

CURRICULUM VITA

MARY HOLZ-CLAUSE, Ph.D.

EMPLOYMENT HISTORY

University of Minnesota, Crookston

2017- Present: Chancellor
Tenured Professor in the Department of Agricultural Business, University of Minnesota
Report to the President and Board of Regents

Administrative Scope: The University of Minnesota Crookston is one of the five campuses of the University of Minnesota System. UMN Crookston is a regional university with a degree-seeking enrollment 1,700 students and total enrollment of 2,200, approximately 2/3 of whom complete their degrees through online programs. In keeping with its land-grant mission, UMN Crookston serves the highest proportions of first-generation college students, students from low-income families, students from rural Minnesota, and non-traditional adult learners in the University System. Division 2 athletics, all student services, 6 on-site residential facilities, 256 acres on campus.

University of Minnesota System wide

2021- 2022: Acting Executive Chancellor
Report to the President and Board of Regents

Administrative Scope. Oversee two campuses Crookston and Morris of the five campuses on the University of Minnesota system. Morris is a liberal arts campus and a founding member of the Council of Public Liberal Arts Colleges organization. Morris provides education at no cost to Native Americans who meet admissions standards. Forty three percent of the students are BIPOC. .Provided leadership for both campuses during a leadership transition at University of Minnesota Morris

Key Accomplishments

Senior Leadership role in Positioned Excellence, Alignment and Knowledge (PEAK)-- a system wide effort that is identifying opportunities to increase efficiency or gain capacity with specific focus on administrative efficiencies. Anticipate saving of \$100 million annually

Lead the effort for the University of Minnesota with a new approach to accelerated and competency-based learning. Based upon extensive market research with major employers in the U.S. to provide them the essential skill sets their employees need. Working with an innovative team developed and redesigned programs and curriculum for adult and non-traditional students in collaboration with Google. The

new online program is in conjunction with Mayo Clinic (NXT GEN MED-lead by UMN Rochester Chancellor) and Land o Lakes and Central Harvest States (NXT GEN AG). Next phase will be focused on criminal justice (NXT GEN BADGE)
Development of relationships with Native American Nations (Red Lake, White Earth and Leech Lake)

Cal Poly Pomona (CPP); Pomona, California

2014- 2017: Dean, Huntley College of Agriculture
Tenured Professor in the Department of Agricultural Business Management and Agriculture Science
Reported to the Provost

Administrative Scope: 2500 undergraduate and graduate students; 5 Departments, 4 Centers, 9 farms and enterprises, 20 direct reports; Budget \$25 million; Staff and faculty 150; \$20 million raised and naming of College during tenure.

Key Accomplishments

Raised more than \$20 million received and an additional \$20 million in estate gift for philanthropic support
Grew enrollment, budgets and curriculum in college
Started programs to support BIPOC students
Started graduate programs
Served on Governor's Agricultural Commission one of 14 individuals

University of Connecticut (UConn); Storrs Connecticut

2011–2014: Vice President for Economic Development
Tenured in the University of Connecticut Department of Extension
Reported to the President

Administrative Scope: Technology commercialization and patents; Led technology transfer, incubation and commercialization programs of the University of Connecticut (UConn). Research budget at UConn was \$170 million. More than \$1 million in patent and licensing revenues; 71 disclosures; 52 patents; Technology Incubation Services (40,000 square feet) on three campuses. Areas included medicine, medical devices, engineering, agriculture, dentistry, chemistry, and physics
Business development, Small Business Development Center (secured during tenure), business start-ups; State of the art technology park;
Budget \$5 million; 10 direct reports. 40 employees in office; Secured \$7 million in external funding to enhance and augment the programming
Worked with all colleges on economic development, outreach and engagement

Key Accomplishments:

Development of first Technology Park at UConn
Launched new public – private partnerships with General Electric, UTC, Pratt and Whitney

Significantly increased technology commercialization from engineering, medical school and pharmacy schools

Launched an innovation hub, small business development and entrepreneurial programs

Part of a leadership team that secured more than \$1 billion in new state appropriations over a 5 year period

Iowa State University (ISU), Ames, Iowa

2009–2011: Associate Vice President of Extension and Outreach
Associate Director Iowa Cooperative Extension Service
Reported to the Vice President

Administrative Scope: 100 county offices, 1000 employees; Budget \$100 million 40 percent of which was contracts and grants, \$20 million state appropriations, \$10 million in federal appropriations and \$17 million in local property tax funding. Ensured all procedural accounting and reporting systems were performing at high and efficient levels and federal reporting and state reporting goals, objectives and impacts were in compliance with the law. Developed and executed multi-state shared academic positions. (ISU.) Responsible for outreach and administrative aspects of field operations and new program development. In cooperation with ISUE Vice President, provided oversight for Extension employees to ensure compliance with all employment rules, regulations and laws. Oversaw fiscal contracts and grants office. Provided coordination of cross-disciplinary economic development initiatives. Provided extensive professional development programs for employees with focus on enhancing communication skills and entrepreneurial activity, among others skills, and ensured all employees maintained competency in their respective fields of expertise. With a team, developed a curriculum for core competencies and ensured all employees were meeting their professional development goals. Oversaw personnel office of Extension employees.

Director Global Extension Programs held simultaneously with Associate Vice President Position

Administrative Scope: Started the formal program. 8 direct reports; Secured \$3 million outside grants and contracts to conduct programming

Key Accomplishments:

- Restructured Extension system and programming in the State of Iowa
- Developed inclusive programming especially for growing Latinx population
- PI for more than \$30 million in grants and contracts
- Developed and found funding for a national agricultural center
- Authored significant federal and state legislation to support value added agriculture in the United States
- Created robust program for International Agriculture Development for Extension

- 2006–2009: Interim Associate Vice President of Extension and Outreach
Interim Associate Director Iowa Cooperative Extension Service
Director Global Extension Programs
- 2000–2006: Director Value Added Agricultural Program
Co-Director Agricultural Marketing Resource Center (AgMRC)
Administrative Scope: Started the program. Reported to College of Agriculture
Extension Director; Secured more than \$25 million in outside contracts and grants
during 7 year period. 25 direct reports; Subcontracts with more than 20
universities.
- 1986–2000: Iowa State University Extension Business Development
Various positions within the university working in business development (feasibility
analysis, marketing plans, business planning) in agriculture, food, bio-energy,
pharmaceutical, exporting industries. Concentrated work to significant business
firms for market access and market development studies. Worked with more than
400 firms across the U.S.

Iowa Department of Economic Development, Des Moines, Iowa

- 1977–1984: Iowa Department of Economic Development
Worked to develop introduction of the bio-economy to the Midwest. Included
development of the first in the national ethanol launch, Iowa High Technology
Council; development of export opportunities for Iowa based businesses;
development of new programs, business ventures, partnerships and associated
councils. Conducted international trade missions and nationwide marketing
campaigns.

East Greene Community Schools, Grand Junction, Iowa

- 1976–1977: Taught Vocational Agriculture to 100 students and Adult Farmer program.

EDUCATION

- Ph.D. Agriculture Education and Extension, Iowa State University, Ph.D.
Thesis : Value-Added Agriculture Producers: How they find, obtain and validate knowledge
inputs;
Graduate Research Excellence Award
- Master of Public Administration, Iowa State University
- B.S. Agriculture Business, Iowa State University

RELEVANT EXPERIENCE AND ACCOMPLISHMENTS

Strategic Organizational Leadership

- Created a center at U of Minnesota to focus on rural economic development and vibrancy during and since COVID-19. Became the smallest university in the U.S. to receive the prestigious American Public Land Grant (APLU) Innovation, Economic Development and Prosperity (IEP) designation.
- Created at UMN an innovative program geared to adult students focusing on key competencies articulated by major Fortune 500 agricultural companies across the U.S, entitled NXT GEN AG.X
- Partnering with key concierge for adult online programs (Guild) to provide online education to employees of Target Corporation across the world. In the first year this has resulted in 15 percent increase of online students. Will be adding several Fortune 500 healthcare firms this spring. UMN
- Marketed to and have strong relationships with Huntington Bank for their employees undergraduate online programs. UMN
- Developed new online strategy for the University of Minnesota with emphasis on meeting needs of rural areas. UMN
- Developed long-term strategic initiatives for campus sustainability. UMN
- Working with Huron Consultants reviewing opportunities for economies and efficiencies, called the PEAK Initiative UMN
- Initiated a program for Veterans still in the service focusing on agricultural opportunities. UMN
- At U of MN Crookston moved advising to professional advisors. First Year Experience courses were launched and assessed; revamped curricula implemented in Fall 2020.
- U of MN Crookston built a strong data-infrastructure to enhance early intervention and student success. Moved from a deficit approach to an equity-minded, data-informed asset approach to student success and retention.
- Oversaw development of strategic plan for ISU Extension involving in-depth needs assessment, community, faculty and staff inputs and a plan for becoming a dynamic engagement and outreach organization for the University.
- Oversee Division 2 NCAA athletics, all campus facilities and budgets UMN
- Co-led the restructuring the Iowa State University (ISU) Extension Service to meet financial realities of a 20 percent budget cut in state appropriations in 2009 and created a flexible, dynamic organization positioned to maintain its leadership role as one of the premier Extension systems in the nation.
- Restructured outreach activities at CPP including the Kellogg Arabian Legacy Horse Center, and ARGIsapes (urban educational outreach programs)
- UCONN brought the Small Business Development Center (SBDC) to the University. Resulted in an invigorated program with more than \$2.5 million annually to the Center, \$5 million in special projects and served more than 120,000 clients in its first year of operation. Staff of 25 and partnerships with 30 new chambers of commerce, and Latino-serving organizations.
- Created a Global Extension Academy at ISU, focusing on development of human and social capital with funding from external contracts and grants.
- Created and developed an Office of Economic Development at UCONN. Provided strategy for complete integration of disparate (and missing aspects) for development strategy including a continuum from

technology discovery through incubation to successful launching of a business. Created and brought the Team together with limited resources from the University. Found resources and hired 25 new positions.

- Creation of the United Technologies Corporation (UTC) Scholar Program— assisting the corporate partner in design of classes, access and programs to meet their corporate needs. (UCONN)
- Developed a biofuels curriculum and program to provide needed skills sets for the developing biofuels industry. Received sponsorship, input and gifts from corporate donors. (ISU).
- Created a business development branch for the Office of Economic Development at UCONN, focusing on business start-ups, entrepreneurial and technology-based firms, business incubators and supporting existing business. Secured more than \$7 million in outside contracts to support the effort since December 2012.
- Part of the team of senior leadership at the University of Connecticut that created and implementing NxGen Connecticut. Resulted in an increase of \$1.6 billion in state appropriations in 2013 over 5 years, to increase Science, Technology, Engineering and Mathematics (STEM) enrollment and build facilities to house materials science, physics, biology, engineering, cognitive science, genomics studies and related disciplines.

Fundraising

- U of MN met campus goal of the \$1 Billion campaign with the Crookston campus meeting its targeted goal or \$10 million. In the first quarter of 2023 working closely with Development secured more than \$2 million in new funds.
- Naming of the College at CPP with a \$16 million initial donation and subsequent income from donation for 20 years. Anticipate additional \$20 million. Additionally focused on new donors with 100 plus new donors in 26 months. Several other pending large (\$20 million) in gifts in various stages of cultivation. Engaged corporate and foundation support. In-kind learning journeys, etc.
- At other universities gifts ranging from \$50,000 to \$2 million often in cooperation with other departments and colleges.

Diversity

- Implemented multiple new student success programs including the design, adoption, and launch of first-year seminar courses; the launch of a Student Success Center at U of MN; enhanced diversity, equity, and belonging programs; and the introduction of comprehensive intrusive advising strategies. Results include reducing the first-year retention rate gap between BIPOC and white students from 16.2% to 8.9%. (UMN)
- Provided funding for researchers and also participating in conducting in-depth qualitative research study to determine how BIPOC masters and Ph.D. students of color in the agriculture and natural resources field are encouraged to remain in the field and strategies to ensure their success (UMN).
- UMN creation of the American Indian Advisory Council providing a voice and development of relationships with the Red Lake Nation, White Earth and Leech Lake. Secured a large Head Start grant with White Earth to grow more day care providers by facilitating under early childhood educational degrees.
- Created a program entitled Mano Amiga aimed at helping Latinx entrepreneurs (UMN)

- Instituted campus wide diversity, equity and inclusion education for all employees and students. Ensured community students groups were supported for BIPOC and LGBTQ and other groups. (UMN)
- Lead and support diversity for a College of Agriculture, which is 44 percent Latino, 25 percent Asian, 5 percent African American; 20 percent white and the remainder from other ethnicities. Faculty and instructional hires reflect the student population. Programs of support include among others: (CPP)
 - Provide support, mentoring, and programming for First Generation Latino students at CPP through a program called Focus on the Future. The program assists students in soft skills such as career development, public speaking, among other topics. Year-long program.
 - Provide support for program entitled Estudiante Dietiticos, which provides instruction, internships and outreach to work with diverse Latino population in southern California in food and nutrition.
 - Establishment of Minorities in Agriculture, Natural Resources and Related Sciences. MANRRS program at CPP
 - Through philanthropy efforts providing opportunities for CPP students to have internships abroad to expand their horizons and appreciation for diversity of thought, religion, ethnicity and cultures.
- Created new programming within ISU Extension to expand outreach and programming for growing Latino populations in Iowa. Provided professional development opportunities for faculty and staff to participate with the Mexican Department of Education and Iowa Department of Education for degree completion of Latinos living in Iowa. (ISU)
- Developed programming through SBDC at UCONN to support Latino entrepreneurs. Hired diverse SBDC counselors to serve the populations of Connecticut--African-American and Hispanic.

Marketing, Legislative and Communications

- Appointed by then Governor California Jerry Brown to serve with 14 others on the California Department of Food and Agriculture Advisory Board (the primary advisory board for the \$100 billion agriculture industry in California). Other members are leading environmentalist, producers and agribusiness leaders. (CPP)
- Agricultural Advisory Board for 7th Congressional District Representative Peterson and Fishbach (UMN)
- Provided testimony to Congress on agricultural marketing and rural development issues
- Worked in advocacy for National Cattlemen's Beef Association and Iowa Farm Bureau Federation
- Drafted portion of the Rural Development Title in the Farm Bill.
- Advised and developed marketing and communications campaigns for several statewide elections and Congressional campaigns.
- Throughout career have provided testimony and legislative work with the Iowa, California, Connecticut and Minnesota legislators.

Research

- Lead technology transfer, incubation and commercialization (UCONN)
- Technology commercialization programs of the University of Connecticut. Research budget at UCONN was \$170 million. In 2013 \$1 million in patent and licensing revenues; 71 disclosures; 52 patents.
- Successful researcher in Extension technology transfer, outreach in underserved countries and development and assistance for agricultural marketing.
- Personally have served as PI on contracts and grants totaling more than \$40 million in last 15 years. Federal agencies providing funding for programming and research include: USDA-NIFA; USDA-Rural Development; USDA-FAS; USDA-RMA; USDA-SARE; USAID; US-EDA; US SBA; state, local and philanthropic and NGOs.
- Oversaw the development of the UCONN Technology Park, with first building opened in 2017. 114,000 square feet of multi-use space. Secured gifts to support industry-university partnerships that support the Technology Park, research and scholarships
- Part of the team of senior leadership at the University of Connecticut (UCONN) that created and implemented NxGen Connecticut. Resulted in an increase of \$1.6 billion in state appropriations in 2013 over 5 years, to increase Science, Technology, Engineering and Mathematics (STEM) enrollment and build facilities to house materials science, physics, biology, engineering, cognitive science, genomics studies and related disciplines. (UConn)
- Part of the team to create the BioScience Connecticut initiative. Genomics research and outreach.
- Restructured technology transfer efforts at UConn to eliminate deficit and focusing on ease of intellectual property (IP) working with industry.
- Led Technology Incubation Services for UConn, which includes 40,000 square feet on three campuses: Storrs, Farmington and Avery Point, CT.
- Oversee and refocused policies and procedures to ensure easier relationships and development with industry partners. Created positions to work with industry and government to develop new research partnerships (CPP).
- Personally have secured more than \$25 million since 2002 in research grants. Currently am PI and affiliated with several grants on the U of MN campus and the Crookston campus. Beginning involvement with the Morris campus on several large Department of Education student success grants.

Outreach and Extension

- At Iowa State University, created the concept that became the Agricultural Marketing Resource Center (AgMRC). AgMRC enhances market access for U.S. value added agricultural producers by development of a virtual information center with live expert intervention as requested. AgMRC provides market based information and business development tools and information, as well as addresses market access issues such as price and volatility. All emphasis is on marketing. Annually the virtual site averages 720,000 sessions of more than 7 minutes with more than 50 million hits. Wrote the grant proposal, developed strategic vision, developed organizational structure, hired and supervised all employees, created reporting systems and oversaw all administrative functions for the center. The center continues operations and has garnered more than \$50 million in external funding since its inception.

- Worked closely with the UCONN College of Engineering on development of sponsored research, industry sponsored research in aviation and materials, internships and continuing educational opportunities for employees of industry through courses, continuing education and shared employment. Corporate partners were General Electric and United Technologies (Otis, Pratt and Whitney, etc)
- Convened and managed the multi-university partnership that supports the web-based resource AgMRC with diverse partners.
- Worked in assisting firms in business development and technology transfer activities for 20 years. Work has spanned from marketing for introduction of new technologies for firms such as Corteva and Cargill to small startup entrepreneurs. Conducted more than 400 feasibility and market studies with and for clients across the U.S at ISU
- Assisting CPP President and VP for operations with strategic planning and master planning a newly acquired property for CPP of 1900 acres for multi-use for outreach, engagement and university-industry partnerships
- Brought SBDC to UCONN resulting in businesses assisted and developed.
- At ISU, provided marketing and consultation for the Office of Continuing Education. Provided marketing and relationship development for new programming with external and internal clients.
- At ISU, developed from the concept and managed the Extension to Value Added Ag Program. The program is now an extension of the AgMRC project, and the business and marketing experts on the Value Added team are making a difference with small producers, communities, biofuels, high-tech startups and more. Their emphasis is on market development, business development, technology transfer and cutting-edge, supply chain science.
- At U of MN working towards Carnegie Engaged University designation and received the APLU Innovation and Engagement (IEP) designation.
- At ISU and in conjunction with the University of Illinois, helped to create and promote a GIS-based web supported market research tools for small business producers and end users in the food chain, with particular emphasis recently on connecting buyers and sellers of local foods. Due to early efforts, Market Maker is building out to a host of state partners (21 states to-date) across the nation and key partnerships with SYSCO and WalMart.
- Provided initial assistance in development of eXtension Communities of Practice for Cooperatives. Served as advisor for 15-state, nationwide effort.
- At ISU, developed an issues-based model for meeting needs of Iowans. Developed and worked with faculty and staff to implement programming related to the rapidly changing political, social and economic environment in Iowa, including Iowa's bioeconomy; new agricultural enterprises, opportunities and linkages; beginning farmers and the next generation of agriculturists; Latino business development; and rural /urban communications and relationships.
- Established new programs based upon need of clients. For example, expansion of Annie's Project, now a program in more than 20 states helping to women to transition and understand how to run their farms when they most frequently have acquired the responsibility due to the death of a spouse. Helped to find significant funding through USDA Risk Management Agency and private, vested funders. (At ISU)

- Shaped multi-faceted programming to support profitable and efficient agricultural producers and businesses, rural vitality and development, value added opportunities and assistance, and protection and enhancement of natural resources.
- Created a Global Extension Program with work in Nigeria, Uganda, China, India, Tanzania, Russia, Afghanistan and Pakistan. (At ISU). At UConn have expanded technology transfer outreach to a Colombia university, joint project with Indian University and provide some assistance to an existing Ethiopian project.
- Worked with Urban Extension Task Force to develop initiatives for urban areas of Iowa. (At ISU)
- Served as Vice President for economic development at UCONN. Reported to the President. Provided primary outreach and engagement with businesses and communities—local, national and international.
 - Develop effective communiqués and opportunities with key partners.
 - Provide cross-disciplinary academic outreach in economic development.
 - Engage with external fundraising and work with key clients.
 - Provide cross-disciplinary academic outreach and engagement

Academic Teaching

Classroom teaching courses of community development, business entrepreneurship. Extensive experience through Extension of working with adults and non-traditional students. Taught Agriculture Leadership and senior seminars at several institutions.

Agriculture (Subject Matter Specialty)

- Extensive background in agricultural development and understanding of key issues over career years. Both studied and extensively involved in agricultural policy. Have written state and federal policy to guide agriculture development. In conjunction with former U.S. Senator Harkin's staff crafted pieces of the Rural Development Title of the Farm Bill.
- Worked closely with agricultural commodity groups (state and national), farm organizations and rural communities to affect positive change in agriculture. Served as representative and interface between commodity organizations and Governor's Office.
- Worked to initiate the first in the national ethanol campaign and have worked the last 30 years with assisting firms, and communities with biofuels initiatives.
- University-based agricultural advocacy work through APLU. Primary focus in the last 5 years has been on APLU International Agriculture and CICEP (economic development).
- Assisted farms and rural groups with business and feasibility studies for large corporate firms, community-based energy businesses to small farmers through SARE grants and other programs focusing on sustainable farming methods and the value added agricultural producer grants (VAPG). Work through the Agricultural Marketing Resource Center involved working with other land grant universities. Worked extensively developing urban agriculture in Connecticut and southern California.
- Worked as an Extension educator and national leader in the fields of agricultural rural development, and marketing of agricultural products from 1990-2009.

- Currently own and operate with my husband a corn/soybean farm in central Iowa. Understand issues involved in agriculture and farming.

Global Engagement

- Engaged in international development through education, business and trade development throughout 30 year history of employment.
- Served on several Governor's trade missions to explore market opportunities across the world.
- Provided leadership to 8 university consortium (Michigan State, ICRISAT, University of Florida, UC Davis, Colorado State, Auburn, Oklahoma State, and CPP) entitled One Agriculture: One Science to create ICT solutions for agricultural development.
- Developed programs internationally and managed MOUs China: Lanzhou, Turkey: Selcuk University, Konya; and Egypt: Institute of Higher Learning (HIAC); Cairo—ISU:) China University, Sichuan University, and Renmin University (U UCONN), Various Vietnamese universities at UMN
- Successful fundraising through private, NGO and governmental sources for global development work. Recent work in Israel and Colombia
- Both personally and professionally traveled to more than 75 countries since late 90s for projects, consultancies and personal curiosity.

Global Projects Conducted

- Afghanistan: Work included both Extension teaching and market access to develop a juicing facility for apples and pomegranates. Developed long-term storage so producers are able to hold their product and not sell it at harvest time when markets are the lowest and flooded. NGO funded to Iowa State University. Received a \$14 million grant with the University of California, Davis, Purdue and Washington State University to revitalize the extension service in Afghanistan.
- Central America, South America, and Caribbean: Market development and access studies done for the National Pork Producers Council. Studies conducted through Iowa State University.
- China: English teacher education program with Lanzhou Jiaotong University (Gansu). Bring teachers for three week intensive English training. MBA and training for Chinese executives at Iowa State University.
- Developed extensive and new relationships with more than 8 international universities at the U of MN Crookston. Under leadership of outstanding global director have increased international enrollment during difficult COVID years,
- Croatia: Development of a Market Infrastructure for value added producers. Work with the University of Zagreb to provide training and faculty improvement and development. Funded by World Learning through US AID.
- India: Work with ICRISAT and Indian agricultural organizations to develop ICT and technology/extension delivery programs and market access venues.
- Nicaragua: Rationalizing a supply chain to export organic, grass-fed beef. This included certifications and inspection of processing, suitable cold storage, transportation, and market linkage to the US, Caribbean,

and other Central American countries. Private consulting referral; worked with NGO with funding from US AID.

- Nigeria: Repopulate the swine industry in the State of Benue Nigeria from initial training of workers in swine and crop production through the supply chain, including development of the processing industry and market for the pork products. Funded by State of Benue to Iowa State University.
- Colombia—working with Technology Transfer. Training Universidad de Cauca in technology transfer methodologies.
- Pakistan: Development of training for Afghanistan and Pakistan Agricultural professionals in cooperation with University of California, Davis, (lead); Purdue University; Washington State University; University of Maryland.
- Tanzania: Develop markets for vegetable products and tea for high-end markets. Iowa State University Project done in conjunction with church organization.
- Uganda: Development of a women farmer-to-farmer exchange between Iowa farm women and women in Uganda. US AID funded.

PERSONAL

- Married to Reg Clause retired Extension educator and agricultural leader. Chair of the Global Farmer Network, a leadership foundation for more than 250 farmers in 50 plus countries.
- Three daughters: Oldest lives Iowa and works for Iowa State University Extension as a farm management specialist; middle daughter lives in Switzerland and is an executive for a multi-national company; and the youngest works in Minneapolis as a project engineer for an international engineering firm.

SCHOLASTIC AND HONORARIES

Phi Kappa Phi

Gamma Sigma Delta (agricultural honor society)

Alpha Zeta (agricultural honor society)

Phi Beta Delta (international honor society)

Alpha Lambda Delta

Pi Sigma Alpha (political science honor society)

BOARDS, COMMISSIONS AND ASSOCIATIONS

Minnesota Department of Health, Higher Education Consortium, 2021 –present

Minnesota Department of Public Health Citizens Advisory Council; 2021-present representing Polk County

Minnesota-Iowa Compact of Higher Education Board, 2019-present

Greater Grand Forks Area Chamber of Commerce Higher Education; 2019-present

Northern Sun Intercollegiate Conference Board of Directors and Diversity Chair, present

Chair-elect, Western States Agricultural Academic Heads, American Public Land Grant Universities, 2015-2016

Co-Chair, One Agriculture: One Science consortium group of 15 universities putting agricultural information on-line and through MOOCs for use in Africa and India, among other areas.

American Public Land Grant Universities, International Division, 2010-Present.

American Association for State Colleges and Universities, Rural colleges consortium, 2016-present.

National Rural Education Association, Higher Education Committee

Non-land grant Agriculture and Renewable Resources Universities (NARRU), Board of Directors

American Public Land Grant Universities, Commission on Innovation, Competitiveness, and Economic Prosperity Executive Committee, (CICEP) 2012-2014

California Department of Food and Agriculture (CDFA) Governor's Advisory Board 2015 to 2017

California Agricultural Leadership Program Board of Directors, 2014-2017

Connecticut Technology Council, 2011-2014

Northeastern Economic Development Association, 2011-2014

eXtension Communities of Practice, Advisory Board for Cooperative Development, 2009-2014

North Central Extension Research Activity (NCERA) 210 member focusing on cooperatives and rural development.

Association for International Agricultural and Extension Education, 2006-Present.

Association for International Agriculture and Rural Development (AIARD) 2006-Present.

International Food and Agribusiness Management Association, 2007-Present.

Northern Great Plains Economic Development Commission Board of Directors, Fargo, ND, representing Iowa. 2002-2011.

Cooperation Works Board of Directors (consortium group of 20 states working in cooperative development work in the U.S.), Denver, CO. 2003-2008.

North Central Rural Development Center, Iowa State University, representing Iowa State University. 2007-2009.

Meadowlark Project Board of Governors, Minneapolis, MN, 2005-2009.

National Extension Agri-Tourism Foundation, Burlington, VT, 2004-2009.

REVIEWER

USDA Value Added Agriculture Producer Grants, 2005–2021

USDA/NIFA Agriculture Teachers of the Year Awards, 2015-2016.

American Public Land Grant Universities, Commission on Innovation, Competitiveness, and Economic Prosperity (CICEP) University Awards, 2014-2017.

US AID Collaborative Research Support Programs, Horticulture, 2008-2017.

Association for International Agricultural and Extension Education, 2010-present.

National Institute for Food and Agriculture, USDA, Small Business Innovative Research Grants Collaborative Research Support Program, 2006–present.

USDA Small Business Innovative Research Grant, 2006, 2008, 2009, 2010, 2015.

Missouri Innovative Grants Program, 2006–2007.

JOURNAL REVIEWER

Journal of Extension, 2011-2015

International Journal of Agricultural Innovations and Research (IJAIR) 2013-present.

International Journal of Agricultural Management & Development (IJAMAD 2013-2019).

Journal of International Agricultural and Extension Education (JIAEE) 2012-2013.

RESOURCE DEVELOPMENT (2001-Present)

Selected Grants Received

Title (PI, Co-PI(s))	Source	Amount	Received	Terminated
<i>Economic Development Administration (EDA) University Center</i>	EDA	\$250,000	9/2021	
<i>Agricultural Supply Chain Disruption During COVID-19</i>	USDA Rural Development	\$200,00	9/2020	
<i>Competitive Development for California Commodities (PI Holz-Clause)</i>	USDA Rural Development	\$114,000	5/2015	5/2017
<i>Regional Economic Development Plan for the UConn Technology Park (PI Holz-Clause)</i>	Economic Development Administration	\$286,000	10/2013	
<i>Small Business Development Center (PI Holz-Clause)</i>	Small Business Administration	\$2,100,000	10/2013	
<i>Small Business Administration Sandy 2 (PI Holz-Clause)</i>	Small Business Administration	\$1,300,00	8/2013	
<i>Small Business Administration Sandy 1 (PI Holz-Clause)</i>	Small Business Administration	\$401,000	4/2013	
<i>Innovation Ecosystem (PI Holz-Clause)</i>	CT Department of Economic Development	\$450,000	3/2013	10/2013
<i>Small Business Development Center (PI Holz-Clause)</i>	Small Business Administration	\$2,100,000	4/2013	
<i>Strengthening Afghanistan's Extension Service subcontract with University of California, Davis, ISU \$3.5 million (PI-Holz-Clause, Co-PI Lawrence)</i>	NIFA, USDA	\$14 million	8/2011	11/2011
<i>Farmer to Farmer Initiative in Uganda; (PI Holz-Clause; Co-PIs Westgate, Lawrence)</i>	U.S. AID	\$100,000	11/2011	12/2012
<i>Pakistan/Afghanistan Development</i>	USDA, NIFA	\$45,000	4/2011	12/2011
<i>Agriculture Marketing Resource Center, RD#113259 (PI Hansen, Co-PI Holz-Clause)</i>	Rural Business-Cooperative Service, USDA	\$1,018,350	4/2011	
<i>Pakistan/Afghanistan Development</i>	USDA, NIFA	\$45,000	4/2011	12/2011

Title (PI, Co-PI(s))	Source	Amount	Received	Terminated
<i>Global Youth Excellence Program</i> (PI Holz-Clause)	Iowa Soybean Association	\$30,000	4/2011	8/2011
<i>Global Youth Excellence Program</i> (PI Holz-Clause)	Iowa Farm Bureau Federation	\$30,000	4/2011	8/2011
<i>Farmer to Farmer Initiative in Uganda;</i> (PI Holz-Clause; Co-PIs Westgate, Rothschild)	U.S. AID	\$100,000	8/2010	9/2011
<i>Development of a Biodiesel Curriculum,</i> ISU Foundation#560409 (PI Holz-Clause; Co-PIs Grewell, Hansen, Hurburgh)	Crown Iron Works, Minneapolis, MN	\$100,000	8/2009	9/2011
<i>Grass-Fed and Organic Beef: Production Costs and Profit Potential,</i> ISU#410-30-41 (PI Holz-Clause; Co-PI M Smith)	University of Minnesota	\$149,966	9/2007	3/2011
<i>Chinese Food Editors,</i> ISU#412-30-12 (PI Holz-Clause; Co-PI Schultz)	Foreign Agriculture Service	\$5,274	4/2006	3/2011
<i>Agriculture Marketing Resource Center,</i> ISU#412-30-94 (PI Holz-Clause; Co-PI Hansen)	Rural Business-Cooperative Service, USDA	\$945,560	9/2009	9/2010
<i>Agriculture Marketing Resource Center,</i> ISU#412-30-45 (PI Holz-Clause; Co-PI Hofstrand)	Rural Business-Cooperative Service, USDA	\$745,575	9/2005	9/2010
<i>Agriculture Marketing Resource Center,</i> ISU#412-30-46 (PI Holz-Clause; Co-PI Hofstrand)	Rural Business-Cooperative Service, USDA	\$702,256	9/2005	9/2010
<i>Special Needs for Iowa Extension Flood and Tornado Response and Recovery,</i> ISU#417-30-03 (PI Holz-Clause)	CSREES, USDA; Smith-Lever Special Needs	\$49,366	9/2008	8/2010
<i>Bulgaria Young Business Professionals,</i> ISU#412-30-09 (PI Holz-Clause)	Foreign Agriculture Service	\$10,593	1/2004	1/2010
<i>Bulgaria Young Business Professionals,</i> ISU#412-30-46 (PI Holz-Clause)	Foreign Agriculture Service	\$13,617	1/2004	1/2010

Title (PI, Co-PI(s))	Source	Amount	Received	Terminated
<i>Agriculture Marketing Resource Center</i> , ISU#412-30-89 (PI Holz-Clause; Co-PI Hansen)	Rural Business-Cooperative Service, USDA	\$943,350	10/2008	12/2009
<i>Agriculture Marketing Resource Center</i> , ISU#412-30-08 (PI Holz-Clause; Co-PI Hansen)	Rural Business-Cooperative Service, USDA	\$943,350	9/2008	9/2009
<i>Agriculture Marketing Resource Center</i> , ISU#412-30-42 (PI Holz-Clause; Co-PI Hofstrand)	Rural Business-Cooperative Service, USDA	\$1,025,000	10/2007	12/2008
<i>Agriculture Marketing Resource Center</i> , ISU#412-30-54 (PI Holz-Clause; Co-PI Hofstrand)	Rural Business-Cooperative Service, USDA	\$1,014,740	10/2007	12/2008
<i>Corn Biomass Fuel Pellets: An Industry–University Partnership</i> ISU#3 475-3-01, (PI Holz-Clause; Co-PIs Stokke, Burden)	Vice President of Research Grow Iowa Fund	\$49,380	9/2007	10/2008
<i>Agriculture Marketing Resource Center</i> , ISU#412-30-4 (PI Holz-Clause; Co-PI Hofstrand)	Rural Business-Cooperative Service, USDA	\$2,000,000	9/2002	10/2008
<i>Agriculture Marketing Resource Center</i> , ISU#412-30-33 (PI Holz-Clause; Co-PI Hofstrand)	Rural Business-Cooperative Service, USDA	\$4,000,000	9/2003	9/2008
<i>Functional Quality Management Systems for Livestock Producers</i> (PI. Lawrence; Co-PI Mabry, Holz-Clause)	Leopold Center for Sustainable Agriculture	\$60,000	1/2006	1/2008
<i>Flax Working Group</i> , ISU#400-30-73 (PI Holz-Clause; Co-PI Smith)	Leopold Center for Sustainable Agriculture	\$46,000	10/2005	10/2007
<i>Bridging the Gap: What Does It Take to Bring Small and Medium-Sized Producers and Retail and Food Service Distributors Together?</i> , ISU#473-30-39 (PI Holz-Clause)	Leopold Center for Sustainable Agriculture	\$50,500	10/2005	10/2007
<i>Risk Management Tools for Grape and Wine Industry in Iowa, Minnesota and Wisconsin</i> , ISU#412-30-23 (PI Holz-Clause, Co-PI Tordsen)	Risk Management Agency	\$149,163	8/2006	9/2007
<i>Opportunities in Value Added Agriculture in Iowa</i> , ISU#3 400-30-56 (PI Holz-Clause; Co-PI Schultz)	J.P.Morgan Chase Bank	\$25,000	9/2006	8/2007

Title (PI, Co-PI(s))	Source	Amount	Received	Terminated
<i>Development of Extension Training Materials and Capacity Training in Eastern Region of Afghanistan, ISU# 400-30-17 (PI Holz-Clause)</i>	IF Hope Foundation	\$55,678	9/2006	8/2007
<i>Iowa State University Support for the Regent's Center, ISU#475-30-07 (PI Holz-Clause)</i>	University of Northern Iowa	\$34,000	7/2006	7/2007
<i>Marketing Opportunities for Goat Producers, ISU#410-30-79 (PI Holz-Clause)</i>	University of Nebraska	\$49,565	5/2006	6/2007
<i>Accelerated Growth of the Agribusiness Sector for Croatia, ISU#404-30-05 (PI Holz-Clause; Co-PI Burden)</i>	World Learning	\$50,000	6/2006	5/2007
<i>Cochran Fellowship World Pork Expo Professionals, ISU#412-30-49; #412-30-49 (PI Holz-Clause)</i>	Foreign Agriculture Service	\$33,935	4/2006	3/2007
<i>Business Plan and Feasibility Studies, ISU#400-39-25 (PI Holz-Clause)</i>	Leopold Center for Sustainable Agriculture	\$8,000	1/2004	1/2007
<i>E-85 Fueling Site, ISU#451-30-01 (PI Holz-Clause)</i>	Iowa Corn Promotion Board	\$15,000	3/2006	12/2006
<i>E-85 Fueling Site, ISU#400-30-06 (PI Holz-Clause)</i>	National Ethanol Vehicle Coalition	\$5,000	6/2006-	12/2006
<i>Interactive Agri-Entrepreneurial Tools for Assessing Business Development Risks, ISU#410-30-65 (PI Holz-Clause; Co-PI Tordsen)</i>	University of Nebraska	\$37,500	9/2004	8/2006
<i>Quality Management Systems. Managing Risk in Today's Agriculture, ISU#412-30-29 (PI Holz-Clause)</i>	University of Nebraska	\$40,000	9/2003	4/2006
<i>Opportunities with Iowa Convenience Store Retailers: Seeking Market Access for Iowa-Based Value-Added Food Products, ISU#400-30-77 (PI Holz-Clause)</i>	Leopold Center for Sustainable Agriculture	\$5,520	4/2005	1/2006
<i>Opportunities with Iowa Convenience Store Retailers: Seeking Market Access for Iowa-Based Value-Added Food Products, ISU#400-33-09 (PI Holz-Clause)</i>	Alces Foundation	\$2,000	4/2005	1/2006

Title (PI, Co-PI(s))	Source	Amount	Received	Terminated
<i>Market Maker of Iowa</i> , ISU #400-39-35 (PI Holz-Clause)	Altira Corporate Services	\$20,000	1/2005	1/2006
<i>Web-based Interactive Decision Model for Determining Economic Feasibility of Growing Grapes and Establishing a Small Winery for Wine and Grape Juice</i> , ISU #473-30-30 (PI Holz-Clause)	Leopold Center for Sustainable Agriculture	\$29,000	1/2003	12/2005
<i>Iowa Cooperative Business Center</i> , ISU#412-30-29 (PI Ginder, Roger; Co-PIs Holz-Clause, Jarboe, Artz)	USDA Rural Development Cooperative Service	\$272,382	10/2003	9/2005
<i>Agriculture Marketing Resource Center</i> , ISU#412-30-33 (PI Holz-Clause; Co-PIs Hofstrand, Babcock, Ginder)	Rural Business-Cooperative Service, USDA	\$5,000,000	9/2001	9/2005
<i>Needs Assessment and Support</i> , ISU#400-39-38 (PI Holz-Clause)	International Foundation of Hope	\$10,000	9/2004	2/2005
<i>Building Capacity to Support Small Farmer Profitability</i> , ISU # 410-30-29 (PI Holz-Clause; Co-PI Smith)	Practical Farmers of Iowa	\$5,600	2/2003	12/2004
<i>Heartland Fish Cooperative</i> , ISU#400-39-82 (PI Holz-Clause)	Enterprise MidAmerica	\$12,000	11/2003	10/2004
<i>Value Added Industries to Co-Locate Near Livestock Processing Facilities</i> , ISU#426-30-04 (PI Holz-Clause)	University of Nebraska	\$9,720	1/2003	9/2003
<i>New Market Opportunities for Small-Medium Size Farmers in Iowa</i> , ISU#400-39-25 (PI Holz-Clause)	Chase Global Philanthropic Services	\$22,000	7/2002	7/2003
<i>Expanding Market Opportunities for Traditional and Non-Traditional and Minority Ethnic Producers</i> , ISU #412-30-15 (PI Holz-Clause)	CSREES-USDA Cooperation at Work	\$300,000	9/2001	6/2003
<i>Iowa Industries of the Future</i> (PI Johnson; Co-PIs Cox, Holz-Clause)	Iowa Dept of Natural Resources	\$181,818	1/2002	4/2003
<i>Providing Technical Assistance to Communities on Food Systems</i> (PI Holz-Clause; Co-PI Wintersteen)	Iowa Department of Economic Development	\$57,500	2001	2002

Title (PI, Co-PI(s))	Source	Amount	Received	Terminated
<i>Market Study for Sustainable and Organic Agriculture Products in Northeast Iowa</i> , ISU#400-39-04 (PI Holz-Clause)	U.S. Department of Commerce	\$24,000	9/2001	12/2002
<i>Southeast Iowa Organics Project/Developing Training for Value Added Agriculture</i> (PI Holz-Clause)	Global Philanthropic Services	\$15,000	9/2001	10/2002
<i>Creating Marketing Opportunities for Ag Producer</i> , ISU # 412-30-08 (PI Ginder; Co-PI Holz-Clause)	USDA Rural Development Cooperative Service	\$120,000	10/2000	9/2002
<i>New Market Opportunities for Small-Medium Size Farmers in Iowa</i> , ISU#400-39-04 (PI Holz-Clause)	Chase Global Philanthropic Services	\$20,000	7/2001	7/2002
<i>Developing a 4-County Agricultural Asset Inventory of Grains, Livestock and Niche Markets</i> , ISU#412-30-12 (PI Holz-Clause; Co-PI Zacharakis-Jutz)	USDA Rural Development Cooperative Service	\$22,000	5/2001	5/2002

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- Holz-Clause, M.; Clause, R.J.; Koundinya, V (in process book) *Innovations in Agriculture: Case studies of firms that changed the face of agriculture*.
- Guntuku, D., & Holz-Clause, M. Innovative approaches for agricultural knowledge management: ICT and climate change. In R. B. Singh & S. Mitra (eds.), *Water management innovations in agriculture: Experiences and future perspectives*. Thousand Oaks, CA: Sage.
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SELECTED INVITED PRESENTATIONS

International Presentations

Holz-Clause, M. (2022). *Effective Communications and Leadership Development* , Global Farmer Network Annual Meeting, Mexico City, Mexico July 26.

Holz-Clause, M. (2022). *Effective Communications and Leadership Development* , Global Farmer Network Leadership Summit, Frankfurt Germany, June 6-7.

Holz-Clause, M. (2012). *Farmers' Perceptions and Insights for Sustainable Global Agricultural Extension Systems*. Association for International Agricultural and Extension Education, Nakorn Pathom Province, Thailand, May 20-24.

Holz-Clause, M., & Guntuku, D. (2011). *Global agricultural extension: From theory into practice*. International Seminar on Innovative Approaches for Agricultural Knowledge Management: Global Extension Experiences, New Delhi, India, November 9-12.

Holz-Clause, M., & Guntuku, D. (2010) *Global agricultural extension: From theory into practice*. International Seminar on Innovative Approaches for Agricultural Knowledge Management: Global Extension Experiences, New Delhi, India, November, 23-25 (presented by Guntuku on behalf of Holz-Clause).

Holz-Clause, M., Andrews, D. & Guntuku, D. (2010). *Global agricultural knowledge initiative: Strengthening the global competence of students, faculty and extension agents*. Sixth Pan Commonwealth Forum on Open learning (PCF6), Kochi, India, November, 24-28 (presented by Guntuku on behalf of Holz-Clause).

Holz-Clause, M. (2010). *A path for the Indian Research Agricultural Council to revitalize Extension*. ICAR Leaders Summit, Delhi, India, November 1-3.

- Holz-Clause, M., & Guntuku, D. (2010). *Role of information and communication technologies in global agricultural development: Experiences from global academy for extension practice*. Global Studies Conference 2010, Busan, South Korea, June 21-23 (presented via Internet).
- Holz-Clause, M. (2010). *Information and communication technologies (ICTs) for agricultural development: Towards a new paradigm*. ICT for International Development. NIFA Webinar, USA, May 13.
- Holz-Clause, M. (2010). *The role of extension in global development*. Syngenta Foundation, Basel, Switzerland, May 20.
- Holz-Clause, M. (2010). *Lessons learned in providing extension systems and advisory services: Experiences from USA*. Global Conference on Agricultural Research for Development (GCARD), Montpellier, France, March, 28-31.
- Holz-Clause, M. (2009). *Global consultation on information and communication management*. Global Academy for Extension Practice, ICRISAT, India, December 7-11.
- Holz-Clause, M., & Khomotov, A. (2009). The revolutionary new paradigm of global extension and cooperation between Iowa State University in the U.S. and Suleyman Demirel University in Turkey. Isparta, Turkey, April.
- Holz-Clause, M., & Andrews, D. A. (2009). *The role of extension in the U.S. and possibilities for Turkey*, Selcuk University, Konya, Turkey, April 29.
- Holz-Clause, M. (2008) *The role of Extension in the U.S. and how it could be transferred to China*. Longping High Tech Rice Company, December.
- Holz-Clause, M. (2008) *The role of Extension in the U.S. and how it could be transferred to China*. Tsinghua University, December.
- Holz-Clause, M. (2004). *Global market opportunities of U.S. producers*, Food Distribution Society, Valencia, Spain, June.
- Rounds, J., and Holz-Clause, Mary, (1996) "Using the Extension Model To Build an Effective Technology Transfer System for the Industrial World of the 21st Century," presented at and published in the proceedings of the IV Interamerican Conference on Engineering and Technology Education, Valencia, Venezuela, September.
- National**
- Holz-Clause, M., (2023) Webinar Overcoming the Enrollment Challenges in Rural Universities . One of two panelist, Sponsored by The Chronicle of Higher Education, April.
- Holz-Clause, M., Spaeth T., and Cirillo, Alexander (2021) Webinar The Future of Higher Education: Design in a Post-Pandemic World, November .
- Holz-Clause, M (2021) Webinar on the Future of Rural Institutions since COVID-19, One of five panelist, Sponsored by Chronicle of Higher Education, October.

- Holz-Clause, M (2015). Capstone speaker at National Association of Extension Program and Staff Development Professionals (NAEPSDP), San Diego CA, December, 2015
- Holz-Clause, M. (2012). *Bridging the GAP: Increasing the competitiveness of Ugandan women in the marketplace*. American Society for Horticultural Science, Miami FL, July 31-August 3.
- Holz-Clause, M. (2012). *Accelerating innovation through public/private partnerships*. Panel at the Deshpande Forum on Innovation and Entrepreneurship, Lowell, MA, April 27.
- Holz-Clause, M. (2010). *Comments from world farmers about meeting the challenges of the future*. World Food Prize, Des Moines, IA, October 13.
- Holz-Clause, M. (2010). *The role of the land grant institutions in the U.S. and the possibilities for Africa: Highlighting work at Iowa State University*. African Growth and Opportunity Act Forum, Kansas City, MO, August.
- Holz-Clause, M. (2010). *(ICTs) for Agricultural Development: Towards a New Paradigm. ICT for International Development*. NIFA Webinar, USA, May.
- Holz-Clause, M. (2009). *How value-added agriculture producers in 20 U.S. states find, intake and validate knowledge inputs*. National Value Added Agriculture Conference, Moline IL, June.
- Holz-Clause, M. (2007). *Impact of the value added agriculture producer grants to America's farmers and ranchers*. Testimony to U.S. Senate Agriculture Committee, Washington, D.C., March 2007.
- Holz-Clause, M. (2007). *International programming enhances extension programming*. Joint Council for Extension Professionals, St. Louis, MO, March.
- Holz-Clause, M. (2006). *Value added agriculture opportunities for US producers*. 4th National Small Farmers Conference, Greensboro, NC. October.
- Holz-Clause, M. (2006). *Value Added Agricultural Cooperative Development*. Agricultural Cooperators in Education, Washington, DC, 2006.
- Holz-Clause, M. (2005). *Traceability with emphasis on the beef industry*. Food Distribution Society, San Luis Obispo, CA, October.
- Holz-Clause, M. (2005). *Using case studies to teach extension professionals*. Agricultural Economics Association, Long Beach CA, July.
- Holz-Clause, M. (2005). *Developing international extension projects*. [Association for International Agricultural and Extension Education](#), Tampa, FL, May.
- Holz-Clause, M. (2005). *Midwestern wine development*. Midwest Viticulture Association, Ozark, MO, March.
- Holz-Clause, M. (2005). *Value added agriculture: A strategy for economic development*. American Farm Bureau Federation, Charlotte, NC, February.

- Holz-Clause, M. (2004). *The good, bad and ugly aspects of wine marketing*. Risk Management Association, Wenatchee and Yakima, WA, December.
- Holz-Clause, M. (2004). *Using value added agriculture as an economic development strategy*. Tri-State Economic Development Summit, Sikeston, MO, November.
- Holz-Clause, M. (2004). *How to get started in value added agriculture: Strategies for development*. Tennessee Agriculture Marketing, Nashville, TN, May.
- Holz-Clause, M. (2004). *Your value added agriculture business*. National Farmer's Union Annual Convention, Billings, MT, March.
- Holz-Clause, M. (2004). *How to develop your agricultural business*. American Farm Bureau Federation, Honolulu, HI, January.
- Holz-Clause, M. (2003). *A new way to think*. Farms, Food and Future, Ames, IA, August.
- Holz-Clause, M. (2003). *Using case studies to teach extension professionals*. Agricultural Economics Association, Long Beach, CA, August.
- Holz-Clause, M. (2003). *The new agriculture*. 5th Annual Value Added Agriculture Conference, Grand Rapids, MI, June.
- Holz-Clause, M. (2003). *Opportunities in value added agriculture: Survey across the U.S.* USDA Outlook Forum, Washington, DC, February