



2012

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PROGRAM

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2012

Meet the Class...

“They’ve helped build our industry and left their marks on a business that’s critical to the North American economy.”

Introducing the **MEAT INDUSTRY HALL OF FAME** Class of 2012

As proof of the quality of leadership our industry has enjoyed, the **MEAT INDUSTRY HALL OF FAME** Class of 2011 consists of people who have become legends, recognized for their talents and contributions in their personal and professional lives. The Class of 2011 is a group just as impressive as our previous two classes.

The nominees were all well-respected corporate executives, producers, entrepreneurs and academicians who have distinguished themselves through their service to our industry and their communities. They’ve helped build our industry and left their marks on a business that’s critical to the North American economy. The twelve men we will recognize this evening were selected by our Trustees and previous Hall of Fame members from a list of over 60 men and women.

We would like to thank our distinguished Board of Trustees and Hall of Fame members who accepted the very difficult job of narrowing down the list of nominees to tonight’s select few. Their knowledge of the industry and the people who have served it didn’t make it any easier. Once their votes were tallied, though, the quality of their selections was undeniable.

Chuck Jolley, President

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About The Meat Industry Hall of Fame®

“The business of meat and poultry has provided many of our communities with robust economic activity.”

Meat and poultry production has been a primary component of North American agricultural productivity – a bedrock of our security and economic might. The business of meat and poultry – from our farms and ranches to the world’s tables – has provided many of our communities with robust economic activity, millions of jobs and a legacy of accomplishment and progress.

Our industry, from the farmers and ranchers who settled the frontier to the packers and processors whose growth paralleled that of our cities, is integral to the history of North America.

The MEAT INDUSTRY HALL OF FAME was created in 2008 as a repository of that history and a shrine to the leaders and legends whose visions, skills and dedication shaped and sustained the meat and poultry industry as the leading sector of North American food production.

Tonight, we will honor the Class of 2012. The twelve members of this prestigious class are recognized as outstanding business stewards and dedicated contributors to their communities. We ask that you join their families and friends to celebrate their achievements. The following pages are dedicated to these legends of our industry.

Looking Back: The Class of 2011

- **Alan Simon**, Chairman and CEO, Omaha Steaks
- **Clarence Becker**, President, Becker Food Company
- **Dale Huffman, Ph.D.**, professor and researcher, Auburn University
- **Eldon Roth**, founder, BPI Inc.
- **George Watts**, President, National Chicken Council
- **Jack Allen**, Professor Emeritus of food marketing, Michigan State University
- **John Bryan**, former board Chairman and CEO, Sara Lee Corp.
- **John Story**, Vice President of meat marketing, Fairway Foods
- **Manny Rosenthal**, Chairman Emeritus, Standard Meat Co.
- **Mel Salomon**, Chairman, Allen Brothers
- **Phil Clemens**, Chairman, Hatfield Quality Meats
- **Robert Madeira**, Executive Director, American Association of Meat Processors



CONGRATULATIONS

TO THE 2012 MEAT INDUSTRY HALL OF FAME INDUCTEES

Being inducted into the Meat Industry Hall of Fame is one of the highest honors in the meat processing industry. We congratulate the 2012 inductees on this outstanding achievement of excellence and applaud them for their remarkable accomplishments, not only in their business, but in the meat industry in general.



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2012



William G. "Bill" Fielding

William G. "Bill" Fielding

CEO of HeartBrand Beef and former President of several leading meat companies

Bill Fielding spent more than 25 years running divisions of several meatpacking giants, as President of Cargill's Meat Sector; President of ConAgra Fresh Meat; and President of Farmland Refrigerated Foods. He has also managed smaller, more specialized operations, serving as chief operating officer of Creekstone Farms Premium Beef, CEO of Meyer Natural Foods, and now CEO of HeartBrand Beef.

Fielding joined Cargill after graduating from Washburn University in Topeka, Kansas. Following its acquisition of Excel Corporation, Cargill tapped Fielding, then just 34 years old, to be its President. In 1992, he was promoted to President of Cargill's Meat Sector, including all of its meat operations worldwide.

Seeking a change, Fielding left Cargill in 1995 to become President of ConAgra Red Meat Companies. Three years later, he departed ConAgra to assume the presidency of Farmland Industries' Refrigerated Foods division.

At Farmland, Fielding led major initiatives including a revamping of the co-op's pork division. He orchestrated the sale of several aging properties, including Farmland's Dubuque, Iowa, pork processing plant to Smithfield Foods, and refocused the division on expanding Farmland's branded portfolio. In addition, Fielding was instrumental in cobbling together a unique partnership between his firm and several other major packers to pursue joint development of an e-commerce platform that would enhance efficiencies in sales and sourcing. "We are trying to make a more seamless system, yielding efficiencies to all participants," he said at the time.

In 2003, Creekstone Farms gave Fielding an opportunity to go back to focusing on optimizing beef quality, but it also plunged him into a controversy over Japanese demands that 100 percent of cattle going to slaughter be tested for bovine spongiform encephalopathy (BSE, or "mad cow" disease). Fielding sought to pursue that testing protocol, but USDA rejected the plan. Certifying some beef for Japan as disease-free, the department said, might confuse American consumers into thinking that untested beef was not safe. As Creekstone's Japanese customers held firm on their position that they would resume buying if all the company's beef was tested for BSE, Fielding ordered a laboratory to be built five feet from the chain that carries beef heads. His staff was trained in BSE testing, using a rapid system that delivered results in seven hours, while the carcasses are still in the cooler.

USDA refused to sell Creekstone enough kits to test all its cattle, and the company sued the agency (unsuccessfully) in 2006. Fielding then signed on as CEO of Meyer Natural Foods, which has operations in Lexington, Kentucky and Loveland, Colorado. Meyer offered Fielding considerable flexibility as to where he worked, but eventually his desire to be near his central Texas ranch led him to his current position as CEO of HeartBrand Beef.

Services/Awards:

Fielding has served on the boards of numerous commercial and charitable organizations. Today he is on the Board of Miniat Corporation and the Board of Advisors of Trinity Capital, where he is described as an "acknowledged expert in the domestic and international food industry, with extensive expertise in the meat and protein sector."

Fielding was Chairman of the American Meat Institute in 1992.



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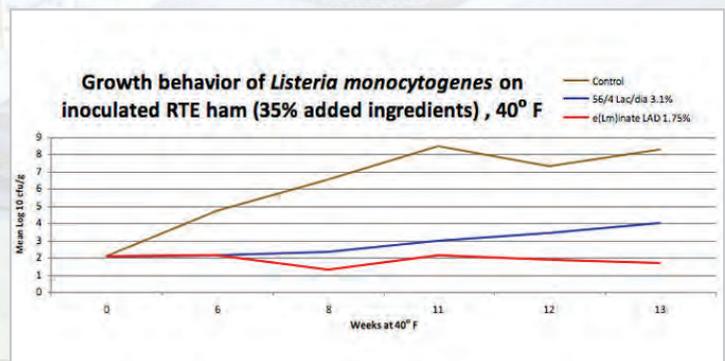
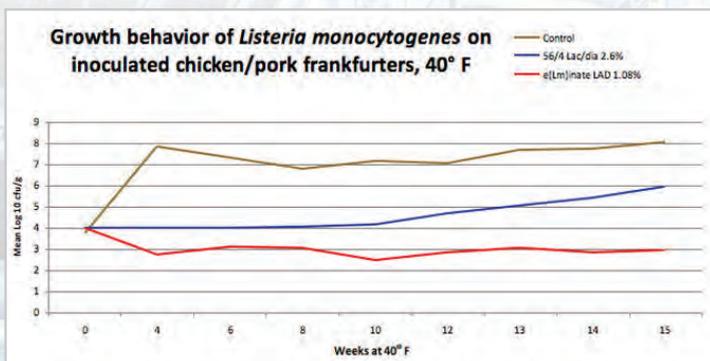
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Q&A



“Improving genetics can help the entire industry.”

Aspirations Evolve As Industry Changes

A Q&A with Bill Fielding, CEO, HeartBrand Beef

Q. *After decades of living and working in the Midwest, what led you to settle in Texas?*

A. My wife is from Texas, so we always knew we'd end up here. We have a ranch in the hill country west of Austin, which we bought some 25 years ago. The HeartBrand office is only about an hour away from the ranch, and I intend to be here the rest of my life.

Q. *Since leaving Cargill, you have worked for a variety of companies, both large and small. What were the key factors affecting your career choices?*

A. I left Cargill in 1995; it was tough to leave after 26 years there, but my wife and I wanted to start heading south to Texas. So I became President of ConAgra Red Meat Companies, but after so many years of working with Cargill — a private company with a long-term view of its businesses — I found it was challenging to work for a public company with a shorter-term focus. So then I joined Farmland, a cooperative, which I found interesting but not quite the environment I was looking for.

I thought back to when I was at Excel in the '80s and early '90s; we expanded into pork and took Excel from \$2 billion to \$10 billion in sales in 10 years. It was a fun business and I enjoyed competing with IBP. I realized I needed to leave the corporate world entirely and do something more entrepreneurial. For the past nine years, I have been involved with smaller companies focused on providing high-quality product raised without hormones or antibiotics: Creekstone Farms, Meyer Natural Foods, and HeartBrand.

Q. *Working on a small scale as you do now, what do you see as your contribution to the meat industry?*

A. Improving genetics can help the entire industry. At HeartBrand, we're starting with Akaushi cattle, which yield by far the best meat, consistently, that I've ever encountered. At slaughter, these full-blood cattle grade 100% Prime. When the Akaushi bulls are crossed with other breeds, the offspring will be 80-90% Choice or better, with minimum 10% Prime up to 80% Prime, depending on the breed with which they're crossed.

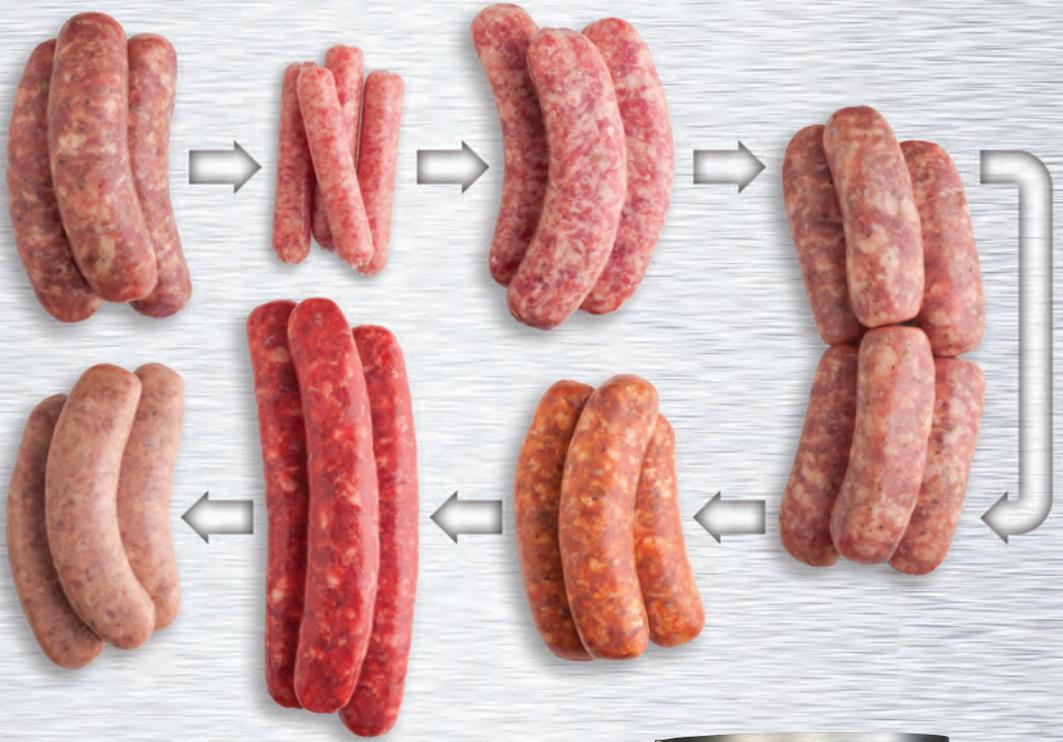
The fat in these animals has a high percentage of conjugated oleic acid, so the meat actually contains more monounsaturated fat than saturated fat. Research has been done at Texas A&M to validate those claims. The meat is healthier but it tastes great, and it still contains fat but the fat is better for you. Our research shows that many consumers are willing to pay a moderate upcharge for the product if you lay out the [genetics, feeding, and nutritional] information so that consumers understand the benefits. We hope to be able to get people to forget about giving up red meat for reasons of heart health.

Q. *What does it mean to you to be inducted into the Meat Industry Hall of Fame?*

A. I think very highly of the Hall of Fame and all the inductees [past and present]. Awards such as this are always an honor, but frankly, I've never been especially concerned with awards; I really just wanted to see the businesses I worked with succeed.



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2012



Ellard Pfaelzer, Sr.



Ellard "Butch" Pfaelzer, Jr.

Ellard Pfaelzer, Sr. (1896 – 1973)

Co-founder and President, Pfaelzer Brothers

Ellard "Butch" Pfaelzer, Jr.

Chairman Emeritus, The Bruss Company (retired)

Ellard Pfaelzer, Sr. was born in Chicago in 1896, and three generations of Pfaelzers before him had worked in the meat industry. He too was drawn to the industry, and at age 14 he left high school and started his own business, selling beef livers from a horse-drawn cart.

By 1929, Ellard and his brothers, Monroe and Leonard, had started Pfaelzer Brothers, which would eventually become one of the nation's largest meat purveyors. Ellard then married Oliva Block in 1931, and their children, Ellard Jr. ("Butch") and Elizabeth, were born in 1933 and 1935, respectively.

As Pfaelzer Brothers grew, it pioneered innovations such as portion-controlled steaks and chops, "assembly line" steak cutting, and the use of dry ice for interstate shipping. The company had customers in all 48 contiguous states and specialized in selling top-quality meat to hotels, restaurants, and airlines. It was also among the first to sell high-quality meat by mail order.

As the son of Ellard Sr., Butch Pfaelzer virtually "grew up in a meat plant," starting as a summer laborer while in high school. He was also a student of history, receiving a bachelor's degree in the subject from Amherst College in 1955. After graduation, Pfaelzer was drafted by the U.S. Army, which put his knowledge of meat to good use in writing meat specifications for armed forces procurement. Following an Honorable Discharge from the Army in 1957, Butch joined the family business. During this period, he married Alice (née Steintarter) and they had three daughters, Deborah, Laura, and Susan.

In 1959, Armour & Company acquired Pfaelzer Brothers, retaining both Ellard Sr. and Butch. Ellard Sr. continued in the company until he retired in 1963; Butch stayed on until 1965, when he left to run his own business. He purchased a small Chicago-area corned beef company that was having financial difficulties, returned it to profitability, and sold it in 1966.

Seeking a business with greater growth potential, Butch found a fit with The Bruss Company, a Chicago-based purveyor of high-quality, portion-controlled meat products (much like the Pfaelzer Brothers of days gone by). Among other positives, the firm was run by family friends Don Heymann and Bob Leopold, who had acquired it in 1956 — at the encouragement of Ellard Pfaelzer Sr. — from founders Sam and Selma Bruss. Butch joined the company as a business partner, becoming co-owner and co-President.

Meanwhile, Pfaelzer Sr. was appointed as a special consultant to the U.S. Department of Agriculture's Foreign Agricultural Service. He traveled extensively in Europe from

During the '70s and '80s, Pfaelzer Jr. helped grow The Bruss Company to a \$100 million-plus business, providing high-quality, value-added meat products to foodservice customers nationwide

1965-67, promoting U.S. meat products and helping to increase the volume of American meat sold in the European market. He died in 1973, while wintering in Southern California.

During the '70s and '80s, Pfaelzer Jr. helped grow The Bruss Company to a \$100 million-plus business, providing high-quality, value-added meat products to foodservice customers nationwide. The company was sold to an investment firm in 1989, and Pfaelzer became its vice-Chairman, focusing on general management and the development of the firm's export marketing program. He was named Chairman of The Bruss Company in 1994, a title he retained until 1997, when the company was sold to IBP. Pfaelzer served as Chairman emeritus, advising management and overseeing purchasing, costing and export activities, from 1997 through his retirement at the end of 2000. In 2001, he served as a consultant for both The Bruss Company and the Certified Angus Beef program.

Services/Awards:



Ellard "Butch" Pfaelzer, Jr. as President of NAMP, 1976-77

Pfaelzer Sr. supported the meat industry in a number of ways. He was a judge at the International Livestock Exhibition for 23 years, and was a successful bidder for the grand champion steer on numerous occasions. During World War II, he served on the War Meat Board, working with the U.S. Office of Price Administration.

He was one of the founders of the National Association of Hotel and Restaurant Meat Purveyors, the forerunner of NAMP (the North American Meat Processors Association). He was President of the group in 1943-44 and earned its highest honor — The Angus Award — shortly after it was established.

Pfaelzer Jr. was involved in NAMP as well, serving on several committees and as the association's President in 1976-77. Like his father before him, Butch received the Angus Award. Over the years, he worked on several NAMP committees; most notably, he chaired the Standards Committee in 1990, when it revised and updated the Meat Buyer's Guide.

Pfaelzer Jr. was also active in the U.S. Meat Export Federation (MEF), helping to develop overseas markets for American meat products. He served on the Executive Committee and the Board of Directors before becoming Chairman in 1996-97.

Besides the meat business, the Pfaelzers shared a passion for community service. Ellard Sr. held positions on the Board of Trustees of Michael Reese Hospital, The Jewish Federation of Metropolitan Chicago, The Jewish Children's Bureau, Chicago Sinai Congregation and the Community Fund of Chicago.

Butch has served on the boards of numerous charitable organizations over the years; he currently holds Trustee or Director posts with the Executive Service Corps of Chicago, Michael Reese Health Trust, The St. Croix Foundation, and the Merit School of Music. He also served in the Army Reserve from 1958 through 1964.





Q&A

Father and Son Share Service DNA

A Q&A with Ellard “Butch” Pfaelzer, Jr. about his father’s legacy — and his own

Q. Did you ever consider working in a field other than meat?

A. As the fifth generation of my family in the meat business in Chicago and my father’s only son, I was destined to be in the meat business from day one. In fact, when I was born, my father had business cards printed up for me that read: “Ellard Louis ‘Little Butch’ Pfaelzer Jr., Pfaelzer Brothers.” In college I briefly considered studying law, but that wasn’t where my passion lay.

Q. What impact did the 1959 sale of Pfaelzer Brothers to Armour have on you?

A. It had a tremendous impact on me. My father was 63 and looking toward retirement, but I was only 26 and had my whole career ahead of me. Although I stayed with the company for six years after Armour acquired us, I found I wasn’t cut out for a corporate environment, so I bought a small company called Columbia Corned Beef and turned it around. But I needed more of a challenge, so I sold the business to David Berg & Co. and went into business with my partners at the Bruss Company.

Q. Reading your biographies, one gets the impression that both you and your father relished being involved in meat industry associations.

A. Absolutely. My father was one of the founders the National Association of Hotel and Restaurant Meat Purveyors [later renamed NAMP], and there’s quite a story behind that.

“Along with other highly respected industry leaders, my father founded NAMP because he saw a need for different types of businesses to have different price controls to promote competition and customer service.”

Along with other highly respected industry leaders, my father founded NAMP because he saw a need for different types of businesses to have different price controls to promote competition and customer service.

During World War II, my father worked with the U.S. Office of Price Administration (OPA), which was lumping together all meat processors — from huge packers to small purveyors — into one price control system. Back then, some restaurants had butchers on staff, but many couldn’t handle sides of beef; they needed to buy sub-primals and smaller cuts of meat that didn’t require highly trained staff to prepare. In short, they needed purveyors, but purveyors couldn’t compete against large packers who could charge less for their products because their higher volume made up for lower margins.

My dad got OPA to recognize that if they didn’t change the pricing structure, not only the smaller purveyors but also the foodservice establishments that were their customers would be driven out of business. He basically saved the hotel and restaurant supply business.





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– Hyman Rickover, Admiral, U.S.N.

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2012



Frederick D. Usinger III

Frederick D. Usinger III (1917-2006)

Chairman of the Board (retired), Usinger Sausage Company

Frederick Usinger III was born May 20, 1917, in Milwaukee. The grandson of Frederick D. Usinger, who had founded the company in 1880, Usinger began working in the family business at age 16. Intent on learning every facet of the sausage business, he purposely started at the bottom — washing floors, moving meat, cleaning casings, and hanging sausages in the smokehouse. As time passed, he mastered trimming, stuffing and cooking duties before tackling the mission-critical task of sausage mixing.

In 1940, Usinger married Lois Dahlstrom, and over the years the couple had five children: daughters Karen, Barbara, Heidi and Debra, and son Fritz (Frederick D. Usinger IV). In 1941, Usinger became plant superintendent, but when America became involved in World War II, he joined the U.S. Army for a stateside stint. After the war, Usinger returned to the company, and in 1946 he was named Vice President. By 1953, having added bookkeeping and office management experience while still honing his sausage-making skills, Usinger was promoted to President and given the title “Meister Wurstmacher” (Master Sausage-Maker).

The following year, Usinger originated the practice of selling sausage assortments in attractive gift boxes for the holidays, long before other food marketers entered the field. The company’s Christmas gift business has multiplied many times over and has become an integral part of its total volume.

It was important to Usinger to keep the company headquarters at its original site on Third Street in downtown Milwaukee. The facility features a 19th-century sausage shop where murals of the company’s trademark sausage-making elves overlook marble deli counters featuring a selection of Usinger products. The murals pre-date the elf’s role as a company symbol, however; Usinger hit upon that idea in 1956. The shop is considered a local attraction and a key element in the city’s history, as evidenced by its commemoration in a walk-through display at the Milwaukee Public Museum.

Usinger ceded the roles of President and CEO to his son, Fritz, in 1988, entering semi-retirement but remaining Chairman of the board until 2004. He passed away on December 6, 2006.

Services/Awards:

Usinger was involved in numerous community organizations, including the Boy Scouts of America, Friends of Art (Milwaukee Art Center), Friends of the Milwaukee Public Museum, Milwaukee County Zoological Society, Wisconsin Business Council, and the Young Presidents’ Organization. He served on the boards of several charities, including the Easter Seal Society, Kiwanis Club, Curative Care Network, and Milwaukee Rehabilitation Center, Inc.

Several of those organizations honored his service; his awards included: The Silver Beaver Award (Boy Scouts of America, 1968); Milwaukee University School Alumni Association Merit Award (1973); Milwaukee County Historical Society Preservation Award (1978); Milwaukee County Historical Society Preservation Award (1981); Children’s Outing Association “Father of the Year” Award (1982); and the Mount Mary College “Pro Urbe” Award (1983).

The American Meat Institute gave Usinger its Community Relations Award in 1980, and in 1993, he was elected to the Wisconsin Meat Industry Hall of Fame.

‘Head Elf’ Preserved Old-World Recipe for Quality

A Q&A with Fritz Usinger about his father, Frederick D. Usinger III

Q. A Milwaukee Journal Sentinel article that marked your father's passing noted his resemblance, in later life, to "a Usinger elf," down to the twinkle in his eyes. How did the elf become a Usinger's trademark?

A. The hand-painted murals (of elves making sausage) in our retail store were done at the turn of the century, when Milwaukee was a hotbed of mural painters because of all the breweries here. Many breweries, bars and restaurants in Germany are decorated with murals, and German immigrants brought that tradition here. After my dad became President, he decided the sausage-making elf would be a good symbol for Usinger's.

Q. How important was it to your father that you take over the business?

A. In a small family business, the owner wears a lot of hats. A kid who goes into his family's business must have a passion for that business. Also, it helps if there's enough of an age gap that there's no clash of egos when the son comes in wide-eyed and full of ideas. When I joined the business in 1980, my father was ready to listen and to teach.

As the youngest of five children and the only boy, of course I felt some pressure to follow in my father's footsteps — but I did embrace the role. Like my father, I worked in the plant during the summers when I was in high school and college. I got a bachelor's degree in Meat and Animal Science in preparation for joining the business full-time.

Q. What did your dad see as his greatest accomplishment, or what was he most proud of?

A. He was certainly proud of the fact that he lived to see the business pass on to the next generation, and that I have the same passion for making high-quality, specialty sausage products that he had. There is limited growth potential for a business like ours, but that's fine with us — we're not trying to be all things to all people.

In addition, it was tremendously rewarding to him to see all five of his kids grow up to be successful in their chosen fields, and to give back to the community.

Q. With a thriving business and five children, how did your father find time for all the community service he did?

A. In the '50s and '60s, the pace of business was slower and the challenges were fewer. He had good people working for him, so he could feel comfortable leaving the plant occasionally. Over time, there have been more rules, regulations, and liabilities to deal with, and the business environment has become more competitive. But after I joined the company, he felt free to spend more time in the community.

Q. What would being inducted into the Meat Industry Hall of Fame have meant to your father?

A. I think he'd be very proud; he was very appreciative when he was inducted into the Wisconsin Meat Industry Hall of Fame in 1993. It meant a lot to him to be part of the industry's history in a state that had so many meat processors. It also validated him as the third generation in this business. As my sister Debra used to say, "We are the caretakers of our great-grandfather's dream." My dad definitely believed that.

"As the youngest of five children and the only boy, of course I felt some pressure to follow in my father's footsteps — but I did embrace the role"





David M. Theno

2012

David M. “Dave” Theno

Senior Vice President/Chief Food Safety Officer, Jack in the Box Inc. (retired)

David M. Theno, Ph.D., is currently CEO of Gray Dog Partners, Inc., a Del Mar, California-based technical consulting business specializing in food safety, food manufacturing, restaurant operations, supply chain management, and strategic planning.

Before joining Gray Dog Partners in early 2009, Theno was senior Vice President and chief food safety officer for Jack in the Box, Inc. He had joined Jack in the Box as Vice President of quality assurance and product safety in March 1993 at the request of top management after the chain's burgers were blamed for a massive foodborne illness outbreak in the Pacific Northwest. *E. coli* O157:H7 (in ground beef supplied by Vons) was found to have caused the illnesses, and Theno responded by developing a comprehensive Hazard Analysis Critical of Control Points (HACCP) plan for the chain, as well as a finished product testing protocol that initially irked his former meat industry colleagues.

Prior to Jack in the Box, Theno had been managing director and CEO of his own consulting firm, Theno & Associates, Inc., and before that he had managed food safety and quality programs at Foster Farms, Kellogg's, Armour Food Company, and Peter Eckrich & Sons, Inc. He holds a bachelor's degree in zoology and science journalism from Iowa State University, and earned both M.S. and Ph.D. degrees in food microbiology and animal sciences from the University of Illinois at Urbana-Champaign.

Theno's lasting contribution to the meat industry was his leadership in responding to the *E. coli* O157:H7 outbreak. He was instrumental in demonstrating how the scientific community and the meat industry can work together to solve food safety challenges. Theno was a peer reviewer for the U.S. Department of Agriculture/Food Safety and Inspection Service's HACCP study and has authored numerous scientific and trade publications on food safety and HACCP applications.

Services/Awards:

Theno is or has been actively involved in numerous food industry and scientific organizations, including the American Association of Food Hygiene Veterinarians, American Meat Science Association, International Association of Food Protection, International Meat & Poultry HACCP Alliance, Institute of Food Technologists, National Advisory Committee on Meat & Poultry Inspection, National Advisory Committee for Microbiological Criteria for Foods (1989 – 1994), National Cattlemen's Beef Association's Beef Industry Food Safety Council (BIFSCO), National Meat Association (and its predecessor, the Western States Meat Association), and the Blue Ribbon Task Force for Solving the *E. coli* O157:H7 Problem, sponsored by the National Livestock & Meat Board.

In 2004, Jack in the Box was awarded the prestigious Black Pearl Award by the International Association of Food Protection. Personally, Theno received the Innovator of the Year Award (2000) from *Nation's Restaurant News*, and the California Environmental Health Association's Mark Nottingham Award (1997), for “recognizable and significant contributions in the field of environmental health.” Also in 1997, *Nation's Restaurant News* named Theno one of its “Top 50 Players” for his leadership in defining a new standard for foodservice safety procedures.

A White Knight in a Lab Coat

A Q&A with David Theno, CEO of Gray Dog Partners, Inc.

Q. *You are credited with key roles in saving a major fast food chain from financial ruin and establishing a new standard for foodservice safety procedures. How did that unfold?*

A. It was the end of 1992, I had my own consulting firm, and I was in Australia on a working holiday. I heard that foodborne illnesses were occurring in California and Washington... and on January 10, one of my associates called and said, "You know, Dave, these cases are being attributed to *E. coli* O157. If they're going to call anyone [for help], it'll be you."

On January 19, a Jack in the Box executive called and asked if I could come to San Diego immediately. They had already announced a recall of all hamburger meat, which probably averted hundreds if not thousands more illnesses. We quickly determined that the tainted meat was confined to one packer (Vons); managed the regulatory firestorm; and found a new hamburger supplier. Management asked me for a strategic plan to make sure nothing like this would ever happen again, and when I submitted it, they said they'd like me to implement it — as a permanent hire. I ended up working there for almost 16 years, and was probably able to have more of an impact on the meat industry from the outside than I did when I worked for Eckrich, Armour Foods or Foster Farms.

We developed a finished product testing protocol that is still in use at Jack in the Box today. I was seen as the Antichrist of the meat industry for a while, but the protocol is essential to ensuring product safety.

Q. *What do you see as your most important contribution to the meat industry?*

A. To this day, I get about one call a week from someone who came to Jack in the Box and saw our integrated food safety systems, or saying thanks for educating them, because it helped them avoid a food safety problem. There's no better reward for a career than that.

Q. *From a food safety perspective, how does the meat and poultry industry of today compare with that of 20 years ago?*

A. This is an exciting time to be in this industry because of the technology that's available today — the microbiological analysis equipment, new processes and intervention technologies. By comparison, look at the produce industry today; even in processing, the equipment hasn't changed that much in 30 years.

Q. *What does being inducted into the Meat Industry Hall of Fame mean to you?*

A. It's quite an honor, and I am very humbled to be on the same panel with the other inductees [from this year and past years]... Many of those individuals are the true pillars of the meat industry, whereas I think of myself as someone who has contributed to and dedicated my career to improving food safety throughout the industry. Throughout my career, I've tried to help make food products safer, which will help to improve the overall brand image of beef and poultry.

"This is an exciting time to be in this industry because of the technology that's available today."





2012



David E. Wood

David E. “Dave” Wood

Chairman of Beef Operations, Harris Ranch

Born to be a cattleman, Dave Wood began raising his own cattle at age 14 after his grandfather helped him obtain a loan to purchase 20 cows. He received a B.S. in animal science from Cal Poly-San Luis Obispo in 1970 and immediately thereafter obtained a position as a pen rider at Harris Feeding Company. He moved up to feed yard manager in 1978, then became the company's chief operating officer and, since 1989, has served as Chairman of beef operations. In addition, Wood also owns extensive cow-calf and stocker operations in six western states, and is a partner in a 70,000-head feedlot in North Platte, Nebraska.

Wood helped Harris Ranch build a uniquely integrated beef production system that provides control of all aspects of beef production. From the western ranches where cattle are raised through feeding and processing, Harris Ranch focuses on quality from start to finish. Founded in 1963 near Coalinga, California, Harris Feeding Company is one of the largest cattle finishing facilities in the Western U.S. Today the feeding operation covers nearly 800 acres and has a one-time capacity of 120,000 head. The facility's central California location, which enjoys limited rainfall and relatively mild winters, provides an environment in which cattle perform exceedingly well. Livestock welfare practices include shaded pens and sprinklers to reduce dust and cool cattle in summer months. Pens are routinely scraped and waste material composted for later use in our farming operation.

Once cattle reach optimum weight and quality, they are harvested at Harris Ranch Beef Company. Owning a beef processing facility allows a complete “closed loop” quality control process. Harris Ranch established one of the first branded beef programs in the U.S. in 1982 and offers an expansive product line including fresh boxed beef, value-added ground beef, fresh seasoned beef and fully cooked beef entrees.

Services/Awards:

Wood has served as Chairman of the following organizations: Western States Meat Association (1992); California Beef Council (1992 and 2002); the Cattlemen's Beef Promotion and Research Board (1995); and the California Cattle Feeders Association (1997-1998 and 2006-2010). In addition, he served as President of Cattle-Fax in 2009.

Through direct involvement in cattle, meat and culinary organizations at the state, national, and international levels, Wood has made significant contributions to the beef industry. He was a financial contributor to the new Meat Processing Center at Cal Poly.

Awards he has received include:

- California Livestock Man of the Year (2001)
- National Cattlemen's Beef Association's Environmental Stewardship Award (2001)
- National Cattlemen's Beef Association's Vision Award (2003)
- National Meat Association's E. Floyd Forbes Award (2006)
- Richard L. Knowlton Innovation Award (2008) — Meatingplace
- Cattle Feeders Hall of Fame inductee (2011)

Brain of a Businessman, Heart of a Cowboy

A Q&A with Dave Wood, Chairman of Beef Operations, Harris Ranch

Q. *Your experience spans several categories within the meat industry. Do you think of yourself as being primarily a rancher, a cattleman, or a fully integrated operator?*

A. To be honest, I've always viewed myself as a beef producer. It is true that I wear many hats, and I believe it is because of my involvement in the cow-calf, stocker, feeder, and packer sectors that I have a greater appreciation for how those segments fit together. The "island mentality" that so often pits one segment of the beef industry against another continues to impede improvements in capturing market share among competing proteins. The in-house fighting between producers and the organizations that represent them is accomplishing very little other than strengthening the position of our detractors — and it needs to stop.

Q. *What does having your own personal cattle business mean to you?*

A. Running cattle on wide-open spaces has always brought me a great deal of satisfaction. I operate ranches on the coastal foothills of California, the high meadow pastures of the eastern Sierra Nevadas, the high desert of the great basin states, the plains of Nebraska and Colorado, and many places in between. This has given me a much greater appreciation for the diversity and natural beauty of the environments that cattle can be operated in. This has strengthened my understanding and appreciation of what it means to be a true steward of the land, and to ensure these properties are operated in a sustainable manner.



Q. *In a 1998 interview, you mentioned two innovations to improve meat quality: the use of high-voltage electrical stimulation and supplemental feeding of Vitamin E. Is Harris Ranch still doing those things, or have you found other interventions to be more effective?*

A. The 2011 National Beef Quality Audit confirms that eating satisfaction continues to be a critically important challenge. To that end, our focus continues to be that of providing a safe, wholesome, high-quality eating experience to the consumer. As a company, we are constantly adopting new technologies to reach that goal. Increasingly, however, consumers expect more: they want to be assured about the process of bringing that product to their table. They want to know where and how was the animal raised, and if it was humanely handled and processed. This is why the beef industry must do a much better job of telling the story behind beef production. It is imperative that we connect with consumers and reconfirm their trust in us.

Q. *What do you consider to be the greatest accomplishment in your career?*

A. I have worked for one company — Harris Ranch — my entire career. During that time, I have been blessed to have worked for and with some of the best, brightest, and hardest-working people I've ever met. Jack Harris was my original mentor, the man who instilled in me the confidence and determination to build on his original vision. My greatest accomplishment has been helping guide this company to its leadership position in the field of branded beef and consumer-friendly beef entrees. But I could not have accomplished so much if it were not for John Harris and our extremely dedicated team at Harris Ranch. They say that a man's worth can be measured by the character of those with whom he surrounds himself. If that is the case, then I am a blessed man indeed!





2012



James H. Hodges

James H. “Jim” Hodges

Executive Vice President, American Meat Institute (AMI); President, AMI Foundation

Born and raised in Missouri, Hodges first became involved in the livestock industry by working on his family’s farm. He received a B.S. in food science from the University of Missouri and an M.S. in meat science from Ohio State University. Early in his career, he worked for various meatpacking and agribusiness companies in Missouri before joining the Boston-based supermarket chain Stop & Shop as director of technical services. In that position, he conducted research and development programs and oversaw quality assurance activities for the chain’s meat plant operations. From there, Hodges moved to the U.S. Department of Agriculture’s Food Safety and Inspection Service, where he led the Quality Control and Inspection Procedures Evaluation Branch.

Hodges joined AMI in 1983 and has since served in a variety of roles, including senior Vice President of regulatory affairs. In that position, he was responsible for the management of all regulatory programs and representing the interests of the meat and poultry industry to Congress, federal agencies and other organizations. Hodges was appointed President of the AMI Foundation in 2009, a post he still holds today in addition to being executive Vice President of the overall Institute. As President of the private, non-profit foundation, he oversees a broad range of initiatives to continually improve operational efficiency, product quality and food safety, including scientific and public opinion research, industry and consumer education, and public information.

Some of Hodges’ most notable accomplishments include spearheading AMI’s nationwide effort to implement Hazard Analysis Critical Control Points (HACCP) in federally inspected meat plants, leading the development and implementation AMI’s award-winning *Listeria* Intervention and Control Programs and initiating a multi-million dollar research program to identify commercially viable ways to eliminate or reduce harmful pathogens in meat and poultry products. These efforts have dramatically improved product safety and significantly reduced the incidence of foodborne illnesses associated with meat and poultry products.

Hodges’ expertise on animal health and animal disease issues is widely recognized. He was instrumental in coordinating the industry’s response to the first case of bovine spongiform encephalopathy (BSE) in 2003. Since that time, he has testified in public meetings and met with foreign governments in an effort to restore U.S. beef exports. He is also an expert in processed meat production and safety, and has led the Shelf Stable Food Processors since 2000.

Services/Awards:

Hodges is a professional member of the American Meat Science Association (AMSA), Institute of Food Technologists, American Society for Quality, United States Animal Health Association and the International Association for Food Protection. He has served on several advisory boards, including the AMSA Board of Directors and the USDA National Advisory Committee on Meat and Poultry Inspection.

His honors include the AMI Industry Advancement Award, AMSA’s Signal Service Award, the University of Missouri Agriculture Alumni’s Citation of Merit and the Distinguished Alumni of The Ohio State University College of Agriculture.

Ensuring a Solid Foundation for the Industry

A Q&A with Jim Hodges, President, AMI Foundation

Q. When you were growing up in Missouri, what did you envision yourself doing for a career? Were you interested in science from an early age, or did that develop in high school? What made you decide to pursue bachelor's and master's degrees?

A. I was always interested in agriculture as a result of growing up on a family farm. I particularly enjoyed vocational agriculture classes and participating in Future Farmers of America activities during high school. I became interested in meat production and processing and participated on meat judging teams in both high school and college. Those activities, early in my life, piqued my desire to get an education that would provide me the necessary training to pursue a career in the meat industry.

Q. Once you received your MS from Ohio State, what was the path that led you to become Director of Technical Services for Stop & Shop? What did you enjoy most or find most fulfilling about working in meat retailing?

A. Stop & Shop Companies, Inc. was recruiting for a position in quality control about the time I received my master's degree. It was a very good opportunity to join a company that was opening a new, state-of-the-art manufacturing facility to fabricate beef carcasses into custom cuts for their supermarkets. Also, the facility was used to make ground beef and other items that were formulated to the specific needs of the company stores. It was a great learning experience.



Q. Judging by your tenure as President of the AMI Foundation, it seems you enjoy your particular role in the meat industry. What is it about your personality or values that makes leading the AMIF a good fit for you?

A. I have worked for the American Meat Institute in various capacities for nearly 30 years. During almost three decades of service to the industry I have always enjoyed helping move the industry forward. It is important to take steps that create a favorable environment that allows companies to operate in a competitive, free market system. I like helping people.

Q. Of all the awards and honors you've received throughout your career, which has been the most meaningful to you personally? Why?

A. I have been blessed to receive many awards throughout my career. It is hard to single out just one award that is most meaningful, but it is the awards given by your peers or people that you service that mean the most. The American Meat Institute's Industry Advancement Award and the American Meat Science Association's Signal Service Award are good examples of honors that say "thank you" for all the things you have done for the industry.

Q. What significance does it hold for you to be inducted into the Meat Industry Hall of Fame?

A. It is an honor and privilege to be included in a group of outstanding individuals that are widely recognized as innovators and leaders in the meat industry. It is very humbling to be included in such a distinguished group.





2012



Mohammad Koohmaraie, Ph.D.

Mohammad Koohmaraie, Ph.D.:

CEO, Meat Division of IEH Laboratories and Consulting Group

Mohammad Koohmaraie immigrated to the U.S. from Iran in 1978, shortly after receiving a bachelor's degree in Animal Science from Pahlavi University. He then earned a Master of Science in Meat Science from Texas A&M at Kingsville (formerly known as Texas A&I University) in 1980 and a doctorate in Animal Science (focused on Meat Science and Muscle Biology) from Oregon State University in 1984.

Following a three-year postdoctoral fellowship at the Roman L. Hruska U.S. Meat Animal Research Center (USMARC; affiliated with USDA's Agricultural Research Service and Michigan State University), in Clay Center, Neb., Koohmaraie joined the USMARC staff as a research physiologist. In 1991 he became research leader of the Meats Research Unit at USMARC and then in 2005 the Director of USMARC.

During his career, Koohmaraie has focused his research in three major areas: combating pathogenic contamination of beef; the biological mechanisms regulating beef tenderness; and meat quality measurement, including the development of non-invasive instrumentation for carcass yield and quality classification.

His research has provided the industry with answers to longstanding challenges. For example, in the early 1990s, results from Koohmaraie's lab helped to establish that the calpain system is responsible for postmortem proteolysis and meat tenderness.

Koohmaraie worked closely with key stakeholders in the meat industry to assess the prevalence of key food-borne pathogens and devise strategies to combat them. His research team not only developed the first rapid tests for detecting pathogens on beef, pork and poultry carcasses, but also provided techniques to greatly reduce or eliminate *E. coli* O157:H7 in red meat. In the late 1990s, he and his team demonstrated the efficacy of using steam vacuuming as an alternative to knife trimming for beef carcass decontamination. He provided the data that FSIS needed to approve its use. Steam vacuuming is now a common practice in beef processing plants, as a cost-effective tool for improving meat safety. Later they demonstrated that the hide is the principal source of *E. coli* and other pathogens, which led to development of hide interventions.

After 24 years as a USDA scientist, Koohmaraie left the public sector to pursue his passion for ensuring beef safety and quality in the private sector. In April 2008, he joined IEH Laboratories and Consulting Group as chief executive officer of the Meat Division. At IEH, he continues his longstanding efforts of working closely with the industry to help companies produce the safest meat possible.

Services/Awards:

The value of Koohmaraie's research is reflected in the impressive array of honors he has received, including:

- Agricultural Research Service's Scientist of the Year Award – 1992 and 2001
- Distinguished Research Award from the American Meat Science Association – 1993
- Meat Research Award from the American Society of Animal Science – 1994
- USDA Secretary's Award – 1995 and 2001
- Outstanding Senior Scientist of the Year Award – Agricultural Research Service – 1997
- Outstanding Performance Award – Agricultural Research Service – multiple years from 1987-2008.
- Technology Transfer Award – Agricultural Research Service – 2004 and 2008
- Professional of the Year Award – National Meat Association – 2005 ("In recognition of your dedication and valuable service to the meat and poultry industry")
- Signal Service Award – American Meat Science Association – 2005 ("In recognition of your devoted service")

Q&A

A Scientist's Passion Makes a Difference

A Q&A with Mohammad Koohmaraie, Ph.D., CEO of the Meat Division of IEH Laboratories and Consulting Group

Q. You came to the U.S. from Iran in September 1978 — rather fortunate timing considering that in January 1979 the Iranian Revolution took place, deposing Shah Mohammad Reza Pahlavi and installing Ayatollah Khomeini as supreme leader. What brought you to this country?

A. I received my B.S. in Animal Science at Pahlavi University, which was based on the U.S. higher education system. It was essentially an American school even though it was named after the shah's family. I decided I wanted to pursue a Ph.D., and although I had been accepted at Reading University in England, my personality fit better with the U.S., so I applied to Texas A&I University. That turned out to be a very good decision, because that's where I met my wife. We've been married for 32 years and have three wonderful children. I give her a lot of the credit for my success.

Q. What led you to study animal science in the first place?

A. My family background is in livestock; my grandparents raised sheep, butchered them, and sold the meat. When I was in seventh grade, I began helping my grandparents in their vertically integrated sheep operation. They would bring in sheep from the countryside, fatten and then distribute after slaughter at government harvest facilities. We had 12 retail outlets.

Q. What do you see as the biggest changes in the industry over the past 35 years?

A. The most dramatic change came in 1993; the Jack in the Box foodborne illness incident changed the industry forever. [Then-Secretary of Agriculture] Mike Espy came to Clay Center and tasked us with devoting our time to studying *E. coli* O157 H7. We investigated the source of O157 H7 and how it and other pathogens were transferred to the meat.

I worked closely with those who were in charge of food safety for various beef processing companies. Through these collaborative efforts and funds from the federal government, in-kinds and the Beef Checkoff, we were able to contribute significantly to our knowledge about foodborne pathogens in general and pathogenic *E. coli* specifically. We used this knowledge to develop control strategies. We also demonstrated that in addition to hides, lymph nodes are a major source of *Salmonella* contamination in ground beef.

Q. After 24 years with USDA, you left in 2008 to lead IEH Laboratories' Meat Division. What prompted the change?

A. I was able to do a lot of work in support of the meat industry at USMARC. USDA's Agricultural Research Service provided me the greatest opportunity and support to do research that makes a difference in our daily lives, be it safety or quality. After 24 years in the public sector, I felt it was time to move on and face new challenges. I am fortunate that IEH is providing me similar opportunities to continue to do what I really like to do.

Q. You have garnered a considerable number of awards and honors during your career. What does it mean to you to be inducted into the Meat Industry Hall of Fame?

A. It's such an incredible honor, it tops them all. That's a very special group of people to be associated with. There is no greater honor. All along, my objective has been to make a difference and nothing better signifies the realization of that objective than induction into the Meat Industry Hall of Fame.





2012



Steve Krut

Steve Krut

Executive Director of the American Association of Meat Processors

Steve Krut, a former newspaper reporter, used his communication skills to help small processors and unite trade organizations with one voice as long-time Executive Director of the American Association of Meat Processors.

Although Krut had worked at a local A&P in high school — even helping out in the meat room — his first job was as a newspaper reporter after graduating with a journalism degree from Penn State University in 1964. He then worked for newspapers in Pennsylvania as a reporter and feature writer for five years.

From there, he changed gears and was hired as the public relations director of the Pennsylvania Manufactured Housing Association and Pennsylvania RV & Camping Association. In 1974, he moved over to the American Association of Meat Processors (AAMP) as its public relations director, eventually being promoted to Executive Director in 1981. He would serve in this position until retiring in 2007.

The '70s and '80s were, in particular, a rough time of transition for small locker plant owners as they shifted to further-processing operations and handled new regulations. Krut is credited by many as helping small processors save and grow their businesses. He used his communication skills and industry knowledge to help AAMP members raise their game, improve the quality of their products and secure resources to survive in an increasingly consolidated and competitive business sector.

Through his tireless efforts, the AAMP became North America's largest meat trade organization. Membership includes more than 1,500 medium-sized and smaller meat, poultry and food businesses.

In addition, Krut was a registered lobbyist for AAMP and served on USDA's National Advisory Committee for Meat & Poultry Inspection under three secretaries of Agriculture.

He appeared on dozens of television programs, from the History Channel to ABC's 20/20, and was a regular presenter at the National Association of State Meat & Food Inspection Directors.

Fourteen years ago, a Stephen F. Krut Scholarship was established by AAMP and has contributed tens of thousands of dollars to support the higher education of students in meat science, processing and business management.

Krut is married to Cindy, with three children and 11 grandchildren. In his retirement, he has returned to his reporting roots and writes a monthly column for Meat & Poultry magazine.

Services/Awards:

- 2007 American Association of Meat Processors Achievement Award
- Inducted into the Northwest Meat Processors Association Hall of Fame in 2006
- Master Butcher Award from the Belgium Butchers Association
- A founder and first Chairman of the International HACCP Alliance
- Helped establish the Cured Meats Hall of Fame for meat processors
- Helped establish the Meat Association Council, which includes representatives from all major North American meat trade organizations to coordinate U.S. meat and poultry industry policy positions to government agencies such as the USDA, FDA and the Centers for Disease Control
- A volunteer for ACDI/VOCA, which is the merged group of the Agricultural Cooperative Development International and the Volunteers in Overseas Cooperative Assistance
- Past President of the Pennsylvania Society of Association Executives
- Past President of the Mechanicsburg Lions Club
- Deputy Regional Manager for the Loyal Order of Moose in Pennsylvania, and Governor for the Elizabethtown Moose Family Center 596

Q&A

A writer at heart

A Q&A with Steve Krut, Executive Director of the American Association of Meat Processors

Q. Why make the switch from reporting to the trade association field? Did your reporting background affect your approach to communications or outreach with meat professionals?

A. In high school, I had worked at the A&P in all different departments, including the meat department. But my move to the trade associations had more to do with the trade group needing someone with a communications background.

I think my journalism background was really very helpful because I had to be a good listener — at meetings, boards, writing stories on companies. If you can't understand what is important to your members, it's hard to get through and communicate well.

Q. Why was it important to you to help smaller processors, in particular, during your time at the AAMP, including assisting small locker plant owners in the '70s and '80s transition to further-processing operations?

A. These were family businesses that had been around for generations. With the advent of the home freezer, the customer market was changing so there was diminishing need for bulk storage of cold meats and goods. Customers wanted value-added products instead. Family sizes were shrinking, they didn't live on farms and they wanted convenience.

The smaller processors are hardworking people, and they had the opportunity to interact with their customers every day. So to see them take new steps, be creative and meet customer demands, became a way for them to survive. Helping to spread word of what others were doing successfully allowed others to make the transition to a more viable business format. The vast majority of meat companies are small, family-owned business, and they provide a lot of product innovation.

Q. How has the industry changed over your career, and how has it affected the small processors you once championed?

A. At the time I went to the AAMP, the Wholesome Meat Act had passed in 1967, and changes were being made to plants built in the '30s and '40s that were not designed for the operations of today. Regulatory and equipment changes were geared, however, to large volume packinghouses.

A lot of my work was to help the government understand what was realistic or feasible for small processors to achieve — not exceptions, but creative ways to accomplish the same result. These companies don't have the same number of employees, so there's proportionately more paperwork for less volume. That's where I thought I helped — by communicating with the government and consumer agencies, because everyone wants perfect food, but what's realistic to expect? I helped educate and work with consumer groups, as well, to educate them on how to feather the regulations so they weren't as sharp, and smaller companies could continue and grow.

Q. Looking back over your career, what accomplishment are you most proud of?

A. I would say there wouldn't be one thing. My feeling was that at AAMP we helped improve and finesse programs that were already there and tried new things in areas such as education, seminars and getting scientists from universities to work with smaller processors. Also, we improved and made the organization more relevant to our member concerns.

In addition, our organization helped associated trade organizations — such as processing, packing, agriculture producers — come together and help communicate a single message to be more effective. It's imperative to work with other trade organizations, so every group is not going to D.C. saying, "This is what we want." I sought to bring common ground solutions that were discussed and agreed upon to Washington.

The vast majority of meat companies are small, family-owned business, and they provide a lot of product innovation.





2012



Alfred S. Kober

Alfred S. “Al” Kober (1938-2010)

Certified Angus Beef Director of Retail

Al Kober, former director of retail for Certified Angus Beef, began his 58-year career as a 14-year-old, bagging groceries, and became a respected national authority on meat merchandising, promotions and food safety.

A neighbor got Kober his first job in 1952 at a Kulpville, Pa.-based Clemens Supermarkets, for whom he would work for the next 50 years. Working his way up through the ranks of sweeping and stocking shelves, Kober eventually became a meat cutter at 18. He was then promoted to assistant meat manager in 1964, meat and deli manager in 1969 and meat supervisor in 1973.

As the Clemens' meat director, Kober launched a close-trim program for all meat cuts, years before the practice became an industry norm.

After working for 50 years with Clemens, Kober wasn't ready to retire yet and accepted a position as retail director for the Certified Angus Beef brand, for which he had previously consulted, in Wooster, Ohio.

In his eight years with the company, he channeled his retail experience into providing customer-driven merchandising, training and marketing programs. Kober's focus on the "customer first" helped retail stores nationwide grow from a combined 24 million pounds in sales per month in 2002 to more than 30 million pounds per month in 2009.

Over the years, Kober developed a well-deserved reputation as a retail wizard whose expertise was often called upon for speaking engagements in the meat industry. He was also a frequent contact for media in the retail and beef cattle industries.

In addition, Kober served on the American Meat Institute/Food Marketing Institute's Annual Meat Conference Planning Committee, and was the first to propose including poultry groups at meetings to ensure a more meaningful discussion on all protein issues.

He also served on the National Pork Board's Retail Advisory Committee and Safety Committee and lead National Grocers' Association workshops on food safety.

Kober treasured his role as an educator and as a servant to fellow retailers.

A devout Christian, a day never passed that Kober didn't praise the Lord for being alive, often sprinting to his destination for no other reason than "because I could."

After a brief illness, Kober passed away in April 2010 at the age of 72.

Through everything, Kober remained thankful for his wife of 54 years, Judith, their nine children and 19 grandchildren.

Services/Awards:

- AMI/FMI Annual Meat Conference, Planning Committee
- National Pork Board's Retail Advisory Committee and Safety Committee
- National Grocers' Association workshops on food safety
- Adult Bible Fellowship teacher at The Chapel, Green, Ohio

A worker becomes the teacher

A Q&A with Judith Kober, widow of Alfred S. "Al" Kober, Certified Angus Beef director of retail

Q. *Your husband began working at odd jobs at 7 years old, and eventually began working in retail. To what do you attribute his strong work ethic?*

A. He started working when he was still in high school and didn't stop until he passed away. He was a worker. His work ethic was instilled in him by his father, who worked until his 70s. My husband wouldn't have known what to do with himself if he retired, so he never even thought of it.

Q. *How did your husband's past experience in retail shape his merchandising, training and marketing programs for Certified Angus Beef?*

A. Al was happiest in the last years of his career than I ever saw him, because he was able to use the knowledge he gained through the years at retail. I feel that because he was a meat cutter, manager of the meat department and buyer for the supermarket chain, he understood the customer and could relate to them. For example, he had one client in Oklahoma who would have a big sale once a year, and Al would help out by cutting meat in the meat room. That's just who he was. I really believe because he worked his way up, it was all preparation for what he could bring to Certified Angus Beef. The company had people from the cattlemen's end, so it made a big difference to have the retail perspective.

Q. *What motivated your husband to speak at conferences and educate the industry by communicating with the media, professors and students?*

A. Al was just that type of person. He felt that if he was fortunate enough to have the information, it was his to share. He was a teacher at heart, and turned his career that way.

Q. *How did the field change over Al's 58 years working in retail and meat? What skills did he think were critical for today's employees?*

A. He evolved with the industry and just went with anything new. He was always learning the latest technologies and was very teachable.

Q. *Faith played a strong role in Al's life. He often sprinted places because "he could." Any stories you want to share on how his counseled others or reactions to his running?*

A. I know that he did share and loved to mentor young people on the trade and shared his faith. Anybody in the industry while Al was there knew him as a Godly man, family man and businessman in that order.

Brent Eichar [senior Vice President for Certified Angus Beef LLC] spoke at Al's funeral, and shared how one day he saw Al running in the parking lot to his car and was really worried that something was wrong with his family. Later when he asked Al about it, [Al] said, "Yeah, I did it because I could."

He did consider going into mission work or the ministry, but God opened other doors for us, leading us to take care of children who no one wanted to help at the time. Back when we adopted biracial children, it was not as common to do as it is today.

"He was a teacher at heart, and turned his career that way."



Congratulations

Meat Industry Hall of Fame's CLASS OF 2012



Thank you for your outstanding contributions to the meat industry.



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Angus beef at its best



2012

In Remembrance



Bobby Hatoff, 1943-2012

Allen Brothers Chairman Robert (Bobby) Hatoff to be Inducted Posthumously into the Hall of Fame.

Robert (Bobby) Hatoff, former chairman of the North American Meat Processors Association, member of the National Meat Association and a board member of the newly formed North American Meat Association, passed away Sunday, October 7. He was to be inducted into the Meat Industry Hall of Fame on October 27. Mel Saloman, his good friend and mentor and member of the Class of 2011, was scheduled to introduce him to the Hall.

“Bobby was the quintessential gentleman and a recognized pioneer in the meat industry,” said Allen Brothers Chief Operating Officer Howard Samuels in a statement. “He will be greatly missed at Allen Brothers, in the Chicago business community and throughout our industry.”

NAMA executives Barry Carpenter, Phil Kimball and Rosemary Mucklow said in a joint statement, “For us, Bobby was a truly outstanding individual who deeply cared about his fellow man. His legacy is rich and far reaching. Bobby was committed to helping others in the meat industry. Many turned to him for advice, which he gave freely.

“Bobby was modest about his many accomplishments. He was generous, and his friendship was the best gift of all. All of us who were privileged to share that friendship are better people for having known him. The thoughts and prayers of all NAMA members go to out to Bobby’s entire family.”

The Meat Industry Hall of Fame and our Trustees joins with NAMA’s executives and his many friends in the industry in expressing our shock at his untimely passing. Mr. Samuels’ characterization of him as one of the recognized pioneers of the industry can only begin to describe his contributions to the meat business and his community.

Expressing a feeling common to all of Mr. Hatoff’s many friends, Jim Marsden, Regent’s Distinguished Professor of Food Safety and Security at Kansas State University, said “Bobby was the kindest and most honorable man I have ever known. He was a true gentleman.”

“Bobby was the quintessential gentleman and a recognized pioneer in the meat industry.”

— Howard Samuels,
Allen Brothers Chief Operating Officer





2012



Bobby Hatoff

Bobby Hatoff

Chairman, Allen Brothers

The Hatoff family has a strong legacy in the meat industry spanning four generations, and during his tenure, Bobby Hatoff has proven to be a gentle leader with a powerful vision for both his company and his industry.

Since the early 1980s Bobby has led Allen Brothers, which originated in Chicago's historic Union Stockyards 112 years ago and has become a leading supplier of USDA Prime beef to the nation's top steakhouses and restaurants. Hatoff was a pioneer of portion control and guided Allen Brothers toward the Prime and high-Choice foodservice market.

Hatoff, now working closely his son Todd, was instrumental in helping to position Allen Brothers as one of the nation's leading meat purveyors. In addition to being a high-end supplier to fine dining establishments, the Hatoffs pursued the consumer-direct market for dry-aged and wet-aged steaks. They implemented and drove innovative marketing tactics, and their uncompromising product standards have made the Allen Brothers brand name synonymous with consistently high quality.

Capitalizing on their excellent relationships with independent restaurateurs and renowned chefs, the Hatoffs invited their steakhouse customers to be a part of a marketing campaign. Those who provided their brand names, logos and testimonials gave credibility to the initiative. The company then launched a direct mail campaign, telling customers that if they enjoyed the steaks at some of the nation's top steakhouses they could now enjoy those same steaks at home as well, via mail order. With that, Allen Brothers' adopted the tagline, "The Great Steakhouse Steaks."

In addition to his stewardship of Allen Brothers, Bobby has been involved with meat industry groups as a long time member of both the National Meat Association (NMA) and the North American Meat Processors Association (NAMP). While serving as President of NAMP, Bobby was instrumental in facilitating the merger of these two organizations earlier this year, effectively unifying and strengthening the ability to provide greater levels of support to the industry in the areas of regulation, legislation, food safety, science and other key issues. Years earlier, Hatoff played another influential role, as a member of the NAMP committee that updated a foodservice "bible": the Meat Buyers Guide.

Services/Awards:

Bobby Hatoff is a hands-on kind of guy, as evidenced by his involvement in culinary associations, and numerous Chicago-area charities and community organizations.

Hatoff is also an Honorary Fellow of the American Culinary Federation; a member of Les Amis d'Escoffier Society of Chicago, the Chicago Chefs Association and the Illinois Restaurant Association; and a two-time sponsor of the Culinary Olympics. Hatoff has worked tirelessly to help those less fortunate than himself. He has supported the Chicago Police Department Memorial Foundation, the Chicago Fire Department Burn Unit, the Jewish United Fund along with dozens of other civic and charitable organizations too numerous to name. Hatoff has also served our country as a member of the U.S. Army's Special Forces from 1962 to 1968. Bobby's dedicated service to his country and his community even earned him a Papal Blessing from John Paul II.

Reflecting Chicago: Past, Present and Future

A Q&A with Bobby Hatoff, Chairman, Allen Brothers

Q. Few people outside the meat industry or the restaurant business are familiar with the term “meat purveyor.” When you meet someone and they ask what you do for a living, what do you tell them?

A. I tell them that I have the best job in the world – making people happy by serving them the best steak that they can get. I’m proud to be part of the great tradition of meat packing and processing in Chicago; that we provide top-quality product to hotels, restaurants, and institutions but also have a consumer retail division; and that we’re known for our expertise in meat. I wanted to elevate meat to an art form, and we did, by delivering consistency and striving for perfection.

Q. Chicago and the meat industry have a long, iconic history, and Allen Brothers is clearly one of the “patches” in the Chicago “quilt” to which the first Mayor Daley referred. What does that mean to your business?

A. The heart and soul of the meat business is in Chicago; it is an honor to be from here and to do business here. As someone who grew up in the meat business, I can tell you that we had some of the greatest companies in the world here.

My grandfather had a grill [restaurant] called Queen, and he knew [Hollymatic founder] Harry Holly. When Harry developed the patty-making machine, my father, Lloyd Hatoff, tried it out at the grill to demonstrate its effectiveness. My father started Oakland Meat Co.

In 1982, Mel Salomon asked me if I’d be interested in joining Allen Brothers as an owner. He continues to be a great friend and colleague to this day.

On a lighter note, I recall that only a few decades back you would see the occasional escaped sheep or pig running down Halsted Street being chased by a policeman right in front of our facility. The history and tradition of Chicago in the meat industry is as timeless as a medium rare prime filet. My intention is to keep this special spirit alive in Chicago through Allen Brothers.

Q. What do you see as your most important contribution to the meat industry?

A. If you asked my peers, they would probably point to my involvement in the merger of NMA and NAMP to form NAMA. That journey certainly was important to our 700 member companies and I think has given our industry a stronger platform to represent our interests and ensure that we continue to thrive for the long term.

Personally, I hope people recognize my efforts to improve industry standards through quality, safety, and integrity. In addition, I’ve tried to give back to the industry community and make sure that Allen Brothers was and is a good corporate member of society.

Q. What does being inducted into the Meat Industry Hall of Fame mean to you?

A. It’s such an honor for me on multiple levels. I do not view this honor being bestowed on me alone, but rather it is to honor all the people who have helped and inspired me over the years: my father, my “second father” Mel Salomon, my son Todd, and all the other people I’ve worked with — the great butchers, other workers, customers, colleagues in NAMA and others too numerous to name. I’ve been fortunate to have touched and to have been touched by so many great people during my life and I share this honor with them all.





2012



Herbert Lotman

Herbert Lotman

Founder of Keystone Foods

Herbert Lotman, the inventor of Chicken McNuggets, grew up a butcher's son in Philadelphia, who eventually built the family beef-boning plant into a multinational organization managing the food manufacturing and restaurant distribution for McDonald's and supplies for other fast-food chains.

Lotman's Keystone Foods orchestrated several key breakthroughs in the restaurant industry in the 1960s, '70s and '80s. The company was one of the first to develop a cryogenic freezing system for mass production of pre-formed hamburger patties. It was also one of the first to create a total distribution concept, in which restaurant customers received their entire inventory off a single truck. Also, it developed McDonald's famous Chicken McNuggets.

The former South Philly plant became a \$4-billion-plus principal supplier to McDonald's Corp. and consequently opened 58 processing and distribution centers across the United States, Australia, China, France, Israel and Malaysia, amongst other countries. Keystone also utilized quality-control and food-safety initiatives to improve its 1.7 billion pounds of poultry and meat product every year.

In 2010, Lotman sold Keystone to Brazil's Marfrig Alimentos for a reported \$1.26 billion.

Lotman's creativity in business has also been matched by his generosity. He is a co-founder of the McDonald's LPGA Championship, which benefits Ronald McDonald House Charities. He serves on the Ronald McDonald House Charities International Board, amongst many other philanthropic organizations or science-based companies such as Children's Cancer Research Foundation, Strategic Diagnostics Inc. and the Philadelphia College of Osteopathic Medicine.

Closer to home, he and his wife Karen founded the Macula Vision Research Foundation in 1997 to improve treatments and cures for all retinal diseases, after her mother's macula degeneration diagnosis. Some of the greatest vision breakthroughs of the last decade have been funded by their MVRF grants, which total \$17.2 million so far.

Lotman and his wife have a daughter and son.

Services/Awards:

- Co-founder of McDonald's LPGA Championship
- Co-founder and board member of the Macula Vision Research Foundation
- Board member of the Ronald McDonald House Charities International Board
- Board member of Strategic Diagnostic Inc.
- Board member of Children's Cancer Research Foundation
- Director of Getty Petroleum, Packaging Coordinators Inc. and First Union National Bank

Q&A

An innovator revolutionizes the fast-food industry

A Q&A with Herbert Lotman, founder of Keystone Foods

Q. You grew up in the meat business. Did you consider going into another field?

A. When I was growing up, my father would buy from slaughterhouses and distribute to butcher houses for our family beef-boning plant. On days and weekends, I'd ride in the truck with him, sitting on a milk crate because we only had one seat. He was my mentor and best friend, and I learned a lot from him. After high school, I was offered several college football scholarships, but I told my dad that I wanted to work with him instead. I fought in the Korean War for two years, and then I was able to work full-time.

In the 1960s, our sales were increasing but our profit was shrinking, so we needed to make a commodity. We talked about McDonald's consistent quality, and developed a cryogenic freezing system for pre-formed burger patties. I talked to McDonald's for about three years about using our Individual Quick Freezing process with their frozen hamburgers, and they eventually let me do a test. It succeeded and went international — launching Keystone Foods.

Q. So we have you to thank for McNuggets! How did the idea come about?

A. In 1981, the McDonald's President said he needed chicken on his menu and wanted something that customers could hold in their hands, with no bones and cut into pieces. We tried several attempts to fit his requirements. In the first test, the batter fell off when we froze the product. So then we tried tempura batter, and the President said on a scale of one to 10, the nuggets were a two. He told us to do what we needed to do to make it happen. Eventually, it took us about six months to create what looks like the nuggets we have today.

Q. What inspired your other innovations, such as total distribution centers?

A. A McDonald's used to have 25 trucks on its lot, unloading product every day. McDonald's headquarters told us they had a problem with that, so we said, "Here's how to build a total distribution system." Each store would have one truck show up with everything the McDonald's needed — Saran-wrapped tomatoes, cheese, frozen burgers, etc. — and employees would take the inventory off the truck.

Q. Charity work has been important to you. Why were you interested in supporting the Ronald McDonald House and Macula Vision Research Foundation?

A. Yes, in 29 years we raised \$49 million for the Ronald McDonald House through the LPGA. My wife's mother was legally blind, and there was hardly any research on macula degeneration at the time. My wife said let's start a foundation to help research this condition and reverse it. That was 15 years ago. Now, we give research grants to all retinal-related research. Recently one of our grants funded a clinical trial that reversed blindness [gene therapy treated Leber's Congenital Amaurosis (LCA), a form of childhood blindness].

Q. How has the industry changed over your career? What skills are more critical now?

A. The industry has definitely changed from the hamburger industry I used to know. Now 90 percent of restaurant companies use frozen burgers for consistency and quality. There is more attention given to fighting bacteria and keeping product safe; I think that's the biggest way the industry has changed. Consolidation is another change. There used to be lots of smaller plants, but they've consolidated into giants now.

If someone wants to build a company today, they still need to treat the customer as they want to be treated, and have credibility. Unfortunately, it's hard to do the American dream today with banking regulations making it hard for someone to borrow \$10,000 to get a new business started. It's a tough world but it all depends on how you treat your customer.

“There is more attention given to fighting bacteria and keeping product safe,”





2012



Marvin Walter

Marvin Walter (1940-2011)

Chairman and a founder of Dayton Road Development Corporation, W&G Marketing Company Inc., Stage Coach Stables L.C. and Walter & Associates L.L.C.

Raised on a 200-acre livestock farm near Watkins, Iowa, Marvin J. Walter never lost his interest in animals, and he used it to guide the many meat-related businesses he founded.

After graduating from high school in Blairstown, Walter attended Iowa State University and graduated with two degrees in Animal Science in 1962 and 1964.

His first job out of school was working for the American Meat Institute in public relations and then as an assistant to the President. Next, he purchased a membership and became a commodity broker on the floor of the Chicago Mercantile Exchange. In 1968, he moved back to Ames to start a meat-related business with two partners. They purchased land on the edge of the city and built Dayton Road Development Corp. and several affiliated businesses through the years, such as Carriage House Meat & Provision Company Inc., Ames Processed Foods Co. Inc. and Webster City Custom Meats Inc.

Walter also was involved with several state and national organizations related to the livestock and meat industry. In particular, he served as the director, President and Chairman of the board for the National Association of Meat Purveyors; director of the U.S. Meat Export Federation; director and Chairman of the Iowa Agricultural Products Advisory Board; and director of the Iowa Friends of Agriculture Board.

Walter was a very active member of the community, serving on boards and in organizations. He was for a number of years on the First National Bank board and Chairman of the Board of Ames National Corporation. In addition, he was a Rotary member and President, and served a number of years on the board of the Mary Greeley Medical Center.

He had a special interest in mentoring young people and supported 4-H programs, as well. Walter was a member of Alpha Gamma Rho agriculture fraternity and cherished the lifelong friendships he made as a fraternity member, as well as the help he could provide to active fraternity members. In 2008, he was inducted into the National Alpha Gamma Rho Hall of Fame.

Walter was involved in many Iowa State activities. He was on the Board of Governors and received the Order of the Knoll award for Distinguished Service. He also received the Floyd Andre award for Distinguished Service to Agriculture, and served as President of the ISU Alumni Association.

He is survived by his wife, Janice, two daughters, three grandsons and two step-grandchildren.

Services/Awards:

- 1989 National Association of Meat Purveyors' Hall of Fame Award
- 1990 Small Business Person of the Year — Ames Chamber of Commerce
- 1993 American Meat Institute's Edward D. Jones Award for Community and Industry Service
- 2003 National Cattlemen's Beef Association Vision Award
- 2004 Iowa Cattlemen's Association — Hall of Fame member

An entrepreneur educates and inspires

A Q&A with Janice Walter, widow of Marvin Walter, Chairman and a founder of many businesses

Q. *What led your husband to meat-related businesses?*

A. Marv grew up on a farm, and always was very interested in animals. As a young person, he led his own flock of sheep and showed them at the 4-H fair. He went to Iowa State and studied animal science.

Q. *How did growing up on a farm affect his views on the meat business and teaching animal science?*

A. He enjoyed working with animals, and felt he had good potential to create a business in the meat industry.

Q. *Why was it important for him to go back to Ames, Iowa, after working in Chicago for five years after graduating from Iowa State?*

A. We liked the smaller community of Ames, even though we still visited Chicago a lot. But when our daughter was 2-and-a-half years old and Marv had an interest to go into business, we thought Ames would be a good community for our family and business.

Q. *Your husband was always active in 4-H. Did he have any thoughts on how 4-H plays a role in educating and inspiring the next generation of agriculture leaders?*

A. I think he felt very strongly about 4-H — it was lots of fun and he learned a lot about animals. That information was helpful to him once he got to Iowa State, even until the end of his career.

Q. *How did the industry change over his career?*

A. Marv was an entrepreneur who started several businesses. He started with providing food to restaurant and institutional kitchens. Then, he specialized in an area that was overlooked at the time and not too exciting: sliced and packed beef livers, which was a niche market. Later, he entered the ultrasound business, in which ultrasounds tested the fat content of beef while the animal was alive.

Through it all, he followed industry innovations as it grew and became more technical. He embraced change and was conscious of helping young people get started in the meat industry. Sometimes, he would even help start a business but not manage it. He would let a younger person run it instead, to get experience.

As a member of Alpha Gamma Rho agriculture fraternity, Marv also worked with young people for years on the alumni board.

“He embraced change and was conscious of helping young people get started in the meat industry.”





2012

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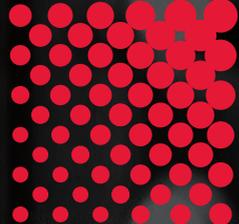
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