

**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

**Bachelors 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**

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

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

### **Administrative Accomplishments:**

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

- May 2010 – Fall 2016 – provided critical leadership that significantly reduced dysfunctional conflict between faculty and the president (including many senior administrators).
- Provided critical leadership in preparing for the WASC Special Visit in November 2011 including the required self-study report, related to the WASC charge to address dysfunctional conflict between faculty and the president (including many senior administrators) which was reported in the WASC reaffirmation of accreditation letter of July 2010. The outcome of the visit was positive but a second visit was required.
- Provided critical leadership for the WASC self-study and Special Visit in fall 2014 the critical issue being the WASC charge to address dysfunctional conflict between faculty and the president (including many senior administrators). The Special Visit was very successful resulting in three commendations from WASC and closing the chapter on dysfunctional conflict.
- 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) which likely creates more challenges regarding improving graduation rates. 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. This effort resulted in the "Stanislaus Education Partnership."
- Led 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. \$350,000 was saved. This was a consensus decision without any appreciable 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.

Accomplishments  
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- Supported the search for the Starn Endowed Chair of Agricultural Studies.
- Provided strong leadership and support in the College of Business's successful AACSB 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.
- Led strategic planning for the University from May 2010 until fall 2016. 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 led 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 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 and progress has been made.
- Created the Enrollment Management Committee shortly after arriving on 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. 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.
- In 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 in “The Big Project” which is an interdivisional committee charged with improving planning of the schedule including operations and cost projections.

- 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 2025 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 and across the University 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. Summer session enrollment was significantly increased. Charged the dean to create a winter intersession program which was done and the session 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 of science 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)
  - Master of Social Work (hybrid)
- 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).

- 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 change 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.
- 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 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 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 and a 20 year history of failing to meet the standards. 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 a 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. CSUDH has yet to achieve AACSB accreditation.

- Relative to AACSB standards, 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 deans in budget cutting and a process of program prioritization in fall 2009.
- Led 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.

Accomplishments  
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- 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.
- 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.

Accomplishments  
James T. Strong

- In July of 2003 I began the process of taking a moribund advisory board that had not met in 18 months or more and building 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 the net contribution was over \$15,000.
- 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 organization raises money for scholarships for underrepresented 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 possible 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 policy.

- 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 program as a strength for the business program.
- 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 3<sup>rd</sup> 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, 2<sup>nd</sup> on one factor and 4<sup>th</sup> 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.

Accomplishments  
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- 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 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, Centerprise, 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 during a period when enrollments were down in many business schools. 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%.
- In 1999 chaired the “web-team” committee, which in nine months developed five MBA courses for online delivery. Eventually eight prerequisite MBA courses were offered. Overcame significant administrative roadblocks in creating this curriculum.
- 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.

Accomplishments  
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- 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.
- 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.

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- Supported the Institute for Global Business in their efforts to create a nationally renowned international business program in the CBA. Significantly contributed to the creation of a meaningful strategic plan for the Institute. Helped the director 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 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.

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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.
- 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 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 CBA students.
- 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.”
- Organized a series of seminars to develop various skills for staff.

Vita  
James T. Strong

- 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.

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