

James A. Kling, Ph.D.
Curriculum Vitae February 2024

Associate Professor
Supply Chain Management
College of Business Administration
Niagara University
Niagara University, N.Y. 14092
Office: 716-286-8174

U.S. Citizen

Jkling@Niagara.edu
Cell: 716-696-2502

Education/Professional Certification

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

SCPro Level One Certification. (2014) "Comprehensive Supply Chain Knowledge" by
Council of Supply Chain Management Professionals.

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/Commerce, 2003-2005, 2012-2016*
- *Center for Supply Chain Management Excellence*, Founded the Logistics, Transportation and Management Center (name changed in 2005), established professional development programs and annual conference, Director, 2000-2002, *Academic Coordinator 2003-2021*
- *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, 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:

Under Submission

Refereed Journal Articles and Book Chapters

Todd Inouye and James A. Kling. "From Farm to Cup: A Coffee Supply Chain Role-Play Raises Student Ethical Awareness." Decision Sciences Journal of Innovative Education. Vol. 18, No. 3, pp. 344-373. July 2020.

James A. Kling and Jack T. Ampuja. "Dimensional Weight Pricing in Transportation and Logistics: U.S. Shipper Knowledge and Best Practice in the E-commerce Era." International Journal of Logistics, Economics, and Globalization. Vol. 7, No. 2, pp. 170-185. 2018.

Alex Keller and James A. Kling. "Fighting for an End to Federal Ethanol Mandates may be an Ideal Social Justice Cause for Students at U.S. Catholic Universities." Journal of Vincentian Social Action. Vol. 2, Issue 1, 2017.
<https://scholar.stjohns.edu/jovsa/vol2/iss1/>

James A. Kling, Mitchell R. Alegre, and Myriam Witkowski. "Continuous Improvement as a Strategy to Achieve Successful Active Learning in a First-Year Business Course" Book chapter in *Case Studies in Active, Integrative Learning*. Editor Paula Kot, 2011, pp. 253-274.

James A. Kling, William Angus, and Robin Wilber. "Ethical Concerns in the Application of Transportation Company Fuel Surcharges" Franklin Business and Law Journal, Volume. 2010, Issue 3. (September), pp. 83-106.

James A. Kling, Stephen Mayer, and Paul Richardson. "Beyond Case Study Analysis?: Three Enhanced Approaches to Teaching Business Strategy." The BRC Journal of Advances in Education. 2010, Vol. 1 No. 2. pp. 81-99.

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)

James A. Kling, "Understanding New York State's Rapid Electrification Policy and its impact on the Poor." International Vincentian Business Ethics Conference. All Hallows Campus of Dublin City University, Ireland. October 26, 2023.

James A. Kling "Vincentian Perspectives on Climate Change, Ending Fossil Fuel Use, and the Impact on the Poor. International Vincentian Business Ethics Conference. Sponsored by St. John's University, N.Y. October 20, 2022.

James A. Kling. "The Relative Importance of Inventory Accuracy in Supply Chain Education: A Content Analysis of Books, Publications and Educational Material." Decision Sciences Institute Annual Conference, New Orleans, La. November 24, 2019.

James A. Kling and Todd M. Inouye. "Increasing Ethical Awareness in Supply Chain Management using Experiential Learning: Role Play Negotiations in an International Coffee Supply Chain" CSCMP Edge Educators Conference. Paper presentation, September 30, 2018. Nashville, Tennessee.

Emma Fermier (student), James A. Kling and Victor Pimentel "What Caused the Inventory to Sales Ratio Bubble in 2015-2016?" Submitted to CSCMP Edge Conference for poster presentation in Nashville, Tennessee. September 30, 2018.

"Increasing Awareness of Bounded Ethicality in Business Through Active Learning." (Co-Authored with Todd Inouye). 17th Annual Conference on Teaching and Learning. Lewiston, N.Y. January 9, 2018.

"Performance Evaluation of Mexican Power Generation Plants." (Co-Authored with Victor Pimentel). Decision Sciences Institute Annual Conference. Washington, D.C. November 20, 2017.

"Fighting for an End to Federal Ethanol Mandates may be an Ideal Social Justice Cause for Students at U.S. Catholic Universities." (Co-Authored with former student Alex Keller) The 23rd Annual International Vincentian Business Ethics Conference, Buffalo, N.Y. October 20-22, 2016.

“Packaging Optimization in the Era of E-Commerce, Environmental Sustainability and Dimensional Weight Pricing” (Co-Authored with Guy Gessner). Presented by Kling at the Academy of Business Research Conference, Boca Raton, Florida. November 10, 2015.

“Ethical Issues in Approaches to Undergraduate Poverty Education: Different Worldviews on Poverty and Educating about Poverty between the Social Sciences and Business Schools. (Presentation and discussion panel, with Kevin Blair, Dan Tompkins, Gabriel Santos and Corey Bower). *20th Annual International Conference Promoting Business Ethics*, Chicago, Illinois, October 17, 2013.

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

"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.

Practitioner/Invited Oriented Presentations (Since 2000)

“Weaponizing Energy: The Realpolitik of Oil and Natural Gas Markets in the Ukraine-Russia Conflict.” Invited speaker to a panel on the Ukraine-Russia War. March 10, 2022. Niagara University.

“The Paris Climate Accord: In or Out?” A Niagara University discussion series titled *Common Good*. February 18, 2020. Castellani Art Museum. I was invited to present one of 4 perspectives.

“Beyond Autonomous Driving: How Technology is changing Supply Chains and the Future Role of Trucking.” Invited presentation to The Trucking Association of New York (TANY), Annual Conference, Niagara Falls, N.Y. September 25, 2019.

“Inventory Accuracy: Understanding, Measuring, and Correcting.” Invited presentation at the ISM’s Supply Chain Management Symposium. Buffalo, N.Y. May 3, 2019.

“Economic Vision 2019 and Beyond: Macro Trends in Energy and Transportation and their Implications.” Invited speaker by Niagara USA Chamber of Commerce. Lewiston, N.Y. November 29, 2018

“Supply Chain Management.” Half-day professional development presentation for Niagara University’s Center for Supply Chain Excellence. Twice annually, most recently May and July 2019.

“Inventory Management.” Half-day professional development presentation for Niagara University’s Center for Supply Chain Excellence. Twice annually, most recently May and July 2019.

“Transportation and Freight Management.” Half-day professional development presentation for Niagara University’s Center for Supply Chain Excellence. Twice annually, most recently May and July 2019.

“Take a Knee: Are Athletes Politicizing Sports?” A Panel Discussion. On-campus forum sponsored by Delta Epsilon Sigma. November 1, 2017. (With Simon Gray, AD, Mike Gentile, and Student athlete Nicole Matheis).

“Made in New York Expo: Love New York, Make New York, Buy New York.” Buffalo Niagara Marriot. Panelist: “Exporting, Importing and Logistics.” October 29, 2015.

“The United States Economy: How did we get here? What can you expect?” A Panel Discussion. On-campus forum sponsored by Delta Epsilon Sigma. November 1, 2011. (With Dr. Bob Kane and Dr. Kris Principe)

“ObamaCare: Blessing or Blunder: A Panel Discussion. On-campus forum sponsored by Delta Epsilon Sigma. October 28, 2010. (With Dr. Ron Priefer

“Inventory Management Practices during the Recession: Changes and Challenges” 2010 Business Appreciation Conference, Niagara University. April 27, 2010.

“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.

“Border Update: A summary of customs regulations and bridge infrastructure projects at the Niagara Border.” Business Appreciation Conference, Niagara University April 22, 2009.

“Coping with Energy Issues Now and In The Future—Actions and Alternatives” 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.

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.

Radio Spots, Quoted in Newspaper Articles:

Central Penn Business Journal, September 9, 2016. “Cargo economics, security key changes for aviation business.”

D.C. Velocity, August 15, 2016. “Dim weight pricing—one year on.” Niagara University survey written by Jack Ampuja and Jim Kling used as basis for article written by Mark Solomon.

WBEN Radio. Friday, Sept. 16, 2011. Interview re: U.S. Post Office Distribution Reorganization

WBEN Radio. Wednesday, Aug. 31, 2011. Interview re: Supply Chain impacts Hurricane Irene

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?”

Professional Development Programs and Conferences Attended:

DSI. Decision Sciences Institute: National Conferences 2017 (Washington, D.C.) and New Orleans (2019).

CSCMP Annual Conference (Council of Supply Chain Management Professionals).

EDGE Educators Conference. Nashville, Tenn. September 29-30, 2018.

CSCMP Annual Conference (Council of Supply Chain Management Professionals). Attended both Educator and Professional Sessions. San Diego, California. September 27-29, 2015.

“Undergraduate Curricula Compendium AACSB.” April 22-23, 2013, Tampa Florida.

“Vincentian Mission Certificate” 16 month program to more fully appreciate the Catholic and Vincentian mission of Niagara University. January 2012 to April 2013.

“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.

Consulting and Entrepreneurship Experiences:

August 2021. “World Class Destination: Envisioning Growth and Prosperity in Niagara Falls USA.” Lead: Niagara Global Tourism Institute. I contributed to the Transportation, Traffic, and Parking sections of the report.

July 2019. Program Lead and Coordinator, One-week training course at Getinge, Inc., Rochester New York. 18 Professional students. Program managed through NU’s Center for Supply Chain Management.

Lead Program Reviewer, John Carroll Logistics Program, April 2016

Lead Program Reviewer, McMaster Bachelor’s of Technology Program, February 2014

Founder and Principal Operator of Klinginfo.com. 2008-current. A hobby business website dedicated to the documentation and preservation of vintage furniture. Pursued primarily as a learning tool for E-commerce. Monthly revenues equal approximately \$200.

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, 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:

Boys and Girls Club of Niagara Falls. Board member and safety committee member. 2023-Present

CSCMP Council of Supply Chain Management Professionals, Western N.Y. Roundtable, Board Member. 2002-2006, 2009 to Present. Leadership Team (Secretary) 2009 to 2020.

Stella Niagara Education Park, Board of Directors, 2007 to 2016

- Chair, Parent Focus Group Study, 2007-2008
- Chair, Education Committee, 2008-2011

Niagara University Chapel Community Leadership Council, 2002-2009

Transportation Research Forum, Member, 1990-1995, 2009-2011 (National Organization)
Academic V.P. 1996-97 (Responsible for student paper competition).

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

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:

University Senate, Elected Terms: 1999-2000, 2002-2004, 2011-2021

University Senate Executive Committee: 2003-2005, 2011 to 2019

Secretary of Executive: 2015-2019

Chair of Elections Sub-Committee; 2013-2020

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

NUB First Year Course Instructor and Steering Committee, 2011 to 2013.

NU Academic Integrity Board, Co-Chair 2017-Present

Ombudsperson, 2009-2010, Hearing Board, 2010-present.

University Mission Committee, 2002-2008

Chair, College of Business-Curriculum Committee. 2017-2018

Coordinator, Freshman Business Course and Teambuilding Retreat, 1996-2003, 2007-2011

Coordinated four instructors and 150 freshman students in innovative freshman business course which included until 2006 overnight/daylong teambuilding retreat, executive guest speakers, and group learning activities. Since 2007 I have been responsible for organizing and coordinating 20+ faculty, staff and student s who volunteer for the on-campus retreat.

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, 2010-2011

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"

General Education Assessment Committee, 2003-2005

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

University Strategic Repositioning Committee, 1996-97

General Education Goals Committee, 1996

Honors:

2012: College of Business Outstanding Service Award, December 2012.

2012: Honorary Inductee, Delta Epsilon Sigma, the National Scholastic Honor Society. Induction Ceremony March 23, 2012.

2011: Honorary Inductee, Kappa Gamma Pi, the National Graduate Honor Society for Catholic Colleges and Universities. Induction ceremony Friday, April 29 at 3:00 p.m., Fourth Floor St. Vincent's Hall.

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 2010:

- 1) Principles of Management
- 2) Supply Chain Logistics (Seated and On-line)
- 3) Transportation Systems (With simulation)
- 4) Business Strategy Capstone
- 5) SCM Capstone: Cases, Technology and Sustainability
- 6) MBA: Supply Chain Management (On-line)
- 7) MBA: Global Transportation Systems (Hybrid)

- 8) MBA: Principles of Management (ONL)
- 9) Global Supply Chains Undergraduate
- 9) Inventory Analytics special topics class

Summer 2011: Accompanied Tenpao Lee 10 students to China and Japan.

February-March 2014: *Principles of Management* in a four week format in China at the Shanghai Industry and Commerce Foreign Language College. Course was taught in English.

References: Available upon Request