

Curriculum Vitae

Allan Wayne Gray

Land O'Lakes Chair of Food and Agribusiness

Professor and Director – Center for Food and Agricultural Business, Department of Agricultural Economics, Purdue University

Education

B.S. (Ag. Economics) Tarleton State University, 1992

M.S. (Ag. Economics) Texas A&M University, 1993

Ph.D. (Ag. Economics) Texas A&M University, 1998

Employment

Assistant Professor, Dept. of Ag. Economics, Purdue University, 1998-2003

Associate Professor, Dept. of Ag. Economics, Purdue University, 2003-2008

Associate Director, Center for Food and Agricultural Business, 2003-2008

Professor, Dept. of Ag. Economics, Purdue University, 2008-Present

Director, Center for Food and Agricultural Business, 2008-Present

Director, MS/MBA in Food and Agricultural Business, 2008-Present

Land O'Lakes Chair in Food and Agricultural Business, 2013-Present

Selected Awards and Honors

AAEA Distinguished Policy Contribution Award – Group Award, 1997.

AAEA Annual Meetings' Poster Competition 3rd place (out of 49 posters), 1998.

Edwin G. Nourse Award (outstanding Ph.D. dissertation), National Council of Farmer Cooperatives, 1999.

United States Distance Learning Association's "Excellence in Distance Teaching: Higher Education," 2002.

Class of 1922 Helping Students Learn Award, Purdue University, 2002.

Purdue University Provost's "Seeds of Success Award", 2005, for receiving more than \$1 million in grant funding during the year.

Outstanding Agricultural Economics Extension Website from the Extension section of the American Agricultural Economics Association, 2006.

Purdue University Cooperative Extension Specialists Association Team Award, 2006.

Purdue University Dean's Team Award, 2007.

AAEA Distinguished Extension/Outreach Program – Individual Less than Ten Year's Experience, 2007.

AAEA Extension Group Award – Agricultural Innovation and Commercialization Center. 2009.

Best Paper Award, International Food and Agribusiness Management Review, 2011. Rankin, A., A.W. Gray, M.D. Boehlje, and C. Alexander. "Sustainability Strategies in U.S. Agribusiness: Understanding Key Drivers, Objectives, and Actions." *International Food and Agribusiness Management Review*. (14)(4)(2011).

NAAEA Early Career Leadership Award. (2012).

Purdue University Faculty Engagement Fellow Award. (2014).

International Food and Agribusiness Management Association Fellows award. (2016).

ADMINISTRATIVE APPOINTMENTS

Center for Food and Agricultural business Director (2008-Present)

Major Accomplishments

Lead the development of a three year strategic plan to double the center's engagement activities and associated revenue.

Grew the center's annual budget from \$1.4 Million to \$3.5 million from 2010 to 2016.

Restructured the center organizational structure to create a management team and advancement opportunities for staff.

Oversaw the development of 5 new open enrollment programs and 15 new custom programs that formed the foundation for the accelerated growth of the center.

Lead the development of a new five-year strategic plan to diversify the center's activities and associated revenues.

Made substantial investments in strategic marketing assets including a customer relationship management system, a content focused web site redesign, and a doubling of marketing staff to enhance the center's brand recognition, communicate the center's subject matter expertise more effectively, and double the number of potential leads for center programs by focusing on animal and food industry prospects.

Increased the center's effectiveness in distance delivery of educational programming to non-degree clientele.

Supervised 15 full-time professional staff and 15 faculty in design, development, and delivery of 130 days of executive education program and more than 1500 hours of distance education

Director of MS/MBA in Food and Agricultural Business (2008-Present)

Major Accomplishments

Integrated the MS/MBA program into the Center for Food and Agricultural Business to create a seamless offering of research, non-degree, and degree programs for agribusiness

Improved the marketing and sales strategy to increase annual student enrollment from an average of 17 per cohort to an average 27 per cohort.

Successfully redesigned the funding model to incorporate all student charges into tuition.

Reorganized staff roles to separate program sales from course design and event management.

Increased revenue from the MS/MBA program from \$480K annually to \$730K annually.

Center for Food and Agricultural Business Associate Director for Research (2003-2008)

Major Accomplishments

Lead the development of an industry consortium funding model to fund research on large commercial producer buying behaviors. \$550K in funding across two projects.

Guided the restructuring of the center's operating funding model to fund graduate research associates to develop research outputs for the center.

Enhanced the center's presence at national and international academic associations through funding of graduate student research presentations, creating competition teams of graduate students at national and international competitions, encourage faculty to take leadership roles in program development for associations, and taking leadership positions within the AAFA and IFAMA organizations.

EXTENSION PROGRAM

Dr. Gray has designed developed and delivered over 100 programs for wide array of audiences at the state, national, and international levels. The listing below is just sampling of those programs.

Selected Conferences, Schools, Workshops and Meetings

Program	Role	Dates	Audience	Rating	Comments
Strategic Management for Farmers and Small Business					
Strategic Business Planning for Commercial Producers	Design, Development, Delivery	2003-2007	125	4.5/5.0	Includes 4 core curriculum courses and 4 alumni programs held each year in February.
Business of Potatoes and Tomatoes	Design, Development, Delivery	2004 – 2007	130	4.75/5.0	5 courses to national audiences of potato and tomato producers
Agricultural Innovation and Commercialization Center	Curriculum Development / Instructor	2004	80	4.5/5.0	5 presentations to entrepreneurial and government audiences highlighting AICC/New Ventures.
Producer Management Academy	Instructor	2009-2012	120	4.5/5.0	3 presentations to producers across the state of Indiana via video conference
Agricultural Policy					
Agricultural Policy and Structural Change in U.S. Agriculture	Curriculum Development /Lecturer	2003-2008	1700	N/A	Over 70 presentations to local , state, and national policy makers, producer audiences, and numerous agribusinesses.
Biofuels Policy Outlook	Lecturer	2003-2007	300	N/A	15 Presentations to local, state, and national policy makers and industry leaders.
Growth of the Indiana Livestock Industry	Curriculum Development / Lecturer	2003-2005	81	N/A	3 presentations to local and state policymakers and educators
Strategic Management for Agribusiness					
Agricultural Leadership Plus for Syngenta	Design, Development, Delivery	2006 – 2013	220	4.5/5.0	A post-MBA style multisession program for high potential employees of Syngenta. Program has been run seven times.
Land O'Lakes	Design, Development,	2009-2016	128	4.7/5.0	A mini-MBA style multisession program for

Executive Agribusiness Program	Delivery				high potentials in the local cooperative portion of the Land O'Lakes system
ASTA Advanced Management Forum	Design, Development, Delivery	2005-2015	500	4.5/5.0	A 1-week management decision-making program for mid-level managers in the seed industry
ARA Management Academy	Design, Development, Delivery	2008-2015	350	4.7/5.0	A 1-week management decision-making program for middle and upper level managers in the retail agribusiness industry
Strategic Decision-Making in Turbulent Times	Design, Development, Delivery	2005-2016	164	4.7/5.0	Workshop style program focused on tools helpful for dealing with uncertainty in decision-making
Managing Talent to Win	Design, Development, Delivery	2016	29	4.8/5.0	Workshop style program focused on tools to help managers more effectively attract, retain, develop, and manage talent in their organizations.
Strategic Marketing Management					
National Conference for Agribusiness: Delivering to Commercial Producers	Design, Development, Delivery	2013	300	4.8/5.0	Integrally involved in the design, development, and delivery of CAB's national conference for agribusiness.
Understanding Buying Behaviors of Large Commercial Producers	Design, Development, Delivery	2003-2007	625	4.3/5.0	13 presentations made based on the results of the Large Commercial Producer Survey.
Linking Finance and Marketing in Agribusiness	Design, Development, Delivery	2005-2012	329	4.75/5.0	A program to help business-to-business relationship managers evaluate financial information for their customers.
Understanding Key Customer Accounts	Design, Development, Delivery	2004 – 2007	90	4.75/5.0	4 courses to Farm Credit Services Employees across the Eastern Corn Belt

Publications Related to Continuing Education Programs

Refereed Journal Articles

- Ehmke, C.* and A. Gray*. "The Executive Institute for Commercial Producers Program," *Journal of Extension*, (24)(5)(2004). ARP # 2007-18209. (2nd Tier)
- Gray, A.*, M. Boehlje*, V. Amanor-Boadu*, and J. Fulton*. "Agricultural Innovation and New Ventures: Assessing the Commercial Potential," *American Journal of Agricultural Economics*, (86)(5)(2004):1322-1329. ARP# 2007-18208. (1st Tier)
- Melvin, J.*, M. Boehlje*, C. Dobbins*, and A. Gray*. "The DuPont Profitability Analysis Model: An Application and Evaluation of an E-Learning Tool," *Agricultural Finance Review*, (64)(1)(2004):75-89. ARP# 2007-18214 (2nd Tier)
- Ehmke, C.*, C. Dobbins*, A. Gray*, A. Miller, and M. Boehlje. "Which Way to Grow at MBC Farms?" *Review of Agricultural Economics*, 4(2004):1-14. ARP# 2007-18217. (1st Tier)
- Boehlje, M.*, and A. Gray*. "Restructuring of the Ag Lending Markets: The FCS Dilemma," *Choices, The Magazine of Food Farm and Resource Issues*, 1st Quarter, (20)(1)(2005). ARP# 2007-18215. (2nd Tier)
- Gray, A.* and M. Boehlje*. "Risk Sharing and Transactions Costs in Producer-Processor Supply Chains," *Choices, The Magazine of Food Farm and Resource Issues*, 4th Quarter, (20)(4)(2005). ARP# 2007-18222. (2nd Tier)
- Boehlje, M.*, A. Gray*, and J. Detre. "Strategy Development in a Turbulent Business Climate: Concepts and Methods," *International Food and Agribusiness Management Review*, (8)(2)(2005):21-40. ARP# 2007-18218. (2nd Tier)
- Detre, J.*, B. Briggeman*, A. Gray*, M. Boehlje*. "Scorecarding and Heat Mapping: Tools and Concepts for Assessing Strategic Uncertainty," *International Food and Agribusiness Management Review*, (9)(1)(2006):71-92. ARP# 2007-18216. (2nd Tier)
- Lynch, K.*, J. Akridge*, S. Schaffer and A. Gray. "A Framework for Evaluating Return on Investment in Management Development Programs," *International Food and Agribusiness Management Review*, (9)(2)(2006):54-74. ARP# 2007-18219. (2nd Tier)
- Gunderson, M.*, M. Roucan*, M. Boehlje, and A. Gray*. "Analyzing Risk and Uncertainty of New Product Marketing: the Case of eMerge Interactive and Verfieye®," *International Food and Agribusiness Management Review*, (9)(3)(2006):38-48. ARP# 2007-18221. (2nd Tier)
- E. Bechdol, A. W. Gray, B. Gloy. (2010) "Forces Affecting Change in Crop Production Agriculture." *CHOICES* issue 25 (4). <http://purl.umn.edu/100787>

Purdue Extension Publications

- Gray, A.*, and O. Doering. "Issues in Agricultural Policy." *Purdue Agricultural Economics Report*, February 2003. <http://www.agecon.purdue.edu/extension/pubs/paer/2003/paer0203.pdf>
- Boehlje, M.*, and A. Gray*. "Risk, Economic Value-Added, and Capital Structure." *Purdue Agricultural Economics Report*, May 2003. <http://www.agecon.purdue.edu/extension/pubs/paer/2003/paer0503.pdf>
- Detre, J.*, C. Wilson, and A. Gray. "Investment in Downstream Publicly Traded Firms as a Vertical Integration Strategy to Increase Returns and Reduce Annual Volatility for Pork Producers." *Purdue Agricultural Economics Report*, August 2003, 11-14. <http://www.agecon.purdue.edu/extension/pubs/paer/2003/paer0803.pdf>

- Gray, A. "Some Changes in 2004 Farm Programs!" *Purdue Agricultural Economics Report*, February, 2004. <http://www.agecon.purdue.edu/extension/pubs/paer/2004/paer0204.pdf>
- Dobbins, C.* A. Gray, A. Miller, M. Boehlje, and C. Ehmke. "Strategic Planning: Scanning the Horizon." *Purdue University Cooperative Extension Service*, EC-716. May 2004. <http://www.ces.purdue.edu/extmedia/EC/EC-716.pdf>
- Boehlje, M.* , C. Dobbins* and A. Gray*. "The Competitive Environment: New Realities." Farm Business Management for the 21st Century series. *Purdue University Cooperative Extension Service*, EC-717:8. May 2004. <http://www.ces.purdue.edu/extmedia/EC/EC-717.pdf>
- Ehmke, C.* , C. Dobbins* , A. Gray, M. Boehlje, and A. Miller. 2004. "Developing Vision and Mission Statements." Farm Business Management for the 21st Century series. *Purdue University Cooperative Extension Service*, EC-720:12. May 2004. <http://www.ces.purdue.edu/extmedia/EC/EC-720.pdf>
- Gray, A.* , M. Boehlje* , C. Ehmke* , C. Dobbins and A. Miller. "The Internal Analysis of Your Farm Business: What Is Your Farm's Competitive Advantage?" Farm Business Management for the 21st Century series. *Purdue University Cooperative Extension Service*, EC-721:12. May 2004. <http://www.ces.purdue.edu/extmedia/EC/EC-721.pdf>
- Gray, A.* and M. Boehlje*. "Risk Sharing and Transactions Costs in Producer Processor Supply Chains." *Purdue Agricultural Economics Report*, April 2006. <http://www.agecon.purdue.edu/extension/pubs/paer/2006/april/paer0406.pdf>
- Gray, A. "Is Biodiesel as Attractive an Alternative as Ethanol?" *Purdue University Cooperative Extension Service*, ID-341. December 2006. <http://www.ces.purdue.edu/extmedia/ID/ID-341.pdf>
- Gray, A.* and M. Boehlje*. "Overview of the 2007 USDA Farm Bill Proposals for Commodities." *Purdue University Cooperative Extension Service*, EC-745-W. April 2007. http://www.ces.purdue.edu/extmedia/EC/EC_745_W_Commodities.pdf
- Boehlje, M.* , J. Detre* , and A. Gray*. "Overview of Farm Savings Accounts (FSA) Alternatives." *Purdue University Cooperative Extension Service*, EC-746-W. May 2007. <http://www.ces.purdue.edu/extmedia/EC/EC-746-W.pdf>
- Boehlje, M.* , A. Gray* , C. Dobbins, A. Miller and C. Ehmke. "Implementing Strategy: The Key Strategic Decisions for the Farm Business." *Purdue University Cooperative Extension Service*, EC-753, June 2007. <http://www.ces.purdue.edu/extmedia/EC/EC-753.pdf>

Staff Papers

- Boehlje, M.* , A. Gray* , and C. Dobbins*. "Strategy Development for the Farm Business: Options and Analysis Tools." *Purdue University Staff Paper* 04-12. September 2004. http://agecon.lib.umn.edu/cgi-bin/pdf_view.pl?paperid=16838&ftype=.pdf
- Gray, A.* , M. Boehlje* , and J. Akridge*. "Strategic Positioning in Agribusiness: Analysis and Options." *Purdue University Staff Paper* 04-13. September 2004. http://agecon.lib.umn.edu/cgi-bin/pdf_view.pl?paperid=16836&ftype=.pdf

Presented Papers

- Gray, A., M. Boehlje, C. Dobbins, C. Ehmke* , and A. Miller. "Strategic Business Planning for Commercial Producers." Presented Paper. Triennial Conference: Change in Rural America: Social & Management Changes. National Ag Risk Education Library, Lexington, KY, June,

2004.

http://www.agrisk.umn.edu/TriennialConference/TriennialPubs/16_8AM/B_GRAY.pdf

Trade and Other Non-Refereed Publications

Boehlje, M.* and A. Gray*. "U.S. Agriculture in the 21st Century." *Feed & Grain*. April/May 2003.

Akridge, J. *, and A. Gray*. "Commercial Producer Attitudes Important for Sales Strategy." *Feedstuffs*. April 12, 2004.

Boehlje, M.*, A.Gray*, B. Briggeman*, and J. Detre*. "Risk and Uncertainty in Agriculture: What Are the Sources?" *Seed World*. May 2004.

Boehlje, M.*, A. Gray*, and B. Briggeman*. "Uncertainty in Agriculture: What are the Sources?" *Seed World*. Volume 15, Number 5, May 2004.

Akridge, J. *, and A. Gray*. "Product Brand May Matter to Commercial Producers." *Feedstuffs*. June 14, 2004.

Gray, A. *, and J. Akridge*. "Are Producers Always in Search of the Cheapest Price?" *Feedstuffs*. July 12, 2004.

Briggeman, B. *, J.Detre, M. Boehlje, and A.Gray. "Strategic Risk Assessment Through Scorecarding." *Seed World*. Volume 15, Number 7, July 2004.

Akridge, J. *, and A. Gray*. "Bundle or Menu: What Type of Pricing Strategy Works Best?" *Feedstuffs*. August 9, 2004.

Boehlje, M. *, and A. Gray. "Change and Risk Management: Managing Time and Options." *Agri-Marketing*. September 2004.

Briggeman, B. *, M. Boehlje*, and A. Gray*. "Bringing Value to Scorecarding." *Seed World*. Volume 15, Number 9, November 2004.

Briggeman, B. *, M. Boehlje*, A. Gray*. "Putting the Risk Scorecard to Work for Your Seed Company." *Seed World*. Volume 16, Number 1, January 2005.

Akridge, J.*, M. Boehlje*, and A. Gray. "Strategic Positioning for Retailers/Dealers." *Agri-Marketing*. October 2006.

Alexander, C., M. Roucan-Kane, A. W. Gray, & M. Boehlje. "Survey Indicates Producers Feed Buying Behavior." *Feedstuffs*. October 2008.

Boehlje, M., M. Roucan-Kane, & A. W. Gray. "Lenders to Benefit from Commercial Producer Survey." *Ag Lender*. October 2008.

https://www.agecon.purdue.edu/cab/research_articles/articles/08NC%20aglenderarticle.pdf

Gray, A. W., M. Boehlje, & M. Roucan-Kane. "What Big Growers Want." *CropLife*. October 2008.

https://www.agecon.purdue.edu/cab/research_articles/articles/croplife%20oct%202008.pdf

Gray, A. W. "Ag Outlook: Good News, Bad News." *CropLife Magazine*. November 2008.

https://www.agecon.purdue.edu/cab/research_articles/articles/CropLife%20%20CropLife%20IRON%20-%20Ag%20Outlook%20Good%20News%20Bad%20News.pdf

Roucan-Kane, M., M. Boehlje, & A. W. Gray. "A Sketch of Today's Seed Buyers." *Seed World*. December 2008.

https://www.agecon.purdue.edu/cab/research_articles/articles/Seed%20World%20December%202008.pdf

- Suttles, J., & A. W. Gray. "Balance Needs, Values and Innovation to Make Sales." *AgriMarketing*. January/February 2009. https://www.agecon.purdue.edu/cab/research_articles/articles/46%20Purdue%20Advertorial.pdf
- Gray, A. "Strategic vs. Tactical Management,". *Center for Food and Agricultural Business*. 2014. <http://agribusiness.purdue.edu/blog/strategic-vs-tactical-management>
- Gray, A. "Why Disciplined Decision Making is Crucial." *Center for Food and Agricultural Business*. 2014. <http://agribusiness.purdue.edu/blog/disciplined-decision-making>
- Gray, A. "When Markets Adjust, We Must, Too." *Center for Food and Agricultural Business*. 2014. <http://agribusiness.purdue.edu/blog/when-markets-adjust-we-must-too>
- Gray, A. "Building Trust on Your Team." *Center for Food and Agricultural Business*. 2014. <http://agribusiness.purdue.edu/blog/building-trust-on-your-team>
- Gray, A. "Business Success Demands Strategy." *Center for Food and Agricultural Business*. 2015. <http://www.agribusiness.purdue.edu/blog/business-success-demands-strategy>
- Gray, A. "Firm Boundary Conditions in Solution Businesses." *Purdue Food and Agribusiness Quarterly Review*. <http://www.agribusiness.purdue.edu/quarterly-review/firm-boundary-decisions-in-solution-business>
- Gray, A. "Impact of Switching Costs." *Purdue Food and Agribusiness Quarterly Review*. <http://www.agribusiness.purdue.edu/quarterly-review/impacts-of-switching-costs>
- Gray, A. "Factors of Employee Job Satisfaction." *Purdue Food and Agribusiness Quarterly Review*. <http://www.agribusiness.purdue.edu/quarterly-review/factors-of-employee-job-satisfaction>

Case Studies Developed for Continuing Education

- Ehmke, C.*, A. Gray*, and M. Boehlje. "Boone Brother's Farms, LLC." *Center for Food and Agricultural Business, Department of Agricultural Economics, Purdue University*, November, 2003.
- Roucan, M.*, A. Gray*, and M. Boehlje. "Hageman Tomato Farm." *Center for Food and Agricultural Business, Department of Agricultural Economics, Purdue University*, CAB CS 05.1, October 2005.
- Akridge, J.*, M. Roucan-Kane*, A. Gray*, M. Boehlje and C. Bitsanis. "Excel Cooperative: Strategic Response to the Boom in Ethanol." *Center for Food and Agricultural Business, Department of Agricultural Economics, Purdue University*, CAB CS 07.2, March 2007.
- Gray, A. "Land O'Lakes, Inc.: Branding the Agronomy Distribution Business." *Center for Food and Agricultural Business, Department of Agricultural Economics, Purdue University*, CAB CS 10.4, October 2010.
- Gray, A. and M. Boehlje. "Land O'Lakes: Balancing a Portfolio of Opportunities in a Global Agricultural Marketplace." *Center for Food and Agricultural Business, Department of Agricultural Economics, Purdue University*, CAB CS 13.4, October 2013.
- Fava-Neves, M. and A. Gray. "Copersucar: A World Leader in Sugar and Ethanol." *Center for Food and Agricultural Business, Department of Agricultural Economics, Purdue University*, CAB CS 13.5, October 2013.

Bourquard, B. and A. Gray. "King's Hawaiian: Managing the Supply of Aloha Spirit for Every Household Every Day." Center for Food and Agricultural Business, Department of Agricultural Economics, Purdue University, CAB CS 15.6, October 2015.

Continuing Education Funding

Current

1. Agency/Title: Land O'Lakes, Inc, *Land O'Lakes Executive Agribusiness Program*
2. Duration of Funding: January, 2009-June 30, 2017
3. Amount of Award: \$2,550,000
4. Role: Co-PI with M. Boehlje and Scott Downey
5. Responsibility: \$525,000

1. Agency/Title: Growmark, Inc., *Leadership Development Program*
 2. Duration of Funding: January, 2016-November 30, 2017
 3. Amount of Award: \$455,000
 4. Role: Co-PI with Mike Gunderson, Mike Boehlje, and Scott Downey
 5. Responsibility: \$105,000
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Past

6. Agency/Title: CGB, Inc., *Strategic Talent Development*
 7. Duration of Funding: April, 2014-August 30, 2015
 8. Amount of Award: \$120,000
 9. Role: Co-PI with Karen Grabow
 10. Responsibility: \$60,000
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1. Agency/Title: Syngenta Corporation, *Agribusiness Leadership Program for Syngenta*
 2. Duration of Funding: January, 2005-June 30, 2012
 3. Amount of Award: \$3,000,000
 4. Role: PI
 5. Responsibility: \$3,000,000
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1. Agency/Title: John Deere & Company, *Financial Decision Making*
 2. Duration of Funding: January, 2005-June 30, 2015
 3. Amount of Award: \$376,550
 4. Role: Co-PI with M. Boehlje and M. Gunderson, B. Gloy
 5. Responsibility: \$178,275
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1. Agency/Title: Farm Credit Services of Mid America, *Executive Institute for Commercial Producers Alumni Workshop*
 2. Duration of Funding: February, 2005 – February, 2008
 3. Amount of Award: \$49,000
 4. Role: PI
 5. Responsibility: \$49,000
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1. Agency/Title: Farm Credit Services of Mid America, *Managing Key Customer Accounts*

2. Duration of Funding: July, 2003 – June, 2008
 3. Amount of Award: \$166,400
 4. Role: Co-PI with M. Boehlje
 5. Responsibility: \$83,200
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1. Agency/Title: CAB Open Enrollment Program, *Strategic Decision Making Under Uncertainty*
 2. Duration of Funding: August, 2005 - June, 2015
 3. Amount of Award: \$356,772
 4. Role: Co-PI with M. Boehlje and N. Olynk
 5. Responsibility: \$128,386
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1. Agency/Title: Syngenta Corporation, *Business of Potatoes*
 2. Duration of Funding: November, 2003 - November, 2006
 3. Amount of Award: \$226,258
 4. Role: Co-PI with M. Boehlje
 5. Responsibility: \$113,129
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1. Agency/Title: Syngenta Corporation, *Business of Tomatoes*
 2. Duration of Funding: January 26, 2006-January 29, 2006
 3. Amount of Award: \$47,136
 4. Role: Co-PI with M. Boehlje
 5. Responsibility: \$23,568
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1. Agency/Title: USDA, *Agricultural Innovation and Commercialization Center*
 2. Duration of Funding: December 3, 2003 – December 3, 2004
 3. Amount of Award: \$1,000,000
 4. Role: Co-PI with M. Boehlje, K. Foster, J. Fulton, C. Lusk, M. Marshall, J. Lusk, J. Akridge, C. Ehmke, B. Jones, B. Tao, K. Hayes, S. Cordes, B. Richert, and E. Pajor
 5. Responsibility: \$200,000
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1. Agency/Title: Farm Credit Services of Mid America, *Executive Institute for Commercial Producers*
 2. Duration of Funding: July 1, 2001 – December 31, 2003
 3. Amount of Award: \$630,000
 4. Role: Co-PI with M. Boehlje and C. Dobbins
 4. Responsibility: \$210,000
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1. Agency/Title: Illinois Livestock Development Group, *Strategic Visioning Workshop*
 2. Duration of Funding: August 29, 2003
 3. Amount of Award: \$6,500
 4. Role: Co-PI with M. Boehlje
 5. Responsibility: \$3,250
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1. Agency/Title: American Seed Trade Assoc., *Management Institute for the Seed Sector of Russia*
 2. Duration of Funding: June 1, 2002 – July 31, 2003
 3. Amount of Award: \$69,000
 4. Role: PI
 5. Responsibility: \$69,000
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Non-Purdue Academic Leadership Positions

Chair, International Food and Agribusiness Management Association Annual Conference 2017
Board of Directors, International Food and Agribusiness Management Association, 2009 to present
AAEA-AEM Section President Elect, 2009
AAEA-AEM President, 2010
AAEA-AEM Past-President, 2011

College and University Level Committees

Agenda and Policy Committee, 2004-2007.
Helping Students Learn Award, 2004-2005.
Grievance Committee, 2007-Present.
University Decadal Funding Committee, Distance Education, 2011.
Purdue Extended Campus Dean Search Committee, 2011.
Purdue Conferences Director Search Committee, 2015.
Purdue Action Plan for Digital Education Committee, 2015.

Departmental Committees

Year

Dr. Gray served on 7 departmental committees prior to 2002.

Seminar Committee	2002-03	Member
Faculty "Super" Search Committee	2003-04	Member
Graduate Student Poster Competition	2004-05	Judge
M.S. Curriculum Review Committee	2004-2005	Member
Department Head Review Committee	2007	Member
Agribusiness Faculty Search Committee	2010	Member
IAMA Case Study Competition Team	2011	Coach
Agribusiness Area NIFA Review Committee	2011	Member

Evidence of National Recognition

Invited Presentations to Peers and National Audiences

Gray, A. "U.S. Agricultural Commodity Policy: Income Transfers or Income Stability." Presentation, *National Center for Food and Agricultural Policy Workshop*, May 2003.

Gray, A. "Economic Analysis of Alternative Indiana State Legislation on Biodiesel." *Soybean Board Eastern Corn Belt Leadership Meeting*, Indianapolis, IN, August, 2003.

Gray, A. "Historical View of Agricultural Policy." *USDA/ERS Purdue Joint Conference on Agricultural Policy*, Indianapolis, IN, October 2003.

Gray, A. "Understanding Buying Behaviors of Large Commercial Producers." *National Agricultural Marketing Association*, Kansas City, MO, April 2004.

Gray, A. "Analysis of alternative Indiana Biodiesel Policies." *Indiana Senate Subcommittee on Rural and Agricultural Business*, August 2004.

Gray, A. "AICC – The Agricultural Innovation and Commercialization Center." *Indiana Senate Subcommittee on Rural and Agricultural Business*, August, 2004.

Gray, A. "Agricultural Innovation and New Ventures: Assessing the Commercial Potential." Presentation of Principal Paper, *American Agricultural Economics Association Meetings*, Denver CO, August 2004.

- Gray, A. "Agricultural Policy Outlook." *Midwest Outlook Forum*, August, 2005.
- Gray, A. "Corn Vs. Crude: The Future of Ethanol Production." *American Seed Trade Association's National Corn & Sorghum Meetings*, December 2005.
- Gray, A. "Agricultural Policy Outlook." *Midwest Outlook Forum*, August, 2006.
- Gray, A. "Outlook for the 2007 Farm Bill." *American Seed Trade Association's National Corn & Sorghum Meetings*, December 2006.
- Gray, A. "Biofuels Industry Outlook." *Colorado Cooperative Council Meetings*, Colorado Springs, CO, February 2007.
- Gray, A. "Agricultural Policy Outlook." *Colorado Cooperative Council Meetings*, Colorado Springs, CO, February 2007.
- Gray, A. and M. Boehlje "Drivers of Change in Farm Business Structure: Implications for Future Policy." Presentation of Principal Paper, *Canadian Agricultural Economics Society*, Portland, OR, July 2007.

RESEARCH PROGRAM

Published Work

Articles Published in Refereed Journals

- Gray, A.*, J. Richardson*, and J. McClaskey. "Farm Level Impacts of Revenue Assurance." *Review of Agricultural Economics*, 17(1995):171-183.
- Gray, A.*, W. Harmon*, J. Richardson*, A. Wiese, G. Regier, P. Zimmel, and V. Lansford. "Economic and Financial Impacts of Residue Management: An Application in the Texas High Plains." *Journal of Production Agriculture*, 10(1997):175-183.
- Sprott, L. R.*, M. D. Harris, J. W. Richardson*, A. W. Gray*, and D. W. Forrest. "Pregnancy to Artificial Insemination in Beef Cows as Affected by Body Condition and Number of Services." *Professional Animal Scientist*, 14(1998):231-235.
- Krueger, A.*, V. Salin*, L. Eden, G. Williams and A. W. Gray*. "Profitability of Geographic Diversification." *Journal of Food Distribution*, 30(1999):112-123.
- Richardson, J.W*. S.L. Klose*, and A.W. Gray*. "Procedure for Estimating MVE Probability Distributions." *Journal of Agricultural and Applied Economics*, 32(2000):299-315.
- Krueger, A.*, V. Salin*, and A. W. Gray* "Market Integration and Profitability of Geographic Diversification Under Uncertainty." *Agribusiness: An International Journal*, 18(2002):81-99. Purdue Journal Paper #16938.
- Poray, M.*, A. Gray*, M. Boehlje*, P. Preckel. "Evaluating Alternative Coordination Systems in the Pork Industry." *International Food and Agribusiness Management Review*, (6)(2)(2003):65-85. ARP# 2007-18220.
- Gray, A.W.*, B. Gloy*, M. Boehlje*, and S. Slinsky. "Impacts of Alternative Government Payment Mechanisms on the Probability Distribution of Returns to Land and the Value of Crop Revenue Insurance." *Review of Agricultural Economics*, 2(2004):238-253. Purdue Journal Paper # 16894.
- Preckel, P.V*., A. Gray*, M. Boehlje*, and S. Kim*. "Risk and Value Chains: Participant Sharing of Risk and Rewards." *Journal on Chain and Network Science* (4)(1)(2004):25-32. ARP# 2007-18224.

- Florence, J.*, W.E. Tyner*, and A. Gray*. "La stabilisation du revenu des agriculteurs: un objectif central dans les politiques agricoles des Etats – Unis et de L'Union Européene." *Economie Rurale*, 281(2004):5-22. ARP# 2007-18228.
- A. Gray*, M. Boehlje*, and P. Preckel*. "Value Chain Risk and Reward Sharing and Governance Structures: Implications for Industry Strategy and Structure." *Journal on Chain and Network Science*, (6)(1)(2006):45-54. ARP# 2007-18225.
- Detre, J.*, C. Wilson*, and A. Gray*. "Buying Stock in Value-Added Companies: Can it Help Manage Annual Volatility in Pork Production Returns" *Agricultural Finance Review*, 67 (2007):175-196. ARP# 2005-17718.
- Torres, T.*, J. Akridge*, A. Gray, M. Boehlje and R. Widdows. "An Evaluation of Customer Relationship Management (CRM) Practices Among Agribusiness Firms." *International Food and Agribusiness Review*, (10)(1)(2007):36-60. ARP# 2007-18229.
- Briggeman, B.*, A. Gray*, M. Morehart, T. Baker and C. Wilson. "A New U.S. Farm Household Typology: Implications for Agricultural Policy." *Review of Agricultural Economics*, (29)(4) (2007): in press. ARP# 2007-18226.
- Gunderson, M., A. W. Gray, J. T. Akridge. "Service quality in agronomic inputs: does the hierarchical model apply?" *Agribusiness* 25(2009).
- Reimer, Aaron & Downey, W. Scott & Akridge, Jay T. "Market Segmentation Practices of Retail Crop Input Firms," *International Food and Agribusiness Management Review*, vol. (12)(1) (2009).
- Bewely, J., Schutz, M., Hogeveen, H., Kenyon, S., Eicher, S., Gray, A. W., & Boehlje, M. "Assessing the Potential Value for an Automated Body Condition Scoring System through Stochastic Simulation." *Agricultural Finance Review*, 70(1)(2010).
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- Gray, A. W., Alexander, C., Downey, W. S., Boehlje, M. D., & Roucan-Kane, M. "Agricultural Financial Market Segments." *Agricultural Finance Review*, (70)(2)(2010), 231-244.
<http://www.emeraldinsight.com/journals.htm?issn=00021466&volume=70&issue=2&articleid=1876535&show=abstract>
- Gray, A. W., Mark, T. B., Detre, J., & Boehlje, M. D. "Is Growing Livestock Inventories a Sustainable Initiative Given Phosphorus Crop Removal Regulations?" *Journal of the Association of Farm Managers and Rural Appraisers*, (2010), 99-113.
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- Detre, J.D., A.J. Johnson, & A.W. Gray. "Innovativeness and Innovation: Implications for the Renewable Materials Supply Chain." *International Food and Agribusiness Management Review*. 14(2)(2011).
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- Rankin, A., A.W. Gray, M.D. Boehlje, and C. Alexander. "Sustainability Strategies in U.S. Agribusiness: Understanding Key Drivers, Objectives, and Actions." *International Food and Agribusiness Management Review*. (14)(4)(2011).
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- Roucan-Kane, M., A. W. Gray, & M. D. Boehlje. (2011) "Approaches for Selecting Product Innovation Projects in U.S. Food and Agribusiness Companies." *International Food and*

Agribusiness Management Review. (14)(4)(2011).

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Roucan-kane, M., C. Alexander, M.D. Boehlje, W.S. Downey, & A.W. Gray. "Large Commercial Producer Market Segments for Agricultural Capital Equipment." *International Food and Agribusiness Management Review*. (14)(4)(2011).

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Borchers, B., M. Roucan-Kane, C. Alexander, M. Boehlje, W. S. Downey, and A. W. Gray. "How Large Commercial Producers Choose Input Suppliers: Expendable Products from Seed to Animal Health." *International Food and Agribusiness Management Review* 15(2)(2012).

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Roucan-kane, M., B. Gramig, N. Olynk Widmar, D. Ortega, and A. W. Gray. "U.S. Agribusiness Companies and Product Innovation: Insights from a Choice Experiment Conduct with Agribusiness Executives." *International Food and Agribusiness Management Review*.

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Widmar, D. A. W. Gray, and M. Gunderson. "Hoover Seeds, Inc.: A Period of Transition." *American Journal of Agricultural Economics*. AAU10, 2014.

<http://ajae.oxfordjournals.org/content/early/2014/12/17/ajae.aau110.full.pdf+html>

Trejo-Pech, C., M. A. Gunderson, T. G. Baker, A. W. Gray, and M. D. Boehlje. "Assessing Cash Holdings in Agribusiness." *International Food and Agribusiness Management Review*.

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Research Abstracts

Gray, A. *, J. Richardson*, and J. McClaskey. "Farm Level Impacts of Revenue Assurance." *Journal of Agricultural & Applied Economics*, 27(1995):315.

Gray, A. * and A. Saha. "Impacts of Farm and Non-Farm Income on Land Values." *Journal of Agricultural & Applied Economics*, 28(1996):221.

Gray, A. *, and D. Anderson. "A Simulation Approach to Agribusiness Behavior Modeling." *American Journal of Agricultural Economics*, 80(1998):1208.

Bewley, J. *, M. Boehlje, A. Gray, S. Kenyon, S. Eicher, M. Schutz. "Development of a Stochastic Simulation Model to Assess the Potential Economic Benefits Associated with Investment in Precision Dairy Farming Technologies." *Journal of Dairy Science*, 84(2006):1.

Proceedings Papers

Craig, D. M. * and A. W. Gray*. "Strategic Choices in the Enhanced Seed Market for a Farm Supply Cooperative." Proceedings of the Annual Conference for the International Food and Agribusiness Management Association, Florence Italy, 14-15 June 1999.

http://agecon.tamu.edu/iama/1999%20Congress/Forum%20Papers_PROCEEDINGS/Gray_Allan.PDF

Lynch, A., M. Holt, and A. W. Gray "Modeling Technical Change in Midwest Corn Yields, 1895-2005: A Time Varying-Regression Approach" Proceedings of the Annual Conference of the Agricultural and Applied Economics Association, Portland, Oregon, July 2007.

Staff Reports

Gray, A.W*. and P.V. Preckel*. "Voluntary Set-Aside with a Price Risk Management Incentive." West Lafayette: Purdue University Department of Agricultural Economics. *Staff Paper Series, No.00-5*, June 2000.

Diaz-Hermelo, F. *, A.W. Gray*, E. G. Smith*, J. W. Richardson, P. Feldman and C. White. "Strategic Cooperative Financing to Meet the Challenges of a Changing Structure of Agriculture." West Lafayette: Purdue University Department of Agricultural Economics. *Staff Paper Series, No.01-5*, August 2001.

Poray, M.*, A. Gray*, and M. Boehlje*. "Evaluation of Alternative Coordination Systems between Producers and Packers in the Pork Value Chain." West Lafayette: Purdue University Department of Agricultural Economics. *Staff Paper Series, No.02-05*, August 2002.

Althoff, K., C. Ehmke, and A. Gray. "Economic Analysis of Alternative Indiana State Legislation on Biodiesel." Department of Agricultural Economics and The Center for Food and Agricultural Business, Purdue University *ARP #17107*, Revised July 2003.

Akridge, J., C. Alexander, M. Boehlje, D. Downey, A. Falwell, D. Foley, A. Gray, L. Whipker, and C. Wilson. "Serving Commercial Producers: Meeting Needs, Adding Value." Purdue University Department of Agricultural Economics and the Center for Food and Agricultural Business. *Staff Paper Series, No.04-04*, March 2004.

Althoff, K. and A. Gray. "Analysis of the Impacts Resulting from the 2002 Farm Bill on Indiana Fruit and Vegetable Growers." West Lafayette: Purdue University Department of Agricultural Economics. *Staff Paper Series, No.04-05*. June, 2004.

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Gray, A., J. Detre, and B. Briggeman. "Valuing Limited Information in Decision Making Under Uncertainty." West Lafayette: Purdue University Department of Agricultural Economics. *Staff Paper Series, No.05-02*. May, 2005.

http://agecon.lib.umn.edu/cqibin/pdf_view.pl?paperid=16036&ftype=.pdf

Boehlje, M. A. Gray, and T. Mark. "The Growth Potential for the Indiana Livestock Industries." West Lafayette: Purdue University Department of Agricultural Economics. *Staff Paper Series No.06-06*. April 2006. http://agecon.lib.umn.edu/cgi-bin/pdf_view.pl?paperid=21951&ftype=.pdf

Roucan-Kane, M., and A. W. Gray. "The U.S. Seed Industry: An Exploration of Statistics Highlighting the Economic Activity of the U.S. Row Crop Seed Industry." West Lafayette: Purdue University Department of Agricultural Economics. *Staff Paper Series No. 09-08*. March 2009. <http://ageconsearch.umn.edu/bitstream/52549/2/09.08.pdf>

Alexander, C., M. Boehlje, S. Downey, A. Gray, M. Roucan-Kane, M. Gunderson. "Serving Producers In Volatile Times Report From The 2008 Large Commercial Producer Survey" West Lafayette: Purdue University Department of Agricultural Economics. *Staff Paper Series No. 09-09*. March 2009. <http://ageconsearch.umn.edu/handle/56116>

Boehlje, M. and A. Gray. "Biological Manufacturing And Industrialization Of Production Agriculture" West Lafayette: Purdue University Department of Agricultural Economics. *Staff*

Paper Series No. 09-12. June 2009. <http://ageconsearch.umn.edu/bitstream/54025/2/09-12.pdf>

Completed Graduate Student M.S. Theses Supervised

- Craig, D.M. "Strategic Choices in the Enhanced Seed Market for an Input Supply Cooperative." *M.S. thesis*, Purdue University, June 1999. (1 Presented Paper)
- Collantes-Gentes, C. "Impacts of Alternative B2B Arrangements in the Agrochemical Industry for Retailers." *M.S. thesis*, Purdue University, October 2001.
- Detre, J.D. "Investment in Downstream Publicly Traded Firms as a Vertical Integration Strategy to Increase Returns and Reduce Annual Volatility." *M.S. thesis*, Purdue University, August 2002. (1 presented paper and 1 journal article) .
- Althoff, K. "Economic Analysis of Alternative Indiana State Legislation for Biodiesel." *M.S. thesis*, Purdue University, June 2004. (1 research report)
- Meagher, M. "Analysis of the Potential Returns of a Corn Masa Flour Production Facility Utilizing Stochastic Simulation." *M.S. thesis*, Purdue University, May 2005.
- Lynch, A. "Modeling Technical Change in U.S. Corn Yields." *M.S. thesis*, Purdue University, August 2007. (1 presented paper).
- Suttles, J. "Agribusiness Retailer Perceptions of Large Commercial Producer Buying Preferences." August 2009.
- Rankin, A. "Sustainability Strategies in U.S. Agribusiness: Understanding Key Drivers, Objectives, and Actions." May 2010. (1 presented paper, 1 refereed journal article, voted best paper by journal).

Completed Graduate Student Ph.D. Dissertations Supervised

- Diaz-Hermelo, F. "Modeling Member Responses to the Farmer Owned Cooperative's Alternative Capital Management Strategies." *Ph.D. dissertation*, Purdue University, September 2001. (2 presented papers, 1 research report). Dr. Diaz-Hermelo is currently a Professor at the AEI Business School, Argentina.
- Davis, T. "Risk and Returns in Developing a Market for Value-Added Grains: A Case Analysis Using High-Oil Corn." *Ph.D. dissertation*, Purdue University, October, 2001. (2 presented papers, 1 extension publication, and 2 journal submissions). Dr. Davis is currently an Economist with American Farm Bureau.
- Poray, M. "Measuring the Impacts of Alternative Coordination Mechanisms on the Pork Industry." *Ph.D. dissertation*, Purdue University, December 2002. (3 presented papers, and 1 journal article). Dr. Poray is currently an Asset Manager for Constellation Energy Group.
- Slinsky, S. "Optimal Production Planning with Uncertainties Inherent to Biological Production Processes: The Popcorn Company Case." *Ph.D. dissertation*, Purdue University, December 2004. Dr. Slinsky is currently a Staff Economist with the National Cotton Council.
- Torres, A. "Factors Influencing Customer Relationship Management (CRM) Performance in Agribusiness Firms." *Ph. D. dissertation*, Purdue University, December 2004. (1 journal article). Dr. Torres is currently a Marketing Analyst for Pioneer Hybrid International.
- Briggeman, B. "A New U.S. Farm Household Typology: Implications for Agricultural Subsidies." *Ph. D. dissertation*, Purdue University, May 2006. (3 presented papers, 1 research report,

and 1 journal article.) Dr. Briggeman is currently an Associate Professor at Kansas State University.

Gunderson, M. "The Economics of Delivering Service in Agribusiness." *Ph. D. dissertation*, Purdue University, September 2006. (2 presented papers, 1 published journal article). Dr. Gunderson is currently an Assistant Professor at the University of Florida.

Detre, J. "The Effects of Farm Savings Accounts on Farm Households' Portfolios." *Ph.D. dissertation*, Purdue University, August 2007. Dr. Detre is currently an Assistant Professor at Louisiana State University.

Roucan-Kane, M., A.W. Gray, and M.D. Boehlje. "Innovation Project Selection Methods for U.S. Agribusiness Firms." *Ph. D. dissertation*, Purdue University, August 2009. (2 presented papers, 1 published journal article). Dr. Roucan-Kane is currently an Assistant Professor at Sam Houston State University.

Research Grants and Awards Received:

External Funds

1. Agency/Title: ERS-USDA, *Understanding Farm Household Decision-Making Behavior*
2. Duration of Funding: July, 2007 – September, 2008
3. Amount of Award: \$20,000
4. Role: Co-PI with R. Keeney
5. Responsibility: \$10,000

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1. Agency/Title: ERS-USDA, *Understanding Farm Household Decision-Making Behavior*
 2. Duration of Funding: September 13, 2004 – September 30, 2006
 3. Amount of Award: \$125,000
 4. Role: Co-PI with C. Wilson, and M. Boehlje
 5. Responsibility: \$41,667

-
1. Agency/Title: Indiana Pork Producers, *The Growth Potential for Indiana Livestock Industries*
 2. Duration of Funding: September 1, 2004 – August 31, 2005
 3. Amount of Award: \$40,000
 4. Role: Co-PI with M. Boehlje
 5. Responsibility: \$20,000

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1. Agency/Title: Indiana Soybean Board, *Economic Analysis of Alternative Legislation on Biodiesel*
 2. Duration of Funding: January 2003 – September 2003
 3. Amount of Award: \$42,513
 4. Role: PI
 5. Responsibility: \$42,513

-
1. Agency/Title: American Farm Bureau, *Impacts of Alternative Coordination Mechanisms on the Hog Production/Packing Sub Sector*
 2. Duration of Funding: January 2001 – December 2001
 3. Amount of Award: \$50,000
 4. Role: Co-PI with M. Boehlje
 5. Responsibility: \$40,000

-
1. Agency/Title: Bayer Chemical, *The Impact of Alternative Business-to-Business Arrangements between Agricultural Chemical Manufacturers and Retailers*

2. Duration of Funding: December 2000 – September 2001
 3. Amount of Award: \$28,000
 4. Role: PI
 5. Responsibility: \$28,000
-
1. Agency/Title: USDA-CSREES, *Analysis of the Consequences of Alternative Structural Arrangements on the Agricultural Sector*
 2. Duration of Funding: August 2000 – September 2001
 3. Amount of Award: \$26,000
 4. Role: Co-PI with P. Preckel and M. Boehlje
 5. Responsibility: \$8,500
-
1. Agency/Title: USDA-RBS, *The Role of Cooperative Financing in the Changing Structure of Agriculture*
 2. Duration of Funding: October 1999 – September 2000
 3. Amount of Award: \$37,500
 4. Role: Co-PI with E. Smith (Sub-Contract) Texas A&M
 5. Responsibility: \$20,000
-
1. Agency/Title: USDA/NRI, *Systems Assessment of High-Oil Corn at the Farm, Elevator and End-User Levels*
 2. Duration of Funding: October 1999 – September 2001
 3. Amount of Award: \$156,000
 4. Role: Co-PI with F. Dooley, J. Fulton, D. Maier, and T. Vyn
 5. Responsibility: \$52,000
-
1. Agency/Title: Midland Coop , *Modeling Firm-Level Economic and Financial Behavior of a Retail Agronomic Supply Firm*
 2. Duration of Funding: October 1998 – June 1999
 3. Amount of Award: \$500
 4. Role: PI
 5. Responsibility: \$500
-
1. Agency/Title: USDA-CSREES, *Analysis of the Consequences of Alternative Structural Arrangements on the Agricultural Sector*
 2. Duration of Funding: October 1998 – March 2000
 3. Amount of Award: \$25,987
 4. Role: Co-PI with P. Preckel, O. Doering, M. Boehlje
 5. Responsibility: \$6,000
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Internal Funds

1. Agency/Title: ARP, *Systems Assessment of High-Oil Corn at the Farm, Elevator and End-User Levels*
 2. Duration of Funding: September 1999 – August 2001
 3. Amount of Award: \$28,000
 4. Role: Co-PI with F. Dooley, J. Fulton, D. Maier, T. Vyn
 5. Responsibility: \$5,600
-

Evidence of National/International Recognition

Refereed 1 article for the *American Journal of Agricultural Economics*

Refereed 1 article for the *Canadian Journal of Agricultural Economics*

Refereed 2 articles for the *Journal of Applied and Agricultural Economics*

Refereed 1 article for *Journal of Agribusiness*

Refereed 1 article for *Agribioforum*

Refereed 2 articles for *International Food and Agribusiness Management Review*

Refereed 3 articles for *Choices, The Magazine of Food Farm and Resource Issues*

Section Review Chair and Session Moderator for *Southern Agricultural Economics Association Meeting's* presented papers section. Fall 2000.

Policy Section Reviewer for the *American Agricultural Economics Association Meeting's* selected papers section. 2002.

Reviewer for the 17th Annual *World Food Symposium and Conference*, selected papers section, 2007.

Choices Editorial Board. 2005-Present.

Board of Directors for the International Food and Agribusiness Management Association, 2007-present.

TEACHING

Courses Taught: 2002-2016

AGEC596A, Quantitative Analysis for Business, 2003-2007, MS course. 3 credits. Average size: 15. Average course rating: 4.5. Average Instructor Rating: 4.6.

AGEC692, Quantitative Analysis I, 2002-2008, MS/MBA course. 3 credits. Average size: 18. Average course rating: 4.2. Average Instructor Rating: 4.3.

AGEC691E. Agribusiness Strategic Management. 2002-2007. Ph.D. course. 3 credits. Average size 9. Average course rating: 4.4, Average instructor rating: 4.4.

AGEC430. Agribusiness Strategic Management. 2008-2016. Undergraduate Capstone course. 3 credits. Average size: 70. Average course rating: 4.4. Average instructor rating: 4.6.

AGEC530. Strategic Management in the Agribusiness Industry. 2010-2016. MS course. 3 credits. Average size: 9. Average course rating: 4.6. Average Instructor Rating: 4.5.

AGEC686. Food and Agribusiness Strategy. 2008-2016. MS/MBA course. 3 credits. Average size: 20. Average course rating: 4.5. Average Instructor Rating: 4.5

AGEC688. Business Analysis Capstone Project Course. 2008-2016. MS/MBA course. 3 credits. Average size 20. No course ratings.

Contributions in Course and Curriculum Development

Dr. Gray has had success engaging distance-based students in his distance courses through flexibility and utilization of a systematic approach to keep the students involved with the materials, instructor, and other students. Dr. Gray personalizes his recorded lectures by calling on specific students within the lecture to address their comments or questions received the previous week. In addition, Dr. Gray provides students with feedback on their assignments through a personalized recording, allowing for timely feedback. Dr. Gray has also implemented a plan to make sure distance students have answers to their questions within 12 hours of sending in their questions allowing them to be more efficient in their study time. Finally, Dr. Gray uses group work for

several of the activities in his courses to help the distance students develop relationships with each other and to learn from each other. This integration of teaching methods has been recognized by both University level and national level teaching awards.

Teaching Related Publications and Presentations:

Referred Publications

Briggeman, B.*, A. Gray* and J. Detre*. "Using Limited Information to Support the Decision to Launch a New Product in the Fruit Juice Market: A Teaching Case Study." *Review of Agricultural Economics*. 30 (2008).

Fava-Neves, M., A. W. Gray, and B. Bourquard. "Copersucar: A World Leader in Sugar and Ethanol." *International Food and Agribusiness Management Review*. (19)(2)(2016).

<http://ifama.org/resources/Documents/v19i2/1020150044.pdf>

Unpublished Case Studies

Gray, A.W. "Countrymark Cooperative, LLC" CAB CS 08.2 (2008).

Gray, A. W. "Land O'Lakes, Inc.: Branding the Agronomy Distribution Business." CAB CS 10.4. (2010).

Other Publications and Presentations

Gray, A. "Teaching Quantitative Materials at a Distance." Presentation at the World Food and Agribusiness Forum. International Agribusiness Management Association, June 2000.

Gray, A. "Learning to Deliver a Quantitative Methods Course via Distance Education." Poster at the Teaching, Learning, and Technology Showcase, Purdue University, Feb/Mar 2000.

Torres, A.*, and A. Gray*. "Teaching Quantitative Methods Via Distance Technology." Poster presented at the WCC-72 Conference on Agribusiness, Las Vegas, NV. June 2001.

Richardson, J.* and A. Gray*. "Simulation for Risk Analysis." Workshop conducted at the American Agricultural Economics Association Meetings, Long Beach, CA. August 2002.

Gray, A. "Engagement in Distance Education." Presentation delivered to the Education Technology Brown Bag series at Purdue University, September 2002.

Activities that Have Contributed to Teaching Effectiveness

Dr. Gray's Extension and research program is complementary to his teaching efforts. He draws on these experiences to keep students abreast of state-of-the-art research in agribusiness management decision-making under uncertainty. His research also allows him to develop "real world" problem sets. Involvement in the Center for Food and Agricultural Business similarly enriches the experiences Dr. Gray can bring to his classes, providing a much more "real-world" orientation.

National Teaching Organizations

Virtual Education Consortium Advisory Council -- Dr. Gray was selected to the advisory council for this new consortium in 2002. The consortium's mission is to promote the use and enhancement of distance education technologies and pedagogy in all educational venues.