

Vita
James T. Strong

JAMES T. STRONG

GENERAL INFORMATION

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EDUCATION AND TRAINING

Doctoral Degree:

Doctor of Philosophy, 1990, Drexel University, Philadelphia PA
Major: Marketing
Minor: Organizational Behavior
Dissertation: "Threat Appeals in Marketing and Mass Communications: A Theoretical
Framework and Advertising Study"

Master's Degree:

Masters of Business Administration, 1984, University of Toledo, Toledo OH
Major: Administration

Bachelor's Degree:

Bachelor of Arts, 1975, Lafayette College, Easton PA
Major: English

ACADEMIC EXPERIENCE

Administrative Experiences:

Provost and Vice President for Academic Affairs California State University, Stanislaus May 3, 2010 – December 31, 2016

As provost I served as the chief academic and administrative officer for the Division of Academic Affairs and reported to the president, acting as senior officer in the president's absence. The provost leads, coordinates and implements academic goals, educational policy, curricular planning and development, academic program review, academic personnel actions, faculty and staff development, resource development and allocation, assessment, professional and regional accreditation, and strategic and master academic planning. Specific units reporting to the provost during my tenure included the four academic colleges, the AVP for Academic Planning and WASC Accreditation Liaison Officer, university extended education, research and sponsored programs, library services, institutional research, service learning and community engagement, the Academic Affairs Budget Officer, the Stockton Center (a branch campus), and international education. The Department of Athletics also reported to the Provost. Learning outcomes assessment reports to the AVP Academic Planning. The provost works with faculty representatives within the context of a system-wide collective bargaining agreement, represents university administration in the affairs of the Academic Senate, and is responsible for promoting a collegial atmosphere and encouraging shared governance in developing academic policy.

Fall 2016 key facts that provide a picture of the institution are as follows: total headcount 9,762 (+5.2% vs. Fall 2015); total full time equivalent students (FTES) 8,244 (+5.9% vs. Fall 2015). Total undergraduate headcount 8620 (100%); full-time undergraduates 7,217 (12 units or more) (83.7%); part-time undergraduates 1,403 (less than 12 units) (16.3%), average unit load 12.8. Total graduate/Post-baccalaureate headcount 1403 (100%); full-time post-baccalaureates 754 (66%); part-time post-baccalaureates 388 (34%); average per student unit load 10.2. Overall 9,762 headcount (100%), 7971 full time (81.7%), 1791 part-time (18.3%). In-state residential headcount 9,681; in-state FTES 8,168; total undergraduate headcount 8,620 (+6.5% vs. Fall 2015); post baccalaureate students 463 (+2.4% vs. Fall 2015); Masters graduate students 651 (-6.1% vs. Fall 2015); Ed.D. students 37 (-24.5% vs. Fall 2015); new freshmen 1,387 (+9.3% vs. Fall 2015); new undergraduate transfer students 1,078 (+16.8% vs. Fall 2015); new post-baccalaureate students 212 (no change); new graduate students 187 (+11.3% vs. Fall 2015). Degrees conferred in AY 2015/16 2,142 (Bachelor's 1829 (85.4%)) (Masters 296 (13.8%)) (Doctorate 17 (0.8%)).

Fall 2015 key facts are as follows: average class size 28.8; Student-to-Faculty ratio (SFR) 21.7:1;

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Faculty headcount 534 (+7.3%); staff headcount 533. First-time freshmen (FTF) 6-year (Fall 2010 cohort) graduation rate 57.4%, FTF underrepresented minority (URM) gap 6.3% versus 14% CSU System (approx.), full-time transfers 4-year graduation rate (Fall 2012 cohort) 81.6%; FTF retention rate (Fall 2015 cohort) 89.4%;

Fall 2016 student demographics are as follows 34.0% male, 66.0% female; American Indian 0.3%, Asian 10.0%, Black or African American 2.0%, Hispanic/Latino 50.0%, Nonresident alien 2.1%, Pacific Islander 1.0%, Two or more races 4.0%, white 25.0%, unaccounted 4.7%. Headcount for top five bachelor degree programs (Fall 2016): Business Administration 1,457 (16.9%); Psychology 951 (11.0%); Biological Sciences 735 (8.5%), Criminal Justice 664 (7.7%); Liberal Studies (education degree) 650 (7.5%). Headcount for top five graduate degree programs: Education 237 (34.0%); MSW Social Work 150 (22.0%); MBA Business Administration 72 (10.0%); MPA Public Administration 60 (9.0%); Ed.D. Educational Leadership 54 (8.0%).

Dean

**College of Business Administration and Public Policy (CBAPP)
California State University, Dominguez Hills
July 1, 2003 – April 30, 2010**

As dean I served as the chief academic and administrative officer of the college and reported to the provost and vice president for academic affairs and sat on the president's cabinet. The college included a business program with departments of accounting and finance, information systems and operations management, and management and marketing; and a public policy division with departments of public administration and one department consisting of the disciplines of political science and economics. The college also included an applied studies program and ROTC. The following positions reported directly to the dean: associate dean; director of graduate programs; five department chairs; and an academic resource manager (budget and HR). The college had 52 full-time and 42 part-time faculty in the fall of 2008. For fiscal year the stateside budget was \$5,863,825. Special sessions programs (not run on the state budget) revenue for fiscal year 07-08 was \$1,798,280. In fall 2007 total headcount of graduate and undergraduate students majoring or seeking graduate degrees including special sessions programs was 2,873 students. In fall 2007 total undergraduate majors were 2,374. Total graduate students in fall 2007 were 499 (MBA 179; MPA 320). In AY 07-08, 457 baccalaureate and 165 masters' degrees were conferred. In fall of 2007, business administration undergraduate majors totaled 1,682 and there were 179 MBA students.

Associate Dean

**College of Business Administration (CBA)
The University of Akron
August 1997 – September 2002**

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As associate dean, I served as the chief operating officer of the college. The following positions reported directly to the associate dean: assistant dean of undergraduate programs; assistant dean of graduate programs; director of CBA Career Center; director of the Institute for Global Business; director for the Center for Organizational Development; director of administrative services; director of the Center for Family Business; and the assessment officer. The four department chairs reported to the dean, but had a very close working relationship with the associate dean. My primary responsibility centered on personnel and budget issues. For example, the associate dean reviewed department merit pay recommendations, recommended dean's holdback raise amounts to the dean, evaluated and made merit recommendations to the dean for all directors, chairs, and staff. Worked with chairs in assessing faculty performance relative to research release time accountability. Reviewed the files and drafted recommendation memos for the dean's review for all retention, tenure, and promotion candidates. Greatly improved the administration of the CBA budget. Primary external activities as associate dean were supervising and supporting the CBA's executive education programs and working with the CBA's information systems advisory board (CITE) and the Fitzgerald Institute for Entrepreneurial Studies advisory board. Created a dues paying advisory board for the Center of Information Technology and e-Business (CITE). Recruited members and chaired the board meetings. Occasionally substituted for the dean in fund-raising and other external activities.

Accomplishments and Key Experiences:

California State University, Stanislaus – Provost and Vice President for Academic Affairs

When I arrived on campus May 3, 2010 there was dysfunctional conflict between faculty and the president (including many senior administrators). The conflict was especially manifested in the Academic Senate. By spring of 2013, the relationship had improved significantly as noted in the spring 2013 General Faculty Meeting by numerous faculty committee chairs, the speaker, and speaker-elect. The relationship between faculty and the president and senior administration continued to improve every year I was provost, as did the esteem the faculty held for me. One reason I was hired was that the president's and others believed I had the skills and temperament to improve the relationship between faculty and senior administration. In the summer of 2010 WASC instructed the campus to host a Special Visit in fall 2011 to address the following.

[C]oncern regarding ongoing tensions between senior administration and faculty. Expressions of mutual mistrust, reported by both the Capacity and Preparatory Review and the Educational Effectiveness Review teams, were found to pose a serious threat to otherwise effective educational programs at the institution. As the problematic nature of these relationships appeared not to have been ameliorated by the time of the reaccreditation decision, the Commission called for a Special Visit to explore progress in addressing this concern. While not ascribing blame to any parties, the Commission did

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ask the administration to take the initial steps toward seeking resolution. (July 13, 2010 WASC Commission Action Letter).

I led a variety of administrative initiatives that have helped reduce the tension. Those initiatives resulted in a Special Visit Report submitted in summer 2011 detailing actions taken in response to the charge and the WASC Special Visit in November of 2011. I provided critical leadership for the report and the Special Visit in November 2011.

The WASC Special Visit of 2011 noted progress but stated “that the outcomes have been modest at best, resulting in a shared recognition that much difficult work lies ahead” (p. 1, WASC Commission Action Letter – California State University March 7, 2012). The WASC Commission recommended to the president (and the university accepted) the occurrence of another Special Visit in the fall 2014 for the same purpose of assessing the conflict between the president/senior administration and the faculty. They went on to make following additional charges.

The Commission particularly urges your office to play a leadership role in modeling collaboration and creating an atmosphere in which courageous conversations about divisive issues can be had with safety and mutual respect. These difficult conversations must address historic points of tension, including . . .”

. . . the role of faculty in strategic planning . . .

. . . and the formalization of faculty policies dealing with retention, promotion, and tenure (RPT). In this regard, faculty must fully engage with the administration to address the challenge of establishing RPT policies that are institution-wide and include rigorous requirements that reflect good practice in higher education.

In a charge memo to Academic Affairs that was the result of extensive consultation with all stakeholder groups, especially the Senate Executive Committee, I laid the ground work for a very successful Special Visit in fall 2014. The 2014 Self-Study Report documented significant improvement and after reading the report the WASC Special Visit Self Study Team reduced their visit by one day. The Special Visit was very successful resulting in three commendations from WASC and closing the chapter on dysfunctional conflict. The collaborative behavior and engagement of my team and I was a key factor in this positive outcome. The naming of an interim president in June 2012 and his subsequent confirmation as the permanent president in May of 2013 was also very important in creating normalcy and solid relationships which continued to grow through his presidency.

- Dramatically improved relations between the provost and the Senate Executive Committee.

- Implemented student success initiatives that have resulted in an improvement of 8.1 percentage points in the overall six-year FTF graduation rate from 2006 cohort to 2010 cohort (57.4%). The underrepresented minority six-year graduation rate has improved seven percentage points from the 2005 cohort to the 2007 cohort. The gap between URM graduation rates (51%) and non-URM rates (53%) has improved six percentage points from the 2006 to 2007 cohorts. Last year's gap stood at two percentage points (2007 cohort) compared to 14 percentage points for the CSU system. This has been accomplished with significant enrollment increases in first time freshman and a 12.8% increase in URM students and a 3% increase in first generation students (NCES definition). The most current gap regressed to the mean and now stands at 6.3%.
- Provided the leadership for a team from Modesto Junior College, Stanislaus County Board of Education, and CSU Stanislaus charged to create a "promise" document that improves student success and access to Higher Education for K-12 and Modesto Junior College students.
- Lead the division and assisted the senior leadership in budget cuts in 2010-11, 2011-12, and 2012-13. These cuts were substantial and difficult. As co-chair of the University Budget and Planning Advisory Committee (UBAC) for those three years, I provided additional leadership in the budget allocation decisions. In a large part due to my leadership UBAC was much more functional than it was in the prior five years.
- Worked with the Academic Senate to reduce the number of Colleges from six to four in a budget reduction effort. This was a consensus decision without dysfunctional conflict.
- Made the following hires during my tenure as provost: Dean of the College of Business Administration, Dean of Education; Dean of the College of Education, Kinesiology and Social Work, Dean of the College of Science, Dean of the College of Arts, Humanities and Social Sciences, two Deans of the College of Extended Education, Director of Institutional Research, two Directors of International Programs, Director of Athletics, Dean of Library Services, two Associate Vice Presidents of Academic Affairs, and the Academic Affairs Budget Officer.
- Supervised the hiring of over 130 tenure track faculty in six plus years.
- Instrumental in hiring the Foster Farms Endowed Chair of Business Economics.
- Supported the search for the Starn Endowed Chair of Agricultural Studies.
- Provided strong leadership and support in the College of Business's successful AACSB

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maintenance of accreditation visit in spring 2013 which resulted in a complete reaccreditation with no continuing review and no significant weaknesses cited. It was a very impressive performance by the College.

- Played the leadership role for the Strategic Plan Working Group resulting in a survey of perceptions of the plan and stakeholder meetings to gather information regarding appropriate next steps in the strategic planning process. That effort resulted in the creation of the Committee to Implement and Prioritize the Strategic Plan whose recommendations resulted in a detailed two-year strategic priorities plan which included a second comprehensive survey of stakeholders. I also lead the Strategic Plan Working Group to recommend to the President a charge for a Strategic Planning Committee to create a new strategic plan as recommended by WASC in March 2015.
- Significantly improved the provost's retention, promotion, and tenure (RPT) evaluative memos, mentored deans on effective RPT evaluation memos and generally improved the process in a collective bargaining environment and also including a robust faculty senate partnership.
- Key member of the RPT Survey Committee charged with gathering information to improve retention, tenure, and promotion policy and procedure. The survey resulted in a report that was affirmed by the Academic Senate and has been the platform to reinforce the positive aspects of the RPT process and work with faculty to improve areas of weakness, specifically those identified in the WASC special visit report from March 2015. I have worked continuously to improve the RPT process and standards.
- Created the Enrollment Management Committee shortly after arriving on campus. When I arrived there was very little enrollment management taking place on the campus. Improved enrollment management and course scheduling in Academic Affairs and have provided key leadership to improve enrollment management across the university. In fall 2013 managed enrollment so that the university did not exceed the upward limit on enrollment in AY 2013-14 notwithstanding intense enrollment pressures. I was the key member of the planning and communication team that managed that difficult process very effectively. Projected AY total FTES for 2016-17 is 19% greater than 2010-11 when I arrived. Fall 2016 freshman enrollment (1,389) is 35% greater than 2010-11. Fall 2016 transfer enrollment is +12.8% compared to fall 2010.
- Created the Holistic Program Review with a charge memo that was heavily vetted with campus stakeholders, including the Academic Senate to review all academic operations with the objective of improving effectiveness and efficiency given constrained budgets. I have played a key role in educating the Division of Academic Affairs regarding a more sophisticated approach to managing costs, especially instructional costs. This has resulted

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in “The Big Project” which is an interdivisional committee charged with improving planning of the schedule including operations and cost.

- Improved and supported the institution’s focus on scholarship and creative activity through the implementation of the President’s RSCA Award program and vocal support of all RSCA activities by faculty.
- Created the Graduation Initiative Committee and greatly enhanced and supported the Student Success Committee. I have brought the issue of student success and the need for improvement in university support for student success to all the key stakeholders in Academic Affairs resulting in collaboration with campus partners and additional analysis and initiatives to increase retention and graduation rates and close the underrepresented minority (URM) achievement gap. The current focus is on Graduation Initiative 2025, with a special focus on improving 4-year FTF and 2-year transfer student graduation rates.
- Significantly improved the operation of University Extended Education. The generation of surplus funds was significantly increased. Charged the dean to create a winter intersession program that has grown steadily and generates surplus funding.
- Improved the Provost’s Office relationship with the Graduate Council.
- Supported and/or provided leadership for the creation of the following curricula:
 - ASBSN – a second bachelor’s degree in nursing for students who hold a first bachelor’s degree in another field.
 - RN to BSN degree (online)
 - BS in Health Sciences
 - Online MBA
 - Food Safety (in progress)
 - BS in Social Science (degree completion)
 - Master of Fine Arts (in progress)
- Led the effort to rebuild enrollment at the Stockton Center. This began with hiring an interim dean in July 2013 and in February 2016 hiring a permanent dean. Additionally, a strategic plan was created for the Stockton Center, faculty hired, programs placed in the Center, and the results are very positive and show benefits for both the Stockton Center and the Turlock campus. In Academic Year 2015-16 headcount of students taking at least one credit at the Stockton Center increased to 564 head count (+251.0, +80.2%) and 189.5 FTES (+93, +96.4%), and these students also increased their FTES levels on the Turlock campus (+118.0 FTES, +76.6).

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- Working through the AVP of Academic Planning, streamlined, reduced cost, and improved the learning outcomes process.
- Improved Academic Affairs compliance with university and Chancellor's Office policy. Led efforts to changing a "loose compliance" culture to a "compliance" culture and reduce risk to the university.
- Provided leadership and support for the Chancellor's Office Early Start program on the Stanislaus State campus. This program has been very successful.
- Co-chair of the CSU Chancellor's Office Academic Council Early Start Committee. Early Start remains a key initiative of the CSU Board of Trustees and the Chancellor's Office.
- Member of the CSU Chancellor's Office Academic Council (23 campus provosts and Chancellor's Office Academic Affairs leaders).
- Member of the CSU Chancellor's Office Academic Council Steering Committee fall 2013 to fall 2015.
- Co-chair of the Academic Technology Steering Committee. This committee is comprised of Provosts and campus CIOs and the Chancellor's Office CIO and the Executive Vice Chancellor. Co-chair fall 2015 to December 2016.
- Member of the Chancellor's Office Academic Technology Advisory Committee fall 2011 to December 2016.
- Member of the CSU Chancellor's Office Academic Technology Advisory Committee.
- Served as Executive-in-Charge of the Division of University Advancement from November 6, 2012 until April 29, 2013. This division consists of development, communication, and legislative affairs. Worked closely with the two divisional AVPs to keep the division operational until a new VP was named. Represented the division in budget allocations and assisted with critical personnel searches and other matters.
- Working with the deans and Athletic Director to support and better coordinate University Advancement's efforts to increase fundraising. The new Athletic Director raised over \$850,000 in his first year and over \$1M in his second. These are the two best fundraising years in the history of the department. The College of Business Administration (CBA) Dean has also had success raising money. Strongly supported the CBA Advising Board

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and encouraged the other deans to create effective advisory boards.

- Hired an outstanding Athletic Director in spring of 2012 to improve general operations and professionalism in the Department of Athletics. Supported and guided personnel changes including coaches and an organizational restructuring. The department has achieved remarkable improvements since June 2012. Under his leadership, 2013-14 was the most successful in Stanislaus State history in NCAA Division II with 3 conference championships, 16 student-athletes named All-Americans, including a national player of the year, Karenee Demery, and a national champion, Courtney Anderson.

California State University, Dominguez Hills (CSUDH) – Dean

Under my leadership the business program made remarkable progress toward achieving AACSB accreditation given where the program was in fall 2003 when I arrived. CSUDH applied for AACSB accreditation and submitted a self-evaluation report (SER) in summer 2007. The AACSB peer review team recommended that CSUDH address the deficiencies cited in their pre-visit letter and resubmit a self-evaluation study when the deficiencies were corrected. The major criticisms by the peer review team were: 1) insufficient coverage of classes by academically (AQ) or professionally (PQ) qualified faculty; and 2) insufficient budget to support an AACSB accredited business program. That feedback resulted in CSUDH's comprehensive response plan to achieve AACSB accreditation submitted in September of 2009. The plan was reviewed and ratified by the AACSB peer review team and the team stated to me that it would result in accreditation assuming all other relevant performance indices held constant or improved. The timetable in the plan called for accreditation to be conferred no later than spring 2011. In July of 2009 the budget of CSUDH was cut 22% by the Chancellor's Office due to cuts from the State of California. The budget cuts to the business program were at similar level. The business program was entering the self-study semesters (fall 2009 and spring 2010) for AACSB accreditation. Given one of the commitments in the CSUDH AACSB response plan was to increase the budget to the business program, CSUDH decided to withdraw its application for accreditation until the budget could be restored and the commitments of the response plan met. To date the business program has not received AACSB accreditation, which has been a goal since the early 1980s.

- Faculty academic and professional qualification rates improved from 44% when I arrived in 2003 to over 80% in the 2008-08 academic year. The quality of faculty publications improved dramatically. Faculty began hitting "A" level journals, such as Management Science and Organization Science. One faculty member published a book with Nobel Laureate Lawrence Klein.
- Participated with the dean's in budget cutting and a process of program prioritization in fall 2009.

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- Lead and organized strategic planning process for CBAPP in spring 2010.
- Played an integral part in securing the largest donation in the history of the college (\$100,000); an endowed scholarship memorializing faculty member Chiou-Hsiung “Bear” Chang.
- Total gifts for calendar year 2008 were \$137,000 up from \$37,695 in 2007.
- February 2008 elected to the “member at large” position on the executive committee of the CSU Business Deans Association.
- Wrote and received a \$493,000 grant from the Small Business Administration to establish the Institute for Entrepreneurship and Global Logistics. Grant was received in fall of 2006. Worked with the late Congresswoman Juanita Millender-McDonald to secure this funding. I was the principal investigator.
- Wrote and received a follow-up grant of \$196,000 from the Small Business Administration to fund the creation of an entrepreneurship concentration online. The entrepreneurship concentration in the business major was an important component of the Institute for Entrepreneurship and Global Logistics. Grant received fall of 2009. I was the principal investigator.
- Wrote and received a lottery grant for \$123,980 in conjunction with the College of Arts and Humanities (CAH). CBAPP’s portion of the grant was \$73,321. The purpose of the grant was to prepare faculty and offer one program in College of Arts and Humanities and one in CBAPP in an online format (the management concentration of the business major was selected).
- Wrote and received a \$250,000 Department of Agriculture grant to develop a supply chain management undergraduate business concentration. Grant received in 2004. I was the PI.
- Wrote and received a \$42,000 CSU Extended University grant to support the creation of a supply chain management MBA concentration. Grant received in spring 2006.
- Strongly encouraged and supported the faculty in revising the core curriculum of the MBA program and adding six new concentrations expanding from two concentrations. The new concentrations were finance, marketing, human resource management and leadership, information systems, entrepreneurship, and supply chain management.

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- Strongly encouraged and supported the revision of the core curriculum of the MPA and the development of a concentration model. Concentrations in public administration, non-profit management, and criminal justice administration were created. New curriculum was implemented in fall 2007.
- Strongly encouraged and supported the development of undergraduate business concentrations in supply chain management, sports entertainment and hospitality management and entrepreneurship and small business management. Supported the revision of the human resources concentration.
- Working closely with faculty and staff created a strategic plan for the college.
- Took a moribund advisory board that had not met in 18 months or more in July of 2003 and built a board of 56 members that was meeting four times per year, interviewing faculty candidates, guest lecturing, reviewing curriculum, providing internships and class projects and fundraising for the college. Also established an executive committee for the advisory board to provide leadership for the advisory board. The board had three very active “sub-boards” for public administration, entrepreneurship, and human resource management and an active committee that organized an annual award luncheon. Recognized as an outstanding board by the AACSB peer review team, CSUDH development office and the campus in general. The board was made up of both private and public sector members, with prestigious resumes and served the entire college not just the business program. The board became a significant prospect development tool and a major vehicle to bring a practitioner focus to the curriculum. The former chair of the board’s executive committee has taught both at the undergraduate and graduate levels in entrepreneurship.
- Led the effort along with the CBAPP Advisory Board to hold an Annual CBAPP Awards Luncheon to honor the alumnus, executive and organization of the year and raise money for the college. The College Advisory Board co-sponsored the event. The first Awards Luncheon in November of 2007 raised \$25,000 in contributions and net contribution was over \$15,000. The second Awards Luncheon in November of 2008 doubled the number of participants to over 350, raised \$35,000 in contributions and net contribution was over \$25,000. Maria Contreras-Sweet, founder and Chairwoman of the Board for PROMERICA BANK was the keynote speaker; BP was the organization of the year; Debra Reed, President and Chief Executive Officer of San Diego Gas & Electric and Southern California Gas Co. was the executive of the year; and Gilbert Ivey, Chief Administrative Officer of the Metropolitan Water District of Southern California was the alumnus of the year. The third awards luncheon matched the second in fundraising in a difficult economy. Roberto Orci highly successful Hollywood screenwriter (e.g., Transformers, Mission Impossible II, Star Trek) was the keynote speaker. Anschutz

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Entertainment Group was the organization of the year; Michael Lang, Executive Vice President, Business Development & Strategy, Fox Entertainment Group, Inc. was the executive of the year; and Michael Rouse, Vice President, Philanthropy & Community Affairs, Toyota Motor Sales USA, Inc. was the alumnus of the year. While the money raised was modest, it increased and the event was a superb public relations tactic especially for a university that needed exposure and began the process of creating a culture of philanthropy in the advisory board and the college. For example, at the 2008 Awards Luncheon BP announced a \$50,000 scholarship for CSUDH. Five award luncheons have been held. The year before my arrival on campus the college raised a paltry \$4,000 even with a college development officer. I recognize that fundraising events are entirely supplemental to good development strategy.

- In October '04 I created a monthly electronic newsletter to serve as the marketing and public relations piece for the college. The newsletter is sent to alumni, friends, the college, and the greater campus community and has been very well received. Archived copies of the newsletter can be found at the following web address:
<http://cbapp.csudh.edu/newsletter/012009/index.htm>
- Established a "Friends of the College" database to house friends and alumni of the college, to whom the newsletter is sent and future annual campaign efforts will be targeted. Thousands of new names had been added to the database.
- Instrumental in CSUDH receiving the Millennium Momentum Foundation National Ambassador of Education Award in December 2007. This organizational raises money for scholarships for minority students.
- Working with faculty and chairs, reorganized the business program and reduced the number of departments from five to three in order to increase administrative efficiency that was hampered by very small departments (spring 2005).
- Provided leadership to integrate the newly acquired department of political science, economics and labor studies into the college. Many in the department were reluctant to join the college.
- Annualized AY 09-10 FTES for the college was up 6.3% versus AY 08-09.
- In fall 2007 total headcount of graduate and undergraduate students majoring or seeking graduate degrees including special sessions programs was 2,873 students, up from 2,410 students in fall 2003 (+19.2%). In fall 2007 total undergraduate majors were 2,374 up from 1,873 in fall 2003. Total graduate majors in fall 2007 were 499 (MBA 179; MPA 320), compared to 537 (MBA 270; MPA 267) in 2003. In AY 07-08, 457 baccalaureate

and 165 masters' degrees were conferred. Business administration undergraduate majors were 1,682 and MBA students were 179 in fall 2007.

- Graduate online (special sessions) programs grew significantly 2003 to 2008 and gained national attention with Wall Street Journal articles and a top ten "best buy" rating by geteducated.com. Fall 2007 headcount for online MBA and MPA programs was 314 compared to 242 in fall 2003 (+30%).
- Total revenue for special sessions programs (not run on the state budget) for fiscal year 07-08 was \$1,798,280. This consisted almost entirely of revenue generated from the MBA and MPA online programs.
- Hired 26 new faculty members in six years. In fall 2009 hired five full-time lecturers and two tenure track faculty to meet AACSB standards and help achieve accreditation. Significantly improved faculty hiring through improved practices including personally recruiting at conferences and encouraging department chairs to do the same. Faculty have PhDs from top universities such as USC, Michigan State, University of Minnesota, Syracuse, Florida State, and UCLA.
- Hired a development officer, two financial managers, and two associate deans.
- Good mentoring relationship with all new faculty. Met with all probationary (non-tenured) faculty individually once a year to review their progress toward tenure. Periodically met with probationary faculty as a group to discuss any concerns.
- Led faculty to improved intellectual contributions policies for both the business administration program and the department of public administration.
- Improved the reappointment, tenure and promotion process by significantly upgrading the dean's evaluation memos and linking them directly to the intellectual responsibilities policies.
- Organized with co-chair Dave Christy (then dean of business at Cal Poly SLO) and hosted a one-day workshop on the new AACSB accreditation standards for CSU and area colleges in May 2005.
- Significantly strengthened the learning outcomes assessment program. Direct measures of learning outcomes have been collected for four years. Six EBI student and alumni satisfaction surveys were conducted in four years as indirect measures of learning outcomes. The feedback loop has been closed and changes were made to curriculum and pedagogy. The AACSB dean visitation team in their planning visit cited the assessment

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program as a strength for the business program. The AACSB peer review team was generally quite satisfied with the learning outcomes assessment process at CSUDH in their January 2008 pre-visit letter responding to the summer 2007 self-evaluation report (SER).

- 2007 Educational Benchmarking Institute (EBI) undergraduate alumni satisfaction surveys for the business program produced extremely impressive results. CSUDH ranked 1 of 7 schools on **all** 13 factors compared to six comparison schools (“select six”). CSUDH ranked 1 of 13 schools on **all** 13 factors compared to all the other schools in the CSUDH Carnegie Class. Compared to all schools in the survey CSUDH ranked 1 of 40 schools on 11 of 13 factors. CSUDH ranked 2 and 3 of 40 on the remaining two factors (factor 9 and 7 respectively). Of 39 possible first place finishes, CSUDH finished first 37 times, second once and third once. This reflects the high quality of the undergraduate business program and how very satisfied students were with the program and large difference it made in their lives.
- 2007 EBI MBA alumni satisfaction surveys for the business program also produced extremely impressive results. Compared to the “select six” schools CSUDH ranked 1st of 7 schools on 6 factors, 2nd of 7 schools on 2 factors, and 3rd of 7 schools on 4 factors. Thus, on 12 of 13 factors CSUDH was 3rd ranked or better compared to the “select six” schools. Compared to all the other schools in the Carnegie Class, CSUDH ranked 1st of 9 schools on 3 of 13 factors, 2nd on 2 factors and 4th on 3 factors. Thus, CSUDH was ranked in the top half of schools in its class on more than half of the factors. Compared to all schools in the survey, CSUDH ranked 1st of 23 schools on 4 of 13 factors, 2nd on one factor and 4th on another factor. Thus, CSUDH ranked in the top half of 23 schools in the survey on 11 of 13 factors and on the remaining two factors was ranked 12th and 18th respectively. This is noteworthy performance when one considers how competitive MBA programs are. Many schools never achieve one first place ranking.

University of Akron – Associate Dean

- Intimately involved with the creation of the International Executive MBA program, which began in the fall of 2002. The CBA successfully recruited fourteen international students, who paid \$40,000 program tuition for the start of classes in fall 2002. Refined the budget and negotiated the program with the provost.
- In December of '01 worked with college leadership in administering a \$170,000 budget cut mandated by the university and prepared for an additional approximate 3% budget cut mandated by the State of Ohio.
- Created the Center for Information Technology and e-Business Center (CITE), which

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housed information systems faculty. Led the effort to create an advisory board to provide financial and advisory support to the center. In eight months recruited fifteen advisory board members from companies such as Accenture, Goodyear, Timken, First Energy, Omnova, Advanced Elastomer Systems, Sprint, Enterprise, Smuckers, and KPMG Consulting. Each member paid \$1,500 in annual dues. When I left the position the board had over 20 members and the university development office felt it was one of the best boards in the university.

- Awarded me a certificate of achievement for work with advisory boards during my tenure as associate dean (fall '02) by the development office.
- Working with the assistant deans of graduate and undergraduate programs and the department chairs the CBA achieved impressive enrollment gains. Student credit hour production was as follows: **Fall '01** UG +14%, Grad. -2%, Overall +11%; **Spring '01** Undergraduate (UG) +13.1%, Grad. +10.8%, Overall +12.7%; **Fall '00** UG +8.8%, Grad. 12.9%, Overall 9.6%; **Spring '00**, UG +8.5%, Grad. -3.2%, Overall +6.2%; **Fall '99** UG +2.6%, Grad +3.3%, Overall +2.8%.
- Chaired the web-team committee, which brought five MBA web courses to market in nine months in 1999. Eight prerequisite MBA courses were offered. Overcame significant administrative roadblocks in creating this curriculum.
- Worked with the assistant dean for undergraduate studies to implement courses using interactive videoconference technology with Lakeland Community College and the Wayne branch campus of the University of Akron.
- Chaired a committee charged with developing an e-business program for the CBA. During a six-week period created a seven course, twenty credit hour graduate program complete with syllabi. The committee met two and three times per week to accomplish this task. Enrollment for the first two courses was 60+ and 45. The e-Business program received excellent publicity with a lead article in the Cleveland Plain Dealer, four radio interviews and mentions, and my interview on Cleveland Channel 5 11:00 News. Seventeen students finished the certificate program in May of 2001.
- In the fall of '00 and spring of '01 chaired the committee charged with selecting an ERP software system to support the IS curriculum. Oracle 11i was selected and we developed an implementation plan. This committee planned the implementation of ERP software into the IS, and eventually non-IS, curriculum.
- Created the position of technology director and executed a successful recruitment. Worked with the director to significantly upgrade the level of technical support provided

to faculty and CBA students.

- Significantly improved the retention, tenure, promotion (RTP) process in the dean's office and the college. Dean's office review of RTP applications became much more rigorous and objective under my leadership. Existing policies were enforced much more thoroughly and consistently across the college.
- Participated on a university committee revising and writing policy to improve the administration of merit pay campus wide (Fall 2001).
- Directed the creation of a technology plan for the college.
- Institutional representative for the university in a suit brought by a faculty member and tried in Ohio Court of Claims (November 2000). Lead witness for the defense. Deputy General Counsel of the university stated I was the best witness he ever had in his 20 plus year legal career and I received a congratulatory phone call from Provost Terry Hickey. Office of the Ohio State Attorney General legal counsel, who was the lead defense lawyer, was also extremely pleased with my performance. The University of Akron received a completely favorable ruling from the Court of Claims in February of 2002.
- In a review of CBA and university endowed accounts I discovered an inactive endowment (\$160,000) targeted to provide short-term loans to needy students. Because of the impracticality of this objective the financial aid office was not dispersing any of the money to students. Went through the process of having the mission of the endowment broadened so that it included scholarships for students and could be effectively awarded to students.
- Helped prepare for and coordinate the AACSB reaffirmation process and facilitate the visitation. Graduate and undergraduate programs were reaffirmed for both business and accounting. Reaffirmation was achieved in June of 1998.
- Created a detailed budget for the CBA and the Institute for Global Business. Hired a budget administrator.
- Instrumental in creating a \$1.6 million endowment for the Institute for Global Business using an unspent initial allocation of an annual renewable budget line that had been awarded to The University of Akron by the state of Ohio to create a state-of-the-art international business program.
- Supported the Institute for Global Business in their efforts to create a nationally renowned international business program in the CBA. Significantly contributed to the

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creation of a meaningful strategic plan for the Institute. Helped the director working with the career center to establish international scholarships and internships with major Fortune 500 companies in N.E. Ohio and abroad. Assisted in the development of meaningful alliances with other international academic institutions.

- Chaired the search committee to recruit a director of the Institute for Global Business.
- Heavily involved in the hiring of twenty-four tenure-track faculty. Handled the salary negotiations for most of these hires either directly or through the department chair.
- Involved in more than thirty searches during five-year tenure as associate dean and have established a reputation as a superb recruiter.
- Chair of the Dean's Advisory Council. This council is made up of the leadership of the college's student organizations. Council serves as a sounding board for administration for various student issues.
- Chaired the search committee for the successful recruitment for the director of the Fitzgerald Institute for Entrepreneurial Studies. This was a very difficult and complicated search that spanned two years and one failed effort. Successfully concluded the search with a new director who started in the fall of 2000.
- Helped create the position of assistant development director for the CBA and served on the search committee. This individual was so successful she was promoted and I led the successful recruitment effort to replace her.
- Instituted a 360-degree evaluation procedure for all administrators for the purpose of self-development (1999).
- Instrumental in developing a plan and obtaining the resources necessary to reorganize the centralized advising function in the graduate and undergraduate offices.
- Spearheaded the creation of a faculty summer grant research program. Awarded \$133,000 in grants for summer 1999, \$115,000 summer of 2000 and \$56,000 summer 2001. Served as program administrator.
- Led the effort to provide summer grants to newly recruited faculty as a condition of employment to meet competitive conditions. Served as program administrator.
- Primary author of the summer grant policy, which established accountability procedures.

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- Chaired the search committee and recruited an executive education director from the University of Michigan.
- Involved in and supervised the growth of executive education offerings by the CBA from nearly nothing in the early 1990s to a high of over \$500,000 in 1999. Conducted business with major Fortune 500 companies. Developed a broad base of expertise in the field of executive education.
- Led the effort to establish a two-week sales and marketing training program with the Goodyear Tire and Rubber Company. Created a significant portion of the curriculum and taught in the program. The two-week course was offered in November of 1999 and July of 2000. This was the most significant program in the history of executive education at The University of Akron. This program provided credibility that enabled the CBA to do business with Fortune 500 firms in the area who had not previously contracted services from the CBA.
- Primary author of the faculty policy for executive education teaching and consulting.
- Helped organize a CBA career center. Assisted in hiring the director and three assistant directors. Supported the growth of the CBA career center from 20% student usage to over 50% and from under 20 annual on-campus recruiters to over 300. Over 200 hundred students were placed in career positions and an additional 200 placed in internships. The CBA career center was an important competitive advantage for the college as they dramatically increased the quantity and quality of companies recruiting in the college.
- Served on a university committee to develop a strategy to improve university career services.
- Served on the search committee to hire a director for university career services.
- Worked closely with the CBA assessment officer to implement a comprehensive assessment program including core and major curriculum tests, annual EBI student, alumni, employer, and faculty satisfaction surveys, and a student employment survey. Supported the creation of a comprehensive assessment database. Implemented a writing skills assessment program through ETS. Continually encouraged faculty and administrators to use assessment feedback to improve the college.
- Organized a teaching and faculty development program featuring on-site seminars. Seminars included the following topics, “becoming a master teacher,” “teaching with the case method,” “grantsmanship in colleges of business,” and “effective use of technology.”

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- Organized a series of seminars to develop various skills for staff.
- As associate director of the Fisher Institute for Professional Selling and later as associate dean, assisted in elevating the sales program in the CBA to one of the top six in the nation as recognized by Sales and Marketing Management Magazine, the leading trade journal.

Conferences:

2015 Complete College America 6th Annual Covering Alliance, Broomfield Colorado
2013 WICHE Forum Annual Meeting, San Diego, CA
2010 AAUP Conference on Shared Governance, Washington, DC
2010 AACSB/EDUCAUSE/UCF Presidential Team Technology Conference, Orlando, FL
2009 WASC Conference, Portland, OR
2008 AACSB Dean's Conference, San Francisco, CA
2008 WASC Conference, Park City, UT
2008 AACSB Dean's Conference, San Antonio, TX
2007 WASC Dean's Conference, Scottsdale, AZ
2007 AACSB Dean's Conference, Las Vegas, NV
2006 WASC Conference, Santa Monica, CA
2006 AACSB Dean's Conference, San Diego, CA
2005 WASC Conference, Seattle WA
2005 AACSB Dean's National Conference, San Francisco CA
2004 WASC Conference, Las Vegas, NV
2004 AACSB Dean's Conference, Montreal Canada
2004 AACSB Dean's Conference, Newport Beach CA
2003 AACSB Standards Conference, St. Louis MO
2003 AACSB National Conference, New Orleans LA
2000 AACSB Conference on Strategic Compensation and Rewards, Atlanta GA.
2000 AACSB Deans Conference, San Diego CA
1999 AACSB Deans Conference, Atlanta GA
1999 Internationalizing Business Education Seminar, sponsored by University of South Carolina, Atlanta GA
1998 AACSB Deans Conference, Chicago, IL
1998 AACSB Associate Deans Conference, Washington, DC
1998 AACSB Learning Outcomes Conference, Nashville, TN
1998 AACSB Technology Conference, Berkeley, CA

Teaching Experiences:

*The University of Akron
College of Business Administration
Department of Marketing
Akron, Ohio*

Assistant Professor
1989 - 1994

Associate Professor
1994 - 1998

Professor
1998 - 2003

Courses taught include Marketing Principles, Professional Selling, Sales Management, Marketing Strategy, Marketing Channels, International Marketing, Advertising, Business-to-Business Marketing, Business Negotiation and Principles of Retailing.

Graduate course taught includes Strategic Marketing Management, Sales Management, Business-to-Business Marketing, and Business Negotiation.

Created the graduate and undergraduate Business Negotiation courses.

Created a new graduate course in Relationship Marketing and CRM.

*Rowan State University (formerly Glassboro State College)
College of Business Administration
Department of Marketing*

Assistant Professor
1986-1989

Courses taught included Principles of Marketing, Research Methods in Marketing, Personal Selling and Sales Management, and Marketing Channels.

*Drexel University
College of Business Administration
Department of Marketing*

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Teaching Assistant
1985-1986

Undergraduate courses taught included Personal Selling and Sales Management.

Graduate courses taught included Marketing Management.

Professional Training:

"How to Teach with the Case Method," Faculty Consortium--American Marketing Association, 1988.

"How to Write Case Studies," Faculty Consortium--Glassboro State College, 1987.

BUSINESS EXPERIENCE

Consulting Experiences:

Pier Angeli Company, Dudick, Inc., General Tire, Harwick Chemical Corporation, Ohio Edison, Goodyear Tire and Rubber Company.

Participation in Executive Education, Management Development, or Other Training Programs:

Presented "Successfully Coaching Employees," to the CBA Career Center Advisory Board Members and friends, August 2002.

Instructor for "The Art of Negotiating," for SUMMA Health System Leadership Institute (Hospital) one-day seminar, August 2001.

Instructor for "The Art of Negotiating," for MetroHealth System (Hospital) one-day seminar March 2001.

Presentation of "Negotiation and Conflict Resolution," for Business Management Seminar, First Energy Corporation, April 2001.

Lead instructor for "Sales and Marketing Seminar," for the Goodyear Tire and Rubber Company two-week seminar for Latin American and Asian divisions, November 1999, July 2000.

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Instructor for "Negotiation," for Consolidated Gas Company one-day seminar, August 2000.

Lead instructor for "Negotiation Training," two-day workshop provided to nuclear engineers for First Energy Corporation, August 2000.

Instructor for "Coaching," one-day seminar for Consolidated Natural Gas, March 2000.

Co-Author, curriculum for one week sales training seminar for the Goodyear Tire and Rubber Company, 1999.

Author, "Cook Developers", case study for Advanced Business Negotiations, Fisher Institute for Professional Selling, Executive Development Seminar presented to the Sales Force of Ohio Edison, June 25, November 13, December 11, 1997.

Speaker, Intermediate Business Negotiations, "Overview of Business Negotiations," and "Integrative Negotiation," Fisher Institute for Professional Selling, Executive Development Seminar presented to the sales force of Ohio Edison, February 26, March 12, April 16, April 30, October 9, October 23, November 6, November 13, December 4 and December 11, 1997; March 5, March 12, April 16, April 23, May 14, May 21, October 28, November 2, 1998; March 10, March 17, April 21, April 28, 1999.

Discussion Leader, Intermediate Business Negotiations, for "Knight Engines/Excalibur Engine Parts, Role Play," Fisher Institute for Professional Selling, Executive Development Seminar presented to the sales force of Ohio Edison, February 26, March 12, April 16, April 30, October 9, October 23, 1997, March 10, 1999.

Speaker, Intermediate Negotiations, "Negotiation Planning and Strategy," and "Communication in Negotiation," Fisher Institute for Professional Selling, Executive Development Seminar presented to the sales force of Ohio Edison, March 5, March 19, April 23, May 7, October 16, October 30, 1997.

Discussion Leader, Intermediate Business Negotiations, for "Universal Computer Company, Role Play," Fisher Institute for Professional Selling, Executive Development Seminar presented to the sales force of Ohio Edison, March 5, March 19, April 23, May 7, October 16, October 30, 1997.

Speaker, Advanced Business Negotiations, "Negotiation Breakdowns," and "The Social Context of Negotiations and Negotiating in Groups," Fisher Institute for Professional Selling, Executive Development Seminar presented to the sales force of Ohio Edison, May 21, June 4, June 18, November 6, and December 4, 1997.

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Discussion Leader, Advanced Business Negotiations, for "Jordan Electronics, Role Play," Fisher Institute for Professional Selling, Executive Development Seminar presented to the sales force of Ohio Edison, May 21, June 4, June 18, November 6, December 4, 1997.

Speaker, Advanced Business Negotiations, "Third Party Interventions," and "Ethics in Negotiation," Fisher Institute for Professional Selling, Executive Development Seminar presented to the sales force of Ohio Edison, May 28, June 11, June 25, November 13, December 11, 1997.

Discussion Leader, Advanced Business Negotiations, for "Connecticut Valley School, Role Play," Fisher Institute for Professional Selling, Executive Development Seminar presented to the sales force of Ohio Edison, May 28, June 11, 1997.

Discussion Leader, Advanced Business Negotiations, for Cook Developers, Fisher Institute for Professional Selling, Executive Development Seminar presented to the sales force of Ohio Edison, June 25, November 13, December 11, 1997.

Sales Trainer for Professional Selling Training Seminar, Fisher Institute for Professional Selling, conducted for Summa Care, Inc. September 11 and 18, 1997.

Speaker, Customer Solution Selling, "Listening," "Questioning," and "Spin," Fisher Institute for Professional Selling, Executive Development Seminar presented to the sales force of Harwick Chemical Corporation, January 6-7, 1997.

Discussion Leader for case studies "Joy Technologies," "Misco Technologies," and "Callaway Industries," Fisher Institute for Professional Selling, Executive Development Seminar presented to the sales force of Harwick Chemical Corporation, January 6-7, 1997.

Discussion Leader for role-plays, "Horizon, Inc.," "World Industries," and "Mitso, Industries," Fisher Institute for Professional Selling, Executive Development Seminar presented to the sales force of Harwick Chemical Corporation, January 6-7, 1997.

Author for role-plays, "Horizon, Inc.," "World Industries," and "Mitso, Industries," Fisher Institute for Professional Selling, Executive Development Seminar presented to the sales force of Harwick Chemical Corporation, January 6-7, 1997.

Speaker, Strategic Planning Seminar, "Strategic Planning," Center for Organizational Training, Foundations in Business Development Seminar presented to the sales managers of Ohio Edison Corporation, January 17, 1997.

Discussion Leader, "Nike Corporation," case, Center for Organizational Training, Foundations in

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Business Development Seminar presented to the sales managers of Ohio Edison Corporation, January 17, 1997.

Discussion Leader case studies "First Call Introduction - The Wrong Way," "First Call Introduction - The Right Way," "Prescription Before Diagnosis - The Wrong Way," and "Prescription Before Diagnosis - The Right Way," Fisher Institute for Professional Selling, Executive Development Seminar presented to the sales force of Dudick, Inc., March 2, 1996.

Author of the case studies "First Call Introduction - The Wrong Way," "First Call Introduction - The Right Way," "Prescription Before Diagnosis - The Wrong Way," and "Prescription Before Diagnosis - The Right Way," Fisher Institute for Professional Selling, Executive Development Seminar presented to the sales force of Dudick, Inc., March 2, 1996.

Speaker, Marketing Management Leadership Training Program, "Closing the Sale," "How to Become a Better Negotiator," and "Principles of Persuasion," December 13, 1995; "Common Mistakes in Solving Marketing Problems," November 17, 1995; "Methods for Resolving Conflict Within Business Relationships," October 27, 1995; "Communication Styles Within Business Relationships," October 26, 1995; "Transformational Leadership - The Difference Between Leading and Managing," "Limiting the Presence of Free-Riders in Team Projects," September 28, 1995; "Using Competitor Analysis to Assist in Sales Force Planning," "Sales Force Planning," August 24, 1995; "Interpersonal Skills for Supervisors," "Motivational Concepts," July 13, 1995; Fisher Institute for Professional Selling, Executive Development Seminars presented to sales managers from the Ohio Edison Corporation.

Discussion Leader, Marketing Management Leadership Training Program, "Bestbooks/Paige Turner Role Play," December 14, 1995; "For Their Own Good, As Well as Yours," "You've Got a Better Product, Prove It!" and "Know Your Enemy and Fight Back," cases, December 13, 1995; "Hanover-Bates, Corp." case, November 17, 1995; "Hartford Manufacturing Company," role play, October 27, 1995; "Devising Communication Strategies," case, October 26, 1995; Fisher Institute for Professional Selling, Executive Development Seminars presented to sales managers from the Ohio Edison Corporation.

Professional Development course taught: Professional Selling, Continuing Education, CBA Spring 1995.

Business Experiences:

McGranahan Distribution Company, Toledo Ohio
Sales Manager
1978 - 1985

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Ohio Plate Glass Company
Marketing Manager
1977 - 1978

Armstrong World Industries
Marketing Representative
1976 - 1977

RESEARCH AND PUBLICATIONS

Books, Book Chapters, and Supplements:

Retailing, Fifth Edition Test Bank, New York, NY: MacMillan Publishing Co., 1994 (with Dale M. Lewison).

"Personal Selling in China: Cultural Differences and Guidelines for U. S. Salespeople," (with Li Bo, Don Howard, and Khalid Dubas) in 1993 *Financial Markets and Economic Integrations in Asia*, 217-230.

Test Bank (with Dale Lewison) to accompany *Retailing* by Dale M. Lewison (1991), New York: MacMillan.

Test Item File (with Rolph E. Anderson and Paul F. Christ) to accompany *Professional Personal Selling* by Rolph E. Anderson (1991), Englewood Cliffs, New Jersey: Prentice-Hall.

Instructor's Resource Manual (with Rolph E. Anderson and Paul F. Christ) to accompany *Professional Personal Selling* by Rolph E. Anderson (1991), Englewood Cliffs, New Jersey: Prentice-Hall.

Journal Articles:

Business Marketing Sales Interactions (with Jon M. Hawes and Debbie Owens)", in *Advances in Business Marketing and Purchasing*, editor Arch G. Woodside (1999), JAI Press, 167-180.

"Evaluating Market Orientation of an Executive MBA Program", (with Khalid M. Dubas, Waqar I. Ghani, Stanley Davis) in *Journal of Marketing for Higher Education*, 8:4, 49 (1998).

"An Empirical Investigation of Sales Management Training Programs for Sales Managers," (with Rolph Anderson and Rajiv Mehta) in 1997 *Journal of Personal Selling and Sales Management*, 17:3, 53-66.

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"Do Closing Techniques Diminish Prospect Trust?" (with Jon M. Hawes and Bernard S. Winick) in 1996 Industrial Marketing Management, 25:5, 349-360.

"The Effect of Specific Human Capital On Compensation and Sales Force Turnover," (with Khalid M. Dubas) in 1995 Research in Marketing, 12, 125-140.

"Fear Arousal, Prior Product Usage, and Persuasion: An Advertising Study," (with Michael F. d'Amico) in 1994 (Fall/Winter) Journal of Marketing Management, 4 (2), 1-7.

"The Optimal Level of Fear-Arousal in Advertising: An Empirical Study," (with Khalid M. Dubas) in 1993 Journal of Current Issues & Research in Advertising, 15 (2), 1-7.

"Course Design Using Conjoint Analysis," (with Khalid M. Dubas), Journal of Marketing Education, 1993 Spring, 31-36.

"Building Exchange Relationships: Buyer and Seller Perceptions of Sales Rep Performance," (with Jon M. Hawes and Thomas L. Baker), in 1993 Psychological Reports, 72, 607-614.

"The Processing of Marketing Threat Stimuli: A Comprehensive Framework," (with Khalid M. Dubas), in 1992 Research in Marketing, 11, 221-263.

"Marketing Threat Appeals: A Conceptual Framework and Implications for Practitioners," (with Rolph E. Anderson and Khalid M. Dubas), in 1993 Journal of Managerial Issues, 5 (4), 532-546.

"Leaders in Selling and Sales Management: John Cameron Aspley and The Dartnell Corporation," in 1992 Journal of Personal Selling and Sales Management, 11 (4), 65-68.

"The Theory of Transaction Cost Economics Applied to International Intra and Inter-Organizational Structure," (with Rolph E. Anderson), in 1990 Business and Economic Review, (Fall), 87-106.

"Free Riding in Group Projects: Control Mechanisms and Preliminary Data," (with Rolph E. Anderson), in 1990 Journal of Marketing Education, (Summer), 61-67.

"Leaders in Selling and Sales Management: Harry S. Tosdal," (with Jon M. Hawes), in 1990 The Journal of Personal Selling and Sales Management, 10:2 (Spring 1990), 73-76.

Proceedings Articles:

"Performance Appraisals of Sales Managers at Different Hierarchical Levels: An Empirical

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Investigation" (with Frederick Yim, Rajiv Mehta, and Rolph Anderson) Proceedings of the 2008 Global Marketing Conference at Shanghai March 20-23 at Shanghai Jiao Tong University.

"An Examination of the Impact of Closing Techniques and Buyer Gender on Attitude Toward the Salesperson," in 1996 Proceedings Multicultural Marketing Conference (Virginia Beach), 62-63.

"A Test of the Impact of Specific Human Capital on Sales Force Turnover," (with Khalid M. Dubas) in 1996 Proceedings Atlantic Marketing Association (Baltimore), 270-275.

"An Examination of the Impact of Closing Techniques and Buyer Gender on Intentions to Buy," (with Jon M. Hawes) in 1995 Proceedings American Marketing Association Winter Educator's Conference, 187.

"The Impact of Closing Techniques on Prospect Trust," (with Jon M. Hawes) in 1995 Proceedings National Conference in Sales Management (Atlanta), 66-67.

"The Impact of Sales Force Turnover On Sales Managers' Satisfaction and Their Perception of Sales Force Satisfaction," (with Khalid M. Dubas and Jennifer Barr) in 1994 Proceedings Atlantic Marketing Conference (Atlantic City), 318-324.

"Aggregating the Preferences of Students and Recruiters in Course Design," (with Khalid M. Dubas and Douglas Tseng) in 1994 Proceedings Atlantic Marketing Conference (Atlantic City), 201-206.

"Fear Arousal, Prior Product Usage, and Persuasion: An Advertising Study," in 1994 Proceedings Midwest Marketing Association Conference (Chicago), 85-91. Winner of Best Marketing Paper Award, out of 44 papers.

"Arrow's General Impossibility Theorem and Five Collective Choice Rules: Pareto, Condorcet, Plurality, Approval Voting, and Borda (with Khalid M. Dubas), in 1993 Proceedings Academy of Marketing Science Conference (Miami), 334-338.

"Threat Appeals: A Structural Equations Analysis," (with Khalid M. Dubas), in 1993 Proceedings Business and Health Administration Conference (Chicago), 16-20.

"Five Eras of the Marketing of Medical Services," (with Michael d'Amico and Dale Lewison), in 1993 Proceedings Business and Health Administration Conference (Chicago), 1-5.

"Testing Closing Techniques," (with Michael F. d'Amico), in 1993 Proceedings, National Conference in Sales Management, (Orlando, Florida), 111-114.

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"U.S. Investment and Trade With the Asian Market: An Overall Comparison Over a Ten Year Period Using Correspondence Analysis," (with Khalid M. Dubas and Catherine Atwong), in 1992 Proceedings of Annual Asian Conference on Issues and Perspectives on Asian Economic Integration, (New York, New York), 1-7.

"Personal Selling in China: Cultural Differences and Guidelines for U.S. Salespeople," (with Li Bo, Donald Howard, and Khalid M. Dubas), in 1992 Proceedings of Annual Asian Conference on Issues and Perspectives on Asian Economic Integration, (New York, New York), 127-133.

"A Comparison of Closing Techniques: Persuasion Theory Explanations and Preliminary Data," (with Michael F. d'Amico and Khalid M. Dubas), in 1992 Proceedings, Southern Marketing Association Conference (New Orleans, Louisiana), 314-318.

"Personality as a Moderator of the Threat-Persuasion Relationship: A Conceptual Discussion and Research Propositions," (with Michael F. d'Amico and Khalid M. Dubas), in 1992 Proceedings, Southern Marketing Association Conference (New Orleans, Louisiana), 89-93.

"Fear and Sex in Advertising," (with Thomas Baker and Peter Turk), in 1991 Proceedings, Southern Marketing Association Conference (Atlanta, Georgia), 321-324.

"A 'Golden Age' for Sales Management," (with Michael d'Amico), in 1991 Proceedings, The Midwest Marketing Association Conference (Chicago, Illinois), 80-83.

"Researching Community Demand for a Proposed County Health Department Program," (with Michael d'Amico), in 1991 Proceedings, Conference of the Business Health and Administration Association (Chicago, Illinois), pp. 22-25.

"Sales Management Thought to 1920," (with Michael d'Amico), in 1991 Proceedings, National Conference in Sales Management (Anaheim, California), pp. 111-113.

"American Sales Management Practice and Thought: Developments to World War II," (with Michael d'Amico), in 1991 Proceedings, Fifth Conference on Historical Research in Marketing and Marketing Thought (East Lansing, Michigan), 227-241.

"Examining Market Opportunities for Optometric Services," (with Jon M. Hawes), in 1990 Proceedings, Annual Conference of the Academy of Marketing Science (New Orleans, Louisiana), pp. 493-497.

"Selling Styles: An Analysis of Potential Moderating Factors," (with Jon M. Hawes), in 1990 Proceedings, National Conference in Sales Management (Dallas, Texas 1990), pp. 59-62.

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"Fear Appeal in Marketing: An Expectancy Based Approach," in 1988 Proceedings, The Midwest Decision Sciences conference, Arthur J. Adams, ed. (Louisville, Kentucky 1988), pp. 101-103. One of 9 papers, out of 172, nominated for two "Best Papers" awards.

"Recommendations on How to Improve the Educational Value of Group Projects in Marketing Curricula," in 1988 Proceedings, Southern Marketing Association Conference (Atlanta, Georgia, 1988), pp. 317-322.

"The Impact of Media Level on Personal Selling Presentations," in 1988 Proceedings, Southern Marketing Association Conference (Atlanta, Georgia, 1988), pp. 164-169.

"A Taxonomy of Sales Methods and a Model of Effectiveness," in 1988 Proceedings, Atlantic Marketing Association Conference, David L. Moore, ed. (Williamsburg, Virginia, 1988), pp. 551-564.

"Impact of Fear and Spokesperson Sex on Perceived Offensiveness and Effectiveness: The Case of Condom Ads," in 1988 Proceedings, Atlantic Marketing Association Conference, David L. Moore, ed. (Williamsburg, Virginia, 1988), pp. 87-98.

Cases:

"National Saxony Carpet Company," (with Jon Hawes) in Sales Management: Concepts and Cases (1996), by Douglas Dalrymple and William Cron, Sixth Edition, New York: Prentice Hall, pp. 166-168.

"Packman's Books: Profiting as an Independent Bookstore," (with Dale M. Lewison) in Retailing (1996), by Dale M. Lewison, Sixth Edition, New York: Prentice Hall, p. 750.

"State College Bookstore: Operating within a Complex Legal and Ethical Environment," in Retailing (1996), by Dale M. Lewison, Sixth Edition, New York: Prentice Hall, p. 763.

"Shop 'n Save: Green Marketing - An Environmental Opportunity and/or Ethical Responsibility," in Retailing (1996), by Dale M. Lewison, Sixth Edition, New York: Prentice Hall, p. 758.

"King Foods: Evaluating Everyday Low Pricing as an Alternative to High-Low Buying Practices," in Retailing (1996), by Dale M. Lewison, Sixth Edition, New York: Prentice Hall, p. 785.

"To Churn or Not to Churn," in Essentials of Personal Selling, by Rolph Anderson (1995),

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James T. Strong

Englewood Cliffs, New Jersey: Prentice-Hall, p. 90.

"Fear of Failure," in Essentials of Personal Selling, by Rolph Anderson (1995), Englewood Cliffs, New Jersey: Prentice-Hall, p. 91.

"Approaching Prospects to Sell a New Product," in Essentials of Personal Selling, by Rolph Anderson (1995), Englewood Cliffs, New Jersey: Prentice-Hall, p. 247.

"Negotiating Price," in Essentials of Personal Selling, by Rolph Anderson (1995), Englewood Cliffs, New Jersey: Prentice-Hall, p. 307.

"United Colors of Benetton: Shock Ads, Social Responsibility and Specialty Retailing," in Strategic Management: Cases (1995), by Lester A. Digman, Houston: Dame, C1-1-3.

"IKEA: An International Retailer Penetrates the U.S. Market," in Strategic Management: Cases (1995), by Lester A. Digman, Houston: Dame, C20-1-5.

"Packman's Books: Profiting as an Independent Bookstore," in Strategic Management: Cases (1995), by Lester A. Digman, Houston: Dame, C28-1-3.

"McDonald's: From the "Burger Wars" to the "Big Food Fight," (with Dale M. Lewison and John Thanapolous) in Retailing (1994), by Dale M. Lewison, Fifth Edition, New York: MacMillan, 85-87.

"L.L. Bean, Inc.: Adapting a Retailing Format to Meet the Challenges of a Dynamic Marketplace," in Retailing (1994), by Dale M. Lewison, Fifth Edition, New York: MacMillan, 87-89.

"Packman's Books: Profiting as an Independent Bookstore," (with Dale M. Lewison) in Retailing (1994), by Dale M. Lewison, Fifth Edition, New York: MacMillan, 89-91.

"Weight Watchers: Selling Dreams in a Tough Market," in Retailing (1994), by Dale M. Lewison, Fifth Edition, New York: MacMillan, 208-209.

"State College Bookstore: Operating within a Complex Legal and Ethical Environment," in Retailing (1994), by Dale M. Lewison, Fifth Edition, New York: MacMillan, 211-213.

"Shop 'n Save: Green Marketing - An Environmental Opportunity and/or Ethical Responsibility," in Retailing (1994), by Dale M. Lewison, Fifth Edition, New York: MacMillan, 213-215.

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"Tandy Corporation: Competing in a Maturing PC Market," (with Dale M. Lewison)," in Retailing (1994), by Dale M. Lewison, Fifth Edition, New York: MacMillan, 611-614.

"King Foods: Evaluating Everyday Low Pricing as an Alternative to High-Low Buying Practices," in Retailing (1994), by Dale M. Lewison, Fifth Edition, New York: MacMillan, 614-616.

"Wal-Mart: Buying Practices and Issues," in Retailing (1994), by Dale M. Lewison, Fifth Edition, New York: MacMillan, 617-620.

"Goodyear Tires: Power and Conflict in the Marketing Channel," in Retailing (1994), by Dale M. Lewison, Fifth Edition, New York: MacMillan, 620-622.

"Nordies: Motivation or Intimidation?" in Retailing (1994), by Dale M. Lewison, Fifth Edition, New York: MacMillan, 628-631.

"Sears: Creating a Cluttered Sales Culture," in Retailing (1994), by Dale M. Lewison, Fifth Edition, New York: MacMillan, 631-633.

"United Colors of Benetton: Shock Ads, Social Responsibility, and Specialty Retailing," in Retailing (1994), by Dale M. Lewison, Fifth Edition, New York: MacMillan, 633-635.

"J.C. Penney: Lessons on Hitting a Moving Target," in Retailing, (1994) by Dale M. Lewison, Fifth Edition, New York: MacMillan, 749-751.

"Days Inn: Hospitality Survival in a Hostile Market," in Retailing, (1994) by Dale M. Lewison, Fifth Edition, New York: MacMillan, 837-839.

"IKEA: An International Retailer Penetrates the U.S. Market - Issues in Marketing Strategy," in Retailing, (1994) by Dale M. Lewison, Fifth Edition, New York: MacMillan, 842-845.

"Packman's Books: Profiting as an Independent Bookstore," (with Dale M. Lewison) in Proceedings, DSI Conference, Washington (1993), 63-64.

"Tandy Corporation: Competing in the Maturing PC Market," (with Dale M. Lewison) in Proceedings, DSI Conference, Washington (1993), 65-67.

"Mike Kelley, Market Researcher," (with Jon Hawes) in Nonprofit Case Study Collection, Nonprofit Organization Management, booklet.

"To Churn or Not to Churn," in Professional Personal Selling, by Rolph Anderson (1991),

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Englewood Cliffs, New Jersey: Prentice-Hall, p. 94.

"Fear of Failure," in Professional Personal Selling, by Rolph Anderson (1991), Englewood Cliffs, New Jersey: Prentice-Hall, p. 95.

"Approaching Prospects to Sell a New Product," in Professional Personal Selling, by Rolph Anderson (1991), Englewood Cliffs, New Jersey: Prentice-Hall, p. 366.

"Negotiating Price," in Professional Personal Selling, by Rolph Anderson (1991), Englewood Cliffs, New Jersey: Prentice-Hall, p. 441.

"Selling Furniture at Retail: Probe, Listen, Explain, and Close," in Retailing, 4th edition, by Dale M. Lewison (1991), New York: MacMillan, p. 641.

"Nordies: Motivation or Intimidation," in Retailing, 4th edition, by Dale M. Lewison (1991), New York: MacMillan, p. 642.

"The 'Greening' of Shop 'n Save," in Retailing, 4th edition, by Dale M. Lewison (1991), New York: MacMillan, p. 700-702.

"IKEA: A Global Retailer," in Retailing, 4th edition, by Dale M. Lewison (1991), New York: MacMillan, p. 700-702.

"Lew Foster and Gail Pittenger: Isolated Incidents or Substance Abusers," (with Dale M. Lewison), in 1989 Proceedings, Decision Sciences Institute Annual Case Writers Conference (San Diego, California, 1989).

"IKEA: An International Retailer Penetrates the U.S. Market: Issues in Marketing Strategy," (with Jeanne Latona), in 1989 Proceedings, Decision Sciences Institute Annual Case Writers Conference (San Diego, California, 1989).

Research Grants and Awards:

\$123,980 lottery grant for in conjunction with the College of Arts and Humanities (CAH). CBAPP's portion of the grant is \$73,321. The purpose of the grant is to prepare faculty and offer one program in CAH and one in CBAPP in an online format (the management concentration of the business major).

\$196,000 follow-up grant of from the Small Business Administration to offer the entrepreneurship concentration online. The entrepreneurship concentration in the business major is an important support to the Institute for Entrepreneurship and Global Logistics. Grant received

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fall of 2009. I am the principal investigator.

\$493,000 grant from the Small Business Administration to establish the Institute for Entrepreneurship and Global Logistics. Grant received fall of 2006. Worked with Congresswoman Juanita Millender-McDonald to secure this funding. Currently pursuing a follow-up grant for \$300,000.

\$250,000 Department of Agriculture grant to develop a supply chain management undergraduate business concentration. Grant received in 2004.

\$42,000 California State University Extended University grant to establish a supply chain management MBA concentration. Grant received in spring 2006.

Stoller Curriculum Grant, The University of Akron 1995

Stoller Case Writing Grant, The University of Akron 1994

Stoller Grant, The University of Akron, 1992.

Grant received to test a model of Protection Motivation Theory using structural equations. Budget: \$3,500.

Stoller Grant, The University of Akron, 1990.

Grant received to investigate the impact of threat advertisements on source credibility, resulted in one journal article, "The Optimal Level of Fear-Arousal in Advertising: An Empirical Study," (with Khalid M. Dubas) Journal of Current Issues & Research in Advertising, and two proceedings articles, "Personality as a Moderator of the Threat-Persuasion Relationship: A Conceptual Discussion and Research Propositions," (with Michael F. d'Amico and Khalid M. Dubas), in 1992 Proceedings, Southern Marketing Association Conference (New Orleans, Louisiana), in press and "Fear and Sex in Advertising," (with Thomas Baker and Peter Turk), in 1991 Proceedings, Southern Marketing Association Conference (Atlanta, Georgia), 321-324, Budget: \$3,000.

Research Grant, The University of Akron.

Grant given to review the fear appeal literature, resulted in two journal articles, "The Processing of Marketing Threat Stimuli: A Comprehensive Framework," (with Khalid M. Dubas), Research in Marketing, 11, in press and "Marketing Threat Appeals: A Conceptual Framework and Implications for Practitioners," (with Rolph E. Anderson and Khalid M. Dubas), Journal of Managerial Issues, in press. Budget \$2,000.

Specially Budgeted Research, Glassboro State College, 1987.

Resulted in a journal article, "The Theory of Transaction Cost Economics Applied to

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International Intra and Inter-Organizational Structure," (with Rolph E. Anderson), in 1990 Business and Economic Review, (Fall), 87-106. Budget \$1,200.

Specially Budgeted Research, Glassboro State College, 1988.
Resulted in a dissertation, "Threat Appeals in Marketing and Mass Communications: A Theoretical Framework and Advertising Study" Budget \$1,500.

Articles Under Review:

PROFESSIONAL ACTIVITIES

Program Appearances:

Papers Presented:

"An Examination of the Impact of Closing Techniques and Buyer Gender on Attitude Toward the Salesperson," in 1996 Multicultural Marketing Conference (Virginia Beach).

"Fear Arousal, Prior Product Usage, and Persuasion: An Advertising Study," 1994 Midwest Marketing Association Conference (Chicago).

"Fear and Sex in Advertising," 1991 Southern Marketing Association Conference.

"American Sales Management Practice and Thought: Developments to World War II," Fifth (1991) Conference on Historical Research in Marketing and Marketing Thought.

"Researching Community Demand for a Proposed County Health Department Program," 1991 Conference of Business and Health Administration.

"Sales Management Thought to 1920," 1991 National Conference in Sales Management.

"A 'Golden Age' for Sales Management," presented at the 1991 Midwest Marketing Conference.

"Free Riding: A Problem in Group Assignments," presented at the 10th Annual AMA International Collegiate Conference Faculty Track Program.

Panelist:

Special Session on "Assessment - Is Judgment Day Really Here?" 1995 Midwest Marketing Conference.

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Special Session on "Negotiation Role Plays in Marketing Curriculum," 1994 Midwest Marketing Conference.

Special Session on "Marketing's Role in AIDS Education: An Academic's Perspective," 1991 Southern Marketing Association Conference.

Special Session on "Handling the High Demand for Selling and Sales Management Courses," 1990 Southwestern Marketing Association Conference.

Program Involvements:

Session Chairperson:

"Marketing Curriculum Innovations," 1990 Southwestern Marketing Association Conference.

"Integrating Negotiation Skills into the Marketing Curriculum," 1995 Midwest Marketing Conference.

Discussant:

Sales Management Track, 1995 Midwest Marketing Association Conference

Buyer Behavior Track, 1994 Midwest Marketing Association Conference

Promotion track, 1991 Southern Marketing Association Conference.

Marketing Education Track, Proceedings of the 1990 Southwestern Marketing Association Conference.

Consumer Behavior Track for the Proceedings of the 1988 Southern Marketing Association Conference.

Editorial Activities:

Editor:

Section Editor, The Communicator, 1991.**Reviewer:**

Sales Management Track, 1996 Multicultural Marketing Conference.

The Journal of Personal Selling and Sales Management.

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The Journal of Applied Social Psychology.

The Business and Economic Review.

Promotion Track, 1990 Southern Marketing Association Conference.

Marketing Education Track, 1990 Southern Marketing Association Conference.

Marketing Theory and Education Track, 1990 Southwestern Marketing Association Conference.

Akron Business and Economic Review, Summer 1990.

Proceedings of the 1990 Southwestern Marketing Association Conference.

Proceedings of the 1988 Southern Marketing Association Conference.

Proceedings of the 1988 Atlantic Marketing Association Conference.

Proceedings of the 1988 Seventh Annual Services Marketing Conference.
Organizational Involvement:

Midwest Marketing Association

Society For Consumer Psychology

PROFESSIONAL RECOGNITIONS

Awards:

Received "Distinguished Sales and Marketing Award" from Sales and Marketing Executives, Akron Chapter, 1996.

Won the 1994 "Best Paper" award at the Midwest Marketing Conference. Selected from 44 papers.

One of nine papers nominated for two "Best Paper" awards at the 1988 Midwest Decision Sciences Conference.

SERVICE CONTRIBUTIONS

University Service

CSU Chancellor's Office, Co -Chair, Early Start Committee - fall 2013 to December 2016.

CSU Chancellor's Office, Member, Academic Council Steering Committee – summer 2013 to summer 2015.

CSU Chancellor's Office, Member, Academic Council – spring 2010 to December 2016.

CSU Chancellor's Office, Member, Information Technology Advisory Committee ITAC – spring 2010 to December 2016.

CSU Chancellor's Office, Co-chair, Academic Technology Steering Committee ATSC - fall 2015 to December 2016.

CSU Stanislaus, Chair, Strategic Plan Working Group – spring 2010 to December 2016.

CSU Stanislaus, Chair, Committee to Implement and Prioritize the Strategic Plan (CIPSP) – September 2014 to December 2016.

CSU Stanislaus, Chair, Strategic Planning Committee – June 2016 to September 2016.

CSU Stanislaus, Chair, Academic Affairs Council – spring 2010 to December 2016.

CSU Stanislaus, Co-chair, University Budget Advisory Committee – spring 2010 to fall 2012.

CSU Stanislaus, Co-chair, University Task Force on Advising, fall 2014 to June 2016.

CSU Stanislaus, Co-chair, PACE Work Group – fall 2015 to June 2016. This work group resolved a conflict surrounding a Title V student success grant that had exhausted grant funds. There was a desire by some to institutionalize the grant activities with university funds but finding available funds was a challenge. The Work Group developed a plan to institutionalize the best components of the grant.

CSU Stanislaus, Co-chair, Chancellor's Office Student Success Funding Proposal – August 2015 to June 2016.

CSU Stanislaus, Member, Labor Council – spring 2010 to December 2016.

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CSU Stanislaus, Member, President's Cabinet – June 2012 to December 2016.

CSU Stanislaus, Member, President's Senior Staff – spring 2010 to June 2012.

CSU Stanislaus, member, CRC (Vice Presidents' committee to approve all hiring requests) - spring 2010 to December 2016.

CSU Dominguez Hills, Member search committee for AVP of Development – spring 2010.

CSU Dominguez Hills, Member of "Closing the Achievement Gap" committee – AY 2009-10.

CSU Dominguez Hills, Member search committee for Vice President for University Advancement – fall 2008.

CSU Dominguez Hills, Chaired the dean search committee for the College of Liberal Arts – winter 2006.

CSU Dominguez Hills, Skelly Reviewer for a discipline case – spring 2006.

CSU Dominguez Hills, Chaired the dean search committee for the College of Health and Human Services – winter 2005.

CSU Dominguez Hills, Member of the dean search committee for the College of Natural and Behavioral Sciences – winter 2004.

CSU Dominguez Hills, Chaired the search committee for director of institutional research – winter 2004.

CSU Dominguez Hills, Chair of the Strategic Planning Oversight Committee – fall 2004 – fall 2007.

CSU Dominguez Hills, Member of the University Planning Committee – fall 2003 - current.

CSU Dominguez Hills, Member of the University Enrollment Management Committee – fall 2003 – spring 2010.

CSU Dominguez Hills, Member of the University Student Retention Committee – fall 2006 – spring 2010.

CSU Dominguez Hills, Member Civic Engagement WASC Task Force – fall 2006 – spring 2008.

Member University Strategic Plan Goals Committee – fall 2007 – spring 2010.

Divisional Service:

Member, Graduate Council – spring 2010 to December 2016.

Time Certain permanent guest, Senate Executive Committee - spring 2010 to December 2016.

CSU Stanislaus, member, Ad Hoc Trust Restoration Committee - fall 2010 to December 2016.

CSU Stanislaus, Member, Faculty Budget Advisory Committee - spring 2010 to December 2016.

CSU Stanislaus, Chair, Provost Advisory Council - spring 2010 to December 2016.

CSU Stanislaus, Chair, Council of Deans - spring 2010 to November 2014.

CSU Stanislaus, member, Academic Senate - spring 2010 to December 2016.

CSU Dominguez Hills, Skelly Reviewer for a discipline case – spring 2010.

CSU Dominguez Hills, Member Program Review Panel – spring 2010.

CSU Dominguez Hills, Member Task Force to advise CSUDH College of Extended and International Education – spring 2010.

CSU Dominguez Hills, Member Task Force to advise the university on Blackboard and online course management programs and options – AY 2009 -10.

Department Service: University of Akron

Chairman, Departmental Research and Publications Committee

Member, Faculty Affairs Committee

Member, Strategic Planning Committee

Member, Industrial and Organizational Sales Program Committee

Member, Departmental Operations Committee

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College Service: University of Akron

Chair, Instructional Responsibilities Committee

Member, Committee for Strategic Planning and Accreditation

Member COD Advisory Committee

Member, University Well Being Committee

Member, Graduate Admissions Committee

Member, Research and Publications Committee

Community Service

CSU Stanislaus, Member, Stanislaus Community Foundation College Futures Initiative – September 2015 to December 2016. This group was focused on improving college going rates, retention, and ultimately graduation – September 2015 to December 2016.

CSU Stanislaus, Chair, Stanislaus Partnership (aka Promise). This is a partnership with Modesto Junior College, the Stanislaus County Office of Education and CSU Stanislaus to improve college attendance and success rates by students in the county. The objective is to increase the number of K-12 who attend and graduate from a 2-year or 4-year institution of Higher Education. This effort resulted in a written agreement between the three partners outlining their cooperation and a press conference in June of 2015 announcing the partnership and its objectives. The next step will be an operational plan – November 2013 to Fall 2016.

CSU Dominguez Hills, Member the Board of Directors and scholarship committee for the Millennium Momentum Foundation, Los Angeles, CA. The mission of this non-profit is to improve the representation of people of color in government and public policy and thus awards scholarships and career related workshops to students who are pursuing degrees in public policy disciplines – fall 2003 to spring 2010.

CSU Dominguez Hills, Member of the Board Directors of ITEP. This non-profit provides international trade programs to Banning High School students. These students are almost all underrepresented minorities and disadvantaged – fall 2003 to spring 2010.

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