

Maria I. Marshall, Ph.D.  
Professor in Agricultural Economics  
James and Lois Ackerman Endowed Chair in Agricultural Economics  
Purdue University

### **CONTACT INFORMATION**

Work Address: 403 West State Street, West Lafayette, IN 47907  
Work Phone: (765) 494-4268  
Email: [mimarsha@purdue.edu](mailto:mimarsha@purdue.edu)

### **EDUCATION**

Ph.D. 2002, Kansas State University, Agricultural Economics  
M.A. 2000, University of Missouri-Kansas City, Economics  
B.A. 1994, University of Nebraska-Omaha, Black Studies/Spanish

### **EXPERIENCE**

09/2020-present Director, North Central Regional Center for Rural Development  
11/2017-present Extension Coordinator, Department of Agricultural Economics, Purdue University  
05/2016-present Director and Founder, Purdue Institute for Family Business, Purdue University  
08/2014-present Professor, Department of Agricultural Economics, Purdue University  
01/2003-8/2014 Assistant/Associate Professor, Department of Agricultural Economics, Purdue University

### **SERVICE ON PANELS, NATIONAL COMMITTEES, AND ADVISORY BOARDS**

#### **Past Service:**

Southern Rural Development Center, Advisory Board  
AAEA, Chair, Extension Awards Committee  
USDA-AFRI, Panel Member, BFRD Program, AERC Program, and SBIR Program  
NSF, Panel Member, Disaster Resilience for Rural Communities Program  
National Agricultural and Rural Development Policy (NARDeP) Center, Research Advisory Board  
USDA-AFRI, Panel Manager, Beginner Farmer Rancher Development Program Grant Program  
AAEA, Chair, Extension Section Graduate Student Extension Competition  
Chair, AAEA Extension Section

#### **Current Service:**

USDA-AFRI, Panel Manager, Economics, Markets, and Trade  
Chair, NC1030, Family Firms and Policy in Times of Disruption  
Section Editor, *Journal of Small Business Strategy*  
Editor, *Choices*

### **HONORS AND AWARDS**

- Gamma Sigma Delta Outstanding Graduate Student Teaching Award, College of Agriculture, Kansas State University, 2003
- Coleman Scholarship Winner for Entrepreneurship Educators, USASBE, 2006, 2007, and 2008
- Outstanding Agricultural Economics Extension Website, Extension Section, AAEA, 2006
- Purdue University Cooperative Extension Specialist Association (PUCESA) Team Award, 2006
- Purdue University School of Agriculture Dean's Team Award, Purdue University, 2007.
- Purdue Agriculture Team Award, College of Agriculture, Purdue University, 2007

- Selected for Entrepreneurship Leadership Academy, Discovery Park's Burton D. Morgan Center for Entrepreneurship, Purdue University, 2007
- PUCESA Early Career Award, PUCESA, Purdue University, 2008
- Sustainable Agriculture Outreach Award, Hoosier Environmental Council, 2008
- Distinguished Extension/Outreach Program Award: Group, AAEA, 2009
- Distinguished Extension/Outreach Program Award: Individual under 10 Years, AAEA, 2010
- Partnership Award-Multistate Efforts, USDA-NIFA, 2010
- Honorable Mention, Best Paper in Family Business, USASBE Conference, San Francisco, CA 2013.
- Corinne Alexander Spirit of the Land Grant Award, College of Agriculture, Purdue University, 2017
- PUCESA Mid-Career Award, PUCESA, Purdue University, 2018
- PUCESA Team Award, PUCESA, Purdue University, 2019
- Leadership in Action Award, Susan Bulkeley Butler Center for Leadership Excellence, 2019
- Faculty Engagement Fellow Award, Office of Engagement, Purdue University, 2020
- Distinguished Extension/Outreach Program Award: Individual more than 10 Years, AAEA, 2020

#### **MEMBERSHIP IN ACADEMIC, PROFESSIONAL, AND SCHOLARLY SOCIETIES:**

Agricultural and Applied Economics Association (AAEA)·Family Business Alliance·Small Business Institute (SBI)·United States Association for Small Business and Entrepreneurship (USASBE)

#### **REFEREED JOURNAL ARTICLES** (*published and accepted*)

*\*denotes graduate student author during manuscript process*

1. Marshall, M.I., D. Bush, and K. Hayes. 2005. Extension Programming for Food Entrepreneurs: An Indiana Needs Assessment. *Journal of Extension*, 23(5).
2. Alexander, C. and M.I. Marshall. 2006. The Risk Matrix: Motivating the Importance of Risk Management Strategies. *Journal of Extension*, 22(2).
3. Garrett, T.A., T.L. Marsh, and M.I. Marshall. 2006. Political Allocations of Agricultural Disaster Payments in the 1990s. *International Review of Law and Economics*, 26(2): 143-161.
4. Marshall, M.I. and C. Alexander. 2006. Using A Contingency Plan to Combat Human Resource Risk. *Journal of Extension*, 22(2).
5. Marshall, M.I. and T.L. Marsh. 2006. Endogenous Trade Protection in the Mexican Corn Market. *Journal of International Agricultural Trade and Development* 2(2): 221-240.
6. Marshall, M.I. and T.L. Marsh. 2007. Consumer and Investment Demand for Manufactured Housing Units. *Journal of Housing Economics*, 16: 59-71.
7. Johnson A., J. Fulton, and M.I. Marshall. 2007. Steps for Developing Effective Grant Writing Workshops. *Journal of Extension*, 45(1).
8. Mayen, C.\* , M.I. Marshall, and J. Lusk. 2007. Fresh-Cut Melon—The Money is in the Juice. *Journal of Agricultural and Applied Economics*, 39(3): 597-609.
9. Peake, W.O.\* , M.I. Marshall, and P.V. Preckel. 2007. “A Ranking of State Governments’ Efficient Use of Expenditures to Encourage Small Firm Births. *Journal of Small Business Strategy*, 18(2): 43-55.
10. Marshall, M.I. and H. Pushkarskaya. 2008. What Did They Do With the Money? An Analysis of Tobacco Buyout Recipients’ Expenditure Choices. *Journal of Agribusiness*, 26(2): 175-198.
11. Peake, W.O.\* and M.I. Marshall. 2009. Uncovering what Helps Entrepreneurs Start Businesses: Lessons from Indiana. *Journal of Extension*, 47(2).

12. Hofmann, C.\* , J.H. Dennis, and M.I. Marshall. 2009. Factors Influencing the Growth of Farmers Markets in Indiana. *HortScience* 44(3): 712-716.
13. Hall, T.J.\* , J.H. Dennis, R.G. Lopez, and M.I. Marshall. 2009. Factors Affecting Growers' Willingness to Adopt Sustainable Floriculture Practices. *HortScience* 44(5): 1346-1351.
14. Pushkarskaya, H. and M.I. Marshall. 2009. Lump Sum versus Annuity: Choices of Kentucky Farmers during the Tobacco Buyout Program. *Journal of Agricultural and Applied Economics* 41(3): 613-624.
15. Hall, T.J.\* , R. Lopez, M.I. Marshall, and J. Dennis. 2010. Barriers to Sustainable Floriculture Certification. *HortScience*, 45(5): 778-783.
16. Pushkarskaya, H. and M.I. Marshall. 2010. Family Structure, Policy Shocks, and Family Business Adjustment Choices. *Journal of Family and Economic Issues*, 31(4): 414-426.
17. Lee, Y.G., D. Robb, and M.I. Marshall. 2010. Factors Influencing the Likelihood of Holding IRAs and DC Plans among Minority Workers in the U.S. *Journal of Asian Association of Home Economics*, 17(3): 84-93.
18. Navarro, J.I.\* , L.J.U. Snyder, R. Lemenager, M.C. Claeys, M.M. Schutz, S.S. Donkin, T. Johnson, K. Foster, M.I. Marshall, D. Buckmaster, and S.L. Lake. 2011. Resources Inventory of Beef and Dairy Operations for the Use of Ethanol Coproducts. *Journal of Extension*, 49(2).
19. Peake, W.O. and M.I. Marshall. 2011. Experience and Entrepreneurship in Industrialized Countries: A Meta-Analysis. *American Journal of Entrepreneurship*, 4(1): 49-70.
20. Marshall, M.I. 2012. Outreach and Education Boost Entrepreneurs in Indiana. *Choices* [On-line], 27(2). Available at: [http://www.choicesmagazine.org/magazine/pdf/cmsarticle\\_220.pdf](http://www.choicesmagazine.org/magazine/pdf/cmsarticle_220.pdf).
21. Peake, W.O. and M.I. Marshall. 2012. Exploring Why the Self-Employed Are Less Likely to Have Healthcare Coverage: An Empirical Analysis. *Small Business Institute Journal*, 8(1): 16-29.
22. Lee, Y. and M.I. Marshall. 2013. Goal Orientation and Performance of Family Businesses. *Journal of Family and Economic Issues*, 34(3): 265-274.
23. Schrank, H.L., M.I. Marshall, A. Hall-Phillips\*, R. Wiatt \*, and N.E. Jones\*. 2013. Small Business Demise and Recovery after Katrina: Rate of Survival and Demise. *Natural Hazards*, 65(3): 2353-2374.
24. Marshall, M.I. and A. Flaig\*. 2014. Marriage, Children and Self-Employment: An Analysis of Self-Employed Women in the US. *Journal of Family and Economic Issues*, 35(3): 313-322.
25. Veldstra, M.\* , C.E. Alexander, and M.I. Marshall. 2014. To Certify or Not to Certify? Separating the Production and Certification Decisions. *Food Policy*, 49(2): 429-436.
26. Remble, A.A.\* , M.I. Marshall, and R. M. Keeney. 2014. Household Saving Behavior and the Influence of Family-Owned Businesses. *Journal of Family and Economic Issues*, 35(3): 411-422.
27. Marshall, M.I. and H. Schrank. 2014. Small Business Disaster Recovery-A Research Framework. *Natural Hazards*, 72(2): 597-616.
28. Croft, M.M.\* , M.I. Marshall, and S.C. Weller. 2014. Consumers' Preference for Quality in Three African Indigenous Vegetables in Western Kenya. *Journal of Agricultural Economics and Development*, 3(5): 067-077.
29. Lotter, D.W., M.I. Marshall, S. Weller, and A. Mugisha. 2014. African Indigenous and Traditional Vegetables in Tanzania: Production, Post-Harvest Management and Marketing. *African Crop Science Journal*, 22(3): 191-189.
30. McFadden, D.T. and M.I. Marshall. 2014. Local Food Systems and Interactions with Entrepreneurship. *Journal of Food Distribution Research*, 45(3): 1-3

31. Marshall, M.I, L.S. Niehm, S.B. Sydnor, and H.L. Schrank. 2015. Predicting Small Business Demise after a Natural Disaster: An Analysis of Pre-Existing Conditions. *Natural Hazards*, 79: 331-354.
32. Josephson, A. \*, and M.I. Marshall. 2016. The Demand for Post-Katrina Disaster Aid: SBA Disaster Loans and Small Businesses in Mississippi. *Journal of Contingencies and Crisis Management*, 24(4): 264-274
33. Croft, M. \*, M.I. Marshall, and S.G. Hallett. 2016. Market Barriers Faced by Formal and Informal Vendors of African Leafy Vegetables in Western Kenya. *Journal of Food Distribution Research*, 47(3): 49-60.
34. Sydnor, S, L. Niehm, Y.G. Lee, M.I. Marshall, and H. Schrank. 2017. An Analysis of Post-Disaster and Disruptive Impacts on the Operating Status of Small Businesses after Hurricane Katrina. *Natural Hazards*, 85:1637-1663.
35. Croft, M. \*, S.G. Hallett, and M I. Marshall. 2017. Hydroponic Production of African Leafy Vegetables for Improving Nutritional Security and Economic Viability in Kenya. *Renewable Agriculture and Food Systems*, 32(6): 552-561.
36. Torres, A.P. \*, M.I. Marshall, C.E. Alexander, & M.S. Delgado. 2017. Are Local Market Relationships Undermining Organic Fruit and Vegetable Certification? A Bivariate Probit Analysis. *Agricultural Economics*, 48: 197-205.
37. McDonald, T.M. \*, M.I. Marshall, and M.S., Delgado. 2017. Is Working with Your Spouse Good for Business? The Effect of Working with Your Spouse on Profit for Rural Businesses. *Journal of Family and Economic Issues*, 38: 477-493.
38. Josephson, A. \*, H. Schrank, M.I. Marshall. 2017. Assessing preparedness of small businesses for hurricane disasters: Analysis of pre-existing owner, business and location characteristics. *International Journal of Disaster Risk Reduction*, 43: 25-35.
39. Peake, W.O. and M.I. Marshall. 2017. Women's Management Practices and Performance in Rural Female-Owned Family Businesses. *Journal of Family Business Management*, 7(2): 134-150.
40. Wiatt, R. and M.I. Marshall. 2017. FB-BRAG: A Family Business Functioning Assessment. *Journal of Extension*. <https://joe.org/joe/2017october/tt10.php>.
41. Croft, M. \*, M I. Marshall, M. Odendo, C. Ndinya, M. Ondego, P. Obura and S.G. Hallett. 2018. Formal and Informal Seed Systems in Kenya Supporting Indigenous Vegetables Seed Systems. *Journal of Development Studies*, 54(4): 758-775.
42. McDonald, T.M. and M.I. Marshall. 2018. Family Business Responses to Household and Business Cash-Flow Problems. *Journal of Family and Economic Issues*, 39(1): 163-176.
43. Torres, A.P. and M.I. Marshall. 2018. Identifying Drivers of Organic Decertification: An Analysis of Fruit and Vegetable Farmers. *HortScience*, 54(4): 504-510.
44. Hiramatsu, T. \* and M.I. Marshall. 2018. The Long-Term Impact of Disaster Loans: The Case of Small Businesses after Hurricane Katrina. *Sustainability*, 10(7): 2364.
45. Torres, A.P., M.I. Marshall, and S. Sydnor. 2019. Does Social Capital Pay Off? The Case of Small Business Resilience after Hurricane Katrina. *Journal of Contingencies and Crisis Management*, 27(2): 168-181.
46. Carriere, D., M.I. Marshall, and J. Binkley. 2019. Response to Economic Shock: Impacts of Recession on Rural-Urban Suicides in the United States. *Journal of Rural Health*, 35(2): 253-261.
47. Li, W. \* and M.I. Marshall. 2019. Gender and Business Owner Satisfaction: The Case of Farm and Non-Farm Family Businesses in the Midwest. *Journal of Family Business Management*, 9(4): 416-428.

48. Torres, A.B., M.S. Delgado, and M.I. Marshall. Accepted 2020. The Economic Implications of Social Capital on Hispanic Entrepreneurship. *Journal of Small Business Strategy*.
49. Wiatt, R.D., Y. Lee, M.I. Marshall, and V. Zuiker. 2020. The Effect of Cash Flow Problems and Resource Intermingling on Business Recovery and Resilience after a Natural Disaster. *Journal of Family and Economic Issues*. <https://doi.org/10.1007/s10834-020-09710-y>
50. Marshall, M.I. and H. Schrank. 2020. Sink or Swim? Impacts of Management Strategies on Small Business Survival and Recovery. *Sustainability*, 12(15): 6229.
51. Haynes, G, M.I. Marshall, Y. Lee, V. Zuiker, C.R. Jasper, S. Sydnor, C. Valdivia, D. Masuo, L. Niehm, and R. Wiatt. 2020. Family Business Research: Reviewing the Past, Contemplating the Future. *Journal of Family and Economic Issues*. <https://doi.org/10.1007/s10834-020-09732-6>
52. Edobor, E.W., R. Wiatt, and M.I. Marshall. 2021. Keeping the Farm Business in the Family: Examining Succession Planning among Small and Medium-sized Farm and Non-Farm Family Businesses in the Midwestern United States. *International Food and Agribusiness Management Review*. <https://doi.org/10.22434/IFAMR2020.0138>
53. Edobor, E.W. and M.I. Marshall. Accepted 2021. Earth, Wind, Water, Fire, and Man: How Disasters Impact Firm Births in the United States. *Natural Hazards*.

#### **PUBLISHED PROCEEDINGS**

1. Marshall, M.I., M.A. Boland, and D. Conforte. 2000. Exporting U.S. and Uruguayan Beef to the European Union. Presented and published online in *Proceedings of International Agricultural Trade Research Consortium and NE=165 Global Food Trade and Consumer Demand for Quality Conference*, Montreal, Canada.
2. Peake, W.O. and M.I. Marshall. 2007. Getting the Most Bang for the Buck: An Analysis of States' Relative Efficiencies in Promoting the Birth of Small Firms. Presented and published online in *Proceedings of 2007 USASBE Conference*, Orlando, FL.
3. Marshall, M.I. and H. Pushkarskaya. 2008. Will the Tobacco Buyout Program Lead to More New Businesses? Presented and published online in *Proceedings of 2008 USASBE Conference*, San Antonio, TX.
4. Hofmann, C.H., J.H. Dennis, and M.I. Marshall. 2009. Identifying Farmers' Market Organizational Structure: An Indiana Case Study. International Society for Horticultural Science, Marketing and Economics Symposium, *Acta Horticulture*.
5. Clark, S. and M.I. Marshall. 2010. Women, Goal Orientation, and Success: A Family Business Perspective." Presented and published online in *Proceedings of 2010 USASBE Conference*, Nashville, TN.
6. Flaig, A. and M.I. Marshall. 2010. The Marriage Tax: Do Marriage and Children Impact the Success of Self-Employed Men and Women Differently? Presented and published online in *Proceedings of 2010 International Council for Small Business*, Cincinnati, OH.
7. M.I. Marshall and A. Flaig. 2011. Can Women Have It All? The Impact of Gender and Children on the Self-Employed. Presented and published online in *Proceedings of 2011 USASBE Conference*, Hilton Head, SC.
8. McDonald, T. and M.I. Marshall. 2013. Structural Household Differences and the Effect on Conflict Quality. Presented and published online in *Proceedings of 2013 USASBE Conference*, San Francisco, CA.
9. Josephson, A. and M.I. Marshall. 2014. The Effectiveness of Post-Katrina Disaster Aid: The Influence of SBA Loans on Small Businesses in Mississippi. In Randy R. Rapp & William Harland (Eds.), *The Proceedings of the 10th International Conference of the International Institute for*

*Infrastructure Resilience and Reconstruction (I3R2)*, 20-22 May 2014, (141-145). West Lafayette, Indiana: Purdue University.

10. Wiatt, R.D., M.I. Marshall, and R. Musselman. 2019. All In? Management and Ownership Transfer in Mid-Western Family Businesses. *2019 Small Business Institute Conference Proceedings*, 43(1): 52-68.
11. Wiatt, R.D. and M.I. Marshall. 2020. Love of Work or Love and Work? Workaholism among Small Business Owners. *2020 Small Business Institute Conference Proceedings*, 44(1): 105-120.

### **BOOK CHAPTERS AND BOOK REVIEWS**

1. Marshall, M.I., M.A. Boland, D. Conforte, and Deborah Cesar. 2002. A Case Study of Beef Production and Export in Uruguay. *Global Food Trade and Consumer Demand for Quality*, edited by Barry Krissoff, Mary Bohman, and Julie Caswell, pp: 129-144. New York, NY: Plenum Publishers.
2. Marshall, M.I. 2007. Building Knowledge Regions in North America: Emerging Technology Innovation Poles - Leonel Corona, Jérôme Doutriaux, and Sarfraz A. Mian. *Papers in Regional Science*, 86(1): 163-165.
3. Wiatt, R.D. and M.I. Marshall. 2017. Selecting a Successor: The Case of Small- and Medium- Sized Midwestern Farms. In A.K. Mishra, D. Viaggi, and S. Gomez y Paloma (Eds.), *Public Policy in Agriculture: Its Impact on Labor Supply and Household Income* (pp.277-292). Oxon, UK: Routledge.

### **PEER REVIEWED EXTENSION PUBLICATIONS**

1. Boland, M.A., K. Dhuyvetter, and M.I. Marshall. 2000. *Economic Issues with White Corn*. MF-2497, K-State Research and Extension Publication, November: 7 pages.
2. Marshall, M.I. 2004. *Defining Your Business through Goals and Objectives: First Steps for New Entrepreneurs*. Agricultural Innovation and Commercialization Center, Department of Agricultural Economics, Purdue University, EC-727: 3 pages.
3. Marshall, M.I. 2004. Hoop Land Farms. *Indiana Farm Management Profiles*, Department of Agricultural Economics, Purdue University, CES-356: 5 pages.
4. Marshall, M.I. 2004. 2003 Small Business Indicators. *Purdue Agricultural Economics Report*: 5-8.
5. Marshall, M.I., C.L. Lusk, and M. Pritchard. 2004-2011 (updated annually). *Licensing, Regulatory, and Tax Requirements for Indiana Businesses: A Checklist Guide for New Businesses*. Department of Agricultural Economics, Purdue University, EC-733-Revised: 130 pages.
6. Mayen, C. and M.I. Marshall. 2005. *Opportunities in the Fresh-Cut Fruit Sector for Indiana Melon Growers*. Department of Agricultural Economics, Purdue University, EC-732: 8 pages.
7. Marshall, M.I. 2005. Keotter Woodworking, Inc. and the Forest Discovery Center. *2005 Indiana Farm Management Profiles*, Department of Agricultural Economics, Purdue University, CES-358: pages 9-12.
8. Lusk, C.L. and M.I. Marshall. 2005. *How to Use Goals to Achieve Business Success: First Steps for New Entrepreneurs*. Department of Agricultural Economics, Purdue University, EC-726: 10 pages.
9. Marshall, M.I. and C. Alexander. 2005. *Planning for the Unexpected: Human Resource Risk and Contingency Planning*. Department of Agricultural Economics, Purdue University, EC-736: 8 pages.
10. Marshall, M.I., A. Johnson, and J. Fulton. 2006. *Writing a Successful Grant Proposal*. Department of Agricultural Economics, Purdue University, EC-737: 12 pages.
11. Marshall, M.I. and W.O. Peake. 2007. Demystifying Hoosier Entrepreneurs. *Purdue Agricultural Economics Report*: 1-3.

12. Marshall, M.I., C.E. Alexander, J. Dennis, R. Lopez, and K. Quagraine. 2008. Trends in Indiana Specialty Agriculture. *Purdue Agricultural Economics Report*: 14-15.
13. Roucan-Kane, M., M.I. Marshall, and J. Akridge. 2011. *A Case Study for New Entrepreneurs: Padgetts' Dairy Goat Farm*. Department of Agricultural Economics, Purdue University, *Online*: 9 pages.
14. Roucan-Kane, M., and M.I. Marshall. 2011. *Padgetts' Dairy Goat Farm: Teaching Notes*. Department of Agricultural Economics, Purdue University, *Online*: 4 pages.
15. Remble, A., R. Keeney, and M.I. Marshall. 2012. Passing the Farm's Management to the Next Generation. *Purdue Agricultural Economics Report*. April Issue. Department of Agricultural Economics.
16. Marshall, M.I., M.K. Pritchard, and C.L. Lusk. 2012-2015 (revised annually). *Licensing, Regulatory, and Tax Requirements for Indiana Businesses: A Checklist Guide for New Businesses*. Department of Agricultural Economics, Purdue University, EC-733-W-Revised: 130 pages. *Online* <http://www.extension.purdue.edu/extmedia/EC/EC-733-W.pdf>.
17. Josephson, A. and M.I. Marshall. 2014. Goals of Small Rural Midwestern Family Businesses. *Purdue Agricultural Economics Report*. April Issue. Department of Agricultural Economics. *Online* [https://ag.purdue.edu/agecon/Documents/PAER\\_April%202014.pdf](https://ag.purdue.edu/agecon/Documents/PAER_April%202014.pdf).
18. Josephson, A. and M.I. Marshall. 2016. Small Business Administration Disaster Loans after Hurricane Katrina. *Purdue Agricultural Economics Report*. April Issue. Department of Agricultural Economics. *Online* <https://ag.purdue.edu/agecon/Documents/PAER%20MARCH%202016.pdf>.
19. Wiatt, R. and M.I. Marshall. 2016. The Family Business: Identifying a Successor. *Purdue Agricultural Economics Report*. August Issue. Department of Agricultural Economics. *Online* <https://ag.purdue.edu/agecon/Documents/PAER%20AUGUST%202016.pdf>.
20. Josephson, A. and M.I. Marshall. 2017. The Family Business: Differentiation in Fairness by Leadership Type. *Purdue Agricultural Economics Report*. February Issue. Department of Agricultural Economics. *Online* <https://ag.purdue.edu/agecon/Pages/Purdue-Agricultural-Economics-Report-Archive.aspx>.
21. Torres, A.P. and M.I. Marshall. 2017. Characteristics of Indiana Vegetable Farming Operations. Purdue Cooperative Extension Publication. *Online* <https://mdc.itap.purdue.edu/item.asp?itemID=22765>.
22. Wiatt, R. and M.I. Marshall. 2017. Views on Fairness in Family Businesses and Financial Performance. *Purdue Agricultural Economics Report*. August Issue. Department of Agricultural Economics. *Online* <https://ag.purdue.edu/agecon/Pages/Purdue-Agricultural-Economics-Report.aspx>.
23. Wiatt, R. and M.I. Marshall. 2018. Creating a Culture of Collaboration in Family Businesses. *Purdue Agricultural Economics Report*. August Issue. Department of Agricultural Economics. *Online* <https://ag.purdue.edu/agecon/Pages/Purdue-Agricultural-Economics-Report.aspx>.
24. Wiatt, R., Y. Lee, M.I. Marshall, V. S. Zuiker. 2020. Cash Flow Problems and Resource Intermingling: Do They Affect Small Business Recovery and Resilience in the Wake of a Natural Disaster? *Purdue Agricultural Economics Report*. October Issue. Department of Agricultural Economics. <https://ag.purdue.edu/commercialag/home/paer-article/cash-flow-problems-and-resource-intermingling-do-they-affect-small-business-recovery-and-resilience-in-the-wake-of-a-natural-disaster/>

## **PURDUE INSTITUTE FOR FAMILY BUSINESS QUARTERLY NEWSLETTERS ARTICLES** **([purdue.ag/fambiz](http://purdue.ag/fambiz))**

1. *Updated business planner tool to aid family businesses* by Maria I. Marshall, 2017.
2. *Quality management and business planning* by Maria I. Marshall, 2017.
3. *Gender and business owner satisfaction* by Wenxuan Li and Maria I. Marshall, 2017.
4. *Got conflict?* by Maria I. Marshall, 2017.
5. *Policies before problems* by Maria I. Marshall, 2018
6. *Sustainability: Some tips on protecting your business from a natural disaster* by Holly Schrank, Anna Josephson, and Maria I. Marshall, 2018.
7. *More people, more problems? Governance in family business* by Maria I. Marshall, 2018.
8. *All family businesses need some type of governance* by Maria I. Marshall, 2019
9. *Does insurance aid in small business recovery following a natural disaster?* by Renee Wiatt and Maria I. Marshall, 2019.
10. *In a family business, is profit an input or an output?* by Maria I. Marshall, 2019
11. *SBA help for small (and family) businesses* by Renee Wiatt and Maria I. Marshall, 2020
12. *Small Business Cash Flow problems and strategies during the COVID-19 pandemic* by Maria I. Marshall, 2020

## **RESEARCH ABSTRACTS**

1. Marshall, M.I. and T.L. Marsh. "The Effects of Mexican Import Permits on U.S. White Corn Exports." Selected poster presented at the American Agricultural Economics Association, Chicago, Illinois, July, 2001.
2. Marshall, M.I. "Political Market Impacts on Mexican Import Permits for White Corn." *AgEcon Search: Research in Agricultural and Applied Economics*. <http://agecon.lib.umn.edu>. Selected paper presented at the Western Agricultural Economics Association Meeting, Long Beach, California, July, 2002.
3. Marshall, M.I. and T.L. Marsh. "Endogenous Protection in the Mexican Corn and Sorghum Market." *AgEcon Search: Research in Agricultural and Applied Economics*. <http://agecon.lib.umn.edu>. Selected paper presented at the American Agricultural Economics Association Meeting, Montreal, Canada, July, 2003.
4. Mayen C. and M.I. Marshall. "Consumer Preferences for a Fresh-Cut Melon Product – A Potential Value Added Product for Melon Growers." Selected paper presented at the International Food and Agribusiness Management Association Conference, Chicago, IL, June, 2005.
5. El Wafa, M.A., J. Vansickle, M. Samy, M.I. Marshall, H. Gow, and B. Swanson. "Developing Public Private Teams to Conduct Market Research and Develop Business Plans to Supply Selected EU Markets." Selected paper presented at the International Food and Agribusiness Management Association Conference, Chicago, IL, June, 2005.
6. Marshall, M.I. and W. Oliver. "The Effects of Human, Financial, and Social Capital on the Entrepreneurial Process for Entrepreneurs in Indiana." [http://www.aeaweb.org/annual\\_mtg\\_papers/2005papers.html](http://www.aeaweb.org/annual_mtg_papers/2005papers.html). Selected paper presented at American Economic Association Annual Conference, ASSA, Philadelphia, PA, January 2005.
7. Marshall, M.I. and W.O. Peake. "The Effect of Human, Financial, and Social Capital on the Entrepreneurial Process for Rural Entrepreneurs in Indiana." National Association of Community Development Extension Professionals Conference, Las Vegas, Nevada, February 2005.



8. Marshall, M.I. and W.O. Peake. "Human Capital and Its Affect on Entrepreneurship: A Key Component or Much Ado About Nothing?" *AgEcon Search: Research in Agricultural and Applied Economics*. <http://agecon.lib.umn.edu>. Selected paper presented at the American Agricultural Economics Association Conference, Providence, RI, July, 2005.
9. Marshall, M.I. and A. Samal. "The Effect of Human and Financial Capital on the Entrepreneurial Process: An Urban-Rural Comparison of Entrepreneurs in Indiana. *AgEcon Search: Research in Agricultural and Applied Economics*. <http://agecon.lib.umn.edu>. Selected paper presented at the American Agricultural Economics Association Conference, Long Beach, CA, July, 2006.
10. Peake, W.O. and M.I. Marshall. "Is Degree of Rurality More Crucial to Small Firm Births than Access to Incubators? An Analysis of States' Relative Efficiencies in Promoting the Birth of Small Firms." *AgEcon Search: Research in Agricultural and Applied Economics* found at <http://agecon.lib.umn.edu>. Selected paper presented at the American Agricultural Economics Association Conference, Portland, OR, July, 2007.
11. Marshall, M.I. and H. Pushkarskaya. "What did they do with the money? An Analysis of Tobacco Farmers' Expenditure Choices." *AgEcon Search: Research in Agricultural and Applied Economics* found at <http://agecon.lib.umn.edu>. Selected paper presented at the American Agricultural Economics Association Conference, Portland, OR, July, 2007.
12. B.D. Lee, M.I. Marshall and D.D. Jones. "Environmental Health Specialists' Perspective about Soils." Selected poster at the Indiana Association of Professional Soil Classifiers Winter Conference, Indianapolis, IN, January, 2008.
13. Hofmann, C., J. Dennis, and M.I. Marshall. "An Evaluation of Market Characteristics for Indiana Farmers' Markets." <http://purl.umn.edu/6790>. Selected paper presented at the Southern Agricultural Economics Association Conference, Dallas, TX, February, 2008.
14. Deveau, V and M.I. Marshall. "How Beneficial is Tourism: An Analysis of Tourism in Il N'gwesi, Kenya." <http://purl.umn.edu/6350>. Selected paper presented at the American Agricultural Economics Association Conference, Orlando, FL, July, 2008.
15. Baldwin, K., V. Deveau, K. Foster, and M.I. Marshall. "Traits Affecting Household Marketing Decisions in Rural Kenya." <http://purl.umn.edu/6445>. Selected paper presented at the American Agricultural Economics Association Conference, Orlando, FL, July, 2008.
16. Peake, W.O. and M.I. Marshall. "Has the "Farm Problem" Disappeared? A Comparison of Household and Self-Employment Income Levels of the Farm and Nonfarm Self-Employed." <http://purl.umn.edu/46304>. Selected paper presented at the Southern Agricultural Economics Association Conference, Atlanta, GA, January-February, 2009.
17. Hofmann, C., J. Dennis, and M.I. Marshall. "Identifying Farmers' Market Organizational Structure: An Indiana Case Study." Selected paper to be presented at the International Society of Horticultural Science (ISHS) International Conference, Chiang Mai, Thailand, June, 2009.
18. Peake, W.O. and M.I. Marshall. "Does Experience Determine Performance? A Meta-Analysis on the Experience-Performance Relationship." <http://purl.umn.edu/49275>. Selected poster presented at the Agricultural and Applied Economics Association Conference, Milwaukee, WI, July, 2009.
19. Remble, A., R. Keeney, and M.I. Marshall. "Multiple-Generation Farm Households: What Determines Primacy in Management?" Selected paper presented at the Southern Agricultural Economics Association Conference, Orlando, FL, February 2010.

20. Remble, A., R. Keeney, and M.I. Marshall. "A Competing Values Approach to Small Family Business Succession." <http://purl.umn.edu/61685>. Selected poster presented at the Agricultural and Applied Economics Association Conference, Denver, CO, July 2010.
21. Foltz, R. and M.I. Marshall. "Choosing a Successor: Factors and Influences on Farm and Agribusinesses." <http://purl.umn.edu/124272>. Selected paper presented at the Agricultural and Applied Economics Association Conference, Seattle, WA, August, 2012.
22. Jones, N. and M.I. Marshall "Role Satisfaction and Conflict: An Exploratory Study of Intergenerational Businesses." <http://purl.umn.edu/124697>. Selected poster presented at the Agricultural and Applied Economics Association Conference, Seattle, WA, August, 2012.
23. Torres, A. and M.I. Marshall "Determining the Marketing Barriers to Organic Production and Certification." <http://purl.umn.edu/124432>. Selected poster presented at the Agricultural and Applied Economics Association Conference, Seattle, WA, August, 2012.
24. Marshall, M.I., N. Jones, and T. McDonald. "The Impact of Role Satisfaction and Conflict on Succession Planning." Selected presentation at Family Firm Institute Annual Conference, Research and Education Symposium, Brussels, Belgium, October, 2012.
25. Torres, A., M.I., Marshall, and C.E. Alexander. "Does Proximity to Consumers Determine Organic Certification?" Selected paper presented at the Agricultural and Applied Economics Association Conference, Washington, DC, August, 2013.
26. McDonald, T.M., and M.I. Marshall. "Estimating the relationship between disaster severity and impacts using a continuous treatment model." Selected presentation at Rural Sociological Society Meeting. New York, NY. August 2013.
27. Marshall, M.I. and W.O. Peake. "Women's Management Strategies and Growth in Rural Female-Owned Family Business." Selected paper as part of the session *Micro Foundations of the Glass Ceiling: Gender and Finance in Rural Settings* at the AAEA-ASSA Conference, Philadelphia, PA, January, 2014.
28. Josephson, A. and M.I. Marshall. "The Effectiveness of Post-Katrina Disaster Aid: SBA Loans and Small Businesses in Mississippi." Selected paper presented at the Agricultural and Applied Economics Association Conference, Minneapolis, MN, July, 2014.
29. McDonald, T., M.I. Marshall, and R. Florax. "Small Business Disaster Resilience: The Importance of Informal Insurance." Selected paper presented at the Agricultural and Applied Economics Association Conference, Minneapolis, MN, July, 2014.
30. Torres, A.P. and M.I. Marshall. "Does Social Capital Explain Small Business Resilience? A Panel Data Analysis Post-Katrina." Selected poster presented at the Agricultural and Applied Economics Association Conference, San Francisco, July, 2015.
31. Carriere, D. M.I. Marshall, and J. Binkley. Response to Economic Shock: Impacts of Rurality and Economic Recession on County-Level Suicide in the United States. Selected poster presented at the Agricultural and Applied Economics Association Conference, San Francisco, July, 2015.
32. Li, W. and M.I. Marshall. 2017. Gender and Its Impact on Business Owner Satisfaction in Family Farms. SAEA annual meeting, February 4-7, Mobile, AL.
33. Hiramatsu, T. and M.I. Marshall. 2017. The Effect of Small Business Administration Disaster Loans on Revenues and Customer Base of Small Businesses in Mississippi after Hurricane Katrina. SAEA annual meeting, February 4-7, Mobile, AL.
34. Torres, A. and M.I. Marshall. 2017. What Drives Organic Decertification? The Case of Certified Fruit and Vegetable Farmers. Poster. AAEA Annual Meeting, July 30-Aug 1, Chicago IL.

35. Wiatt, R.D., and M.I. Marshall. 2019. Culture of Collaboration and Profit in Family Businesses. AAEA Meeting, Atlanta, GA. July 2019.

### **ORGANIZED SYMPOSIA AND RESEARCH PRESENTATIONS**

1. "The Entrepreneurship Process: Key Success Factors." Symposium organized by Dr. Marshall and Dr. Aaron Johnson from Oregon State University as part of the AEM track. American Agricultural Economics Association, Providence, RI, July 2005.
2. "Success and Management: A Family Business Perspective." Symposium organized by Dr. Marshall and Dr. George Haynes from Montana State University as part of the AEM track. Presented "Farm and NonFarm Family Business Management Strategies." American Agricultural Economics Association, Orlando, FL, July, 2008.
3. "Integrating the Family into the Business." Symposium organized by Dr. Marshall and Dr. George Haynes from Montana State University as part of the ACCI sessions. Presented "Gender Gaps in Goal Orientation in Family Businesses." AAEA/ACCI Joint Annual Meeting, Milwaukee, WI, July, 2009.
4. "Women in Agricultural Economics: A Centennial Celebration." Symposium organized by Dr. Marshall. AAEA/CAES/WAEA Joint Annual Meeting, Denver, CO, July 2010.
5. "Teaching on a Tight Budget: What Do We Do With More Students and Less Resources?" Symposium organized by Dr. Marshall, Dr. Paul Wilson from the University of Arizona, and Dr. James Sterns from the University of Florida. AAEA/CAES/WAEA Joint Annual Meeting, Denver, CO, July 2010.
6. "Where Do Agricultural Economists Fit in the Local Food Movement?" Presented "Opportunities in Local Food Systems." AAEA/CAES/WAEA Joint Annual Meeting, Denver, CO, July 2010
7. "How Behavioral Economics Can Inform Policymakers." Presented "How Biases toward the Default Option Affect Estimation of the Personal Discount Rate. AAEA/CAES/WAEA Joint Annual Meeting, Denver, CO, July 2010
8. "Developing an Integrated Research and Extension Program." Seminar, University of Kentucky, October, 2010.
9. "Roundtable on Social Science on Policy Applications to Networks." Network Resilience Conference. Purdue University. April 7, 2011.
10. "Local Food Systems as a Catalyst for Innovation." Symposium organized by Dawn Thilmany McFadden, Colorado State University and Maria Marshall, Purdue University, AAEA Annual Meeting, Minneapolis, MN, July 2014.
11. "Survival and Demise of Small Family-Owned Businesses Following a Natural Disaster." Roundtable organized by Linda Niehm, Iowa State University, Maria Marshall, Purdue University, and Sandra Sydnor Purdue University, USASBE Conference January 2015, Tampa, FL.
12. Marshall, M.I. and H. Schrank. 2017. Community Capitals and Small Businesses after Hurricane Katrina. Presentation. AAEA Annual Meeting, July 30-Aug 1, Chicago IL.
13. "The Community-Business Tipping Point: Change, Resilience, and Progress." Symposium organized by Maria Marshall, Purdue University, AAEA Annual Meeting, Washington, DC, August 2018.

### **GRANT ACTIVITY**

Total grant activity: \$11,306,344; attributable to Marshall: \$3,113,502

#### *Current Grants*

1. USDA-NIFA: *North Central Regional Center for Rural Development*, 2020-2021, \$494,880, PI and Project Director, Co-PI: M. Wilcox (Purdue)

2. USDA-NIFA-AFRI: *Rural Small Business Recovery and Resilience to Natural Hazards: A Focus on Women and Minority Owned Small Businesses*, 2019-2022, \$500,000, PI and Project Director, Co-PIs: B. Katare (Purdue) and C. Valdivia (University of Missouri).
3. USDA-NIFA-OREI: *A Comprehensive Assessment of Industrial Hemp as A Potential Crop for Organic Farmers*, 2019-2022, \$977,803, Co-PI.
4. USDA-NIFA-AFRI: *Taking the Next Step as a Small and Medium Sized Farm: Understanding the Integration of Production, Food Safety, and Profitability*, 2021-2025, \$500,000, PI and Project Director, Co-PIs: B. Feng (FS), P. Langenhoven (HLA), N. Shoaf (Urban Ag), and R. Wiatt (AGEC).
5. USDA-NIFA-AFRI: *Workplace Stressors, Conflict Resolution, Worker Productivity: A Field Experiment on Employee Wellness Training Program in Rural Small Businesses*, 2021-2024, \$500,000, Co-PI.

### **PARTICIPATION IN GRADUATE PROGRAM**

	Master's Degree		Doctoral Degree	
	Completed	In Progress	Completed	In Progress
Major Professor	16	1	5	1
Committee Member	17	2	3	0

#### *Graduate Students Awards while Major Professor:*

1. Carlos Mayen – 2005 Outstanding Departmental MS Thesis Award with thesis titled *Consumer Preferences of a Fresh-Cut Melon Product—A Potential Value-Added Product for Indiana Melon Growers*. Department of Agricultural Economics, Purdue University.
2. Whitney O. Peake (co-authored paper) – Best Doctoral Student Paper Award from Small Business Association, USASBE Conference, Orlando, FL, 2007
3. Anna Flaig – Graduate Student Extension Competition at the 2009 AAEA/ACCE Joint Annual Meeting.
4. Tia McDonald (co-authored paper) – Honorable Mention, Best Paper in Family Business, USASBE Conference, San Francisco, CA, 2013.
5. Tia McDonald – 2014 Outstanding Departmental Doctoral Dissertation Award with dissertation titled *Succession and Resilience: Three Essays Analyzing Small Business Behavior Using Multivariate Estimation Techniques*. Department of Agricultural Economics, Purdue University.
6. Hillary Vrba—2020 Deb Brown Award for Outstanding Undergraduate Honors Thesis.

### **PARTICIPATION IN THE UNDERGRADUATE PROGRAM (Last 5 Years)**

Dr. Marshall has taught *Advanced Agribusiness Marketing* (AGEC 427), which is a three-hour senior level capstone course since 2013 and *Family Business Management* (AGEC 498), a new junior/senior level course since 2018. Student ratings are as follows: 5=Excellent, 1=Very Poor.

<u>Year</u>	<u>Semester</u>	<u>Course Title</u>	<u>Students</u>	<u>Course Rating</u>	<u>Instructor</u>
2015	Fall	AGEC 427	45	4.2	4.6
2016	Fall	AGEC 427	56	4.9	4.8
2017	Fall	AGEC 427	46	4.9	4.8
2018	Fall	AGEC 427	43	4.8	4.9
2018	Fall	AGEC 498	9	3.8	4.0
2019	Fall	AGEC 427	56	4.8	4.8
2019	Fall	AGEC 498	6	5.0	5.0

## **EXTENSION PROGRAMMING**

The common thread throughout Dr. Marshall's Extension programs is supplying knowledge and tools that enable entrepreneurs, family business owners, and small business owners to make informed business decisions. Toward that end, Dr. Marshall has coordinated and delivered workshops throughout the US and abroad, provided business management assistance, and developed a wealth of research-based instructional materials and publications.

### ***Key and Current Extension Programs in Business Development and Risk Management***

Risk Management in Small Businesses (2003-present). Risk is inherent in any business. Dr. Marshall has focused specifically on the human resource and marketing risks faced by small businesses. The objective of the risk management program is to provide educational programming and decision aids to farm and non-farm small business owners through the business development process. Her program began by helping specialty crop producers decrease risk through planning and subsequently expanded to include both farm and non-farm small businesses. She was part of a collaborative effort to develop and deliver risk management education programs to specialty crop producers in Indiana supported by \$506,070 in funding from the U.S. Department of Agriculture and the North Central Risk Management Education Center. The program was enhanced and expanded by a \$1 million grant that funded the Agricultural Innovation and Commercialization Center (AICC) for which Dr. Marshall was a co-principle investigator and led the curriculum development for [\*INventure\*](#). *INventure*, one of the main outputs of AICC, is a business planning software that was available on-line and is now being revised to be relaunched in January 2016. In 2017, the business planner was translated into Spanish and is available for Spanish speaking entrepreneurs. The software helps entrepreneurs think through the business planning process in the course of six interactive stages. As a result of the decision aids and publications from this program, Dr. Marshall has been asked to present at various workshops statewide, regionally, and nationally. She continues to provide educational programming in business planning and marketing across the state to farm and non-farm small businesses.

*Audience:* Farm and non-farm business owners nationwide.

*Outcomes and Impact:* Major outputs of this program are various highly used Extension publications. Dr. Marshall has also published seven frequently used publications in the area of small business risk and planning. For example, her co-authored article "The Risk Matrix: Illustrating the Importance of Risk Management Strategies" in the *Journal of Extension* was one of the journal's Top 50 Most Read Articles for six years. *INventure* was used by the Michigan State Product Center (this includes Extension educators in Michigan, Ohio, and Wisconsin), and Extension professionals from Washington State, Tennessee, Illinois and Kentucky. *INventure* was also being used in a Purdue course, ENTR200, as part of the Burton D. Morgan Center for Entrepreneurship's Entrepreneurship Certificate Program. *INventure* won the 2006 *Outstanding Agricultural Economics Extension Website Award* from the AAEA Extension Section. The business planner has 518 registered users as of December 2019.

Family Business (2009-present). Director, Purdue Institute for Family Business. Most small businesses are family businesses. Family business and entrepreneurship research has shown that the family and the business are interconnected not only in terms of financial and human resources, but also in terms of emotional support. Succession planning is important for the continuity of any business and is an important component of a business's risk management strategy. Dr. Marshall is especially interested in human resource risk in family businesses related to farm succession and transition. This led to an

integrated Extension and research grant funded by USDA-AFRI in 2009 focused on succession planning in Illinois, Indiana, Michigan, and Ohio and another USDA-AFRI grant in 2015 focused on decision-making in small and medium-sized farms. She has made presentations focused on small business risks, business planning, family business conflict, family policies, and family management plans to various producer organizations around the state and internationally. In 2016, the Purdue Institute for Family Business ([purdue.ag/fambiz](http://purdue.ag/fambiz)) was launched providing important resources for family business owners, Extension educators, and family business advisors.

*Audience:* Family business owners and managers, Extension educators, and family business advisors.

*Outcomes and Impact:* This program has created awareness of successful family business management practices for family business owners. Family business consultants increased their knowledge of conflict among family business owners around the topic of succession planning. The website has over 200 subscribers from across the country.

#### **ADMINISTRATIVE SERVICE (since 2014)**

<b><i>Departmental Service</i></b>	<b>Tenure</b>
Department Head Review: Chair	2015
Agribusiness Marketing Faculty Search Committee: Chair	2015
College of Agriculture: Leadership Development Certificate Program	2015-Present
Department Strategic Planning Committee: Chair	2016-2017
Marketing Clinical Faculty Search Committee	2018
Purdue/McKinney Ag Law Program: Chair	2018-2020
Department Extension Coordinator	2017-present
<b><i>College and University Committees</i></b>	<b>Tenure</b>
College of Agriculture: Leadership Development Certificate Program	2015-Present
College of Agriculture: Dean Search Committee	2017-2018
ADVANCE Steering Committee	2017-present
<b><i>Regional and National Organizations</i></b>	<b>Tenure</b>
AAEA, Chair, Extension Section Graduate Student Extension Competition	2012-2017
NC1030 Multistate Research Committee, Chair	2018-present
AAEA, Extension Section, Chair	2018-2019
AAEA, Extension Section, Past Chair	2019-2020