

James A. Kling, Ph.D.  
Curriculum Vitae

Associate Professor  
Supply Chain Management  
College of Business  
Niagara University  
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**Education:**

- Ph.D. University of Maryland, College Park, 1989  
Business Management--Transportation and Logistics, Minor: Marketing
- B.S. Allegheny College, Meadville, Pa. 1982  
Major: Economics, with Honors

**Relevant Employment Experience and Positions:**

Full-Time Faculty, Niagara University College of Business. 1990 to Present.

- Received Tenure and Promotion to Associate in 1996.
- *Chair, Department of Management and Commerce, 2003-2005.* Responsible for a department consisting of 14 full-time faculty reports, eight adjunct faculty, 450 students, scheduling of 50 course sections per semester.
- *Director, Center for Supply Chain Excellence, 2000-2005.* Founded the Logistics, Transportation and Management Center (name changed in 2005), established professional development programs and annual conference, recruited experienced supply chain executive Jack Ampuja to join center as Executive Director in 2003.
- *Director, University Mission, 2002-2004.* Campus-wide responsibility for integrating the university's educational, Catholic, and Vincentian missions. Established mission website, managed employee mission orientation program, initiated other mission strengthening activities.
- *Coordinator, AACSB Self Evaluation Report, 1997-1999.* Lead author and final responsibility for 200 page self-evaluation report which led to obtaining AACSB accreditation in 2000.

Adjunct Faculty, University of Maryland at College Park, College of Business and Management, 1987-1989.

Research Associate, University of Maryland at College Park, College of Business and Management, 1984-1987.

Group Manager, Gold Circle Division of Federated Department Stores, Rochester N.Y., 1982-1984. Merchandising manager responsible for \$4 million in annual sales and seven employees.

## **Intellectual Contributions:**

### Summary and Current Activities

I have two current areas of research interest and ongoing work related to supply chain management

- Oil Prices and Transportation Fuel Surcharges. I have made several local presentations on this topic and I am currently working on a Journal article--in process: "An Analysis of U.S. Transportation Fuel Surcharges: 1999-2006" with Robin Wilber.
- Inventory Management "The ABCs of Inventory Management: A Hospital Supplies Case"

### Refereed Journal Articles

Linda Kidwell, Ruth McKay, and James A. Kling, "Faculty Ethics from the Perspective of College of Business Administrators" Journal of Legal, Ethical, and Regulatory Issues. Volume 10, Number 1 (2007), pp. 105-124.

Chet Robie, Roland Kidwell, James Kling, "The Ethics of Professorial Bookselling" The Journal of Business Ethics, Fall 2003. (BUSI 3278).

James A. Kling and Ken A. Smith. "Identifying Strategic Groups in the U.S. Airline Industry: An Application of the Porter Model." Transportation Journal. Winter 1995, Vol. 35, No. 2., pp. 26-34.

James A. Kling and Ken A. Smith. "The Competitive Advantage of Southwest Airlines: A Resource-Based Analysis of its Endurance and Implications." Journal of Transportation Management. Spring 1995, Vol. VII, No. 1, pp. 23-59.

James A. Kling, Curtis M. Grimm, and Thomas M. Corsi. "Hub Dominated Airports: An Empirical Assessment of Challenger Strategies." The Logistics and Transportation Review. Vol. 27, No. 3, 1991, pp. 203-223.

James A. Kling, Curtis M. Grimm, and Thomas M. Corsi. "Strategies of Challenging Airlines at Hub Dominated Airports." Journal of The Transportation Research Forum. Volume 31, No. 2, 1991, pp. 359-370.

James A. Kling and Curtis M. Grimm, "Microcomputer Use in Transportation and Logistics: A Literature Review with Implications for Educators," Journal of Business Logistics, Spring 1988, pp.1-18.

Curtis M. Grimm, James A. Kling, and Ken G. Smith, "The Impact of U.S. Rail Regulatory Reform on Railroad Management and Organizational Structure." Transportation Research, Vol. 21A, No. 2, March 1987, pp. 87-94.

### National Conference Presentations (Since 2000)

“Ethical Concerns in the Application of Transportation Company Fuel Surcharges”  
Co-Authored by William Angus and Robin Wilber. Presentation to the *16<sup>th</sup> Annual International Conference Promoting Business Ethics*, Niagara Falls, N.Y. October 29, 2009.

“Oil Prices and Fuel Surcharges—Is the Crisis Over or Just Beginning?” Presentation to the National Confectioners’ Logistics Council. Philadelphia, PA. June 8, 2009  
Note: Invited Consulting Presentation.

"Faculty Ethics from the Perspective of College of Business Administrators" Presented by James A. Kling, co-authors Linda Kidwell and Ruth McKay. *Allied Academies Conference*, New Orleans, April 2006." The paper won a "distinguished research award" given to the top 20% of papers presented.

“The Ethics of Professorial Bookselling” Chet Robie, Roland Kidwell, James Kling,  
*International Conference Promoting Business Ethics*, Niagara Falls, N.Y. September 2002.

“The Transit Authority Funding Crisis: A Case and Simulation,” James A. Kling and William Peek, *International Conference on Business*, Hawaii, June 20, 2002.

### Regional Presentations (Since 2000)

"Coping with Energy Issues Now and In The Future—Actions and Alternatives" Scheduled Panel Presenter for National Association of Purchasing Managers—Buffalo, N.Y. October 1, 2008.

“Oil Prices and Fuel Surcharges—Is the Energy World as we know it coming to an End?” For the Buffalo-Niagara Partnership Logistics Council. June 10, 2008. Buffalo, N.Y.

“Oil Prices and Fuel Surcharges...How High Can They Go?” Presented at the Supply Chain Challenges and Opportunities Conference 2008. April 30, 2008. Niagara Falls, N.Y.

“Inventory Management” Full Day Professional Development Short-Course offered through the Niagara Center for Supply Chain Excellence. Niagara Falls, N.Y. March 15, 2007 and February 14, 2008. This presentation prepared and presented entirely by James A. Kling.

“Supply Chain and Logistics: Essentials for Delivering Improvement.” Niagara University’s Supply Chain Center Short Course Series (6 or 12 hour course co-presented with Jack Ampuja). In Niagara Falls, October of 2006 and 2007. September 2003 at Delphi Harrison Thermal systems, Lockport, N.Y.; June 2004 and 2005 at Niagara University; March 2003 in Buffalo, N.Y.; Spring 2002 in Rochester, N.Y. Fall 2001 in Buffalo, N.Y.

“Traffic and Transportation Management.” Niagara University’s LTM Center Short Course Series (6 or 12-hour course co-presented with Dennis Sullican and others). In Niagara Falls, November 2006 and 2007, October 2003 at Delphi Harrison Thermal systems, Lockport, N.Y.; June 2004 and 2005 at Niagara University; April 2003 in Buffalo, N.Y.; Spring 2002 in Rochester, N.Y. Fall 2001 in Buffalo, N.Y.

Integrating Traditional and Active Learning Techniques to Teach Leadership in a Freshman Business Course.” (With Robin Wilber, Vince Agnello and Debbie Grossman). Presentation at *Putting the Pieces Together: Fostering Integrative Student Learning*, Seminar at Niagara University. January 13, 2006.

Fuel Surcharges and Other Freight Market Shocks: 2002-2005. Presentation at *Managing the Transportation Cost Crisis*, Niagara University Supply Chain Center program at Niagara Falls Conference Center, December 16, 2005

“Supply Chain Leadership.” (With Jack Ampuja), Session Presenter at *Best Practices in Supply Chain Management: A Day of Industry Trends and Technology*,” Buffalo, N.Y. October 13, 2005.

“Shining a Light on Indirect Spend” (Purchasing Services) (With Dennis Sullivan), Presentation to NAPM--Buffalo, N.Y. March 9, 2005.

“Our Mission, Your Mission: The Importance of Mission for Organizations and Individuals—A Niagara University Perspective.” Everett Ockerman Lecture and Award Presentation, Niagara University, October 26, 2003

“Understanding the Supply Chain Management Concept.” Session Presenter at the University at Buffalo’s Center for Industrial Effectiveness’ day-long program: “*Supply Chain Management and Lean Manufacturing*” September 24, 2002, Buffalo, N.Y.

“You Manage IN the Supply Chain, but do You MANAGE the Supply Chain?” Featured Presenter at the Monthly Meeting of the National Association of Purchasing Management--Buffalo. March 13, 2002, Buffalo, N.Y.

### **Quoted in Newspaper Articles:**

Buffalo Business First, Dec. 12-18, 2003. “Supply Chain Managers find answers at Niagara.”

Buffalo News, November 30, 2003. “New jobs pay a lot less than jobs we lost.”

Buffalo News, May 25, 2000. “Turbulence Ahead” (Front Page Story)

The Dallas Morning News, May 14, 2000. “A Long Wild Ride, Southwest CEO makes no plans to step down”

St. Petersburg Times, September 25, 2000. “After Kelleher, Will SWA still Fly?”

Buffalo News, Sept. 3, 1998. “Stakes High as Buffalo, Rochester vie for Southwest”

Buffalo Business First, September 16, 1996. “Truck drivers hit the road for better jobs elsewhere.”

### **Professional Development Programs and Conferences Attended:**

“Global Sourcing” A World Trade Center Program, Buffalo, N.Y. March 14, 2005.

Catholic Lay Leadership Conference, Sacred Heart University, Fairfield, CT. June 13-15, 2003.

International Conference of Business, Hawaii, June 2002.

Catholic College and University Forum for Institutional Research, Villanova, University, Philadelphia, Penn., March 25, 2002

Catholic Higher Education Meeting, Washington, D.C. February 23-24, 2002

FrontPage 2000 Introduction and Advanced Training—IKON, Buffalo, N.Y. June, 2001 (12 hours total).

Goldratt: “Theory of Constraints” Video Learning Series. 24 Hours. Niagara Falls, N.Y. September -November 1999.

“AACSB Annual Meeting, 1999.” Atlanta, April 1999.

### **Consulting and Entrepreneurship Experiences:**

*Consultant, Catholic Health Systems of Buffalo, 2006-2007.* Led major project to strengthen systems and processes in the supplies distribution organization covering four hospitals. Project included re-sets of clean supply rooms, standardizing inventory storage and processes, training, new mission statement, and evaluation of inventory data.

*Expert Witness: Access Courier Network, Inc.(2007) Rupp, Baase, and Phalzgraf, LLC, (2005).* Retained for expertise in transportation cost economics, constructed cost model for transportation firm in legal arbitration, three and 12 hours of on-stand testimony, respectively.

*Consultant, Great Lakes Custom Brokerage, Inc. 2006.* Evaluated readiness for C-TPAT (anti-terrorism program) certification issued by Department of Homeland Security.

*Consultant, Graham Manufacturing, Batavia, N.Y., 2005.* Reviewed traffic management function and processes, including work flows, carrier selection, technology utilization and freight bills.

*Senior Consultant. Supply Chain Optimizers 2005.* Team member on packaging optimization projects at a global food processor and a national office supply retailer.

*Consultant, Mercy Hospital, Buffalo, N.Y., 2005.* Evaluated status of inventory reduction program and made recommendations for process change and more efficient use of data reports.

*Consultant, North American Transportation Council, 1995-1997.* Conducted Service Quality Survey and Benchmarking Study of Motor Carrier Industry.

*Consultant, Rich Products, Buffalo, N.Y., 1993-94.* Facilitated writing of company purchasing manual and feasibility study for new terminal for transportation division.

*Expert Witness, Martin, Ganotis, and Currie, P.C., 1993.* Evaluated reliability of projected future pilot salaries at U.S. Airways.

*Consultant, Petri Baking Products, Silver Creek, N.Y., 1991.* Evaluation and recommendations to rationalize traffic department--implemented use of brokers, LTL services and route optimization software.

*Research Associate, Martin Research Associates, 1987-1988.* Data Collection for airport economic impact studies of the Minneapolis and Seattle airports.

*Consultant, Airport Connection, Dulles Airport, Virginia, 1986.* Formulated basic marketing plan for the firm’s Dulles Airport to Washington, D.C. bus service.

## **Professional Affiliations and Community Service:**

Stella Niagara Education Park, Board of Directors, 2007 to present

- Chair, Parent Focus Group Study, 2007-2008
- Chair, Education Committee, 2008 to present.

Niagara University Chapel Community Leadership Council, 2002 to present

CSCMP Council of Supply Chain Management Professionals, Western N.Y. Roundtable, Board Member. 2002-2006.

Buffalo Niagara Enterprise Logistics Advisory Team. Team was tasked to complete a strategic marketing plan to promote the development of logistics and distribution industries in the Buffalo/Niagara region. 1999-2000.

Associate Examiner for the Public Policy and Legal Issues in Transportation and Logistics component of the AST&L Certification Program. 1995-1998

Transportation Research Forum, Member, 1990-1995. (National Organization)  
Academic V.P. 1996-97 (Responsible for student paper competition).

Niagara Falls Traffic Club, Member, Board of Directors (Term 1993-96). President, 1995.

Canadian/U.S. Business Alliance (CUSBA), Member Program Committee (term 1994-1995).

## **University Committees and Service:**

*Coordinator, Freshman Business Course and Teambuilding Retreat, 1996-2003, 2007-2009*  
Coordinated four instructors and 150 freshman students in innovative freshman business course which included overnight/daylong teambuilding retreat, executive guest speakers, and group learning activities.

*Chair, Senate Curriculum Committee, 1999-2001.* During this period, the committee completed the first General Education Core curriculum changes in ten years.

*Chair, College of Business--Quality and Assessment Committee, 1998-2002.* Established the Annual Quality Report and the eight key success measures. Led committee through accreditation.

Faculty Leader for 16 students on 7-day BASIC service trip to urban Philadelphia, 2006

Eagle Program Presenter, 2003-2006, Topic: "Presentation Skills"

University Mission Committee, 2002-2008

University Senate, 1999-2000. 2002-2004

Senate Executive Committee, 2003-2005

General Education Assessment Committee, 2003-2005

Senate Curriculum Committee, 1994-1996, 1999-2001.

Promotion and Tenure Committee, Elected Terms 1997-99, 2001-2002, 2007-09

University Strategic Repositioning Committee, 1996-97

General Education Goals Committee, 1996

## **Honors:**

2006. Distinguished Research Award" *Allied Academies Conference*, New Orleans, April 2006." given to the top 20% of papers presented. With Linda Kidwell and Ruth McKay, for "Faculty Ethics from the Perspective of College of Business Administrators."

2000 "Teacher of the Year" award in the College of Business, Niagara University.

1995 Invited Paper. "The Competitive Advantage of Southwest Airlines: A Resource-Based Analysis of its Endurance and Implications." (With Ken A. Smith). Delta Nu Alpha's 55th Annual Transportation Education Conference, San Diego, California, September 15, 1995.

1990 Best Aviation and Overall Paper Awards, Transportation Research Forum National Conference, Long Beach, California. "Strategies for Challenging Airlines at Hub Dominated Airports." (with Curtis Grimm and Thomas Corsi).

1989 Frank T. Paine Doctoral Award for Academic Achievement, University of Maryland, College of Business and Management.

1988-1989 "Top 15% of Teachers," as recognized by the faculty teaching committee at the University of Maryland's College of Business and Management.

1987 "E. Grosvenor Plowman Award," The Council of Logistics Management's annual award to the best educator paper at the CLM's National Conference, Atlanta Georgia. "Microcomputer Use in Transportation and Logistics: A Literature Review with Implications for Educators" (with Curtis Grimm).

1982 Best Economics Senior Comprehensive Paper, Allegheny College. "A Social and Economic Assessment of Vanpooling."

## **Curriculum:**

### Courses Taught Since 2000:

- 1) Introduction to Business
- 2) Supply Chain Logistics
- 3) Transportation Systems
- 4) Business Strategy Capstone
- 5) Leadership and Teams
- 6) MBA: Supply Chain Management

**References:** Available upon Request