

# CHRISTOPHER SWARAT

## EDUCATION & CREDENTIALS

Certified Global Business Professional	NASBITE International (2015)
Ph.D., Political Science	Northwestern University (2011)
M.A., East Asian Languages & Literatures	Yale University (2001)
B.A., East Asian Languages & Cultures	University of Illinois at Urbana-Champaign (1999)
Diploma, Mandarin Chinese	Peking University, China (1998)

## PROFESSIONAL EXPERIENCE

### **Associate Dean, Centers of Excellence and External Relations** (7/2021 – Present) College of Business and Economics (CBE), California State University, Fullerton (CSUF)

- Serves on the leadership team for one of the largest business schools in the country, with responsibilities ranging from strategic planning to college operations.
- Oversees college external relations including strategic corporate partnerships, alumni engagement, and international connections; Works closely with local stakeholders to gauge industry and local regional economic and workforce development needs and translate into new program development or existing program improvement.
- Oversees 13 self-supporting centers that are critical to connecting CBE with the community; Facilitate translation of “theory to practice”, provide thought leadership through research and practical learning, and engage in intentional community engagement with public, industry and employers, and alumni.
- Oversees signature self-supporting programs (Womens’ Leadership Program, Titan Capital Management); Working with donors and business partners (e.g. regional banks, local firms), created and oversees new self-supporting signature programs (Financial wellness, and Data literacy); Established new scholarship programs (e.g. Alteryx Scholars), and encouraged participation of faculty mentors to support student success.
- Provides budget and finance oversight for self-support centers and programs, including both auxiliary and philanthropic foundation funded programs and activities.
- Serves as CBE liaison to CSUF’s Extension and International Programs on program development in the areas of executive education, continuing education, and study abroad.
- Oversees CBE international engagement, and serves as liaison for visiting scholars.
- Supervises staff including center directors; Serves as interim director for centers undergoing leadership transitions (e.g. Center for Family Business, Gianneschi Center for Not-for Profit Research).
- Works closely with the CBE development team to develop and manage external stakeholder relationships and donor stewardship; Collaborates with University Advancement as appropriate to support university and college fundraising needs.

### **Interim Associate Vice President, Extension and International Programs, and Senior International Officer** (2/2018 – 7/2021)

#### **Associate Dean, Innovation and Engagement** (1/2017 – 2/2018)

Extension and International Programs (EIP), California State University, Fullerton (CSUF)

- EIP leadership and oversight: Provided leadership and oversight for the strategic direction and operational management for a 100+ employee organization with \$27 million operation budget; Guided EIP strategic planning, budgetary management, and operational decisions;

Conducted assessment and utilizes data to track strategic plan progress; Interpreted, applied, and ensured compliance with policies and regulations at multiple levels (e.g. university, state, federal); Oversaw faculty and staff performance evaluation and review; Supervised a diverse range of EIP units that include:

- *Academic and professional development programs* (e.g. self-support degree programs, summer/winter session academic operations, extension programs, corporate programs, public agency/local government programs, Open University, Osher Lifelong Learning Institute).
  - *International and global engagement units* (e.g. study abroad, international programs and partnerships, international students and scholars, University Semester Abroad program).
  - *Administrative units* (e.g. budget and finance, human resources, marketing and communication, information technology).
  - *Fullerton Arboretum*.
  - *Off-campus centers*: Garden Grove Center (2017-2020); Tucker Wildlife Sanctuary (2018-2020).
- **Innovative strategy execution**: Identified and implemented opportunities for innovation, particularly strategic initiatives in local and global business development contexts; Examined existing curricular and programmatic infrastructure (e.g. course offerings, organizational capacity, legal/policy context, partnerships) to enhance capacity to deliver optimal learning solutions; Tracked project implementation and progress; Oversaw outcome assessment of innovative strategies; Worked with the appropriate EIP and university partners to foster effective communication and outreach.
- **Internal and external partner engagement**: Served as an executive liaison between EIP, all campus units, and the CSU Chancellor's Office in multiple capacities (e.g. PaCE, international programs, senior international officers); Built campus and community relations through internal committees (e.g. Extended Education Committee, International Education Committee), as well as external committees (e.g. University Economic Development Association, UpSkill OC), business groups (e.g. CEO Leadership Alliance of Orange County, Orange County Hispanic Chamber of Commerce), professional organizations (e.g. UPCEA, NAFSA, European International Education Association, American Public Gardens Association), and alumni networking; Engaged partners on and off campus from academic, government (e.g. Small Business Administration, OC public sector agencies), nonprofit (e.g. OC United Way, OC/IE Small Business Development Center), and corporate sectors (e.g. Cisoshare, Northgate Markets) to ensure that the university is well positioned to pursue educational or entrepreneurial opportunities.
- **Program and business development**: Provided leadership on identifying and implementing new avenues for collaboration, discovery, innovation and advancement that are aligned with the university mission; Collaborated with campus partners to create and implement innovative academic credit and professional development programs that meet the needs of students, faculty, and the community. Examples include:
- EIP-college collaborations on self-support programs (e.g. Accelerated Master's Program in Computer Science with the College of Engineering and Computer Science, online degree completion program with the College of Humanities and Social Sciences, graduate certificate in Human Resources Management with College of Business and Economics, pilot program with the Center for Computational and Applied Mathematics).
  - CSU Professional and Continuing Education consortia build-out (e.g. biotechnology, cybersecurity).

- New workshops, executive education and public sector agency offerings (e.g. “Designing Your Financial Life”, “R Programming”, “Municipal Financial Management”).
  - New educator professional development programs (e.g. “Game-based Learning”, NSF-funded “Advancing Teachers of Mathematics to Advance Learning for All” certificate program with the College of Education).
  - New projects with local industry (e.g. Biocom, Cisoshare) and in support of specific community and public sector needs (e.g. County of Orange, Orange County Health Care Agency).
  - Third-party partnerships to address local workforce needs (e.g. ed2go, Bright Horizon, Kings Education).
- **Cultural and global engagement:** Maximized the pivotal role of study abroad to expand and support university efforts to promote cultural competency, which contributed to a 97% increase in student participation in study abroad programs over a 3-year period; Oversaw the operations that support international student needs on campus; Managed campus agent relations for both state and self-support international student recruitment; Collaborated with campus constituencies (e.g. colleges, Student Affairs) to guide strategy development aimed at integrating international students into existing campus support services. Examples include:
- University-wide events promoting global awareness such as the Global Engagement Week and the Study Abroad Fair.
  - Establishment of the Global Titans Ambassadors program for student-peer study abroad mentorship and support.
  - Winter and summer session faculty-led study abroad program arrangements between CSUF and CETYS University in Mexico.
  - Development and launch of the Global Titans winter session program for first-year Summer Bridge students.
  - Enhanced student mobilization and advising/outreach model for the College of Business and Economics (CBE) study abroad programs.
  - Agreement development and management with partner universities (e.g. Foreign Trade University, Vietnam; CETYS University, Mexico; Coventry University, UK; Ewha University, Korea).
  - Establishment of virtual study abroad options to expand study abroad portfolio and increase access to global learning (e.g. BSwiss-Swiss International Business summer school; Coventry University global summer school, virtual internship options through CIEE).
  - Innovative partnership model with international education provider with local presence to increase enrollment and revenue for the University Semester Abroad program.
- **Research and external funding support:** Supported faculty and student research projects (e.g. U-ACRE, University stem initiative); Collaborated with internal and external partners to seek external funding (grants and philanthropic) for scholarship and creative activities. Examples include:
- California Department of Agriculture State Trade Expansion Program (STEP) grant (2021) to support local business trade mission to Tokyo, Japan in collaboration with the OC/IE Small Business Development Center.
  - CSUF Assessment Inquiry Grant (2020-21) to support build-out of study abroad assessment.
  - Mysun Foundation matching grant (2020) to assist Fullerton Arboretum to bring back horticulture staff during the COVID-19 pandemic.
  - Stanley Smith Horticultural Trust Grant (2020).

- Support for the Center for Sustainability research at Arboretum (e.g. U-ACRE, the 2020 USDA NIFA Higher Education Challenge grant).
  - Support for the Americas 100K Grant for cross-border student mobility between Mexico and United States, which helped diversify faculty-led study abroad program portfolio and increase global learning at CSUF.
  - Collaboration with ECS faculty on the CSU Professional and Continuing Education Commission on the Extended University Innovation Grant (2020) to develop an advanced manufacturing certificate program.
  - Applications to support study abroad: Increase and Diversify Education Abroad (IDEAS) grant (2021), and FACE Foundation grant to support transitioning to virtual exchange with France (2020).
  - Applications to support Fullerton Arboretum: United States Botanical Garden and American Public Gardens Association's "Urban Agriculture Resilience Program" grant (2020), California Museum Grant Program, 2020 Institute of Museums and Library Services Inspire! Grant (2020), among others.
  - Collaboration with CBE and SBDC on Department of Education CIBE grant (2018).
  - Established working relationships with local alumni that led to new annual philanthropic gifts in support of continuing education and study abroad.
- Organizational growth and staff oversight: Supervised a diverse team of employees (management and staff); Introduced organizational changes to EIP to enhance efficiency and effectiveness; Fostered a positive organizational culture toward a working environment that values innovation and collaboration; Implemented decision-making and technological tools to streamline multiple aspects of business operations such as marketing and outreach (e.g. Salesforce), and project coordination and communication (e.g. Microsoft Teams).

**Director, Mihaylo Global Initiatives and Programs (7/2016 – 1/2019)**

Mihaylo College of Business and Economics, California State University, Fullerton (CSUF)

- Led and guided the global strategies for the Mihaylo College of Business and Economics (MCBE), including strategic planning, faculty and staff professional development, budgetary decision-making, and stakeholder (faculty, students, staff and administrator) engagement.
- Facilitated the development of curriculum-embedded global learning initiatives in alignment with AACSB accreditation guidelines.
- Promoted cultural competency development and study abroad participation among MCBE students through individualized advising and organized outreach activities.
- Oversaw international activities and education, including faculty exchanges, collaborations with international partners, and global competency development for diverse constituencies. Examples include:
  - Study abroad opportunities through institutional partners in diverse locales including Audencia and SKEMA Business Schools, France, FHNW Switzerland, and CETYS Mexico.
  - Faculty exchange with Aalen University, Germany to enhance global learning in accounting courses.
  - Exchange agreement and MOU with Luleå University and KTH University, Sweden.
- Developed productive linkages with local, national, and international higher education partners to elevate MCBE's status as a global leader in international business education, professional development and research.

**Director, Bachelor of Arts in International Business Program (7/2016 – 1/2019)**

**Associate Director (4/2014 – 7/2016)**

Mihaylo College of Business and Economics, California State University, Fullerton (CSUF)

- Conducted a comprehensive evaluation of the Bachelor of Arts in International Business (BAIB) program, the findings of which motivated the program's reconceptualization effort.
- Assured program alignment with WSCUC and AACSB accreditation guidelines.
- Developed and oversaw the operations of the BAIB Program to maximize student success, including launching two new concentrations, *Global Trade* and *Intercultural Management*.
- Recruited, advised and mentored 260+ students within the major to ensure program and student success.
- Supported faculty efforts in course improvement, curriculum redesign, and professional development related to international business.
- Built and maintained an effective relationship with BAIB alumni, appropriate business and industry partners, and local high schools and community colleges to ensure high-quality pathways to the program.
- Provided substantial contribution, conceptually and administratively, to the establishment of a new BAIB advisory board.
- Facilitated the creation of a new International Business Club for MCBE students, and served as the main administration/faculty mentor.

**Director, Center for International Business (6/2014 – 7/2016)**

Mihaylo College of Business and Economics, California State University, Fullerton (CSUF)

- Conceptualized and established a new vision and mission of a center that led MCBE's internationalization efforts, which culminated in the establishment of the Office of Mihaylo Global Initiatives and Programs in 2016.
- Developed and implemented several initiatives that revitalized the center as the driving force for "internationalizing" the college, including a Global Business Insights speaker series that brought in subject matter experts from large, multi-national firms (e.g. Panda Restaurant Group, Taco Bell), and provided internationally oriented educational programs to increase global awareness among faculty and students.
- Facilitated the development of internationalization initiatives in curriculum, research and outreach within MCBE; Motivated interest in pursuing and supporting practices related to international business education among diverse constituencies.
- Supported research and grant activities (e.g. the college application for Department of Education Center for International Business and Education grant)
- Facilitated collaboration and partnership between CSUF and foreign universities, both through in-person contacts and through collaboration agreement development (e.g. Foreign Trade University, Vietnam; Nürtingen-Geislingen University, Germany; FHNW Switzerland, SKEMA Business School, France, and Aalen University, Germany).
- Expanded center capacity by hiring and training staff to advance the mission of the center.

**Research Officer, Centre for International Governance Innovation (Canada)**

2011 – 2012

- Served as project-based lead researcher for an independent, nonpartisan think tank producing policy research related to global governance and economy; Research focused on internationalization of the Chinese Renminbi (Yuan) and the impact of the BRICS (Brazil, Russia, India, China, South Africa) on international monetary reform.
- Led research efforts including field research at international locations (e.g. China, Malaysia, Singapore), policy mapping, stakeholder identification and outreach (academic, business

and government), synthesis of primary source materials (Chinese and English), and development of policy briefs and reports.

### **Associate Director, US-China Chamber of Commerce**

2001 – 2003

- Served as managing director for a nonprofit organization focused on facilitating business and cultural exchanges between US companies and Chinese business partners.
- Identified and recruited US and Chinese clients; Facilitated relationship and partnership building between matching US and Chinese clients; Organized networking and fundraising events including the annual US-China Trade Conference.
- Oversaw and managed the day-to-day operations of the Chicago-based headquarters; Supervised and trained junior staff and student interns.

### **TEACHING EXPERIENCE**

#### **California State University, Fullerton**

- Instructor for *Business and Society* (College of Business and Economics), 2022.
- Instructor for *Professional and Career Development* (College of Business and Economics), 2016 & 2021.
- Instructor for *International Political Economy* (Political Science), 2014.

#### **Northwestern University**

- Instructor for *Integrating Project Seminar* (International Studies Program), 2008-2010.
- Instructor for *International Political Economy* (School of Continuing Studies), 2007.
- Teaching Assistant for key political science courses such as *Globalization, Political Economy of East Asia, Global History, Introduction to International Relations, International Terrorism, American Government, and US Foreign Policy* (Department of Political Science), 2004-2007.

### **SELECTED PRESENTATIONS**

Swarat, C., Robertson, N., & Nargotra, R. (2022). Invited panelist for *Data literacy and analytics education for every knowledge worker*. ASU+GSV Summit, San Diego, CA.

Dawson, R., & Swarat, C. (2021). *Inclusion of International Students through the Power of Data Visualization*. AAC&U Conference on Global Learning, Virtual Conference.

Swarat, C., et al. (2020). Invited panelist for *Vistas: Views from the top – Senior leaders across the region share insights and lessons learned*. University Professional and Continuing Education Association (UPCEA) Western Regional Conference, virtual conference.

Swarat, C. & Hobson, C. J. (2020). *Breaking the Elitist Stigma: Leveling the Playing Field for Study Abroad*. Annual Meeting of the Association of American Colleges and Universities (AAC&U), Washington, DC.

Hobson, C. J., Swarat, C., & Dabirian, A. (2018). *Beyond HIPs: Engaging Students through Immersive Experiences*. AAC&U Global Engagement and Spaces of Practice Annual Conference, Seattle, WA.

Swarat, C. & Venezia, S. (2017). *Innovation and Creativity in Supporting USA-Mexico Partnerships and Mobility*. Hispanic Association of Colleges and Universities Annual Conference, San Diego, CA.

Swarat, C. & Knutson Miller, K. (2017). *Building Meaningful and Impactful Partnerships between Higher Education Institutions and Business Communities*. Higher Education Partnership Conference, San Miguel de Allende, Mexico.

Knutson Miller, K., Venezia, S., & Swarat, C. (2017). *Innovative Approaches and “Creative Reciprocity” Supporting USA-Mexico Mobility as Aligned with Institutional Internationalization*. Higher Education Partnership Conference, San Miguel de Allende, Mexico.

Knutson Miller, K. & Swarat, C. (2017). *Strategic Engagement and Partnerships Essential to Leading Institutional Internationalization Initiatives*. University Professional and Continuing Education Association Annual Conference, Chicago, IL.

Knutson Miller, K., Venezia, S., & Swarat, C. (2017). *Innovative Approaches and “Creative Reciprocity” Supporting USA-Mexico Mobility*. Hispanic Association of Colleges and Universities International Conference, San Jose, Costa Rica.

## **SELECTED GRANT ACTIVITIES**

### **Grants received:**

- California Department of Agriculture State Trade Expansion Program (STEP) grant (2020)
- CSUF Assessment Inquiry Grant (2020-2021)
- Mysun Foundation matching grant (2020)
- Stanley Smith Horticultural Trust Grant (2020)

### **Grants applied:**

- Increase and Diversify Education Abroad (IDEAS) grant (2021)
- FACE Foundation grant to support transitioning to virtual exchange (2020)
- United States Botanical Garden and American Public Gardens Association “Urban Agriculture Resilience Program” grant (2020)
- California Museum Grant Program (2020)
- Institute of Museums and Library Services Inspire! Grant (2020)
- Department of Education Center for International Business and Education Grant (2014 & 2018)

## **UNIVERSITY AND PROFESSIONAL SERVICES**

Committee Member, AAC&U Global Learning Summit planning committee, 2022-present

Advisory Board member, CEO leadership alliance of OC T-LAB, 2022-present

Member, CSUF Council of Associate Deans, 2017-2018, 2021-Present

Faculty Mentor, CSUF Center for Real Estate Student Club, 2021-Present

Founding Member, CSU PaCE Cybersecurity Consortium, 2021-present

Founding Member, CSU PaCE Biotech Consortium 2020-present

Committee Member, University Economic Development Association (UEDA) awards committee, professional & organizational growth and scholarship committee, 2020-present

Member, CSUF Campus Reentry Administrative Working Group, 2020-present

Member, CEO Leadership Alliance of Orange County Advisory Board, 2020-present

Member, Orange County United Way UpSkill Advisory Council, 2019-present

Member, CSUF Provost's Academic Council, 2018-2021

Member, CSUF Information Technology Advisory Committee, 2018-Present

Ex Officio Member, CSUF Osher Lifelong Learning Institute (OLLI) Board, 2018-2021

Ex Officio Member, Friends of Arboretum Board, 2018-2021

Representative, CSU Senior International Officer Leadership Council, 2018-2021

Member, CSUF Graduate Education Taskforce, 2018-2020

Member, CSUF WSCUC 2019 Institutional Report Committee, 2018-2019

Ex Officio Member, CSUF University Extended Education Committee, 2017-2021

Representative, CSU Chancellor's Office Professional and Continuing Education (PaCE) Leadership Council, 2017-2021

Ex Officio Member, CSUF International Education Committee, 2016-2021

Member, Global Trade and Logistics Advisory Committee, OC Center for International Trade Development, 2015-Present

Advisory Board member, Fairmont Private Schools, 2015-2016

Advisory Board Member, *Phi Beta Delta* Honor Society for International Scholars, 2014-Present

Faculty Mentor, CSUF International Business Student Club, 2014-Present

**SELECTED PROFESSIONAL MEMBERSHIPS**

NAFSA: Association of International Educators

European Association for International Education

University Professional and Continuing Education Association (UPCEA)

University Economic Development Association (UEDA)

American Public Gardens Association



## **AWARDS**

*Dissertation Year Fellowship*, The Graduate School, Northwestern University (2008-2009)

*R. Barry Farrell Teaching Assistant Award for Teaching Excellence*, Department of Political Science, Northwestern University (2006)

*Graduate Research Grant*, The Graduate School, Northwestern University (2006)

*Summer Travel Grant*, Roberta Buffet Center for International and Comparative Studies, Northwestern University (2006)

*Graduate Fellow*, The Graduate School, Northwestern University (2003-2004)

*Ralph Tyler, Jr. Award in East Asian Studies*, Center for East-Asian and Pacific Studies & Department of East Asian Languages and Cultures, University of Illinois at Urbana-Champaign (1999)

*Foreign Language Study Grant*, Center for East-Asian and Pacific Studies & Department of East Asian Languages and Cultures, University of Illinois at Urbana-Champaign (1997-1998)

## **REFERENCES**

References available upon request