

**Dr. Dirk E. Maier**  
**Professor and Head**  
**Department of Grain Science & Industry Department**  
**Responsibilities, Accomplishments and Goals**  
**Five-Year Review, 2008-2013**

**Major Assigned Responsibilities – Brief Position Description**

As head of the Department of Grain Science & Industry and Director of the International Grains Program, I'm expected to provide effective leadership and administrative oversight, and assure excellence in fulfilling the teaching, research and outreach missions of a large and complex department, its associated faculty, staff, students, funding, facilities, and stakeholders. The position description includes the following specific expectations:

- Set a clear and concise vision for the Department and align resources to achieve strategic goals
- Recruit and retain excellent and productive faculty, staff, and students
- Promote professional development of faculty, staff, and students
- Enhance undergraduate and graduate student enrollment and retention
- Provide leadership in planning and supervising programs relevant to fundraising, developing new facilities, and financial support for all segments of the department
- Travel as needed to promote and support existing programs and to develop innovative and appropriate new programs
- Promote innovative international programs
- Communicate effectively with faculty, staff, students, university administrators, and all stakeholders; and keep them well informed
- Foster diversity, collegiality, and enhance teamwork
- Be visible and accessible to students, faculty and staff

**Significant Contributions and Accomplishments**

In preparation for my arrival at K-State in April 2008, my *Top Three Priorities* were developed with faculty, staff, administration and stakeholder input (i.e., *Increasing Student Enrollment, Increasing Outreach Effort, Increasing Research Enterprise*). I have worked to create excitement and momentum that help us, as a department, pursue these initial priorities in support of our vision to become recognized as *the* global leader in our field. I have focused on engaging and leading our faculty, staff, students and stakeholders in the development of a strategic plan that reflects our shared vision, aligns our resources, and positions us to successfully pursue our mission to *educate students and professionals, conduct innovative research, transfer new technologies and knowledge, offer high-quality outreach programs and services that impact the global grain & plant-based food, feed, fiber, bio-fuel and bio-products supply chains*. I have fostered a sense of community and empowerment among the faculty by creating a more effective and inclusive committee structure with expanded responsibilities and appropriate representation of staff and students. Through management initiatives, I have improved the effectiveness and efficiency of departmental operations, transparency in departmental policies and budget allocations, recruitment and retention of high quality faculty, staff and students, quality of departmental space and its utilization, financial stewardship (including retiring inherited debt), and fund raising efforts for new facilities and programs that benefit all segments in the department. The following list of contributions and accomplishments is a reflection of a departmental team effort which thanks to strong COA/KSRE administrative and external

stakeholder support has resulted in substantial growth and positive change in the Department of Grain Science and Industry during the past five years. For anything that has not been accomplished and remains unfinished, I take full responsibility.

The following has been accomplished in terms of my Top Three Priorities:

Priority 1 - Increasing Student Enrollment: Substantial effort and attention has been focused on strengthening our unique undergraduate and graduate programs by increasing undergraduate and graduate student numbers, improving curricula, and securing extramural funds to hire additional teaching faculty.

- Undergraduate student enrollment increased from 143 in 2007 to 200 in 2012 (+40%). The 5-year average in 2007 was 136 compared to 193 in 2012 (+42%). Graduating seniors increased from 26 in 2007 to 44 in 2012 (+69%). The 5-year average in 2007 was 26 compared to 34 in 2012 (+31%).
- Graduate student enrollment increased from 46 in 2007 to 54 in 2012 (+17%). The 5-year average in 2007 was 31 compared to 51 in 2012 (+65%). Graduates with M.S. and Ph.D. degrees were 9 in 2007 and 8 in 2012 (-11%). The 5-year average in 2007 was 7 compared to 10 in 2012 (+43%).
- For both groups, scholarships and extramural GRA/fellowship funding increased by 45% and 50%, respectively, exceeding \$2.5 million since 2008. Tuition support for graduate students on GRA appointments has reached 100%.
- In 2009, a substantial curriculum review and revision was initiated that resulted in the establishment of a core curriculum of four courses across all three B.S. degrees in the freshmen and sophomore years, elimination of offering certain courses two semesters in a row, more consistency in course numbering and prerequisites, reduction and alignment of degree options, involvement of all faculty in undergraduate student advising, and establishment of stand-alone minors including most recently two new minors (grain handling operations, petfood science).
- In order to sustain enrollment growth and maintain the comprehensive nature of our unique B.S. degree curricula (especially hands-on learning in laboratories and pilot facilities) budgeted teaching FTEs and appropriated teaching funds have doubled with 4 teaching faculty FTEs through the addition of non-tenure track faculty positions (Krishock 1.0, Churchill 1.0, Steinfort 1.0, Hus. Dogan 0.5, Moore 0.5 appointed as instructors) and funded through private sources (~\$300,000/year from BNEF, NAMA, Bühler), COA student credit fees, and fees from for-college credit distance course delivery.

Priority 2 - Increasing Outreach Effort: Outreach efforts by the department expanded through the addition of distance delivery of courses and growth of the International Grains Program (IGP).

- IGP course offerings increased from 17 in 2007 reaching 242 professionals from 28 countries to 33 (+94%) in 2012 reaching 541 (+123%) professionals from 34 (+21%) countries.
- Distance course offerings went from zero in 2007 to 14 in 2012 reaching 314 professionals from 15 countries.
- In order to achieve and sustain this growth three unclassified professional IGP positions were converted into 3 FTE non-tenure track faculty positions (Fowler 1.0, O'Neil 1.0, Campabadal 1.0 appointed as instructors) and a new unclassified position was created for a Distance Education Coordinator (B. Miller). All four of these positions are nearly 100% self-supported through extramural funds and program fees (~\$400,000/year).
- Additionally, for-college credit courses increased from one course available in 2008 to 3 in 2012 taken by 162 students during 12 offerings since Fall 2010.

Priority 3 - Increasing Research Enterprise: The department's research enterprise has grown the least during the past five years, largely because of a substantial change in faculty with research appointments. If the rebuilding effort proceeds as initiated, it is expected that the department's research enterprise will exceed its potential for growth and impact during the next five years.

- The FY10 budget cut eliminated three open faculty positions (vice-MacRitchie, vice-Tilley, vice-Okot-Kotber) with a total of 2.5 research FTEs. Since then three faculty (Haque, Behnke, Madl) retired (a total of 1.1 research FTEs) and three faculty with a total of 1.3 research FTEs left the university (Lamsal, Gwartz, McKinney). Two new research faculty (R. Miller, Aldrich) were appointed for a total of 0.75 research FTEs, two new tenure-track faculty were hired (Ambrose, Jones) with a total of 1.1 research FTEs, and four tenure-track positions remain open (vice-Madl, vice-Behnke, vice-McKinney, vice-Gwartz) for a total of 1.6 research FTEs. Once these positions are filled, this will still result in a net reduction of 1.45 in faculty research FTEs when comparing to 2008 with 0.75 FTE regained on soft funds and 0.3 FTE regained by rebudgeting support from unclassified research staff to the vice-Gwartz position.
- These faculty changes are reflected in the variability of extramural funding which was \$1,408,563 in FY08 and \$2,165,610 in FY12 (a difference of 54%). However, the change in the 5-year average is a truer reflection of the slow growth. It was \$1,826,982 in 2008 compared to \$1,985,765 in 2012 (+8.7%).
- On the other hand, other research metrics including the number of graduate students, post-doctoral researchers and research scientists have been increasing, and so have invention disclosures (on average four per year which is the highest among all KSU departments) and peer-journal publications (from 28 in 2007 to 43 in 2011, or + 54%). The 5-year total through 2011 was 197.

Of our overall Strategic Plan initiatives, the following has been accomplished:

1. New Feed Mill Project – After years in the planning and fund raising, a contract for a \$12.3 million guaranteed maximum price (GMP) was signed in early 2012 for construction of the new O.H. Kruse Feed Technology Innovation Center. Completion date is mid-2013. Funding was secured from the State of Kansas (\$5.2 million), Kansas Bioscience Authority (\$1.5 million), K-State Ag Experiment Station (\$3 million), Cargill (\$500,000 to name the Cargill Feed Safety Research Center), CHS Foundation (5 years x \$50,000/yr), Ron Kruse (over \$2 million), and other private sources providing cash and equipment. The value of donated and discounted equipment and services totals an additional \$2.5 million.
2. Fund Raising Success – In addition to \$9.7 million in funds received from state and university sources for the new feed mill project, comprehensive giving to our department during the past five years (FY08-12) totaled \$11,362,195 including \$1,519,544 in scholarship funds. The 5-year average as of the end of FY12 was \$2,272,439 and \$303,909 for comprehensive giving and scholarship funds, respectively.
3. Funding for Professorships – During the past five years, a total of 7 professorships were established or awarded including the Jim and Carol Brown Endowed Professorship in Feed Science and Management (\$1 million deferred gift; negotiated MOU); Gary & Betty Lortscher Professorship in Renewable Energy (\$1 million gift; negotiated MOU; awarded to Dr. Vadlani); Don Wilbur Sr. Endowed Professorship in Stored Product Protection (negotiated MOU; awarded jointly with Entomology to Dr. Bhadriraju); G.M. Ross Endowed Professorship in Milling Science and Management (awarded to Dr. Dogan); BNEF Professor of Bakery Science and Management (renegotiated second 2-year MOU for \$80,000/year; awarded to Prof. Krishock); NAMA Professor of Milling Science and Management (negotiated 3-yr MOU for \$100,000/year; awarded to Prof. Churchill); Bühler Professor of

- Milling (renegotiated 3-yr MOU for \$100,000/year; awarded initially to Prof. C. Miller; subsequently secured adjunct appointment of Prof. Steinfort).
4. Faculty Positions – Despite losing 3 open tenure-track faculty positions to the FY10 budget cut (including a promised start-up faculty position), 13 faculty were hired or appointed during the past five years. Five faculty retired, six left the university, and four tenure-track faculty positions remain to be filled. Total faculty numbers increased from 21 (17 tenure-track; 4 non-tenure track) in 2008 to currently 24 (12 tenure-track; 12 non-tenure track) and will be 25 by mid-2013 (+19%). Unfortunately, once the remaining tenure-track positions are filled, the number of tenure-track faculty will still be two less (i.e., 15) than when I arrived in 2008. A summary table is included in Appendix A.
  5. Faculty Excellence – Promoted and nominated each one of our faculty for awards of excellence and professional advancement/development opportunities including Dr. Sun (department’s first University Distinguished Professor; Higuchi-University of Kansas Endowment Research Achievement Award for Applied Research; BEPS Lifetime Achievement Award; Ad Astra Science initiative); Dr. Faubion (AACCC International Excellence in Teaching Award); Dr. Alavi (AACCI International Young Researcher); Prof. Fairchild and Dr. Bhadriraju (Gamma Sigma Delta Distinguished Faculty Award); Dr. Bhadriraju (ESA Foundation IPM Award; The Andersons Senior Excellence Award); Prof. Krishock (Commerce Bank KSU Outstanding Teacher); Dr. Madl (KSRE Builder Award); Prof. Fairchild, Dr. Wetzel, Dr. Sun, Dr. Bhadriraju (KSU Professorial Performance Awards); facilitated the promotion and tenure of Dr. Shi (promoted to Professor) and Drs. McKinney, Dogan and Vadlani (promoted to Associate Professor); secured Emeritus status for Drs. Haque and Benhke; and sponsored faculty externships of Prof Hus. Dogan and Dr. Ambrose.
  6. Faculty Empowerment – The departmental committee structure was revised and expanded in order to engage and empower faculty in departmental governance. The former Graduate Admissions Committee was renamed Graduate Program Committee and charged with the expanded responsibility of recruiting high quality domestic graduate students and developing recommendations to the graduate faculty regarding all aspects of the department’s graduate program. A graduate student representative and Graduate Student Services Coordinator were added to the committee. The Undergraduate Programs Committee was changed to have two representatives from each B.S. degree program, a student and the Undergraduate Student Services Coordinator as members. A Recruitment & Retention Committee, Scholarship Committee, Awards and Professional Development Committee, Facilities and Safety Committee were established with appropriate representation from faculty, staff and students. Chairs and members are appointed annually, committees are encouraged to meet regularly, and chairs are expected to bring recommendations to the faculty for consideration at regularly scheduled faculty meetings (typically every two weeks) and semi-annual faculty retreats.
  7. Staff Positions – A number of administrative and technical support staff changes have taken place during the past five years. Seven staff retired, 17 new staff joined, and six staff left the department for other opportunities. Nine other staff have been with the department for many years and provide invaluable expertise, experience and support. Sadly, one support staff passed away unexpectedly (Kline). We reorganized several staff positions to improve effectiveness and efficiency and more clearly identify responsibilities including separating the business manager responsibilities from those of HR and personnel (both positions have since been filled with new employees, i.e., Umscheid and Savage). Additionally, we defined and assigned responsibilities for an Undergraduate Student Services Coordinator (initially Heptig now Hodges), Graduate Student Services Coordinator (McGee), and most recently Academic Programs Support Coordinator (Heptig) to existing classified staff positions. As part of the negotiated start-up the position of Mill Operations Manager (initially Hanni now Thiele) was created and was funded with new COA/KSRE appropriated funds. A split instructor and operations manager position (Moore) was created in support of the BSM

- program and bakery pilot and lab facilities funded through a combination of teaching fees and salary savings. IGP staff additions have been part-time (H. Maier, Moser, Yasmin) and are supported from IGP faculty salary savings and fees. We defined and assigned responsibilities for an IGP Services Coordinator, Event Coordinator, Marketing & Communications Coordinator, and Accountant/Assistant Business Manager. Other staff positions including that of equipment and pilot facility maintenance technician (Schmeal), international project development coordinator (Frey), and distance education coordinator (B. Miller) are supported through grant funds and program/service fees. A summary table is included in Appendix A.
8. Staff Excellence – An increasing number of our staff have been nominated for awards. A departmental Outstanding Classified Employee award has been established and is awarded each year. The awardee is typically nominated for the college/university classified employee awards. A standing offer exists for support staff to pursue professional development opportunities, and several take advantage of this opportunity each year. I have supported upgrading of several classified positions to better reflect responsibilities and obtain pay increases, secured Emeritus status for Kathy Struve and John Howard, and encouraged creating a new award to recognize excellence among post-doctoral researchers and research scientists.
  9. Student Excellence – An annual Student Scholarship and Awards banquet was established that recognizes excellence in scholarship, entrepreneurship and service among our undergraduate and graduate students (as well as faculty and staff). Awardees are too numerous to list here but are documented in our annual newsletters and awards booklet available at [www.grains.ksu.edu](http://www.grains.ksu.edu) Highlights include the establishment of the Dr. Dick Hahn Distinguished Leadership Award funded by our undergraduate and graduate student organizations and awarded annually to one outstanding student leader; the quasi-endowed Dr. C.E. Walker International Graduate Student Fellowship which allows for up to two annual graduate fellowships; and the awarding of 1 USDA National Needs Fellow (Brewer) and two NSF IGERT Fellows (Rigdon; Probst).
  10. Stakeholder Engagement – A Department Advisory Council was established that represents the department’s key stakeholder organizations. The Council meets twice a year on campus and operates with by-laws and officers. Likewise, we established the annual Outstanding Alumni and Service Awards luncheon that recognizes 8-10 of the department’s alumni and friends for excellence in their professional accomplishments or outstanding service to our department and its people. A total of 38 have been recognized since 2008 and are posted at [www.grains.ksu.edu](http://www.grains.ksu.edu) One Outstanding Alumni has since been recognized as the 2012 COA Outstanding Alumni (Rodman).
  11. Increased Diversity – The Department of Grain Science & Industry needs to continue to increase the diversity among its faculty, staff and students. Roughly 40% of our undergraduate students and 50% of our graduate students are female. Since 2009, the multi-cultural domestic students in our undergraduate programs increased from 6 to 12-14 in 2010-2012; still that represents only 7% of our undergraduate student enrollment. Qualified students have received a GSI Diversity Scholarship or a \$2,500 Cargill Horizon Milling Diversity Scholarship. We have had 3 multi-cultural domestic female and 1 multi-cultural domestic male graduate students in our department since 2008. This represents 12-15% of our domestic graduation student enrollment. We appointed Dr. Rebecca Miller to our faculty as a Research Assistant Professor, successfully recruited and hired Fran Churchill as the NAMA Instructor of Milling Science and Management and Dr. Cassie Jones as Assistant Professor in Feed Technology, successfully supported the nomination and appointment of Dr. Susan Sun as the department’s first University Distinguished Professor, successfully facilitated the tenure and promotion of Dr. Hulya Dogan to Associate Professor, appointed her as the department’s first female Teaching Coordinator, and appointed her as the department’s first

female endowed professor (G.M. Ross Endowed Associate Professor of Milling Science & Management).

12. Centennial Celebration – Faculty, staff, students, administrators and stakeholders were proactively engaged in the organization of the department’s Centennial Celebration Year. The year kicked off with a very successful Centennial Lecture series. The anniversary weekend of October 1-2, 2010 commenced with a golf tournament benefitting the department’s Centennial Celebration Scholarship Fund. This was followed by a day-long celebration with alumni and friends including an Open House with guided tours, a Science and Technology Forum highlighting current research by faculty, the groundbreaking ceremony for the new O.H. Kruse Feed Technology Innovation Center, and an evening gala themed *Honoring our Past, Envisioning our Future* that looked back at the people who helped shape our department and looked ahead to the future. Created a Centennial Award recognizing the special achievements of nine individuals who were honored for their contributions to the department and industry. Secured funding support for the development and printing of our Centennial Book from Sosland Publishing. All materials are posted on-line at [www.grains.ksu.edu](http://www.grains.ksu.edu)
13. Distance Education – I established and expanded distance delivery of for-college credit courses via new stand-alone minors in Bakery Science, Feed Science and Grain Operations accessible to KSU and non-KSU students via DCE; and of distance courses for continuing education credits (CEU) and credentialing of industry professionals. The primary objectives of the department’s distance education program is to make the unique course content of our degrees more widely accessible to interested students and professionals around the globe, and to attract some of them to pursue their degrees in our department. The program is structured to be self-supporting while providing financial incentives to faculty for developing and delivering distance courses.

### **Strategic Plan Goals for Next Five-Year Administrative Appointment Cycle**

My goal is to continue to serve my department as an effective leader and administrator. I expect that my efforts will result in impactful accomplishments and continued progress on the GSI Strategic Plan themes and associated metrics. The *Top Three Priorities* outlined above have become part of the department’s strategic plan themes and metrics. As a result, the Department of Grain Science and Industry now tracks these metrics and other key performance indicators against which we measure ourselves internally and externally on an annual basis. As part of our Strategic Planning process we will finalize the primary metrics to be tracked under each theme. Those will make up our annual report card and will also inform the COA/KSRE and K-State 2025 metrics. Data for the current 5-year administrative appointment cycle that provides the basis for our goals is presented in Appendix A. The key goals for each Strategic Plan theme as currently drafted are as follows and represent the goals for my next 5-year administrative appointment:

Undergraduate Education Goals: Maintain UG student enrollment at 200-220 (~90 MSM, 70 BSM, 50 FSM) with special emphasis on increasing FSM enrollment above 50 by Fall’ 13 and out-of-state students to above 30% by Fall’ 14; maintain student placement at 100% and assure academic preparedness, performance (quality), diversity and retention of our students.

Graduate Education Goals: Increase and maintain graduate student enrollment at 55-65 with at least 50% fully supported by extramural grant funding and 100% of all graduate students having their tuition paid by Fall’ 13, and with a special emphasis on increasing total domestic students to at least 40%, URM/multi-cultural domestic students to at least 15%, Ph.D. students to at least 50%, and graduating at least 2 domestic Ph.D. students each year by Fall’ 15.

Research Goals: Increase 5-year average extramural support to above \$2.5 million and achieve a COA top three ranking by end of FY15; increase 5-year average peer journal manuscript publications to 45 and continue to lead COA in invention disclosures and patents.

Outreach Goals: Continue growth of IGP to achieve 3-year average IGP short course offering of above 30 and total yearly participation above 500 by 2014; expand successful non-credit distance education programs with GEAPS, AFIA and others to achieve 3-year average distance course offering of above 20 and total yearly participation above 350 by 2014.

Faculty and Staff Goals: Increase tenure-track faculty from 15 to at least 17, non-tenure track research faculty from 2 to at least 4, and maintain non-tenure track teaching and outreach faculty around 8-10; support and increase effort to encourage professional development and advancement opportunities for unclassified and classified staff.

Facilities Goals: Further improve quality and utilization of laboratory, classroom, office and meeting space in the department's main campus buildings; add science and education wings to Hal Ross Flour Mill and O.H. Kruse Feed Technology Innovation Center; initiate fund raising for design and construction of Cereal Science and Bakery Technology building; prepare for complete migration of the department to the new Grain Science Innovation Campus.

Financial Sustainability Goals: Increase 5-year average of comprehensive giving to above \$3 million, establish 3 additional named professorships/chairs, and raise an estimated \$25 million in funds to complete building projects needed to move department to new Grain Science Innovation Campus; increase and maintain total annual scholarship level support between \$200-220,000 for about 60-65% of our students; expand named graduate student fellowships from 2 to 4 per year.

## Appendix A – Relevant 5-Year Strategic Plan Metrics Data<sup>1</sup>

Education –The preliminary report card metrics in support of our education mission include enrollment, retention rate, degrees awarded, and placement of undergraduate and graduate students.

### Undergraduate Students:

Undergraduate student enrollment and gender diversity in the Department of Grain Science & Industry’s B.S. degree programs (2007-2012).							
<i>Year</i>	<i>FSM</i>	<i>BSM</i>	<i>MSM</i>	<i>Total</i>	<i>5-yr Avg</i>	<i>Male (%)</i>	<i>Female (%)</i>
Fall 2007	31	33	79	143	136	62.2	37.8
Fall 2008	41	45	83	169	144	58.6	42.6
Fall 2009	39	63	82	184	156	59.2	40.8
Fall 2010	43	71	92	206	171	57.3	42.7
Fall 2011	46	67	91	204	181	58.3	41.7
Fall 2012	40	73	87	200	193	59.0	41.0

Seniors graduating from the Department of Grain Science & Industry’s B.S. degree programs (2007-2012).											
<i>Year</i>	<i>Spring</i>			<i>Fall</i>			<i>Total</i>			<i>Total</i>	<i>5-Yr Avg</i>
	<i>BSM</i>	<i>FSM</i>	<i>MSM</i>	<i>BSM</i>	<i>FSM</i>	<i>MSM</i>	<i>BSM</i>	<i>FSM</i>	<i>MSM</i>		
2007	7	4	9	0	2	4	7	6	13	26	26
2008	4	3	10	2	2	10	6	5	20	31	27
2009	2	6	10	2	0	1	4	6	10	21	25
2010	6	5	12	0	1	5	5	5	16	29	28
2011	4	6	12	7	7	7	11	13	18	43	30
2012	13	7	15	3	1	5	16	8	20	44	34

Thanks to the demand for and quality of our undergraduate students, we enjoy 100% placement. In 2010-11, the following companies hired our students: American Italian Pasta Company, ADM Milling, Bartlett Grain Company, Bay State Milling Company, Bimbo Bakeries USA, Bunge, Cargill Horizon Milling, ConAgra Foods, Del Monte Foods, Flowers Foods, General Mills, Mennel Milling Company, New Cooperative Inc., Nutro Company, PepsiCo/Frito-Lay/Quaker Foods, and Viterra. Students were placed in following types of positions, i.e., Assistant Manager, Associate Head Miller, Farmer/Rancher, Front Line Leader, Management Trainee, Manufacturing Engineer Associate, Milling Assistant, Milling Associate, Milling Manager Trainee, Operations Intern, Process Engineer, Production Supervisor, Quality Control Supervisor, Quality Systems Coordinator, Supervisor.

<sup>1</sup> Data for all metrics are available but not all could be included to avoid making this report too lengthy

**Graduate Students:**

Graduate student enrollment and multi-cultural domestic (URM) students in the Department of Grain Science & Industry's M.S. and Ph.D. degree programs (2007-2012).						
<i>Year</i>	<i>M.S.</i>	<i>Ph.D.</i>	<i>Totals</i>	<i>5-Yr Avg</i>	<i>URM</i>	<i>URM (%)</i>
Fall 2007	23	23	46	31	1	6.7%
Fall 2008	24	20	44	34	2	12.5%
Fall 2009	27	26	53	40	3	13.6%
Fall 2010	27	28	55	47	3	15.8%
Fall 2011	27	21	48	49	3	13.0%
Fall 2012	35	19	54	51	2	10.7%

Graduate student enrollment by degree, nationality and gender in the Department of Grain Science & Industry's M.S. and Ph.D. degree programs (2007-2012).						
<i>Year</i>	<i>M.S. (%)</i>	<i>Ph.D. (%)</i>	<i>Domestic (%)</i>	<i>International (%)</i>	<i>Male (%)</i>	<i>Female (%)</i>
Fall 2007	60.9	39.1	32.6	67.4	50.0	50.0
Fall 2008	56.8	43.2	36.4	63.6	54.5	45.5
Fall 2009	50.9	50.9	41.5	60.4	50.9	49.1
Fall 2010	45.5	54.5	34.5	65.5	49.1	50.9
Fall 2011	50.0	50.0	47.9	52.1	56.3	43.8
Fall 2012	64.8	35.2	50.0	50.0	48.1	51.9

M.S. and Ph.D. graduates from the Department of Grain Science & Industry's graduate degree programs (2007-2012).						
<i>Year</i>	<i>M.S.</i>	<i>Ph.D.</i>	<i>Totals</i>	<i>5-Yr Avg</i>	<i>URM</i>	<i>Domestic PhD</i>
2007	7	2	9	7	0	0
2008	11	2	13	9	0	0
2009	6	3	9	8	1	1
2010	8	2	10	10	0	0
2011	5	7	12	11	1	0
2012	5	3	8	10	2	2

Thanks to the demand for and quality of our graduate students, the following companies and organizations have hired them between 2007-12: AIB International, Bartlett Grain Co, Cargill Horizon Milling, General Mills, International Meat Processing Co (Canada), JR Short Co, Kemins Industries, Kerry Ingredients, Kraft Foods, Maine General Hospital, Nestle, Pepsico/Frito Lay/Quaker, Schwan's and Wonton Corp. They have been placed in the following types of positions: Food Scientist, Miller, Product Developer, Project Manager, Quality Assurance Supervisor, Researcher, Research Manager, R&D Senior Scientist, and Scientist. Additionally, a number of our graduate students have continued their academic careers with Hyejeon College (Korea), Kansas State University, KU Leuven (Belgium), Michigan State University, North Carolina State University and UC Davis as Instructor, Graduate Student or Post-doctoral Researcher.

**Research** – The preliminary report card metrics in support of our research mission include grant and contract totals, faculty expenditures, peer journal publications, and undergraduate students involved in formal research.

Grant and contract totals, awards received and proposals (some data missing) submitted as reported by the KSU Office of the Vice President for Research for the Department of Grain Science & Industry (FY07-FY12) and FY13 through December 31, 2012. Award yield was calculated.							
<i>Fiscal Year</i>	<i>Grants Totals</i>	<i>5-yr Average</i>	<i>Awards Received</i>	<i>Average Award</i>	<i>Proposals submitted</i>	<i>Proposal Total</i>	<i>Award Yield</i>
2007	\$2,058,140	\$2,121,885	24	\$85,756	--	--	--
2008	\$1,408,563	\$1,826,982	31	\$45,437	--	--	--
2009	\$3,396,240	\$2,010,975	36	\$94,340	57	\$12,691,089	26.7%
2010	\$1,582,167	\$2,251,729	35	\$45,205	53	\$7,463,093	21.2%
2011	\$1,376,246	\$1,964,271	29	\$47,457	58	\$15,081,893	9.1%
2012	\$2,165,610	\$1,985,765	37	\$58,530	59	\$6,452,183	33.6%
2013	\$8,624,041	--	38	\$226,948	39	\$5,522,815	--

Peer journal manuscripts published by faculty of the Department of Grain Science and Industry (2007-2012). Data for 2011 corrected and 2012 available as of January 19, 2013.								
	<i>2007</i>	<i>2008</i>	<i>2009</i>	<i>2010</i>	<i>2011</i>	<i>2012</i>	<i>5-yr Avg</i>	<i>5-yr Total</i>
Asst Profs	8	12	6	10	23	4	11	63
Assoc Profs	0	2	9	7	12	18	10	48
Full Profs	20	24	21	35	45	33	32	178
<i>Total</i>	<i>28</i>	<i>38</i>	<i>36</i>	<i>52</i>	<i>80</i>	<i>55</i>	<i>52</i>	<i>261</i>

In 2011-12, we had 10 undergraduate students involved in formal research experiences supervised by our faculty.

**Outreach** – The preliminary report card metrics in support of our outreach mission include industry professionals trained by the International Grains Program and via distance education, income and expenditure totals for the International Grains Program, and peer outreach publications.

Number of industry professionals, short courses and countries organized by the department's International Grains Program (calendar years 2007-2012). Totals for last 5 years.						
<i>Year</i>	<i>Flour Milling &amp; Grain Processing</i>	<i>Grain Marketing &amp; Risk Management</i>	<i>Feed Manufacturing &amp; Grain Management</i>	<i>Total Participants</i>	<i>Number of Short Courses</i>	<i>Number of Countries</i>
2007	82	78	82	242	17	28
2008	77	87	27	191	18	27
2009	176	131	171	478	25	51
2010	85	284	76	445	27	43
2011	145	109	374	628	44	43
2012	140	194	207	541	33	34
<i>Totals</i>	<i>623</i>	<i>805</i>	<i>855</i>	<i>2,283</i>	<i>147</i>	<i>--</i>
<i>3-year avg</i>	<i>123</i>	<i>196</i>	<i>219</i>	<i>538</i>	<i>35</i>	<i>40</i>

Number of industry professionals taking the department's distance education courses in partnership with grain (GEAPS) and feed (AFIA) industry organizations (calendar years 2008-2012).						
<i>Year</i>	<i>GEAPS</i>			<i>AFIA</i>		
	<i>Participants – Courses - Countries</i>			<i>Participants – Courses - Countries</i>		
2008	139	5	8	-	-	-
2009	258	7	5	-	-	-
2010	273	9	5	22	1	4
2011	344	12	4	60	1	5
2012	273	13	11	41	1	8
<i>Totals</i>	<i>1,287</i>	<i>46</i>	<i>22</i>	<i>82</i>	<i>3</i>	<i>9</i>
<i>3-year avg</i>	<i>297</i>	<i>11</i>	<i>6</i>	<i>41</i>	<i>1</i>	<i>5</i>

We have not published enough new peer outreach publications during the past five years to create a meaningful table summary. However, the department's outreach publications are available at: <http://grains.ksu.edu/Extension/>

**Faculty and Staff** – The preliminary report card metrics in support of recruiting, retaining, rewarding and developing high quality faculty and professional and classified staff include the number of tenure-track positions, the number of extramurally funded positions, faculty compensation, staff salaries, and faculty and staff awards.

The following two tables summarize the changes in the department’s faculty and staff between 2008 and 2013.

Changes in the department’s faculty numbers and composition between 2008 and 2013.					
	<i>Tenure track Faculty</i>	<i>Non-tenure track Faculty</i>			<i>Totals</i>
		<i>Teaching</i>	<i>Research</i>	<i>Outreach</i>	
<b>2008</b>	17	2	2	0	21
FTEs	17	2	2	0	21
	Alavi, Behnke, Bhadriraju, Hul. Dogan, Fairchild, Faubion, Gwartz, Haque, MacRitchie, Maier, McKinney, Shi, Sun, Tilley, Vadlani, Wetzal, vice-Okot-Kotber	McFall Krishock	Lamsal Madl		
New Hires and Appointments	Ambrose Jones	Churchill Denning Hus. Dogan C. Miller Moore Steinfort	Aldrich R. Miller	Campabadal Fowler O’Neil	
Retirements	Behnke Haque Fairchild MacRitchie		Madl		
Departures	Gwartz McKinney Tilley	Denning McFall	Lamsal		
Budget Cuts	vice-MacRitchie, vice-Tilley, vice-Okot-Kotber				
<b>2013</b>	15	5	2	3	25
FTEs	15	5	1.5	3	24.5
	Alavi, Ambrose, Bhadriraju, Hul. Dogan, Faubion, Jones, Maier, Shi, Sun, Vadlani, Wetzal, vice-Behnke, vice-Gwartz, vice-Madl, vice-McKinney	Churchill Hus. Dogan Krishock C. Miller <sup>2</sup> Moore Steinfort	Aldrich R. Miller	Campabadal Fowler O’Neil	

<sup>2</sup> Approved targeted hire for vice-Gwartz position for FY14; counted as part of the tenure-track positions and as one in the number of total faculty

Changes in the department's unclassified and classified support staff between 2008 and 2013. This excludes post-doctoral researchers and research assistants funded directly by faculty grants.					
	<i>Unclassified Professionals</i>		<i>Classified Professionals</i>		<i>Totals</i>
	Administrative	Technical	Administrative	Technical	
<b>2008</b>	2	6	10	3	21
FTEs	2	5.1	9.75	3	19.85
	Struve McGlothlin	Bennett Hanni Howard Hoang Li Maichel	Adams, Bohman, Kelly, Kline, Lynn, Mangiaracino, McDiffett, McGee, Smith, Taggart	Eickman Stevenson Swartz	
New Hires	H. Maier Moser Umscheid Yasmin	Allen, Frey, Hanni, B. Miller, Schmeal, Thiele	Dickerson, Heptig, Hodges, Kaufman, Keller-Meuser, Markson, B. Savage,		
Retirements	Struve	Bennett, Howard Hoang	Smith	Eickman Swartz	
Departures		Allen Hanni Li	Bohman, Kline, Lynn, Markson		
<b>2013</b>	5	5	12	1	23
FTEs	3.5	4.5	10.75	1	19.75
	H. Maier McGlothlin Moser Umscheid Yasmin	Frey Maichel B. Miller Schmeal Thiele	Adams, Heptig, Hodges, Kaufman, Keller-Meuser, Kelly, Mangiaracino, McDiffett, McGee, Savage, Taggart	Stevenson	

Financial Sustainability – The preliminary report card metrics in support of our financial sustainability include private giving, undergraduate scholarship support, graduate fellowships, endowed professorships and chairs, and expendable support for faculty positions.

Undergraduate scholarship support received by students in the Department of Grain Science and Industry (FY07-FY13). Totals and averages are for FY09-FY13.				
<i>Year</i>	<i>BSM</i>	<i>MSM</i>	<i>FSM</i>	<i>Totals</i>
2007-08	\$71,771	\$41,099	\$25,000	\$137,870
2008-09	\$86,055	\$58,609	\$32,150	\$176,814
2009-10	\$87,825	\$57,500	\$30,525	\$175,850
2010-11	\$94,815	\$69,750	\$30,000	\$194,565
2011-12	\$113,307	\$88,780	\$27,040	\$229,127
2012-13	\$85,550	\$88,700	\$38,600	\$212,850
<i>5-yr Totals</i>	<i>\$467,552</i>	<i>\$363,339</i>	<i>\$158,315</i>	<i>\$989,206</i>
<i>5-yr Avg</i>	<i>\$93,510</i>	<i>\$72,668</i>	<i>\$31,663</i>	<i>\$197,841</i>