "Review of Market Opportunities For Carrot Juice Concentrate." Bolthouse Farms. April, 1996.

Hardesty, S.D. "Consumer Preference Analysis of Fresh Peaches Using Elegant Lady & O'Henry Cultivars." Kearney Agricultural Field Station, University of California, Davis. December, 1995.

Hardesty, S.D. "Grocery Produce Trade Survey, 1995." California Pear Advisory Board. December, 1995.

Hardesty, S.D. "Sound Produce Marketing Practices Key to Survival." *The Packer*. February 13, 1995, 4C.

Hardesty, S.D. "Wild Rice Attitudes & Usage." California Wild Rice Advisory Board. January, 1995.

Hardesty, S.D.(presenter). California Dept. of Finance Economic Outlook Conference, Sacramento, CA. "Agricultural Sector Outlook." November, 1994.

Hardesty, S.D.(presenter). California State University, Chico Agricultural Issues & Outlook Conference, Chico, CA. "Rice Market Outlook." November, 1994.

Hardesty, S.D. "Using Customer Service As a Differentiation Strategy." *Cutting Edge*. 8:2(July, 1994), 3.

Hardesty, S.D. and R. Cook. "Chile's Potential to Export Chile Pepper Products to the US." Fundacion Chile. June, 1994.

Hardesty, S.D. and T.G. Taylor. *An Analysis of the Economic Impacts of Nontraditional Agricultural Export Programs in Central America*. Chemonics Intl., April 1994.

Hardesty, S.D. "Strategic Planning Can Help Longevity." *The Packer*. March 19, 1994, 3C, 5C.

Hardesty, S.D. "Canned Pear Utilization & Market Opportunities." California Pear Growers. August, 1993.

Hardesty, S.D. *Cooperative Principles and Regulations: Aiding or Hampering Cooperatives' Efforts at Value-Added Marketing?* Center for Cooperatives, University of California, Davis, Research Report No. 3, May 1992.

Hardesty, S.D. *Agricultural Cooperatives As Effective Marketers of Value-Added Products*. Center for Cooperatives, University of California, Davis, Research Report No. 4, May 1992.

Hardesty, S.D. "The Potential for Expanded Pear Juice Concentrate Production in California." California Pear Growers. 1992.

Hardesty, S.D.(presenter), National Society of Accountants for Cooperatives--Far West Chapter-1992 Annual Meeting, "Agricultural Cooperatives as Effective Marketers of Value-Added Products."

Moore, Charles V. and S.D. Hardesty, *Base Capital Plans*, Center for Cooperatives, University of California, Davis, 1991.

Hardesty, S.D. (presenter), American Agricultural Economics Association 1990 Annual Meeting-CWAE Seminar, "Career and Family."

Hardesty, S.D. and Hoy F. Carman. *A Case Study of California Farm Machinery*, Giannini Information Series No. 88-2, May 1988.

Hardesty, S.D., Hoy F. Carman and Charles V. Moore. "Dynamic Analysis of Income Taxes on Farm Firms," *American Journal of Agricultural Economics*, 69:2, 358-368 (1987).

Carman, Hoy F. and S.D. Hardesty. "Federal Income Tax Policies and Financial Stress in Agriculture," *Agricultural Finance Review*, 47, 114-122 (1987).

Hardesty, S.D. (organizer and presenter) American Agricultural Economics Association 1987 Annual Meeting-organized symposium, "The Future of Agricultural Marketing Cooperatives: Succeeding Into Extinction?"

Hardesty, S.D. and Hoy F. Carman. "Effects of Income Tax Reform on Agriculture: Review and New Evidence." *Income Tax Reform and Agriculture: A Symposium*, ERS Staff Report No. AGES860203, Washington, D.C. (August 1986).

Hardesty, S.D. and Ralph E. Hepp. "1986 Michigan Farm Finance Survey," Extension Bulletin E-1986, Cooperative Extension Service, Michigan State University (June 1986).

Hardesty, S.D. and Hoy F. Carman. "Farm Investment Response to Changing Income Tax Law," *California Agriculture*, 40:1&2, 4-5 (January-February 1986).

McEowen, Jack and S.Hardesty. "Harvesting Equipment: New Combine Models," *Agri Finance*, 25 (September 1985).

Hardesty, S.D. "Money Matters: The Michigan Farm Finance Situation," *Michigan Bean Commission Journal*, 10 (August 1985).

Hardesty, S.D. and Hoy F. Carman. "Income Tax Simplification Effects on Crop Farm Decision Making," *Agricultural Finance Review*, 45:11-20 (1985).

Hepp, Ralph E. and S.D. Hardesty. "Michigan Farm Financial Situation," Extension Bulletin E-1906, Cooperative Extension Service, Michigan State University (July 1985).

Hardesty, S.D. and Ralph E. Hepp. "Michigan Farm Finance Survey," Staff Paper 85-25, Department of Agricultural Economics, Michigan State University (April 1985).

Carman, Hoy F. and S.D. Hardesty. "Agricultural Investment Response to Changing Income Tax Laws," proceedings from *The Iowa Symposium on Tax Shelters and Resource Allocation in Agriculture*, Iowa State University (August 1985).

Hardesty, S.D. *The Impact of the 1981 Tax Act: A Dynamic Analysis of Farm Firm Production, Investment and Financing Decisions*, unpublished dissertation, University of California, Davis (September 1984).

Hardesty, S.D. and Hoy F. Carman. "Orchard Investment and the Economic Recovery Tax Act of 1981," Working Paper 82-3, Department of Agricultural Economics, University of California, Davis (1982).

Hardesty, S.D. and Hoy F. Carman. "An Analysis of the Impact of Capitalization Requirements on the Market Value of Citrus Groves," *Journal of the American Society of Farm Managers and Rural Appraisers*, 46:1, 55-60 (April 1982).

Hardesty, S.D. and James A. Roumasset. "Exercises for Public Expenditure Policy," (study guide), Department of Economics, University of California, Davis (1974).