



Board of Regents Special Meeting

May 2023

May 8, 2023

8:00 a.m.

Boardroom, McNamara Alumni Center

BOR - May 8, 2023 - Special Meeting

1. Interview Finalists and Select the Interim President of the University of Minnesota - Review/Action

Docket Item Summary - 3

Resolution - 4

Jeffrey Ettinger Letter of Interest - 5

Jeffrey Ettinger CV - 13

Myron Frans Letter of Interest - 15

Myron Frans CV - 17

Mary Holz-Clause Letter of Interest - 24

Mary Holz-Clause CV - 26

E. Thomas Sullivan Letter of Interest - 56

E. Thomas Sullivan CV - 59



BOARD OF REGENTS DOCKET ITEM SUMMARY

Board of Regents

May 8, 2023

AGENDA ITEM: Interview Finalists and Select the Interim President of the University of Minnesota

Review

Review + Action

Action

Discussion

This is a report required by Board policy.

PRESENTERS: Regent Janie S. Mayeron

PURPOSE & KEY POINTS

The purpose of this item is for the Board of Regents to interview finalists and take action to select an Interim President of the University of Minnesota. As part of its action, the Board will delegate authority to the Board chair to negotiate and finalize an employment agreement, which will return to the full Board for approval at its regular May 2023 meeting or a special meeting called for that purpose.

At a special meeting on May 4, 2023, the Board selected the following finalists for Interim President:

- Jeffrey Ettinger
- Myron Frans
- Mary Holz-Clause
- E. Thomas Sullivan

The finalists' CVs and letters of interest are included in the docket. The order in which the finalists will be interviewed will be determined based on the candidates' availability.



REGENTS OF THE UNIVERSITY OF MINNESOTA

RESOLUTION RELATED TO

Selection of Interim President of the University of Minnesota

BE IT RESOLVED that the Board of Regents (Board) selects _____ as the Interim President of the University of Minnesota effective on or before July 1, 2023, as defined by the employment agreement between the University of Minnesota and _____.

BE IT FURTHER RESOLVED that the Board delegates authority to the Board chair to negotiate and finalize an employment agreement with the Interim President Designate and submit that employment agreement for approval by the Board.

BE IT FURTHER RESOLVED that the Board directs President Gabel and her administration to immediately begin working with the Interim President Designate on a transition plan.

Application for Position of Interim President, University of Minnesota

Jeff Ettinger

Item #1

Letter of Interest addressing how the candidate's experience aligns with required and preferred qualifications

Dear University of Minnesota Regents:

Thank you for establishing this process. I present myself as a candidate for the position of Interim President of the University of Minnesota with significant professional and community experience. I am a former CEO of a Minnesota-based Fortune 300 company, the chair of a charitable foundation that directs millions of dollars in grants to our community, a 2022 candidate for US Congress, and a co-chair of the recently completed Council on Economic Expansion for the state of Minnesota. In each of these roles, I have worked on a collaborative basis with others to seek balanced solutions, grounded upon genuinely listening to a broad array of stakeholders.

I was recently invited to make a presentation about my career to college students at St. Cloud State University. Among the lessons I offered was to “learn and embrace each role” they will encounter in their career journey. As I apply this proposition to the position of Interim President for the University of Minnesota, I would embrace this role by serving as a bridge between the current administration and the future permanent President - by being an agent of continuity and progress on the major initiatives of the University. I would also seek to be a bridge builder with students and faculty, alumni, the Legislature, the media, and others who have a passionate interest in the long-term success of the University.

In addition to the experiences set forth in my resume (included herein as Item #2), I am grateful for the opportunity to address how my experience aligns with the required and preferred qualifications for the position, as set forth by the Board of Regents.

Required Qualifications

- Bachelor's degree or higher: I have a Bachelor of Science degree from the University of California Los Angeles (1980) and a Juris Doctor degree from UCLA (1983).
- Demonstrated experience in an executive-level leadership position: I served in executive leadership roles during the final 17 years of my career at Hormel Foods – as President of Jennie-O in Willmar, Minnesota (Hormel's largest subsidiary, with 7,000 employees and an annual budget of \$1 billion) and as President and CEO of Hormel Foods Corporation in Austin, with 20,000 employees and an annual budget of \$9 billion. While there are significant differences between a business operation and academia, there are elements of leadership that would be comparable: managing complex and sensitive personnel matters; conducting interviews with television, radio, print and digital media; reporting to a board; and representing the institution as appropriate with national, state and local officials. There are also similarities in the value of effective goal setting and in leading talented teams to deliver the desired results.
- Strong understanding of or experience with the University of Minnesota and the State of Minnesota: In my role as chair of the Hormel Foundation, I met with President Gabel and President Kaler to discuss the Hormel Institute and the potential FAARM project. Our family has a deep and lengthy connection with the University of Minnesota. My wife LeeAnn's parents both attended the University in the 1950's, LeeAnn is a graduate of the University (1980), and all four of our children have degrees from the University, and the spouses of our two married daughters are both U of M graduates. While I do not have a degree from the University, I was proud to receive my faculty card when I started to co-teach with Professor Mark Bergen in 2017 as an executive fellow at the Carlson School. (see my reference list for Professor Bergen's contact info). We created a new class in Agribusiness for MBA students which was offered for two years, and more recently I have been a regular guest lecturer in Professor Bergen's Pricing class. In terms of the State of Minnesota, I have lived in rural Minnesota (either Austin or Spicer) for 33 years, and we raised our four children here. I have also spent significant time in the Minneapolis/St. Paul metro area serving on boards and trade associations, teaching at the University, and working with Twin Cities advertising agencies and law firms. My reference list (Item #3) includes contact information for Charlie Weaver, Executive Director of the Minnesota

Business Partnership, who can speak to my involvement in state-wide issues involving the business community.

- Proven ability to advance priorities in a large and complex organization: There is only one way to advance priorities in large and complex organizations – through teamwork. One of the great joys of my career at Hormel Foods was to work with so many talented, dedicated folks toward the achievement of common goals. I would also point to my recent experience as a co-chair of the Governor’s Council on Economic Expansion. We were charged with a broad mission in a tight timeframe, and we worked together as a diverse team to listen to dozens of subject matter experts on topics of importance. We succeeded in delivering a roadmap for equitable economic expansion for the State of Minnesota within the specific timeframe. My reference list includes my co-chair, Paul Williams (President and CEO of Project for Pride in Living) who can speak to our methodology with the Council.

- Demonstrated success in developing and convening teams of leaders and experts to implement strategic objectives: In addition to the general importance of working through teams mentioned in the last answer, I will provide a couple of specific examples. When I was a product marketing manager at Hormel Foods, I was responsible for chairing a multi-disciplinary team charged with the goal of improving our flagship HORMEL Chili product. We worked with external consultants to develop a new formulation that not only enhanced flavor but also reduced the fat in the product. At Jennie-O, we were confronted with turkey disease challenges (the latest of which being avian influenza) that prompted our farm team, our R&D department, outside scientists, and several helpful experts from the University of Minnesota (including Dr. Michael Osterholm and Dr. Brian Buhr, the latter of whom is listed on my reference page) to collaborate on protecting our farmer partners and our own farms from the spread of disease.

- Commitment to the University’s mission, values and priorities: I have reviewed the University’s published mission statement, the priorities for the Interim President set forth in the application materials, and other documents setting forth the values and priorities of the University of Minnesota. I will commit to supporting the University’s mission, values and priorities and, if selected, will work as Interim President in conjunction with the Board of Regents to find ways to advance them.

- Strong reputation in and demonstrated ability to be effective at legislative and community relations: I engaged in regular interaction with our state and federal elected officials through my roles at Jennie-O, Hormel Foods, and with the Hormel Foundation. For example, in my role as CEO of Hormel Foods, I

testified before Congress (along with fellow Minnesota business leader Greg Page of Cargill) to defend a new manufacturing protocol. I was able to expand and enhance these legislative relationships when I ran for Congress last year. My reference list includes the names of three legislators I worked with during the campaign (Rep. Gene Pelowski of Winona, Rep. Kim Hicks of Rochester and Sen. Nick Frenzt of Mankato) who can speak to my ability to seek balanced solutions. I have been active for many years in my local community, focused on making our increasingly diverse community more welcoming and approachable. This can be attested to by Miguel Garate, included on my reference list. I have also worked in collaboration with others on a regional basis in southern Minnesota – see Tim Penny, listed on my reference sheet.

- Understanding of academia and the role and value of shared governance within a complex organization: I recognize that the role of a university President differs markedly from that of a business CEO insofar as the faculty and other professionals in the university environment play a major role in the governance of the institution. This is true when there is a permanent president in place, and is especially true when the President role is held on an interim basis. I am prepared to listen to and work with a broad array of dedicated professionals in the role of Interim President.

- Demonstrated experience in promoting and supporting a consultative and collaborative culture: Since becoming chair of the Hormel Foundation in 2018, I have worked to enhance participation, establish an atmosphere of open dialog, and improve the board's diversity on many fronts. My leadership style at Hormel Foods and at Jennie-O was also centered on seeking broad participation and soliciting multiple ideas. I believe my training in law helped me in this regard throughout my career, raising my awareness of different points of view and possible solutions.

- Demonstrated experience working with boards: I have very extensive experience serving on and working with boards. I have been a non-profit board member (local nursing home board, the Ordway Center for Performing Arts, Better Futures Minnesota), a trade association board member (Minnesota Business Partnership, the American Meat Institute, the Grocery Manufacturers of America), and a public company board member (Hormel Foods, The Toro Company and Ecolab). I have been the board chair (Hormel Foods, the Hormel Foundation), and the lead director (Ecolab). I served for 11 years as CEO of Hormel Foods under the direction of one of the strongest and most diverse boards in corporate America (my reference list includes Luella Goldberg, a long-time University of Minnesota stalwart and our first lead director.) I am familiar with the role of the board versus the role of

management, though I recognize these roles may differ a bit when there is an interim executive in place.

- Record of success in promoting and advancing equity, diversity and inclusion: I am a strong life-long proponent of diversity and inclusion. I attended integrated public schools in Pasadena, California, and as mentioned earlier, I have been actively involved in helping to make Austin a welcoming community as it has changed over recent years. One example of this occurred in 2007 when I traveled to Washington DC with our former mayor, a priest, the head of our Welcome Center, and the multicultural advisor at Riverland Community College (Miguel Garate, see reference list) to educate elected officials on the importance of comprehensive immigration reform for towns such as Austin. I established the first Diversity and Inclusion Council at Hormel Foods, and chaired the group until I retired. I have been a champion for diversity on all of the corporate boards on which I have served, and worked to significantly improve the diversity of the Hormel Foundation board when I became its chair. One of our hallmark projects at the Hormel Foundation has been the creation of the Austin Assurance Scholarship, which offers all graduates of Austin's high schools the chance to attend Riverland Community College with the majority of costs covered. Riverland President Adenuga Atewologun is listed on my reference sheet, and is fully versed in the process and benefits of this scholarship program. LeeAnn and I have also helped to support over 40 students with four-year scholarships through the Wallin Education Partners program, most of whom are first generation in their family to attend college. We partnered with Wallin to expand the program to Greater Minnesota by bringing it to Austin. I have included the executive director of Wallin Education Partners, Susan Basil King, on my reference list.

- The candidate for Interim President will not intend to apply for the permanent position: I agree not to apply for the permanent position. I think it is wise of the board to focus the attention of the Interim President on the University's current opportunities and challenges.

Preferred Qualifications

- Doctorate or terminal degree: I have a Juris Doctor degree from the University of California Los Angeles (1983).
- Background in academia: I have not been a full-time employee of an academic institution. As mentioned earlier, I was recruited in 2017 to be an executive fellow at the Carlson School. For the first two years, Professor Mark Bergen and I created a new MBA course together in the field of Food and Agribusiness, and I was subsequently a regular guest lecturer in his pricing course in 2020 and 2021. I have also been a guest lecturer at Dartmouth, UCLA, Iowa State, Michigan, Kansas State and St. Cloud State.
- Ability to quickly build relationships with University faculty, staff and students: I believe I have the capacity to get to know people and complex subjects on a relatively quick basis. A recent example of this would be my run for Congress in 2022. When our incumbent Congressman passed away, there was a two-week period to file for a special election to fill the seat. Over the ensuing several months, we built a staff, raised funds, conducted interviews, put on many miles traveling through the far-flung district, met thousands of voters and studied the issues. While I was not ultimately successful in winning the election (we came within 4% in the special election, but lost in the general election by a wider margin), I was prepared to have served capably in Congress for southern Minnesota had I won.
- Understanding of how to lead and manage a major research enterprise: My background in this area is limited. I am very familiar with one particular arm of the University of Minnesota research mission – the Hormel Institute in Austin. As Chair of the Hormel Foundation, I have worked with both the local Institute leadership and with the Vice President for Research at the Twin Cities campus (Dr. Chris Cramer, Dr. Michael Oakes, and now Dr. Shashank Priya.). This being said, I would intend to rely on the experience and expertise of the professional team in place.
- Demonstrated success in leading, empowering and delegating effectively: This was an absolute requirement of being able to lead both Jennie-O (with its 7,000 employees) and the parent company Hormel Foods (20,000 employees). In fact, one of the critical assessments a chief executive should make early on is where he or she can add the most value. At Hormel Foods, I focused on (a) working to set strategy and meaningful goals, (b) communicating with the media, the investment community, team members throughout the world, and our communities and other stakeholders, and (c) leading the team that is focused on succession planning, diversity and inclusion, and talent management. This latter area invariably includes the

unfortunate reality that there will be missteps and challenges involving employees, and I have substantial experience in working to find the correct resolution to these type of situations.

- High ethical standards, sound judgment, and a strong commitment to integrity: I have worked throughout both my professional career and in my private life to maintain high ethical standards and a strong commitment to integrity. I believe I have exhibited sound judgment, but perhaps that is a topic best directed to some of the references I have provided.

- Demonstrated fiscal acumen and management experience: As CEO of a public company, I was regularly and deeply involved in fiscal matters. This included the setting and meeting of operating budgets and capital budgets, as well as day-to-day management of an enterprise in a fiscally prudent manner. We established specific financial goals during my tenure as CEO at Hormel Foods, and by meeting them on a regular basis we enhanced the value of the organization to shareholders (the stock value increased over 300% during these 11 years). We also shared in this success with all employees by creating a universal stock option grant. The role of chair of the Hormel Foundation also involves fiscal management. We donate over \$20 million per year to programs and entities in our local community, and the process of weighing competing requests is a regular function of my role.

- Excellent analytical, interpersonal, written, and oral communication skills, including effective collaboration and consensus-building abilities: To address this qualification, let me offer some work I have undertaken at the request of the Governor's Office. When COVID hit Minnesota on a broad basis, and our state was confronted with multiple shutdowns, I was asked to work on a task force aimed at keeping food supply chains open. We worked on a collaborative basis with industry, health regulators, federal transportation officials and others to keep the flow of groceries open to Minnesotans on a safe basis. I was then asked to serve as part of a Hospitality Roundtable formed by then-DEED Commissioner Steve Grove to discuss rules, closures and openings, and other economic and safety repercussions. These conversations were sometimes emotional and heated, and Commissioner Steve Grove (see references in Item #3) can attest to my role in seeking to find common ground and to "calm the waters." I also worked with Commissioner Grove on the Governor's Council on Economic Expansion, where co-chair Paul Williams and I worked on consensus building with a diverse panel before arriving at the Council's final recommendations.

- Experience in managing controversial and high-profile issues: In the aftermath of the George Floyd tragedy, and the vigilante shootings in Kenosha

three months later, I used my position as Chair of the Hormel Foundation to call for listening sessions in our Austin community about how to address issues emanating from these events. We heard from dozens of local community members, with the panel of “listeners” including the police chief, the sheriff, the mayor and the head of our Welcome Center. Ultimately, we proposed the “Austin Community Understanding”, which stated that our community supported peaceful protest, that we did not support violence or damage to property, that our local law enforcement would have a plan in place for reinforcements which did not rely upon armed citizens, that local law enforcement needed to be respectful and non-discriminatory in its interaction with community members, and that our community members should respect the valuable and difficult job of law enforcement. This Understanding was passed by unanimous votes by our city council and our county board. As CEO of Hormel Foods, I also worked in a proactive manner to ensure that we had respectful and productive relations with the UFCW union who represented the workers in the Austin plant, given the troubled history of the Hormel strike of the 1980’s.

Sincerely,
Jeff Ettinger

Item #2 Resume

JEFFREY M. ETTINGER



PROFESSIONAL EXPERIENCE

Hormel Foundation, Austin, Minnesota

Chair, August 2018 – present

Community-based organization benefiting Austin and Mower County. Key projects include Assurance Scholarship for all Austin students wishing to attend local Community College, support and growth of Hormel Institute (University of Minnesota), new FAARM project.

Hormel Foods Corporation, Austin, Minnesota

Chief Executive Officer, 2005 – 2016

Established strategic priorities and set efficiency/growth standards for multinational food company. Responsible for \$9B annual budget, 20,000 team members. Key initiatives included innovation challenge, creation of diversity & inclusion council, complex deal management.

Jennie-O Turkey Store, Willmar, Minnesota (subsidiary of Hormel Foods Corporation)

President, 1999 – 2004

Led 7,000 team members to leading position as value-added marketer of turkey products. Worked with family turkey farms, small Minnesota and Wisconsin town governments, and federal and state regulators to ensure sustainable, safe production.

ACADEMIC / CIVIC EXPERIENCE

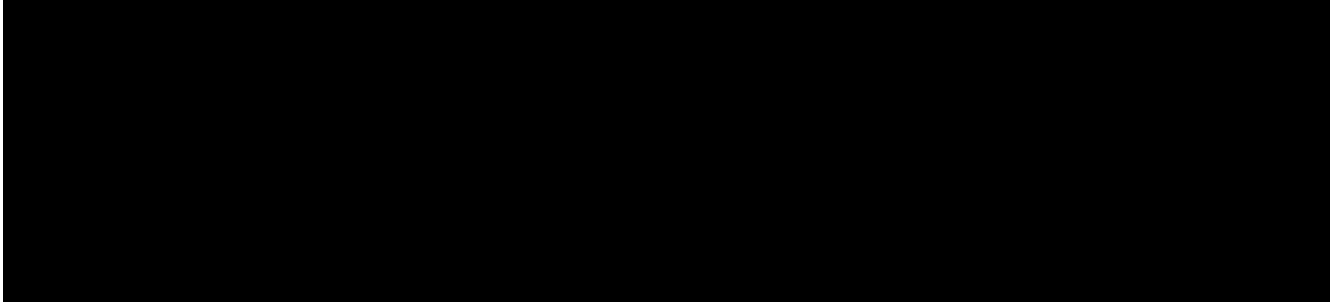
Executive Fellow – University of Minnesota Carlson School of Business

Created and co-taught Agribusiness course with Professor Mark Bergen: Fall 2017 and 2018.

Regular Guest Lecturer for Professor Mark Bergen's Pricing Class: Fall 2020 and 2021.

Guest Lecturer – Dartmouth, UCLA, Iowa State, Michigan, Kansas State, St. Cloud State

2010 – 2023. Topics related to business management, leadership, law, careers.



BOARD SERVICE

Public Companies [REDACTED]

Community Organizations – **Hormel Foundation**: 2006 – present; [REDACTED]

EDUCATION

University of California Los Angeles – J.D. [REDACTED]

University of California Los Angeles – B.A. [REDACTED]

AWARDS

[REDACTED]

Myron Frans, J.D.

May 1, 2023

Dear Members of the University of Minnesota Board of Regents,

This is a critical moment for the University of Minnesota. Whoever is selected as an Interim President must be conversant with the current challenges and able to move ahead at full speed on the University's mission of serving its students, supporting its faculty and staff, and delivering results through research and outreach for the people of the state of Minnesota.

With ten years as a top leader at the state and my last three years as Senior Vice President for the University, I have the relationships, background, skills, and ability to be an effective Interim President and to set up our next president for success.

Just this year, I helped develop and lead the University's strategy for responding to the proposed Fairview-Sanford merger. The University's ability to control its academic health center and serve its mission of providing state-of-the-art, cutting-edge health care for the people of Minnesota is being challenged and requires strong leadership during this interim period.

I recently assumed responsibility for the University's government relations function with little notice, only a few weeks after the start of the current legislative session. I quickly assembled a hands-on government affairs team and, in addition to my Senior Vice President duties, have been leading the University's legislative efforts with the Governor's Office and state legislature on our budget, bonding requests, and the proposed Fairview-Sanford merger. My reputation and ability to work with all elected officials, regardless of their political affiliations, will be an important asset in furthering the University's mission in future legislative sessions.

My budget and finance expertise has resulted in resolving budget shortfalls, balancing billion-dollar budgets, building reserves, and managing billion-dollar debt programs for both the state of Minnesota and the University. On the operational side, I have a reputation for solving problems and getting things done. In collaboration with system chancellors and senior leaders, I have helped drive progress on the University's strategic plan, MPact 2025. Examples of these accomplishments include co-leading with Vice President Horstman implementation of the PEAK Initiative to provide improved, consistent, equitable, and cost-effective administrative services across the University of Minnesota System; working with students, parents, neighbors, our public safety team, and local communities and leaders to improve safety on campus and in surrounding neighborhoods; and integrating a new Enterprise Risk Management program into our Health and Safety unit to create greater focus and collaboration on risk management and prevention.

That progress includes insisting everyone is elevated and has a seat at the table. For this reason, at the recommendation of our campus community, I advocated for our Vice President for Equity and Diversity to join our budget conversation on an ongoing basis. I am committed to listening to suggestions and continuing my advocacy for equity, diversity, and inclusion. As the Commissioner of Minnesota Management and Budget, which is the agency in charge of finances and human resources for the state, I helped drive the state's diversity efforts. During my tenure there, we increased the percentage of state employees who identify as racial/ethnic minorities from 8 percent to over 12 percent.

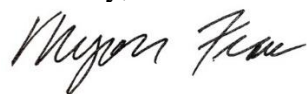
I am also a firm believer in the importance of collaboration, engagement, and outreach, and have been at many sessions listening to students, faculty, staff, and other stakeholders, and acting on their concerns. I have heard from parents about the safety of their children, holding town halls, and answering their phone calls. With input from students and others, we have implemented changes and will continue to do so.

I am a first-generation college student who grew up poor in a small town in rural Kansas. Access to a high-quality education at a public university gave me the opportunity to pursue my dreams and fueled my passion for public service to ensure that others have that same opportunity. And as someone who started working at a young age and relied on part-time jobs and student loans to get through school, I have never forgotten the impact of even modest increases in tuition and related costs.

The University of Minnesota plays a transformational role in the lives of our students, acts as the economic engine of our state, and furthers the quality of life for all of us through the amazing research, scholarship, and discoveries of our faculty, who are supported by our talented staff. I have been humbled in recent weeks by the many people from both within and outside the University community who have encouraged me to apply to be the Interim President for the University of Minnesota. This is an important moment at the University, there are decisions that will be made over the next few months that will affect the University for many years to come. With the leadership of the Board of Regents and partnership with the University community, I know we can continue the positive momentum, come to the right decisions on the key issues facing the University, and be in a strong position to recruit and welcome our next President who can lead the University into its next chapter.

Thank you for considering my application for this important position.

Sincerely,

A handwritten signature in black ink that reads "Myron Frans". The signature is written in a cursive, flowing style.

Myron Frans

Myron Frans, J.D.

EXPERTISE DEMONSTRATED

UNIVERSITY OF MINNESOTA – Minnesota

Senior Vice President for Finance and Operations (2020 to Present)

As Senior Vice President for Finance and Operations I serve as the Chief Financial Officer, Chief Operations Officer, and Treasurer for the University of Minnesota. Reporting to the University President, I have oversight of the offices of Information Technology, Investments and Banking, University Budget, University Finance, University Services, Public Safety, and Health, Safety & Risk Management. I provide strategic and tactical leadership for the institution, advising the President and senior leadership team on strategic and operational initiatives, and ensure the University's financial and operational resources effectively support the mission and institutional priorities. As CFO, I am accountable for short- and long-term financial planning, forecasting, analysis, management, and oversight.

Sample Achievements as Senior Vice President for Finance and Operations

- Drove successful progress on 17 MPact 2025 goals for which I am responsible in cooperation with system chancellors and senior leaders. Two goals are complete; 14 are in green status; one in yellow status.
- Support student success. Efforts ranged from implementing Universal Transit Pass for students to reducing financial barriers, to securing a new dining contract based on student input, to supporting student safety in every sense of the word.
- Successfully managed budget fluctuations, resolved budget shortfalls, and ensured a balanced budget and reserve and had budgets approved by the Board of Regents each year.
- In 2022 established budget credibility by relying on University resources, budget reductions, and federal aid to adjust to the COVID-19 economic turmoil.
- Serving on senior team to lead the University's strategy for responding to the proposed Fairview-Sanford merger. Ensuring state officials understand the University's ability to control its academic health center and serve its mission of providing state-of-the-art, cutting-edge health care for the people of Minnesota is essential.
- Completed an innovative financing plan which included a debt capacity study and issuing \$500 million in 30-year bonds.
- Completed Systemwide Safety Plan. Engaged students, parents, faculty, staff, and community members resulting in better communication on safety topics, increase in safety resources on and off campus, and focused advocacy for additional safety funding from the Legislature.

Myron Frans, J.D.

- Demonstrated leadership in sustainability: Received a Times Higher Education Impact Rankings score of 80.4 out of 100. Launched the Systemwide and Twin Cities Sustainability committees; hired University's first Systemwide Chief Sustainability Officer; Reduced over 50% of our Green House Gas emissions (from 2008 base) a year ahead of the schedule. The University is now a reporting member of the United Nations Principles for Responsible Investing (UNPRI) organization, a United Nations sponsored entity that promotes the concept of fiduciaries across the globe, integrating ESG priorities into their investment processes.
- Supported special projects directed by the President and the Regents.
- Implementing a new Enterprise Risk Management program. Full enterprise risk assessment underway.
- Serve as executive sponsor on the PEAK Initiative. The program has now reached the implementation stage.
- Developed new processes for strategic property decisions. Strategic property efforts range from Cloquet Forestry Center, to planning for the Duluth Academic Health Center, to The Future of Advanced Agricultural Research in Minnesota (FAARM) program in the College of Food, Agricultural and Natural Resource Sciences
- Reorganized the SVP office by redirecting the Department of Public Safety and the Department of Health & Safety to report directly to the Senior Vice President.
- Managed COVID policies, processes, and projects related to testing, vaccinations, and masking.

STATE OF MINNESOTA – ST. PAUL, MN

Commissioner, Minnesota Management and Budget (2015 to 2020)

As the state's chief financial officer, treasurer, chief accounting officer, controller, chief human resource officer, and chief negotiator for collective bargaining on behalf of the state's nine employee bargaining units, I oversaw enterprise resource planning for eight statewide systems including the core financial and human resource systems that allowed state government to provide critical services to Minnesotans. I was appointed as Commissioner of Management and Budget by Governor Mark Dayton in 2015 and re-appointed as Commissioner by Governor Tim Walz in 2019. I reported directly to the Governor, served as one of his senior legal and policy advisors, and was accountable to the Legislature, 50,000 state employees, and 5.5 million Minnesotans. I regularly served as an advocate for the Governor and Lt. Governor's administration. I was successful in advocating and developing support for major initiatives, such as achieving comprehensive tax reform, enacting balanced budgets, making historic investments in education, and growing a more diverse and inclusive workforce within state government.

Sample Achievements as Commissioner, Minnesota Management and Budget

- Served as a senior executive officer for the management and operation of the state of Minnesota.
- Designed and implemented a revised statewide budget process that eliminated a history of deficits for 9 of the 11 previous years and stabilized the state budget process with uniform guidelines for all agencies.

Myron Frans, J.D.

- Restored AAA bond rating in 2016 by directing the team to manage issues and processes relating to the treasury, accounting practices, and debt management.
- Activated COVID-19 solutions ranging from implementing workforce telework to increasing testing and hospital capacity.
- Managed state HR and operational responses to civil unrest following murder of George Floyd.
- Drove progress on Governor's comprehensive strategic plan to align enterprise/agency work with long-term vision. Conducted first-ever enterprise employee survey. Directed initiatives to enhance employee engagement.
- Oversaw and orchestrated human resource programs supporting 50,000 state employees, their health insurance, and collective bargaining for 9 unions.
- As chief financial officer for the state's approximately \$45 billion biennial budget, I brought a thorough understanding of both the revenue and the spending side of the ledger; I directed statewide biennial budgets, capital budgets, and agency budgets. The state's finance and budget operations often required making extensive legal interpretations and decisions.
- Restructured capital investment process to solicit public input on bonding projects and developed matrix decision-making tool for the Governor.
- Led the development of a budget reserve policy - acknowledged by the Pew Foundation as a model policy - which combined with our current \$1.6 billion reserve, contributed to Minnesota's reputation as a state with sound fiscal management.
- Provided Board Governance to SBI Investment Advisory Council, Minnesota State Retirement System, Teachers Retirement Association, Public Facilities Authority, Rural Finance Authority.
- Served as a trusted advisor to the Governor and Lt. Governor on a variety of policy and other matters.
- Developed and presented complex financial information to the public, a variety of stakeholder groups, the media, and the Legislature in a way that was readily understandable, credible, and focused attention on the message the administration was seeking to convey.
- Testified before the Legislature over 200 times, was involved in numerous negotiations with legislative leadership, and presented hundreds of speeches throughout the state in town halls, to associations, business groups, and citizen groups.
- Managed MMB and the entire enterprise of 34,000 employees in 24 cabinet-level agencies, which required understanding complex management systems and responding to human resource issues, labor relations, and many legal issues.
- As the chief negotiator for labor contracts for the state, I negotiated two contracts covering 30,000 employees.
- Doubled the percent of minority leaders and positively impacted the level of diversity in the overall MMB workforce: Employees who identified as a racial/ethnic minority in a leadership role at MMB increased from 5 percent to over 10 percent. When I joined MMB in 2015, the agency had the smallest percentage (9 percent) of employees who identified as a racial/ethnic minority. In just two years over 17 percent of the MMB workforce identified as a racial/ethnic minority. Under Governor Walz, increased efforts to recruit and retain our diverse workforce, and implemented new statewide training related to diversity and inclusion.
- Implemented state sexual harassment and workplace violence prevention policy. Campaign resulted in improved employee awareness, new training, and successful crisis/reputational management.
- Selected and mentored strong leaders as part of the senior management team. Two of my former deputies became commissioners and a former top policy aid served as Chief of Staff to the Governor and Lt. Governor.

Myron Frans, J.D.

- Successfully advocated on behalf of the enterprise (1) for agencies when they sought additional agency funds during non-budget years, referred to as deficiency requests, (2) for the development, legislative solution, and implementation of a new state funding mechanism to address the avian flu crisis in 2015, and (3) for the development, legislative solution, and implementation of a new \$312 million health insurance premium refund program in 2017.
- Closely monitored the economic trends and federal fiscal policy to make sure our advice was current and ready for developments such as federal budget problems and federal government shutdowns.
- Set strategic direction and made investment decisions (in collaboration with the state's IT department) related to security risks, technology changes, and maintenance; developed legislative strategy.

Commissioner, Minnesota Department of Revenue (2011 to 2015)

In this role Governor Dayton asked me to help lead his administration to solve the state's fiscal deficit in 2011 and to re-establish balanced budgets to create more opportunities for the people of Minnesota by investing in education, health care, and the public infrastructure. We have since re-established Minnesota as a state that is managed well and lives within its means while investing new money in education, state infrastructure projects through general obligation bonds, and health care.

Sample Achievements as Commissioner, Minnesota Department of Revenue

- Since 2011, we replenished the rainy-day funds from practically zero to \$2 billion; we repaid to the schools the \$2 billion previously borrowed from the local school budget appropriations, we restored fund balances throughout state agencies; we regained our AAA bond rating; and nine out of the last ten economic forecasts have projected budget surpluses.
- Achieved major tax reform and set expectations for financial stability within state government. Before 2011, the state forecasts reported deficits for 9 out of 11 years. There was a \$6.2 billion deficit for a two-year, \$36 billion biennial budget, and virtually every separate fund balance in the state had been raided for operating costs when Governor Dayton took office in January 2011. Developed a statewide program in collaboration with the Governor to educate the public and to develop a fiscal strategy to achieve a balanced budget over the long term. I engaged in a statewide tour and campaign to communicate the problem, seek input, and build consensus; I held 160 meetings with over 7,000 people in 50 cities across the state. A comprehensive tax bill was passed in 2013. Since passing the tax bill, we have had four years of positive budget balances (8 forecasts in a row) where revenues exceeded expenditures in both the current and the future biennia.
- Negotiated tax agreements with 10 Indian Tribes of Minnesota. In 2011, the tribes' existing agreements with the department were outdated and not uniformly equitable. I personally negotiated the revised tax agreements with ten tribes working over two years to reach a consensus. The new tax agreements resulted in a more equitable sharing of tax revenues between the tribes and the state.
- Confirmed as Revenue Commissioner by the Minnesota Senate, I have worked closely with the Legislature and am a frequent testifier at legislative committees. I have received praise from both sides of the aisle for working professionally and transparently with the Legislature.
- Changed the former "enforcement-first" culture and began the process of transforming the culture to one of customer service with a focus on voluntary compliance. Enhanced the department's service delivery and encouraged new ways to interact with customers. We changed our approach to writing

Myron Frans, J.D.

and messaging using “plain language” practices, which are now an engrained part of the state’s work culture that was supported by an executive order from the Governor. The effort also led to the Governor’s “Unsession” in 2014. The initiative became a centerpiece of Governor Dayton’s “better government” program and resulted in over 1,000 proposals being signed into law, making government more efficient and improving customer service.

- Served as advocate for the Governor and Lt. Governor’s administration, successful in advocating and developing support for major initiatives; advocated for all day kindergarten enacted in 2013; worked with the Governor to support funding for a major investment in the University of Minnesota Medical School, bonding bill proposals for specific projects at the University and at Minnesota State, and major investments in asset preservation (HEAPR) for both higher education systems and state agencies.
- Changed vendors for email hosting and digital subscription services, resulting in dramatic increase in our regular contacts with our customers and improved feedback from all parts of the state. We saved money and shifted to a fast-paced, more business-like communication with customers to improve customer service.

LEEDS PRECISION INSTRUMENTS – MINNEAPOLIS, MN

President (2009 to 2011)

Established in 1986 in Minneapolis, MN, Leeds designs, manufactures, and sells comparison microscopes and imaging systems, made in the USA of U.S. parts and imported parts, to forensic laboratories in the U.S. and around the world. Leeds offers exceptional microscope service with a superior reputation in the industry for calibration and repair of all brands of microscopes.

Sample Achievements as President, Leeds Precision Instruments

- Directed international sales effort for forensic microscopes for which the company received Governor’s Award in 2010 for expansion of foreign sales. Forensic clients included crime labs in multiple states, counties, cities, colleges, FBI, and international governments.
- Led strategy, planning and execution. Leveraged internal and external opportunities to aid in customer development, new markets, and key growth initiatives. Directed sales, manufacturing to customer specifications, operations, human resources, and finances.
- Planned, developed, and implemented strategies for growing a customer base and product offerings while leveraging resources to ensure the organization’s overall success.

LEGAL EXPERIENCE

FAEGRE & BENSON LLP, MINNEAPOLIS (now Faegre Baker Daniels)

Partner (1999 to 2009)

GRAY PLANT MOOTY MOOTY & BENNETT, P.A., MINNEAPOLIS

Partner (1985 to 1999)

MILLER & CHEVALIER, CHARTERED, WASHINGTON, D.C.

Associate (1983 to 1985)

- Represented corporate clients, small businesses, non-profit entities, and *pro bono* clients.

Myron Frans, J.D.

- Analyzed a broad variety of federal, state, and local, tax and accounting issues.
- Prepared and represented clients before the U.S. Department of Justice, IRS, United States Tax Court, Federal Claims Court, U.S. District Court (MN), and multiple federal circuit courts of appeal.

EARLY CAREER

Teacher and Trainer, Criminal Justice (1976 to 1980)

- Lake Superior State University
- Marshall University
- Washburn University
- Trainer for Federal Government and Government of American Samoa, Pago, Pago

Probation and Parole Officer (1972 to 1976)

EDUCATION

J.D., University of Kansas School of Law, ██████████ Lawrence, KS ██████████

M.A., Sam Houston State University, Criminology & Correction ██████████ Huntsville, TX

B.A., Washburn University, Corrections ██████████ Topeka, KS

BOARD LEADERSHIP

Present

UCare, Board of Directors

Fairview Health Services, Board of Directors

Past

██
State Board of Investment, Investment Advisory Council

Minnesota State Retirement System, Board of Directors

Teachers Retirement Association, Board of Directors

Public Facilities Authority, Board of Directors

Rural Finance Authority

██
██
Gray Plant Mooty Mooty & Bennett, Board of Directors

PUBLICATIONS

Public Charity Update: Other Courts Weigh In, Frans and Jesson, William Mitchell College of Law Journal of Law and Practice (2008)

What Qualifies as a Purely Public Charity? Minnesota Enters the National Debate, Frans and Jesson, William Mitchell College of Law Journal of Law and Practice (2008)

Practice Insights Frans, Lexis/Nexis – Minnesota (2008, 2009) (articles for practitioners)

Proposed Research Tax Credit Regulations: They Could Be Worse, Frans and Gardner, Tax Executives Institute (1999)

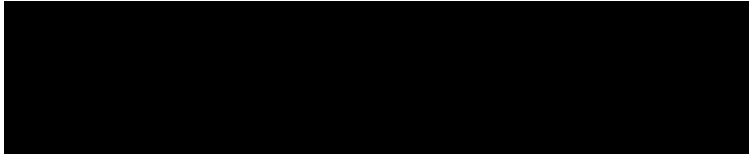
Records Management and Retention for Law Firms, Frans and Kopka, Bench and Bar of Minnesota (1998)

Protecting Confidentiality When Giving Advice Frans and Prine, Hennepin Lawyer (1998)

Are You Getting Enough (Tax) Credit For Your Software? Frans and Gardner, Tax Executives Institute (1998)

Issue Preclusion in Kansas, Frans, University of Kansas School of Law, Kansas Law Review (1982)

CIVIC & COMMUNITY INVOLVEMENT



MARY HOLZ-CLAUDE, Ph.D.



April 30, 2023

Dear Members of the Board of Regents,

The Interim President will have key responsibilities beyond the obvious custodial management functions. Continuing to build momentum in IMPACT 2025 and the PEAK offers two examples. The goal for all of us must be to ensure a steady, attractive and substantive platform that not only brings forward top candidates, but offers the new President a solid beginning at U of M.

The Interim President must be steady and experienced in building relationships. When transiting from the top leader to the next, it is key that a top administrative team be in place and led strongly so that key functions are consistently managed. Matters of high priority always include, legislative, media, donors, corporate partners and of course, faculty, staff and students. We will stay strong to our Land Grant Mission by attending to the three structural elements of this institution. This is critical to our vibrant future.

Why am I offering my services for your consideration?

My experience as a champion and innovator for the University of Minnesota as well as “calming the waters” are testaments to my servant leadership to the U. As you are aware, I provided leadership to the Morris campus, bringing stability during their leadership transition. As the expansion of the distributive learning platform (NXT GEN) was struggling, I took leadership, created corporate partnerships and crafted a successful program in agriculture. We are now addressing the issues of policing and criminal justice and how the U of MN can serve that important sector as part of the NXT GEN responses to needs across the State.

I will hit the ground running. I’ve been an integral part of PEAK initiative, and am actively engaged with most all of the MPACT priorities. President Gabel and I have a good working relationship, so I can react quickly to create steady progress before her last day. This working knowledge and internal experience allows me to work closely with you to identify priorities that must be addressed both before her departure as well as in preparation for the next year

As you review my vita and background, you will see a theme of developing and strengthening relationships across many diverse disciplines and with many different audiences. While at UCONN, I worked with corporate firms to expand our research in additive manufacturing (General Electric and UTC) and was a part of a team that created a genomic medicine partnership, and a new hospital complex with Jackson Laboratories. At Iowa State strong agricultural partnerships brought resources to the University from the seed, feed and crop protection industries.

A very important priority of this interim role is to create a stronger relationship with the Minnesota Legislature for the coming year. I’ve had years of experience working with both federal and state legislatures to support our public institutions. While at UCONN, I was part of a team that worked closely with our legislative partners, which resulted in a billion dollar increase in appropriations over a five- year period. In my California years, I was one of a 14 members on the Governor’s Agricultural Board, where

we interacted with the California legislature on many agricultural and food issues. I've given testimony to Congress and authored some sections for the Rural Development Title in the Farm Bill. In this interim role, I would start immediately to establish and activate a team to carry out your legislative agenda.

Relationships and establishment of trust has helped me to garner more than \$40 million in philanthropic giving at the several universities with which I have been associated. In this interim role, I will bring my seasoned understanding to continue to work and grow the strong philanthropic successes at the U. Confidence in the institution, a strong vision and trust are the keys to ensuring the support and philanthropy from our alumni and friends.

This position must be responsive to its mission, students, faculty, employees and all the people of the state. We must honor and respect our diverse constituencies by creating a culture of equity, inclusion and belonging for all. That starts with the leaders. We can't just mimic the words. We need to act. Relationships I've developed with our NW Minnesota tribal nations and the support and programming I've given to Latinx populations here in Minnesota, as well as the others regions I've lived are testaments to my philosophy of action.

The modern-public institution must provide stellar education to all students. Meeting students where they are is the most important philosophy of a university to ensure its students are successful. We must support and assist students with all their needs. As we know, COVID has and will have long tails on both student preparation for a rigorous education and mental health, among other issues. Working together, we can and will ensure our students are successful at meeting their dreams.

My philosophy supports the dreams of people for better lives. I have had leadership roles in all the aspects of the modern land grant -- teaching, discovery and outreach, but always grounded in helping people achieve. Additionally I have overseen complex multi-campus operations while part of Iowa State University Extension, UCONN, and our many properties at Cal Poly. The chance to do more underpins my passion to succeed. Why am I interested in this position? Put quite simply, it is the time in my career when I have the experience necessary, understand what needs to be done and know how to make it happen.

Peter Drucker said, "The future is not going to be made tomorrow. It's being made today." I want to get things done and now is the time to start getting it right. We need to establish truly demand driven academic, research and extension models so we are getting it right, as we reinvent ourselves every day.

Actively creating that future is a task that will require an innovative leader with both the courage and discipline to deliver. I offer my wide ranging experience and successes leading and finding accord with diverse groups; strategic leadership skills which include stakeholder involvement; building teams; and consensus building. I look forward to a fruitful discussion of the challenges and opportunities as the interim president for the University of Minnesota.

Sincerely:



Mary Holz-Clause, Ph.D.

CURRICULUM VITA

MARY HOLZ-CLAUSE, Ph.D.



Excel at developing relationships and building transdisciplinary teams to address significant issues to meet the mission of today's land grant university

EMPLOYMENT HISTORY

University of Minnesota, Crookston

2017- Present: Chancellor
Tenured Professor in the Department of Agricultural Business, University of Minnesota

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; Accountable to the 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 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) in partnership with all major policy agencies across the state

- Direct campuses efforts to implement and customize MPACT 2025 initiatives that advance campus excellence. Coordinate system-wide experts to ensure optimal impact and incorporation.
- Adept at crisis management during COVID and other situations
- Develop relationships with Native American Nations (Red Lake, White Earth and Leech Lake) and implementation of inaugural Native American Advisory committee
- Design system wide professional development opportunities for faculty and staff to explore innovation and transformation in higher education and design initiatives to ensure high impact practices across all of UMN.
- Link key corporate and community thought-leaders with faculty and staff to garner critical insights in meeting the mission of our land grant university.

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
- Created multiple programs to support BIPOC students
- Initiated graduate programs
- Served on Governor's Agricultural Commission one of 14 individuals, Significant legislative work to support the \$100 billion industry in the state

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:

- Developed 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 across multiple locations and campuses
- Launched an innovation hub, small business development and entrepreneurial programs
- Participated on leadership team that secured more than \$1 billion in new state appropriations over a 5 year period
- Key strategist with UConn hospitals and Jackson Laboratories
- Legislative strategist to create incentives for the State of Connecticut to energize economic development activities through UConn

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 as well as Adult Farmer program.

EDUCATION

- Ph.D. Agriculture Education and Extension, Iowa State University
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.
- Partnered 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 build 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
- Worked 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
- Transformed advising from faculty to professional advisors. Launched and assessed First Year Experience courses; revamped curricula implemented in Fall 2020. UMN
- 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. UMN
- 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. ISU
- Oversaw 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)
- Established 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. UCONN
- Created a Global Extension Academy at ISU, focusing on development of human and social capital with funding from external contracts and grants. ISU
- Created and developed an Office of Economic Development. 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. UCONN
- 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, 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. UCONN

- Participated on team of senior leadership 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

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).
- Created 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. UMN
- 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 supported 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

- [REDACTED]
- Agricultural Advisory Board for 7th Congressional District Representative Peterson and Fishbach (UMN)
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- 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 [REDACTED] a corn/soybean farm in [REDACTED] 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.
- [REDACTED]

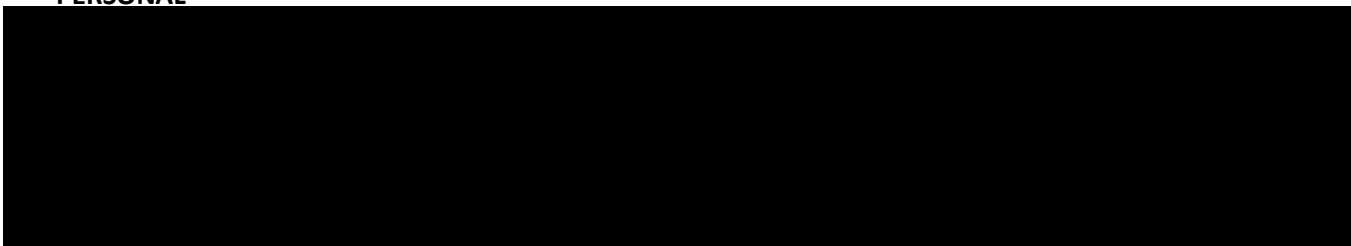
- Provided leadership to 8-university consortium (Michigan State, ICRISAT, University of Florida, UC Davis, Colorado State, Auburn, Oklahoma State, and CPP) entitled One Agriculture: One Science to create ICT solutions for agricultural development.
- Developed programs internationally and managed MOUs 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
- [REDACTED] professionally traveled to more than 75 countries since late 90s for projects, consultancies [REDACTED]

Global Projects Conducted

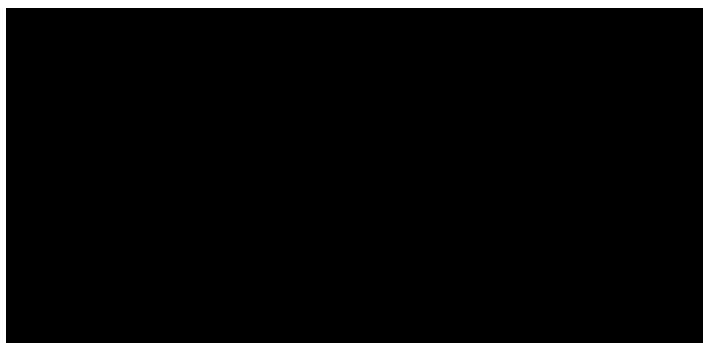
- Afghanistan: Work included both Extension teaching and market access to develop a juicing facility for apples and pomegranates. Developed long-term storage so producers are able to hold their product and not sell it at harvest time when markets are the lowest and flooded. NGO funded to Iowa State University. 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

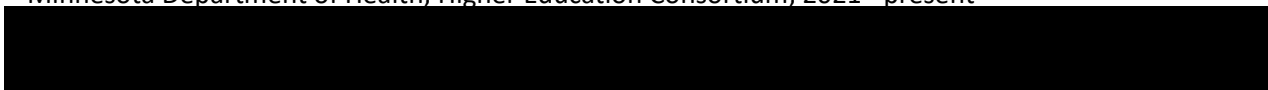


SCHOLASTIC AND HONORARIES



BOARDS, COMMISSIONS AND ASSOCIATIONS

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



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

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



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

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.
[REDACTED]
[REDACTED]

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

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

SELECTED PUBLICATIONS

Holz-Clause, M.S., Kessler L, Koundinya, V (2015). Using focus group interviews to inform strategic decision making NACTA Journal (North American Colleges and Teachers of Agriculture)

Ghimire,N., Koundinya, V., & Holz-Clause, M. (2014). Government run vs. university managed agricultural extension: A review of Nepal, India, and the United States. *Asian Journal of Agricultural Extension, Economics & Sociology*, 3(5), 461-472.

Ghimire,N., Koundinya, V., & Holz-Clause, M. (2014). Government run vs. university managed agricultural extension: A review of Nepal, India, and the United States. *Asian Journal of Agricultural Extension, Economics & Sociology*, 3(5), 461-472.

Holz-Clause, M., and Dileepkumar, G., (2012). "Rapid Production of E-learning Materials with Reusable Learning Objects: Experiences from the Global Academy for Extension Practice." *Journal of Systemics, Cybernetics and Informatics*. Vol 10, No. 4, 2012. PP 100-103.

Holz-Clause, M. S., Koundinya, V. S. C., Franz, N. K., & Borich, T. O. (2012). Employee job autonomy and control in a restructured Extension organization. *International Journal of Agricultural Management & Development*, 2(4), 277-283.

Holz-Clause, M. S., Koundinya, V. S. C., Glenn, S., & Payne, J. M. (2012). Regionalization of the Iowa State University Extension system: Lessons learned by key administrators. *International Journal of Agricultural Management & Development*, 2(1): 33-40.

- Dileepkumar, G., Holz-Clause, M., Aruna Sai, K., Chaudhary, S., & Balaji, V. (2011). A theoretical framework for rural knowledge centers. *US-China Education Review A*. 1(4), 563-571.
- Holz-Clause M. Franz, N, Borich, T., & Koundinya, V., (2011). *Iowa State University Extension and Outreach faculty and staff study*. Retrieved from www.extension.iastate.edu/Documents/ForStaff/2011study/2011_Faculty_Staff_Study.pdf
- Holz-Clause M., & Dileepkumar, G. (2011, July). *Rapid production of e-learning materials with reusable learning objects: Experiences from global academy for extension practice*. *Indian Journal of Dryland Agriculture and Development*
- Dileepkumar, G., Holz-Clause, M., & Dixit, S. (2011). Innovative approaches to agricultural extension in disaster prone areas: Global trends (invited article). *Indian Journal of Dryland Agriculture and Development*
- Guntuku, D., Holz-Clause, M, Kuna, A., Ambani, D., Balaji, V. (2010). *Towards a framework for planning and designing of rural knowledge centers*. Sixth Pan-Commonwealth Forum on Open Learning. Retrieved from <http://www.ignou.ac.in/pcf6/full%20paper.php> and http://wikieducator.org/PCF6/Formal_Education
- Holz-Clause, M., & Guntuku, D., (2010). Global agriculture knowledge initiative: Strengthening the global competence of students, faculty and extension agents. Sixth Pan-Common-wealth Forum on Open Learning.. Retrieved from http://wikieducator.org/images/5/5e/Mary_Holz-Clause.pdf
- Holz-Clause, M. (2004). Using value-added agriculture to create a new rural America. *Economic Development America* (Summer), 22-24

Books and Book Chapters

- Holz-Clause, M.**, Guntuku, D., Koundinya, V., Clause, R., & Singh, K. (2015). Current and future trends in higher education learning: Implications for curriculum design and delivery. In Ololube, N. P., Kpolovie, P. J., & Makewa, L. N. (Eds). *Handbook of Research on Enhancing Teacher Education with Advanced Instructional Technologies*. Information Science Reference. IGI Global. DOI: 10.4018/978-1-4666-8162-0.ch015.
- 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.
- Hofstrand, D., Boland, M., Holz-Clause, M., et al. (2010). *Business development*. **Ames, IA:** Agricultural Marketing Resource Center, Iowa State University. Retrieved from http://www.agmrc.org/business_development/
- Wold, C., & Holz-Clause, M. (2005). *Developing a value added agricultural community training curriculum* Minneapolis, MN. Northwest Foundation.

Holz-Clause, M., Johnson, A., & Parker, R. (2003). *Considerations for location for processing plants from organically-raised animals*. Ames, IA: Leopold Center for Sustainable Agriculture, Iowa State University.

Bryan, M., & Holz-Clause, M. (2003). *Value added ag opportunities: Ethanol manual*. Des Moines, IA: Iowa Department of Agriculture and Land Stewardship.

Clause, R., Duhrkopf, S., Holz-Clause, M., Johnson, S., Parker R., & Schultz, M. (2003). *Co-location of industries with livestock slaughter facilities*. Retrieved from http://www.agmrc.org/media/cms/colocationlivestocksla_F4E3BD0B49C27.pdf

Holz-Clause, M., Anders, V., & Clause, R. (2002). *Adding value to pork production: A business start-up manual to move you up the chain*. Ames, IA: Iowa State University Extension.

Holz-Clause, M., Anders, V., & Clause, R. (2002). *Adding value to beef production: A business start-up manual to move you up the chain*. Ames, IA: Iowa State University Extension. Holz-Clause, M., Anders, V., & Clause, R. (2002). *Developing your niche pork market*. Ames, IA: Center for Industrial Research and Service, Iowa State University. Retrieved from www.iowaagopportunity.org

Extension Publications

Holz-Clause, M., Borich, T., Ladjahasen, N., & Tan, S. (2010). ISU Extension qualitative needs assessment. Ames, IA: Iowa State University Extension. Retrieved from <http://www.extension.iastate.edu/NR/rdonlyres/A4E78F9C-D5A8-4F75-9CD8-E099A981AA44/136102/QualitativeNeedsAssessment2010FullReport111010.pdf>

Peters, D., Holz-Clause, M., & Borich, T. (2010). ISU Extension quantitative needs assessment. Ames, IA: Iowa State University Extension. Retrieved from http://www.extension.iastate.edu/NR/rdonlyres/A4E78F9C-D5A8-4F75-9CD8-E099A981AA44/134989/QuantitativeNeedsAssessment2010ExecutiveSummary_2.pdf

Holz-Clause, M. (2010). Catering – events and festivals. *Ag decision maker*. Ames, IA: Iowa State University Extension. Retrieved from <http://www.extension.iastate.edu/agdm/wholefarm/html/c5-36.html>

Holz-Clause, M. (2010). Conducting market research. *Ag decision maker*. Ames, IA: Iowa State University Extension. Retrieved from <http://www.extension.iastate.edu/agdm/wholefarm/html/c5-30.html>

Holz-Clause, M., & Geisler, M. (2010). *Grocery industry*. Ames, IA: Agricultural Marketing Resource Center, Iowa State University. Retrieved from http://www.agmrc.org/markets__industries/food/grocery_industry.cfm

Holz-Clause, M. (2010). How to approach potential buyers. *Ag decision maker*. Ames, IA: Iowa State University Extension. Retrieved from <http://www.extension.iastate.edu/agdm/wholefarm/html/c5-39.html>

Holz-Clause, M. (2010). Marketing on the Internet. *Ag decision maker*. Ames, IA: Iowa State University Extension. Retrieved from <http://www.extension.iastate.edu/agdm/wholefarm/html/c5-34.html>

Holz-Clause, M. (2010). Restaurant and institutional sales. *Ag decision maker*. Ames, IA: Iowa State University Extension. Retrieved from <http://www.extension.iastate.edu/agdm/wholefarm/html/c5-38.html>

Holz-Clause, M. (2010). Understanding community supported agriculture. *Food industry market maker*. Ames, IA: Iowa State University Extension. Retrieved from http://national.marketmaker.uiuc.edu/content/all/upload_files/June10eNews.pdf

Holz-Clause, M. (2010). Understanding consumers. *Ag decision maker*. Ames, IA: Iowa State University Extension. Retrieved from <http://www.extension.iastate.edu/agdm/wholefarm/html/c5-27.html>

Holz-Clause, M. (2010). Where to find information for doing marketing and business studies. *Ag decision maker*. Ames, IA: Iowa State University Extension. Retrieved from <http://www.extension.iastate.edu/agdm/wholefarm/html/c5-21.html>

Randall, H., & Holz-Clause, M. (2010). Marketing research tools. *Ag decision maker*. Ames, IA: Iowa State University Extension. Retrieved from <http://www.extension.iastate.edu/agdm/wholefarm/html/c5-22.html>

Holz-Clause, M. (2009). *Marketing beef to Latino customers (revised)*. Ames, IA: Agricultural Marketing Resource Center, Iowa State University. Retrieved from http://www.agmrc.org/commodities_products/livestock/beef/marketing_beef_to_latino_consumers.cfm

Holz-Clause, M. (2009). *Maple sugar profile*. Ames, IA: Agricultural Marketing Resource Center, Iowa State University. Retrieved from http://www.agmrc.org/commodities_products/specialty_crops/maple_sugar_profile.cfm

Hofstrand, D., & Holz-Clause, M. (2009). Feasibility study outline. *Ag decision maker*. Ames, IA: Iowa State University Extension. Retrieved from <http://www.extension.iastate.edu/agdm/wholefarm/html/c5-66.html>

Hofstrand, D., & Holz-Clause, M. (2009). What is a feasibility study? *Ag decision maker*. Ames, IA: Iowa State University Extension. Retrieved from <http://www.extension.iastate.edu/agdm/wholefarm/html/c5-65.html>

Holz-Clause, M. (2009). *Sunmaid Raisins*. Ames, IA: Agricultural Marketing Resource Center, Iowa State University. Retrieved from http://www.agmrc.org/business_development_strategy_and_analysis/analysis/sunmaid_growers_of_california.cfm

Holz-Clause, M. (2008). *Apple of His Eye Orchard*. Ames, IA: Agricultural Marketing Resource Center, Iowa State University. Retrieved from http://www.agmrc.org/business_development_strategy_and_analysis/analysis/apple_of_his_eye_orchard.cfm

- Holz-Clause, M. (2008). *Bailey Foods, LLC*. Ames, IA:** Agricultural Marketing Resource Center, Iowa State University. Retrieved from http://www.agmrc.org/business_development/strategy_and_analysis/analysis/bailey_foods_llc.cfm
- Holz-Clause, M. (2008). *Beef Ventures Group, LLC*. Ames, IA:** Agricultural Marketing Resource Center, Iowa State University. Retrieved from http://www.agmrc.org/business_development/strategy_and_analysis/analysis/beef_ventures_group_llc.cfm
- Holz-Clause, M. (2008). *Blue Ridge Foods Ventures*. Ames, IA:** Agricultural Marketing Resource Center, Iowa State University. Retrieved from http://www.agmrc.org/business_development/strategy_and_analysis/analysis/blue_ridge_food_ventures.cfm
- Holz-Clause, M. (2008). *Cal/West Seeds*. Ames, IA:** Agricultural Marketing Resource Center, Iowa State University. Retrieved from http://www.agmrc.org/business_development/strategy_and_analysis/analysis/calwest_seeds.cfm
- Holz-Clause, M. (2008). *Cloverdale Growers Alliance*. Ames, IA:** Agricultural Marketing Resource Center, Iowa State University. Retrieved from http://www.agmrc.org/business_development/strategy_and_analysis/analysis/cloverdale_growers_alliance.cfm
- Holz-Clause, M. (2008). *Eden Farms LLC*. Ames, IA:** Agricultural Marketing Resource Center, Iowa State University. Retrieved from http://www.agmrc.org/business_development/strategy_and_analysis/analysis/eden_farms_llc.cfm
- Holz-Clause, M. (2008). *East Carolina Soy Processors*. Ames, IA:** Agricultural Marketing Resource Center, Iowa State University. Retrieved from http://www.agmrc.org/business_development/strategy_and_analysis/analysis/east_carolina_soy_processors.cfm
- Holz-Clause, M. (2008). *Fessenden Cooperative Association*. Ames, IA:** Agricultural Marketing Resource Center, Iowa State University. Retrieved from http://www.agmrc.org/business_development/strategy_and_analysis/analysis/fessenden_cooperative_association.cfm
- Holz-Clause, M. (2008). *Grassland Beef*. Ames, IA:** Agricultural Marketing Resource Center, Iowa State University. Retrieved from http://www.agmrc.org/business_development/strategy_and_analysis/analysis/grassland_beef.cfm
- Holz-Clause, M. (2008). *Hilmar Cheese Company*. Ames, IA:** Agricultural Marketing Resource Center, Iowa State University. Retrieved from http://www.agmrc.org/business_development/strategy_and_analysis/analysis/hilmar_cheese_company.cfm
- Holz-Clause, M. (2008). *Leaning Oaks Vineyard*. Ames, IA:** Agricultural Marketing Resource Center, Iowa State University. Retrieved from http://www.agmrc.org/business_development/strategy_and_analysis/analysis/leaning_oaks_vineyard.cfm
- Holz-Clause, M. (2008). *Lodi Winegrape Commission*. Ames, IA:** Agricultural Marketing Resource Center, Iowa State University. Retrieved from http://www.agmrc.org/business_development/strategy_and_analysis/analysis/lodi_winegrape_commission.cfm

- Holz-Clause, M. (2008).** *Oregon Woodland Co-op.* Ames, IA: Agricultural Marketing Resource Center, Iowa State University. Retrieved from http://www.agmrc.org/business_development/strategy_and_analysis/analysis/oregon_woodland_coop.cfm
- Holz-Clause, M. (2008).** *Perdoncelli Winery and Vineyard.* Ames, IA: Agricultural Marketing Resource Center, Iowa State University. Retrieved from http://www.agmrc.org/media/cms/pedroncelliwineryfinal_0BDB7B2B7FBC2.pdf
- Holz-Clause, M. (2008).** *Upper Red Fork Innovations.* Ames, IA: Agricultural Marketing Resource Center, Iowa State University. Retrieved from http://www.agmrc.org/business_development/strategy_and_analysis/analysis/upper_red_fork_innovations.cfm
- Holz-Clause, M. (2008).** *Valley Fig Growers.* Ames, IA: Agricultural Marketing Resource Center, Iowa State University. Retrieved from http://www.agmrc.org/business_development/strategy_and_analysis/analysis/valley_fig_growers.cfm
- Holz-Clause, M. (2008).** *Value Added Products Cooperative.* Ames, IA: Agricultural Marketing Resource Center, Iowa State University. Retrieved from http://www.agmrc.org/media/cms/EditedVAPG_C5AEC501C0253.pdf
- Holz-Clause, M., & Holmes, M. (2008).** *Black Ankle Vineyards.* Ames, IA: Agricultural Marketing Resource Center, Iowa State University. Retrieved from http://www.agmrc.org/business_development/strategy_and_analysis/analysis/black_ankle_vineyards.cfm
- Holz-Clause, M., & Randall, H. (2008).** *Aquaventures Investment LLC.* Ames, IA: Agricultural Marketing Resource Center, Iowa State University. Retrieved from http://www.agmrc.org/business_development/strategy_and_analysis/analysis/aquaventures_investment_llc.cfm
- Holz-Clause, M., & Morain, E. (2008).** *Cattle Company.* Ames, IA: Agricultural Marketing Resource Center, Iowa State University. Retrieved from http://www.agmrc.org/business_development/strategy_and_analysis/analysis/genz_cattle_company.cfm
- Holz-Clause, M., & Morain, E. (2008).** *Texas Olive Ranch.* Ames, IA: Agricultural Marketing Resource Center, Iowa State University. Retrieved from http://www.agmrc.org/business_development/strategy_and_analysis/analysis/texas_olive_ranch.cfm
- Holz-Clause, M., & Randall, H. (2008).** *American Natural Soy.* Ames, IA: Agricultural Marketing Resource Center, Iowa State University. Retrieved from http://www.agmrc.org/business_development/strategy_and_analysis/analysis/american_natural_soy.cfm
- Holz-Clause, M., & Randall, H. (2008).** *Vande Rose Profile.* Ames, IA: Agricultural Marketing Resource Center, Iowa State University. Retrieved from http://www.agmrc.org/business_development/strategy_and_analysis/analysis/vande_rose_profile.cfm
- Holz-Clause, M. (2007).** *Impacts of increased local processing on grain management.* Retrieved from <http://www.extension.iastate.edu/NR/rdonlyres/66E18F26-810D-47AC-9D6F-6CE8DB991FC1/82754/localprocessing.pdf>

- Hardy, C., Holz-Clause, M., & Bogenreif, N. (2007). *Bridging the gap: What does it take to bring small and medium-sized producers and retail and food service distributors together?* Ames, IA: Iowa State University Extension. Retrieved from http://www.leopold.iastate.edu/research/marketing_files/workshop06/presentations/gap.pdf
- Lawrence, J., Mabry, J., & Holz-Clause, M. (2007). *Functional quality management systems for livestock producers* (Competitive grant report M2006-03). Ames, IA: Leopold Center for Sustainable Agriculture. Retrieved from http://www.leopold.iastate.edu/pubs/annual/files/AR_06-07.pdf
- Holz-Clause, M. (2006). Choosing a distributor for your product. *Ag decision maker*. Ames, IA: Iowa State University Extension. Retrieved from <http://www.extension.iastate.edu/agdm/wholefarm/html/c5-161.html>**
- Holz-Clause, M. (2006). Good communication can help solve problems. *Ag decision maker*. Ames, IA: Iowa State University Extension. Retrieved from <http://www.extension.iastate.edu/agdm/wholefarm/html/c6-56.html>.**
- Holz-Clause, M. (2006). In-store demonstrations. *Ag decision maker*. Ames, IA: Iowa State University Extension. Retrieved from <http://www.extension.iastate.edu/agdm/wholefarm/html/c5-33.html>**
- Holz-Clause, M. (2006). *Marketing beef to Latino customers*. Ames, IA: Agricultural Marketing Resource Center, Iowa State University. Retrieved from http://www.agmrc.org/commodities_products/livestock/beef/marketing_beef_to_latino_consumers.cfm**
- Holz-Clause, M. (2006). Marketing targets. *Ag decision maker*. Ames, IA: Iowa State University Extension. Retrieved from <http://www.extension.iastate.edu/agdm/wholefarm/html/c5-23.html>**
- Holz-Clause, M. (2006). Using group conflict to improve your project. *Ag decision maker*. Ames, IA: Iowa State University Extension. Retrieved from <http://www.extension.iastate.edu/agdm/wholefarm/html/c6-55.html>**
- Holz-Clause, M. (2006). Using trade shows for product promotion. *Ag decision maker*. Ames, IA: Iowa State University Extension. Retrieved from <http://www.extension.iastate.edu/agdm/wholefarm/html/c5-140.html>**
- Holz-Clause, M, & Norwood, J. (2006). *Opportunities with Iowa convenience store retailers: Seeking market access for Iowa-based value-added food products*. Retrieved from http://www.leopold.iastate.edu/pubs/annual/files/AR_05-06.pdf
- Holz-Clause, M. (2004). *Garst farm resorts*. Ames, IA: Agricultural Marketing Resource Center, Iowa State University. Retrieved from http://www.agmrc.org/media/cms/garstfarmsresort_1CEBCCBFF2DC.pdf**
- Holz-Clause, M. (2004), *Gorge Delights*. Ames, IA: Agricultural Marketing Resource Center, Iowa State University. Retrieved from http://www.agmrc.org/media/cms/gorgedelight_5BF875E0F6FE1.pdf**

Holz-Clause, M. (2003). *Hard cider industry profile*. Ames, IA: Agricultural Marketing Resource Center, Iowa State University. Retrieved from http://www.agmrc.org/media/cms/hardciderprofile_FDF47F03DA2E8.pdf

Holz-Clause, M. (2003). *Michigan turkey growers*. Ames, IA: Agricultural Marketing Resource Center, Iowa State University. http://www.agmrc.org/commodities_products/livestock/poultry/michigan_turkey_growers.cfm

Holz-Clause, M. (2003). *Neighborly farms of Vermont*. Ames, IA: Agricultural Marketing Resource Center, Iowa State University. Retrieved from http://www.agmrc.org/media/cms/neighborlyfarms_8B4BC2AD4E4F3.pdf

Holz-Clause, M., Tordsen, C., & Clause, R. (2003). *Getting started in an agri-tourism and wine business*. Ames, IA: Iowa State University Extension.

Holz-Clause, M. (2001). *Enterprising lowans turn trends into successful businesses. Ag decision maker*. Ames, IA: Iowa State University Extension. Retrieved from <http://www.extension.iastate.edu/agdm/articles/mhc/HolCIMar01.htm>

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

May 1, 2023

Dear Board of Regents,

Thank you for the opportunity to submit a letter of interest addressing how my experience and accomplishments align with your appointment of an Interim President. I have attached my curriculum vitae (See Attachment A) along with a one-page summary of the highlights of my professional and academic experience (See Attachment B). I thought it would be helpful also to include a summary of the transformational changes that occurred during my tenure as the President of the University of Vermont (See Attachment C). Given my inside knowledge and experience over 17 years at the U and my previous and subsequent leadership experience at other public, land-grant institutions, I am happy to discuss whether my candidacy is the right fit and timing for the interim position at the University. I will not be a candidate for the permanent position.

I understand that salary expectations are an important factor in public institutions as has been the case throughout my leadership roles. I am happy to discuss salary ranges consistent with my experience and with the expectations and limitations of the Board, if conversations go forward.

The Requested References can be found in Attachment D.

With regard to required qualifications:

I hold a Doctor of Jurisprudence Degree as well as a Bachelor of Arts Degrees. In addition, I have received an Honorary Doctor of Law Degree.

I have 30 years of higher education administration including a University Presidency, a Provostship, and twice a law school Dean. My experience and knowledge of the University of Minnesota and the State of Minnesota is extensive. I spent 17 years at the U as a tenured Professor of Law, including holding three endowed professorships, serving as Dean of the Law School for seven years and as Provost of the U for eight years.

During my career as a Dean, Provost, and President, I have had extensive experience working with large complex public universities and state legislatures that involved extensive outreach in communities in Arizona, Minnesota, and Vermont. The three universities also each have large medical centers that have critical affiliations and interactions with the central administration.

It is important to note that in such highly complex organizations, success only came about through the cooperative teams of leaders and experts who implemented the vision and strategic objectives for these organizations.

In each of my roles, as Dean, Provost, and President, I lead the strategic planning processes that developed from a clear commitment to and alignment with each university's mission, values, priorities, and comparative advantage. My experience clearly informed me that there are distinct responsibilities that produce successful outcomes. They include strong leadership, management, and the implementation of actionable strategic plans. Leadership involves visionary thinking and

macro planning. Management involves day to day direction and oversight at various micro levels. Implementation involves the actual focused execution of strategic plans aligned closely with the university's mission, values, and goals. Success depends on all three being efficient and effective in its implementation and operation. Success and acclaim cannot be achieved without a committed focus and determination on "quality", importantly including the values of diversity and inclusion.

Regarding diversity and inclusion, some examples while President of the University of Vermont include: a majority of the deans were women; a detailed, specific cooperative strategic plan for promoting and advancing a fuller understanding of diversity values was created and implemented by administration and students; diversity courses were required as part of the core general education requirements for all undergraduate students; and during the Comprehensive Fundraising Campaign, special emphasis was put on scholarship commitments for underprivileged and lower income families.

In each of my administrative positions, I had extensive interactions with federal and state legislators, local officials, and community leaders. As Provost and Chief Academic Officer of the University of Minnesota, I was often called to the state legislature for formal presentations as well as "walking the halls" to discuss issues with individual legislators. My experience suggests that the one-on-one personal relationships are key to success with legislatures and community leaders. This was also true more recently during my time as President of the University of Vermont. Examples of my effectiveness at Vermont across many topics, including fundraising and alumni relations, are listed in Attachment C.

The three universities where I served in important leadership roles have historically strong shared governance structures and practices. I believe in the importance and values of shared governance in universities. I have enjoyed my personal interactions with Boards, Faculty, Staff, and Students. Again, a shared governance model requires dedicated and successful "relational leadership". I've included an Op Ed essay I wrote on Relational Leadership in Trustee Magazine published by the Association of Governing Boards (AGB). (See Attachment E.)

The sum of my higher educational administrative experience is one of supporting and cultivating a very consultative and collaborative culture and expectations. It's important for leadership to encourage working with and supporting each other on campus, as described in my Relational Leadership essay.

I have been a member of two university Boards including one private (my alma mater), and one public (the University of Vermont). In addition, I worked very closely with the University of Minnesota Boards of Regents as Provost of the University and Dean of its Law School.

With regards to your preferred qualifications and in addition to those described above:

In the five institutions where I have been a faculty member and/or in a leadership position, each institution was a major research, comprehensive university that incented and rewarded discovery, innovation, creativity, and accomplishments. These are key, essential attributes of distinguished, consequential universities.

My leadership style always has been one of articulating a vision and a strategic plan, while empowering and overseeing a team of colleagues to manage and implement defined goals and timelines through delegation. No success as a leader can be accomplished without leadership articulating and practicing high moral and ethical standards with transparency and integrity exhibited throughout the organization. In each leadership role, I focused on clear fiscal management responsibilities, including the importance of cost/benefit analysis and the resulting tradeoffs. As a result, there were balanced budgets each year.

Within my leadership roles, I have faced numerous challenging and critical issues that were resolved amicably to a successful conclusion. While I am happy to discuss examples of these, it is clear to me that whatever the challenge or issue of the day, success does not come unless there is first trust, credibility, and accessibility of the top leadership of the institution. This is where strong personal relationships and effective early communications are critical for positive outcomes.

Finally, through my legal education, training, and practice, I understand and practice the importance of rigorous analytical analyses and strong written and oral communication skills. (I am the author or co-author of 13 scholarly books and over 75 published articles and essays.)

My experience at four public, land-grant comprehensive universities has given me a keen and deep appreciation for the land-grant mission and the resulting rewards and economic impact on the state and the region.

It would be my pleasure to return to the U during this interim period to assist the University in positioning itself to launch a successful permanent presidential search and to advance the U's MPact 2025 systemwide strategic plan.

Thank you,
Tom Sullivan

E. Thomas Sullivan

ACADEMIC EXPERIENCE:

2019 - Present *PRESIDENT EMERITUS and PROFESSOR OF LAW and POLITICAL SCIENCE*, The University of Vermont

2020 – Present *LIFE FELLOW MEMBER*, Cambridge University Clare Hall College (UK)

2012 - 2019 *PRESIDENT*, The University of Vermont

2004 - 2012 *PROVOST and SENIOR VICE PRESIDENT*, University of Minnesota

2005 - 2012 *JULIUS E. DAVIS CHAIR IN LAW*, University of Minnesota

2002 - 2005 *IRVING YOUNGER PROFESSOR OF LAW*, University of Minnesota

1995 - 2002 *DEAN and WILLIAM S. PATTEE PROFESSOR OF LAW*, University of Minnesota

1989 - 1995 *DEAN and PROFESSOR OF LAW*, University of Arizona, Tucson

1984 1989 *PROFESSOR OF LAW*, Washington University, St. Louis

1985 1986 *ASSOCIATE DEAN and PROFESSOR OF LAW*, Washington University, St. Louis

1982 1984 *PROFESSOR OF LAW*, University of Missouri, Columbia

1979 1982 *ASSOCIATE PROFESSOR OF LAW*, University of Missouri, Columbia

VISITING APPOINTMENTS:

September 2019-
May 2020 *VISITING FELLOW*, Clare Hall College; and *VISITING PROFESSOR OF LAW*, Faculty of Law, Cambridge University, England

Winter, 2012 *VISITING PROFESSOR OF LAW*, New York University Law School

Summer, 1997
Summer, 1991 *VISITING FELLOW*, Clare Hall College; and *VISITING PROFESSOR OF LAW*, Faculty of Law, Cambridge University, England

Fall, 2002 *VISITING PROFESSOR OF LAW*, University of California, Berkeley Law School

Summers
1981, 1983 *VISITING PROFESSOR OF LAW*, Georgetown University Law Center, Washington, D.C.

PUBLICATIONS:

Books (13):

FREE SPEECH: FROM CORE VALUES TO CURRENT DEBATES
(with Len Niehoff) (Cambridge University Press, 2022.)

ANTITRUST LAW, POLICY, AND PROCEDURE
(with H. Hovenkamp, H. Shelanski and Christopher Leslie) (casebook)
(8th edition, 2019, Carolina Academic Press) (8 editions, from 1984-2019)
(Annual Supplements from 1985 to 2022)

TEACHER'S PROBLEM MANUAL FOR ANTITRUST LAW, POLICY AND
PROCEDURE (with H. Hovenkamp) (7th edition, 2014, Lexis/Nexis) (7 editions,
from 1984-2019)

UNDERSTANDING ANTITRUST AND ITS ECONOMIC IMPLICATIONS
(with J. Harrison) (hornbook) (7th edition, 2019, Carolina Academic Press)
(7 editions, from 1988-2019)

COMPLEX LITIGATION
(with Richard Freer, Brad Clary)
(3rd edition, 2019, Carolina Academic Press) (3 editions from 2009-2019)
2010, 2011, 2013, 2016-2022 Supplements to COMPLEX LITIGATION

TEACHER'S MANUAL FOR COMPLEX LITIGATION
(with Richard Freer, Brad Clary) (3rd edition, 2019, Carolina Academic Press)

THE ARC OF DUE PROCESS IN AMERICAN CONSTITUTIONAL LAW
(with Toni Massaro) (2013, Oxford University Press)

PROPORTIONALITY PRINCIPLES IN AMERICAN LAW
(with Richard Frase) (2009, Oxford University Press)

-Translated into Japanese and published in Japan (2005)

PRIVATE ANTITRUST ACTIONS (with D. Floyd) (treatise) (1996, Little, Brown &
Co.)

- 2005, 2001 and 1998 Supplement to PRIVATE ANTITRUST ACTIONS

THE POLITICAL ECONOMY OF THE SHERMAN ACT: THE FIRST ONE
HUNDRED YEARS (1991, Oxford University Press)

- Summary review in 105 Harvard Law Review 1433 (1992)

- Reviewed in 26 George Washington Journal of International Law & Economics 469
(1992)

- Reviewed in 17 Queen's Law Journal 505 (1992)

- Summary review in 24 New York University Journal of International Law and Politics
1049 (1992)

- Summary review in 11 California Lawyer 68 (1991)

PUBLIC POLICY TOWARDS CORPORATE TAKEOVERS (M. Weidenbaum, editor)
(1988, Rutgers University Press Transaction Books)

FEDERAL LAND USE LAW (with D. Mandelker and J. Gerard). (1986, West
Publishing/Clark Boardman & Co.) (15 eds. from 1986 through 2002)

MISSOURI APPELLATE PRACTICE AND EXTRAORDINARY REMEDIES
(coauthors) (3d ed. 1981, Supp. 1982, 1983, 1985, 1987)

MONOGRAPH: NONPRICE PREDATION UNDER SECTION 2 OF THE SHERMAN ACT. (Editor and Project
Director) (ABA, 1991)

LEAD ARTICLES:

The Everyday First Amendment, *Communications Lawyer* (ABA) (with Len Niehoff) Vol. 38,
No.1, (August 2022)

The Transformation of the Legal Profession and Legal Education, 43 Indiana Law Review 145
(2013)

Due Process Exceptionalism, Irish Jurist (Nov. 2011) (Centennial Anniversary issue,
solicited lead article) (with Toni Massaro)

The Roberts Antitrust Court: A Transformative Beginning, 52 Antitrust Bulletin 435
(2007) (with Daniel Gifford)

The Doctrine of Proportionality in the Time of War, 16 Minnesota Journal of International
Law 457 (2007)

The Supreme Court and Private Law: The Vanishing Importance of Securities and Antitrust,
53 Emory Law Journal 1571 (2004) (with Robert Thompson)

- Reprinted in 47 Corporate Practice Commentator 461 (2005)

Global Trade Law: Present at the Creation, 13 Minn. J. of Global Trade 199 (2004)

Judicial Sovereignty: The Legacy of the Rehnquist Court, 20 Constitutional Commentary 171
(2004)

Comparing Antitrust Remedies in the U.S. and E.U.: Advancing a Standard of
Proportionality, 48 Antitrust Bulletin 377 (2003) (symposium issue)

The Jurisprudence of Antitrust Divestiture: The Path Less Traveled, 86 Minnesota Law
Review 565 (2002)

“Harmonizing Global Merger Standards” in *The Political Economy of International Trade
Law*, 248 (Cambridge University Press, 2002)

- The History of Antitrust Divestiture: Empirical Lessons for Microsoft, 70 U.S. Law Week 2019 (July 10, 2001)
- Antitrust Regulation of Land Use: Federalism's Triumph Over Competition, The Last Fifty Years, 3 Washington University Journal of Law and Policy 473 (2000) (symposium issue)
- The Confluence of Antitrust and Intellectual Property at the New Century, 1 Minnesota Intellectual Property Review 1 (2000), <http://www.mipr.umn.edu>
- Can International Antitrust Be Saved For the Post-Boeing Merger World? 45 Antitrust Bulletin 55 (2000) (March 27, 2003) (with D. Gifford)
- Why the NCAA Does Not Exploit College Athletes, 8 Margin 61 (Fall 1992) (with R. McKenzie)
- Does the NCAA Exploit College Athletes? An Economic and Legal Analysis, 32 Antitrust Bulletin 373400 (1987) (with R. McKenzie)
- Excerpt in ECONOMICS (2d edition, 1989, Houghton Mifflin, Inc.) by McKenzie, Kamersden & Nardinelli
- The Antitrust Division As A Regulatory Agency: An Enforcement Policy In Transition, 64 Washington University Law Quarterly 9971055 (1986)
- The Antitrust Division As A Market Regulator, Center for the Study of American Business, Washington University (December 1986)
- Reviewed in National Journal (December 13, 1986)
- The FTC's Deceptive Advertising Policy: A Legal and Economic Analysis, 64 Oregon Law Review 593635 (1986) (with B. Marks)
- Reprinted in 36 Law Review Digest 19 (1987)
Reprinted in 10 Advertising Law Anthology (1986)
- The AT&T Settlement: Legal Summary, Economic Analysis and Marketing Implications, 49 Journal of Marketing 127 (1985) (with B. Enis)
- On Nonprice Competition: An Economic and Marketing Analysis, 45 University of Pittsburgh Law Review 40233 (1984)
- Contribution and Claim Reduction in Antitrust Litigation: A Legislative Analysis, 20 Harvard Journal on Legislation 397440 (1983) (with D. Polden)
- The Economic Jurisprudence of the Burger Court's Antitrust Policy: The First Thirteen Years, 58 Notre Dame Law Review 160 (1982)
- First Amendment Defenses in Antitrust Litigation, 46 Missouri Law Review 51777 (1981)
- Reprinted in Journal of Reprints for Antitrust Law and Economics 907 (1982)
- New Perspectives in Antitrust Litigation: Toward a Right of Comparative Contribution, 1980 University of Illinois Law Review 389424

Reprinted in Corporate Counsel's Annual (Matthew Bender, 1981)

Pendent Jurisdiction: The Impact of Hagens and Moor, 7 Indiana Law Review 92562 (1974)

The Stockholm Conference: A Step Toward Global Environmental Cooperation and Involvement, 6 Indiana Law Review 26781 (1973)

Student Voter Residency Requirements: An Unconstitutional Roadblock in Decay, 5 Indiana Law Review 385403 (1972)

ESSAYS AND COMMENTARIES:

“Relational Leadership”, Trustee Magazine (January 2020)

Vermont by Degrees; Laying the Foundation for Greater Success in Higher Education, Rutland Herald (March 6, 2019)

An Uncommon Scholar and Citizen, in Festschrift in honor of Wolfgang Mieder (February, 2019)

Speech and Expression on Campus, Huffington Post.com (March 1, 2017)

Congress Wants to Weaken the Pell Program, Why It Shouldn't, Huffington Post.com (June 9, 2015)

The Arts on Campus as a Means to Appreciate the Meaning of Life, Vermont Quarterly (Summer 2015)

Research and Scholarship as Public Good, Vermont Quarterly (Spring 2015)

On The Value of Liberal Education, Vermont Quarterly (Fall 2014), Vermont Digger (November 17, 2014)

The NCAA Autonomy Scheme: Increased Costs for Higher Education, New England Journal of Higher Education and Tribune News Service and McClatchy News Service (October 2014)

For Faculty Free Speech, The Tide is Turning. Chronicle of Higher Education (October 4, 2014) (with Lawrence White).

This Dynamic Culture of Learning, The City, The River, The Bridge: Before and After the Minneapolis Bridge Collapse (University of Minnesota Press, 2011)

In Defense of War to Advance Peace: The Obama Paradox, HuffingtonPost.com (December 14, 2009) (with J. B. Atwood)

The Solution to “Too Big to Fail”, MinnPost.com, (November 4, 2009)

Educational Excellence, Without Ivy, Business Week (January 14, 2008) (co-authors)

Universities As Places and Spaces of Imagination, The Minnesota Daily 11A (November 1, 2007)

Taking the Lead on Learning, The Minnesota Daily 9A (March 29, 2007)

University's Focus on Academics, St. Cloud Times (February 11, 2007 op-ed)

The Risks Posed by New Biomedical Technologies: How Do We Analyze and Regulate Risk? 13 Medical Ethics 5 (Fall 2006)

The Educated Citizen and the Role of the Public University Post 9/11, (Numerous newspapers, September 10, 2006 op-ed)

The Middle East Crisis: The Relevance of Proportionality, Minneapolis Star Tribune (August 6, 2006 op-ed) (with J. Brian Atwood)

Uncommon Dedication, Syllabus (American Bar Association) (Spring 2006)

Strategic Positioning, The Minnesota Daily (October 19, 2005)

The Value of Teaching in a Research University, The Minnesota Daily (October 13, 2005 op-ed)

Judicial Activism, From the Left or Right, Undercuts the Rule of Law, Baltimore Sun (September 6, 2005 op-ed)

Access to Excellence, St. Paul Pioneer Press (March 17, 2005 op-ed)

Protecting Community, The Minnesota Daily (November 10, 2004)

Settlement Respects Community Ideas, The Minnesota Daily (September 20, 2004)

Race Consciousness As A Public Good, Syllabus (American Bar Association) (Fall 2003)

Society's Gatekeepers: How Well Are We Doing? Syllabus (American Bar Association) (Spring, 2003)

Academic Self-Reflection, Syllabus (American Bar Association) (Winter, 2003)

The Public University as a Public Good, Minnesota Law & Politics (Feb. 2003), www.lawandpolitics.com

Faculty as Public Intellectuals, Syllabus (American Bar Association) (Fall, 2002)

Decanal Leadership: Managing Relationships, 31 U. of Toledo Law Review 749 (2000) (symposium issue)

Bright Judging: An Iron Range Legacy, 83 Minnesota Law Review 219 (1998)

The Heaney Jurisprudence: Judicial Valor and Civic Responsibility, 81 Minnesota Law Review 101 (1997)

Grand Philosophy; Great Persona, 37 Arizona Law Review 3 (1995)

Uncommon Vision, 71 Washington University Law Quarterly 1013 (1993)

Uncommon Character, 35 Arizona Law Review 8 (1993)

Price-Fixing in The Ivy League, Wall Street Journal (June 15, 1992)

The New Vertical Price-Fixing Stance, National Law Journal (September 17, 1990)

Antitrust Law: Is It Dead? National Law Journal 13 (October 3, 1988)

A New Role For The Antitrust Division, National Law Journal 13 (May 18, 1987)

Is The NCAA a Cartel?, National Law Journal 13 (May 5, 1986)

Merger Litigation Costs Are Too High, New York Journal of Commerce (December 29, 1986)

BOARD MEMBERSHIPS:

- [REDACTED]
- Member, University of Vermont Board of Trustees (2012-2019)
- [REDACTED]
- Member, NCAA Division 1 Infractions Committee (2019- 2022)
- Vice Chair of the NCAA Division 1 Presidential Forum Steering Committee (2016-2018; member since 2015)
- [REDACTED]
- Member of the Executive Committee, University of Vermont Foundation (2012-2019)
- Member, New England Board of Higher Education (July 2012-2019)
- Chair, Board of Presidents of the America East Athletic Conference (June 2014-2016)
- Member, The University of Vermont Board of Trustees (July 2012-2019)
- [REDACTED]
- Executive Committee Member, Committee on Institutional Cooperation (CIC) (Big Ten Universities & University of Chicago), (2007-11)
- [REDACTED]
- Board of Trustees, University of Minnesota Foundation (2005-11) (Appointed by the Minnesota Board of Regents); Trustee Emeritus (2011-)
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]

PUBLIC SERVICE AND PROFESSIONAL ACTIVITIES:

- Reporter, American Law Institute (ALI): Principles of the Law, Student Sexual Misconduct under Title IX, Procedural Frameworks for Higher Education Institutions (2021-2022)
- Invited Lecture and Panel Discussion on Academic Freedom: The History and Future, 2022 National Conference on Legal Issues in Higher Education (October 18, 2022)
- Fifteen TV, Radio, Live Audience Presentations, and Readings on “Free Speech: From Core Values to Current Debates” (Cambridge University Press, 2022)
- Over a dozen national and regional interviews on TV and Radio covering the Impeachments of President Trump (2021)
- Manuscript Reviewer, New England Journal of Political Science (2020)
- [REDACTED]
- [REDACTED]
- [REDACTED]
- Consultant, SUNY/Buffalo Law School (Spring 2012)
- Consultant, Emory University School of Law (March 2011)
- [REDACTED]
- Consultant, United States Senate Judiciary Committee on the Confirmation of Solicitor General Elena Kagan to the United States Supreme Court, (Summer 2010) (by invitation of Senator Amy Klobuchar)
- [REDACTED]
- [REDACTED]
- Consultant, United State Senate Judiciary Committee on the Confirmation of Judge Sonia Sotomayor to the United States Supreme Court (Summer 2009) (by invitation of Senator Amy Klobuchar)
- [REDACTED]
- Co-Chair, Committee on Institutional Cooperation (Big Ten Universities & University of Chicago) Economic Development Summit on Midwest Economy (June 26, 27, 2008)
- Consultant, United States Senate Commerce Committee (Delta/NWA merger) (Spring 2008) (by invitation of Senator Amy Klobuchar)
- [REDACTED]
- [REDACTED]
- Consultant, University of California, Irvine, on the formation of a new law school (2007)
- Manuscript Reviewer, University of Chicago Press (2006)
- Manuscript Reviewer, University of Michigan Press (2006)
- [REDACTED]
- [REDACTED]
- Special Counsel, State of Minnesota (Appointed by Attorney General and Chief Justice of the Minnesota Supreme Court to investigate illegal political contributions) (July, 2003)
- [REDACTED]
- Manuscript Reviewer, Hon. John Brown Award for Excellence in Legal Writing (presented at ABA Annual Meeting) (August 2003)
- Member, Review Committee on General Counsel of the University, University of Minnesota (2001-02)
- Consultant, Indiana University School of Law Dean’s Search (2001-02)
- [REDACTED]
- [REDACTED]
- [REDACTED]

- Senior Vice President and Provost, University of Minnesota (2004-12)
- Chair, Strategic Planning Committee, University of Minnesota (2004-11)
- Board of Advisors, Weisman Art Museum, University of Minnesota (2001-04)
- Co-Chair, Dean's Search Committee, University of Minnesota Medical School (2001-02)
- Member, Review Committee on General Counsel of the University, University of Minnesota (2001-02)
- Chair, Decanel Review Committee, College of Liberal Arts, University of Minnesota (December, 1999-February, 2000)
- Chair, President's Task Force on Booster Club Contributions to the Athletic Department, University of Minnesota (Fall, 1999)
- Chair, Deans' Council, University of Minnesota (1998-99)
- Vice Chair, Deans' Council, University of Minnesota (1997-98)
- Chair, Dean Search Committee, Humphrey Institute of Public Affairs, University of Minnesota (1997-98)
- Author, Revised Tenure and Post-Tenure Rules (Sullivan I & II), University of Minnesota (Fall, 1996)
- Member, Commission on Women, University of Minnesota (1996-98)
- Chair, Provost Advisory Committee on Teaching Effectiveness, University of Arizona (1993-94)
- Chair, Deans' Council Development Committee, University of Arizona (1992-95)
- Chair, Deans' Council Legislative Relations Committee, University of Arizona (1991-93)
- Chair, Dean Search Committee, College of Education, University of Arizona (1991)
- Member, University of Arizona Faculty Senate (1989-95)
- Member, University of Arizona Task Force on Process to Review Academic Programs (1992-93)
- Member, Decanal Five-Year Review Committee, College of Agriculture, University of Arizona (1992-93)
- Member, Commission on the Status of Women, University of Arizona (1991-93)
- Chair, Washington University Judicial Board (198889)

INVITED LECTURES, SPEECHES, AND SEMINARS:

- Invited Speaker, American Bar Foundation (ABF) Faculty Workshop Book Launch on Fress Speech Freedoms (August 4, 2022)
- Invited Speaker, University of Vermont Annual National Conference on Legal Issues in Higher Education: First Amendment Speech and Academic Freedom (2012-2022)
- Invited Speaker, Impeachment: Constitutional Principles and Political Consequences, Cambridge University (February 2020)
- Invited Speaker, Speech and Expression under the First Amendment, Cambridge University (September 2019)
- Invited Speaker, International Principles of Proportionality, Vermont Council on World Affairs (June, 2019)
- Invited Speaker, Free Speech on Campus: When Should Universities Draw the Line? National Constitution Center, Philadelphia (March 18, 2019)
- Invited Speaker, Bennington College (VT), Symposium on "Democracy Under Siege: What Eveyone Needs to Know about the Constitution-The Free Speech Clause" (November 2018)
- Invited Speaker, Penn State University, "Speech and Expression on Campus: Exploring the First Amendment" (September 2017)
- Invited Speaker, Uniform Law Commission's Annual Meeting, "On the Loss of Civic Education in the United States" (July 2016)
- Invited Speaker, Southeastern Law Schools Annual Meeting (July 28, 2015)
- Invited Participant, White House Summit on Higher Education (December 4, 2014)
- Invited Speaker, "On the Value of Strategic Planning", Shelburne Museum (September 19, 2014)
- Invited Participant, White House Summit on Higher Education (January 16, 2014)

- Invited Speaker, Association of American Law Schools, Presidential Program on Law School Economics and Governance (January 5, 2014)
- Invited Speaker: “The Transformation of the Legal Profession, Law Schools, and the Judiciary” 2013 Annual Conference of Chief Justices and Conference of State Court Administrators (July 31, 2013)
- Invited Lecturer, The James Patrick White Lecture, Indiana University (April 3, 2012)
- Invited Speaker, The Next Generation of Antitrust Scholarship Conference, NYU School of Law (January 20, 2011)
- Invited Lecturer, The Seventh George McGovern Lecture: “Minnesota’s Global Legacy and Promise of Leadership in Food,” (Invitation by the U.S. Mission to the United Nations Agencies in Rome), Rome, Italy (October 8, 2010)
- Invited Lecturer: “Internalizing Universities in the United States,” John Cabot University, Rome, Italy (October 7, 2010)
- Keynote Speaker: “Leading, Managing, and Refocusing the Academy in light of Budget Constraints,” Iowa State University Faculty Senate Conference (April, 2010)
- Invited Speaker, American Bar Association’s Antitrust Annual Meeting (National Press Club): “Judicial Views of Courtroom Ethics,” Washington D.C. (April, 2010)
- Invited Speaker, Association of American Universities’ Annual Meeting: “Responding to Economic Crises Past and Present: Ramifications for the Next Generation” (September, 2009)
- Invited Speaker, ABA Law School Deans’ Meeting: “Thinking Strategically About How to Manage During a Time of Budget Retrenchment” (August, 2009)
- Invited Speaker, National Association of College and University Attorneys’ Annual Meeting: “Fighting for the Big Prize: Kid Gloves and Knockout Strategies for Winning and Avoiding Tenure Denial Litigation,” Toronto (June, 2009)
- Invited Speaker, Council of the Section of Legal Education of the ABA: “The Impact of the Economic Downturn on American Legal Education” (June, 2009)
- Invited Speaker, University of California, Berkeley, Dinner Remarks, Festschrift in Honor of Professor Philip Frickey (January, 2007)
- Invited Speaker, Association of American Law Schools’ Annual Meeting: “The Future of Public Law Schools” (January, 2007)
- Invited Keynote Speaker: “War on Terror: International and Interdisciplinary Perspectives,” Symposium, University of Minnesota Law School (November, 2006)
- Invited Speaker: “Transforming the University Through Strategic Planning,” National Consortium for Continuous Improvements in Higher Education and the American Council on Education, Washington D.C. (October, 2006)
- Invited Speaker, University of California, Irvine Conference on Recruiting International Students, National Security, and U.S. Immigration Policy (October, 2005)
- Invited Keynote Speaker, ABA Section of Legal Education Development Conference, Jackson Hole (June, 2005)
- Presenter, ABA Section of Legal Education, New Deans Workshop, Jackson Hole (June, 2005)
- Presenter, Faculty Seminar: “The Declining Role of Antitrust at the Supreme Court,” University of Minnesota Law School (April, 2004)
- Invited Lecturer, The Robert Endries Lecture, Syracuse University College of Law (October, 2003)
- Presenter, Faculty Seminar: “Toward a Proportionality Standard in Antitrust Remedies,” Syracuse University College of Law (October, 2003)
- Panelist: “Making the Case for Support of Legal Education,” ABA Section of Legal Education, Jackson Hole Development Conference (May, 2003)
- Invited Lecturer, Topic: On Comparative Antitrust and Competition Issues: University of Amsterdam, University of London (UCL), Uppsala University, University College Dublin, Tilburg University (April, 2003)
- Invited Lecturer, The Lewis Bernstein Memorial Lecture, St. John’s University School of Law, New York City (March, 2003)

- Commentator, Federalist Society Lecture: “Why The Antitrust Laws Should be Abolished,” by Dr. Robert Levy, University of Arizona College of Law (February, 2003)
- The Irving Younger Endowed Chair Lecture, University of Minnesota Law School (January, 2003)
- Invited Speaker, Indiana University School of Law, Distinguished Lecture Series: “The Future of Antitrust Law After *Microsoft*” (February, 2002)
- Invited Speaker, F. Hodge O’Neal Corporate and Securities Law Symposium, Washington University School of Law, St. Louis: “Multidisciplinary Practice” (February, 2002)
- Presenter, Faculty Seminar: “The *Microsoft* Settlement: The Consequences,” University of Minnesota Law School (November, 2001)
- Invited Speaker, 2001 ABA Deans’ Conference on Institutional Development: “Managing Crisis and Development” (June, 2001)
- Commentator, University of Minnesota Law School Conference on The Political Economy of International Trade Law: “Harmonizing Global Competition Policy” (September, 2000)
- Presenter, Academic Conference on International Competition and Intellectual Property, Fudan University in Shanghai, PRC (July, 2000)
- Invited Speaker, New Law Deans Workshop at Wake Forest University on Law School Development and Fundraising (June, 2000)
- Moderator, ABA Mid-Year Meeting: “The Impact of the Multidisciplinary Practice Proposal on Legal Education” (February, 2000)
- Invited Speaker, AALS Annual Meeting: “Institutional Responses to Increased Accountability in Higher Education” (January, 2000)
- Remarks, Memorial Address, Thirty-Fifth Hennepin County Bar Memorial Session (April 1999)
- Invited Speaker, AALS Section on Student Services Annual Meeting: “The Demographics: A Look at the Changing Face of Students” (January, 1999)
- Presenter, Faculty Seminar: “The Antitrust and Economic Issues Regarding the Microsoft Litigation,” University of Minnesota Law School (September, 1998)
- Invited Speaker, AALS Antitrust and Economic Regulation Section Annual Meeting: “The Regulatory Character of Modern Antitrust Policy” (January, 1998)
- Invited Speaker, Minnesota State Bar: “The Meaning of Professionalism” (September, 1997)
- Invited Speaker, 1997 ABA Deans’ Conference on Institutional Development: “How to Market a Capital Campaign” (June, 1997)
- Invited Speaker, 1997 ABA Deans’ Conference on Institutional Development: “Recruitment of Volunteers for A Capital Campaign” (June, 1997)
- Panelist: “On the Past, Present and Future of Legal Education,” Minnesota State Bar (June, 1997)
- Remarks, Conference on the Law and Economics of Federalism, Co-Sponsored by the Federal Reserve Bank and the University of Minnesota Law School (May, 1997)
- Invited Speaker, Federal Bar Association: “Antitrust Enforcement Trends in the Clinton Administration” (April, 1997)
- Panelist, Symposium on Teaching Ethics and the Legal Profession: "Perspectives on the Future of Legal Education," Duke University Law School (November, 1995)
- Invited Speaker, Midwest Clinical Legal Education Conference: "The Changing Landscape of the Accreditation Process: Benefits and Risks for Clinicians" (October, 1995)
- Moderator, University of Arizona Philosophy of Law Symposium: "The Practice of Corrective Justice" (September, 1994)
- Invited Speaker, 1994 ABA Deans' Conference on Institutional Development: "Capital Campaigns: Planning and Preparation" (June, 1994)
- Moderator, Bill of Rights Film Festival, University of Arizona (May, 1994)
- Invited Speaker, CASE Conference at University of Denver: "Focusing Development on Alumni Relations" (March, 1994)
- Invited Speaker, Rotary Club of Yuma: "The Legal Implications of the NAFTA Agreement" (March, 1994)

- Invited Speaker, Arizona Trial Lawyers Association: "The Role of a Law School in a Legal Community" (February, 1994)
 - Invited Speaker, Phoenix Seminar: "The Clinton Health Care Reform: The Antitrust Perspective" (January, 1994)
 - Moderator, Phoenix Seminar: "The Clinton Health Care Reform" (January, 1994)
 - Invited Speaker, Phoenix Rotary Club: "Hate Speech and First Amendment Rights on Campus" (October, 1993)
 - Invited Speaker, 1993 National Association for Law Placement Annual Conference: "The Legal Employment Culture in the 1990's" (June, 1993)
 - Invited Speaker, Arizona Women Lawyers Association: "The Feminization of the Legal Profession" (May, 1993)
 - Invited Speaker, University Provost's Workshop on Promotion and Tenure (May, 1993)
 - Program Chair, AALS Antitrust & Economic Regulation Section Annual Meeting: "Kodak: A Paradigm Shift Away From Chicago Analysis?" (January, 1993)
 - Invited Speaker, 1992 ABA Annual Meeting, Section on Legal Education: "Financing Legal Education in a Period of Scarce Resources" (August, 1992)
 - Invited Speaker, 1992 ABA Deans' Conference on Institutional Development: "Alumni Relations, Special Events and Successful Development" (June, 1992)
 - Program Chair, AALS Antitrust & Economic Regulation Section Annual Meeting: "Competition in International Markets - Developing Antitrust Rules in Foreign Countries" (January, 1992)
 - Invited Speaker, 1992 ABA Mid-Year Meeting, Annual Deans Workshop: "Managing the Faculty - The Dean's Role in Faculty Evaluations and Salary" (January, 1992)
 - Invited Speaker, AALS Faculty Recruitment Conference: "Perspectives On Beginning Law Teaching After An Established Career" (November, 1991)
 - Invited Speaker, 1991 National Association for Law Placement Annual Conference: "Determining Success in Career Services Programs" (June, 1991)
 - Invited Speaker, 1991 Arizona State Bar Convention: "Professionalism for Professionals: The Law School Viewpoint" (June, 1991)
 - Moderator, AALS Antitrust & Economic Regulation Section Annual Meeting: "The Economic and Litigation Techniques for Measuring Market Power" (January, 1991)
 - Invited Speaker, University of Arizona Faculty Lecture Series: "Antitrust And Trade Regulations in the 1990's: The Impact on Consumers" (November, 1990)
-
- Presenter, Faculty Seminar: "Price Fixing in the Ivy League on Financial Aid, Tuition & Salaries," University of Arizona College of Law (February, 1993)
 - Presenter, Faculty Seminar: "The Political Economy of the Sherman Act," Arizona State University School of Law (April, 1990)
 - Moderator, Seminar: "The Transformation of the Legal Profession," 1990 Arizona State Bar Convention (June, 1990)
 - Presenter, Faculty Seminar: "PostModern Antitrust: The 1990s and Beyond," University of San Diego Law School (March, 1989)
 - Invited Speaker, 1988 Judicial Conference of the U.S. Court of Appeals for the Eighth Circuit: "Judicial Immunity: Are You At Risk?" (July, 1988)
 - Invited Speaker, 1988 ABA Annual Meeting, Toronto: "Antitrust And Trade Association Communications: Promoting Efficiency or Creating Restraints?" (August, 1988)
 - Presenter, 1987 Judicial Conference of the U.S. Court of Appeals for the Eighth Circuit, Bicentennial Committee (July, 1987)
 - Presenter, Antitrust Steering Committee of the Bar Association of Metropolitan St. Louis: "The Antitrust Division as a Market Regulator" (February, 1987)

- Presenter, Conference on The Public Policy Towards Corporate Takeovers: "Is the Antitrust Division an Economic Regulator of Markets?" Center for Study of American Business, Washington University (November, 1986)
- Invited Participant, Liberty Fund Conference: "Justice As Participation: Should Workers Be Given Managerial Rights?" St. Louis (September, 1986)
- Presenter, Faculty Seminar: "Does the NCAA Exploit College Athletes? An Economic and Legal Analysis," Center In Political Economy, Washington University (February, 1986)
- Invited Participant, Law and Economics Institute, Emory University (Summer, 1986)
- Lecturer, The Soviet Union's Court System and the Procedural Process, Minsk, U.S.S.R. (American Lawyer Study Tour to U.S.S.R. July, 1985)
- Lecturer, Soviet Contract Law and Commercial Arbitration, Leningrad, U.S.S.R. (American Lawyer Study Tour to U.S.S.R. July, 1985)
- Lecturer, Tying And Exclusive Dealing Under the Justice Department's Vertical Guidelines, Corporate Counsel Institute, Bar Assoc. of Metropolitan St. Louis (April, 1985)
- Lecturer, Law School CLE, Topic: The Fundamentals of Antitrust Practice and Current Developments (October, 1983)
- Lecturer, Law School CLE, Topic: Current Developments in Discovery (April, 1981)
- Lecturer, Law School CLE, Topic: Strategies in Using the New Discovery Rules (December, 1981)
- Lecturer, Annual Survey of Law (Civil Procedure), Missouri Bar Annual Meeting (1983, 1988)
- Lecturer, Bar Review Courses (1980 to 2000)
- Lecturer, UMC Advanced Legal Preparation Session for Disadvantaged Law Students (1980/83)
- Lecturer, Honors College, University of Missouri, Economics Seminar, Topic: Antitrust Law & Economics: Before and After the Reagan Administration (November, 1982)
- Invited Speaker, Washington University Law Alumni Century Club: "Antitrust Developments and Football T.V. Contracts" (October, 1984)
- Invited Speaker, Litigation Department, Stinson, Mag & Fizzell (Kansas City), Topic: Procedure in Transition: Redefining the Lawyering Process (January, 1983)
- Invited Speaker, Indiana University School of Law: "Perspectives on the Importance of Law Reviews in Legal Education" (November, 1982)
- Faculty Participant, AALS Workshop on Role of Social Science in Legal Education and Scholarship, Washington, D.C. (November, 1984)
- Faculty Participant, National Institute of Trial Advocacy Training Session, University of California School of Law, Hastings (1979)
- Interview, National Public Radio on Nomination of Richard Thornburgh as U.S. Attorney General (January, 1989)
- Interviews, St. Louis PostDispatch (August, 1987) and National Public Radio (September, 1987) on litigation and jury issues involved in the longest jury trial in U.S. history (Dioxin case)
- Interview, Channel 2 T.V. (KTVI St. Louis) on Antitrust Issues Implicated by NFL Football (Spring, 1986)

LEGAL EXPERIENCE:

AMICUS CURIAE BRIEFS, Co-Authors

2020	Oberlin College v. Gibson's Bakery, Ohio Court of Appeals
2018	United States v. Sanchez-Gomez, U.S. Supreme Court
2016	Teladoc, Inc. v. Texas Medical Board, U.S. Court of Appeals for the Fifth Circuit

- 2014 North Carolina State Board of Dental Examiners v. Federal Trade Commission, U.S. Supreme Court
- 1994 SCFGILC, Inc. v. Visa USA, Inc., 36F.3d 958 (10th Cir.)
- 1977 1979 SENIOR ASSOCIATE, Donovan Leisure Newton & Irvine, Washington D.C./New York City
- Primary emphasis on civil litigation in the federal courts and administrative agencies. Participated in multidistrict antitrust litigation in federal district courts and before the FTC in cases involving allegations of price fixing and shared monopoly, and class action determinations.
- Served as antitrust counsel to a national trade association and as counsel to a large medical device manufacturer on FDA regulatory and compliance procedures.
- Cotrial counsel in a seven month adjudicatory hearing before the FTC involving allegations of deceptive advertising and unfair trade practices which resulted in the most voluminous evidentiary record presented in an FTC deceptive advertising case. In re American Home Products Corp., 98 FTC 136427 (1981).
- 1975 1977 TRIAL ATTORNEY, U.S. Department of Justice, Criminal Division, Fraud Section (Attorney General's Honor Graduate Program)
- Member, Young Lawyers Study Group, Department of Justice, Appointed by Assistant Attorney General Richard Thornburgh
- Area of Concentration: Corporate and securities cases.
- Served as trial counsel in four corporate fraud prosecutions, each involving sums of \$400,000 to 1 million dollars.
- Appointed Special trial counsel in United States v. Edward Gurney (M.D. Florida) by U.S. Attorney General Edward Levi (political corruption, bribery, and perjury case).
- Authored four appellate briefs and argued three before the United States Court of Appeals (citations available).
- Appointed Special Attorney in four federal judicial districts to investigate and present evidence before Grand Juries in corporate fraud related matters.
- Participant, U.S. Attorney General's Advocacy Institute.
- Participated in drafting one of the original versions of the Foreign Corrupt Practices Act of 1977, amending the Securities and Exchange Act of 1934.
- 1973 1975 LAW CLERK, Honorable Joe Eaton, U.S. District Court (S.D. Florida)

BAR ADMISSIONS:

Missouri
 District of Columbia
 State of Florida
 State of Indiana

U.S. Supreme Court
U.S. Court of Appeal (D.C. Circuit and 7th Circuit)
U.S. District Courts (D.C. and S.D. Indiana)

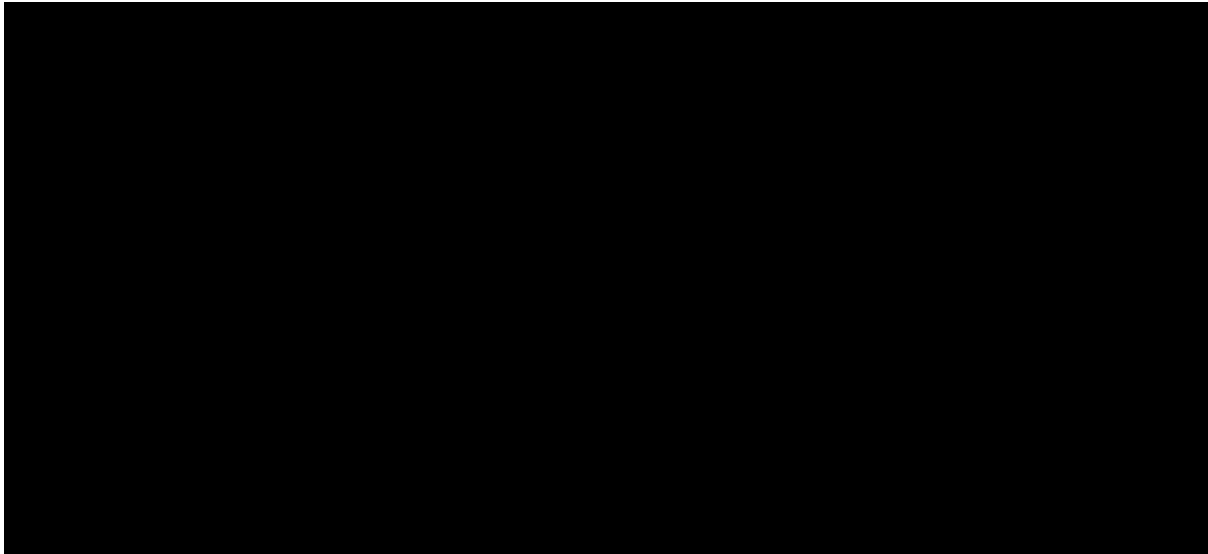
EDUCATION:

Honorary Doctor of Law Degree, Vermont Law School [REDACTED]

Certificate, Harvard University Graduate School of Education Institute for Experienced Presidents
[REDACTED]

J.D. Indiana University School of Law [REDACTED]

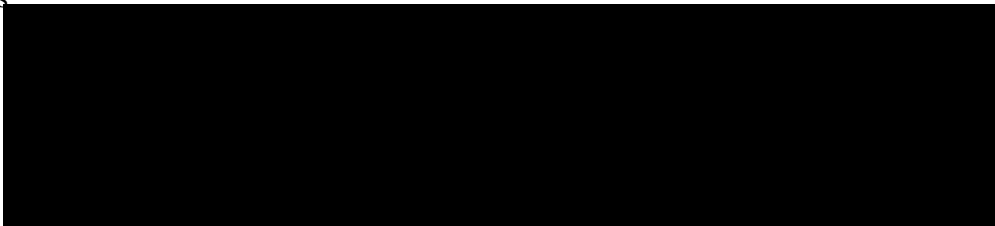
Honors:



B.A. Drake University [REDACTED]

Major: Political Science

Honors:



Attachment B

**E. Thomas Sullivan
Selective Highlights**

Professional and Academic Experience

- President Emeritus and Professor of Law and Political Science, The University of Vermont
- Provost and Senior Vice President and Professor of Law, The University of Minnesota
- Dean of the Law School and Professor of Law, University of Minnesota
- Dean of the College of Law and Professor of Law, University of Arizona
- Associate Dean and Professor of Law, Washington University in Saint Louis
- Trial attorney, Donovan Leisure Newton and Irvine, NYC/DC
- Federal Prosecutor, United States Department of Justice, Attorney General's Honors Program, Washington DC
- Law Clerk, United States District Court (S.D. Florida)

Visiting Faculty Appointments

- Life Fellow Member, Cambridge University Clare Hall College (Lifetime appointment)
- Cambridge University (UK) Law School and Clare Hall College (Three visiting appointments)
- New York University Law School
- University of California, Berkeley Law School
- Georgetown University Law Center (Two visiting appointments)

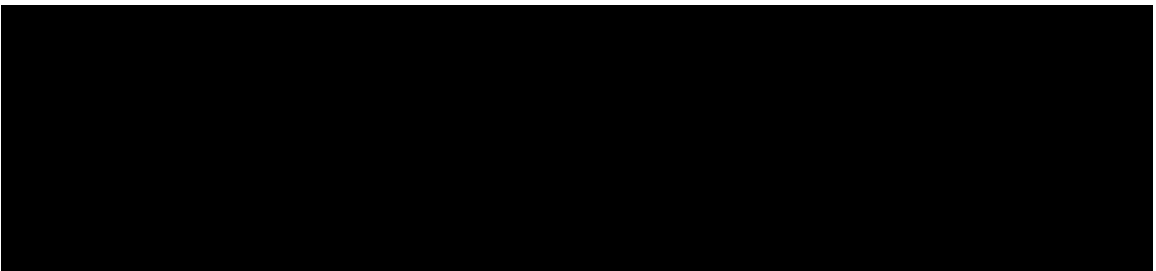
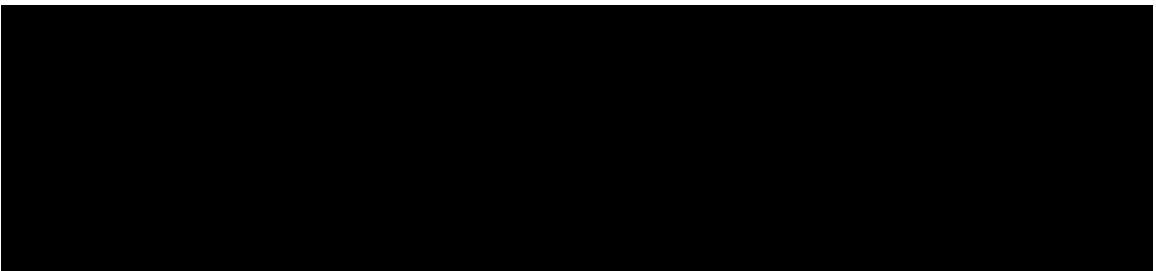
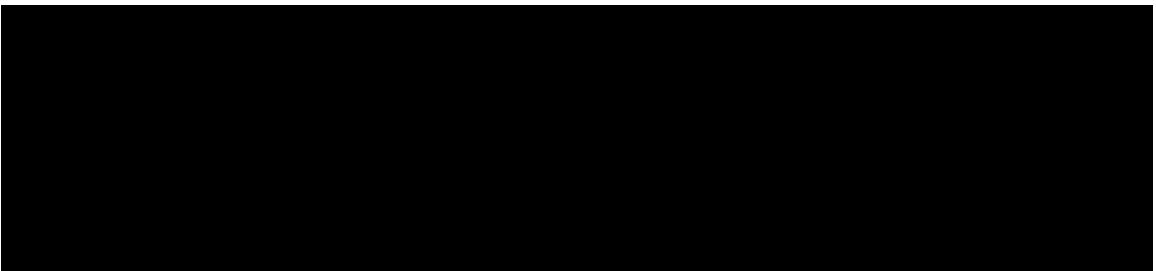
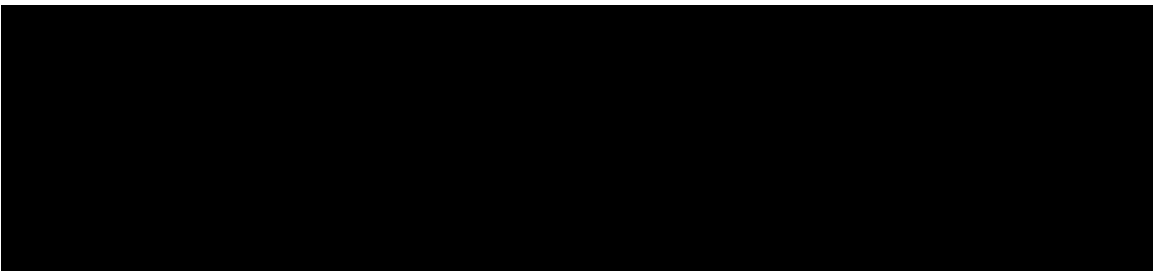
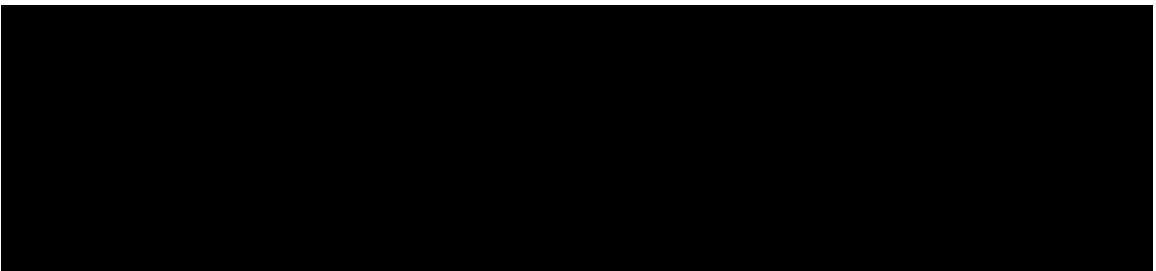
Publications

13 Books and over 75 Articles and Essays. Subjects include: Antitrust Law, Constitutional Law, Constitutional History, Complex Litigation, Federal Courts and Civil Procedure.

Practice and Teaching Experience

Antitrust law, Federal Criminal Law, Constitutional Law, Complex Litigation, Federal Courts and Civil Procedure, Constitutional History, and Government Regulation of Business

Selective Professional Awards and Appointments

- 
- 
- 
- 
- 

- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- [REDACTED]
- Consultant, U.S. Senate Judiciary Committee on judicial nominations to the U.S. Supreme Court of Justices Ginsburg, Sotomayor, and Kagan
- [REDACTED]
- [REDACTED]
- Special Counsel, State of Minnesota - Appointment by the Attorney General and Chief Justice of the Minnesota Supreme Court to investigate illegal political contributions
- [REDACTED]

- Tuition increases, FY 2013 to FY 2019, lowest in 40 years
 - *Move Mountains* Comprehensive Campaign - goal: \$500 Million, crossed goal a year ahead of schedule
 - ⇒ Total Commitments to date: \$581.7 Million (Historic Gift of \$100 Million)
 - Scholarships: \$84 Million (272 new scholarships)
 - Endowed Faculty Positions: \$67 Million (67 new endowed faculty positions – from 52-120)
 - Facilities: \$100 Million
 - Academic Programs: \$331 Million
 - Enrollment Management Strategic Planning (focused on selectivity (11% increase), diversity, advising, retention, and four-year graduation success)
 - Facilities Transformation: Campus Master Plan (21 building projects) (500 newly planted trees, 10 new public art sculptures)
 - STEM Complex – Discovery Hall
 - STEM Complex – Innovation Hall
 - Votey Hall Renovations
 - First-Year Student Residence Hall
 - Alumni House
 - Silver Pavilion
 - Billings Library
 - Howe Library
 - UVM Rescue Building
 - Cohen Hall for the Integrative Creative Arts
 - Ifshin Hall expansion of Grossman School of Business
 - Virtue Field
 - Vermont State Health Lab and Research Facility
 - Miller Research Facility
 - Royall Tyler Theatre
 - Converse Hall
-
- Facilities Projects in Progress:
 - 439 College Ave Renovation and Conversion
 - Recital Hall Southwick Hall Expansion (Home of the Music Department)
 - Torrey Hall
 - Multi-Purpose Center and Student Wellness Center
 - Medical Research Facility (Joint facility for the College of Arts and Sciences and the Larner College of Medicine)
 - University-wide Gund Institute for Environment established
 - The Humanities Center Established
 - Legislative repeal of 40% tuition limitation
 - Special Legislative Appropriation for STEM facility (\$750,000)
 - Design, Implement, and Revised a decentralized budget model (IBB)
 - Establishment of the Wellness Environment Program (WE) (1,160 students)
 - Increased Endowment from \$308 Million to \$555 Million (80% increase)
 - First Year Student Engagement Program, integrated career counseling and academic planning
 - Rebranding of University of Vermont Medical Center
 - Enterprise Risk Management Plan
 - Reduced Budget Expenses by over \$30 Million
 - Internationalization of the Student Body (900+ international students)
 - Record high four-year graduation rate, within the top 6% of all public universities
 - Increased Summer School enrollments (9% from FY 2012)
 - Record number of applications (high of 25,274)
 - Record number of first year students enrolled (high of 2,636)
 - Increased admission selectivity by 11%
 - Record high SAT admission scores (1275)
 - Record number of first year student enrollment in the Honors College (278)
 - Catamount Scholarship Commitment for students from lower income families
 - Significant increase in on-line enrollment (44% increase from FY 2012)
 - Increased the number of research grant and research support (high of \$138 Million)
 - Expanded year-round curricular course opportunities
 - Increased Graduate School Enrollment by 16%
 - Consolidation of all Student Affairs office in a central cluster

- Andrew Harris Commons Dedication
- Presidential Commission on Alcohol, Cannabis, and Other Drugs
- Mary Christie Foundation national award for excellence in promoting prevention of alcohol and other drugs on campus
- New Residential Learning Communities in all residence halls
- Removal of Bailey name from Library
- Number of new courses, degrees, majors/minors: 58 new academic programs (24 undergraduate, 15 graduate, 14 certificates). (6 programs were discontinued).
- Developing a student and faculty exchange program with a Historically Black College. 3/12/2020