

DATE: May 11, 2017

SUBJECT: New Academic Program
University of Tennessee-Knoxville
Supply Chain Management, Master of Science
(CIP 52.0203 - Logistics and Materials Management)

ACTION RECOMMENDED: Approval

PROGRAM DESCRIPTION

The University of Tennessee, Knoxville is a leader in Supply Chain Management (SCM) and the addition of the proposed Master of Science program in SCM would further extend the university's impact in this rapidly growing field of strategic importance to the Tennessee economy. This proposed program, housed in the Department of Marketing and Supply Chain Management within Haslam College of Business, will partner with Kühne Logistics University (Hamburg, Germany) and Tongji University (Shanghai, China). Each of these unique partners is considered among the best in SCM within their respective regions. The structure of the proposed SCM program will be an integrative approach that encompasses sales, procurement, operations, logistics, customer service, and other functions of the overall management process. The proposed program will use a cohort model where students from all three universities will study together on each of three campuses for one semester before returning to their home institution for the final semester and to be graduated from their respective institutions.

GOVERNING BOARD APPROVAL

The proposed Supply Chain Management MS program was approved by the UT Board of Trustees on March 29, 2017.

PROPOSED IMPLEMENTATION DATE

Fall 2017

RELEVANCE TO INSTITUTIONAL MISSION AND STRATEGIC PLAN

In keeping with the priorities outlined in *VOL Vision 2020: The Pursuit of the Top 25*, the proposed Supply Chain Management program will positively impact four priorities: Graduate Education, Research, Faculty and Diversity and Inclusion. Specifically, the program will increase the number of graduate students on the campus by 10 in year one and by 20 or more in subsequent years. Given the partnership nature of the program and the anticipated collaboration among partner institution faculty, research output will be strengthened and broadened in the Department of Marketing and Supply Chain Management. The two partner institutions possess

complementary research strengths that would allow UTK faculty to continue to build upon their reputation as one of the Top 5 most productive research faculties globally in empirical SCM research. Further, the ability to teach and work with highly motivated and engaged students from around the world is expected to be an attractive option for faculty. Supply Chain Management is a global field and our faculty must have deep international involvement to stay at the top of their field in both teaching and research. This program will provide a valuable vehicle to grow and retain top faculty while building a multi-continent international program strategy that expands international opportunities for faculty and students alike.

CURRICULUM

The proposed program requires completion of 39-42 semester credit hours (8 core courses plus a 6-9 credit hour capstone project) across four semesters. In keeping with SACSCOC and the UTK Graduate Catalog, a majority (more than 50 percent) of the total hours required for the proposed Supply Chain Management MS program will be completed at UT Knoxville.

PROGRAM PRODUCTIVITY

Enrollment projections as follows are for UTK students only and are consistent with the enrollment projections for the partner institutions. The projections are deliberately conservative to keep the program selective and manageable.

	2017	2018	2019	2020	2021
Enrollment	10	20	20	20	20
Graduates	--	10	20	20	20

PROGRAM DUPLICATION

No other public or private university in Tennessee offers a similar degree with the international emphasis and partnership. This program will be distinctive in that it will be one of the few that delivers content in a strategic and integrative approach with emphasis not only on the critical components of supply chain, but also on developing strong leadership capabilities and a global mindset – skills and abilities employers are seeking, but having difficulty finding.

EXTERNAL JUDGEMENT

On January 18-19, 2017, Dr. Thomas J. Goldsby, Chair, Department of Marketing and Logistics and Harry T. Mangurian, Jr. Foundation Professor in Business at The Ohio State University’s Fisher College of Business, conducted a campus visit to evaluate the proposed Supply Chain Management MS program. He stated in his written report “I offer a strong overall recommendation supporting program approval. In the greater landscape of MS programs in Supply Chain Management, UTK will compete effectively immediately. Most

importantly, the proposed program will provide UTK students with a world-class learning experience that cannot be matched elsewhere.”

STUDENT DEMAND

Enrollment in similar programs at peer institutions offering supply chain programs indicates more than sufficient demand to meet the initial and ongoing enrollment targets for the proposed Supply Chain Management MS program. Initial recruitment will focus on targeting well-qualified undergraduate students in business and engineering. UTK will also promote the new program on the website, social media, search engine optimization and other marketing collateral. Given the program’s global reputation and ranking in supply chain management, UTK anticipates a number of applications from out-of-state.

OPPORTUNITIES FOR GRADUATES OF THE PROGRAM

A 2015 Deloitte survey of 400 executives of multinational firms found that 71 percent reported difficulty in recruiting supply chain leadership worldwide. As supply chain management continues to develop in emerging markets, this trend will become even more pronounced. The proposed MS program is well positioned to partially address this talent shortage. The program will prepare students for the ongoing digitization of supply chain management, including coverage of the Internet of Things, Advanced Robotics, and 3D/additive manufacturing. With this approach, the proposed SCM program will translate to real job market value for graduates of the program and position them for lucrative management careers with global firms.

INSTITUTIONAL CAPACITY TO DELIVER THE PROGRAM

Given UT Knoxville’s status as the state’s flagship institution and the reputation of its Supply Chain Management undergraduate program, this graduate program is a natural extension of current programming that will meet industry demand for experts in supply chain management. It will lead to better jobs, improved quality workforce that will benefit the State of Tennessee. UTK’s Global Supply Chain Institute Advisory Board has long advocated for a graduate program that will allow students to obtain deeper coverage of supply chain management content and international business.

The current faculty in the Department of Marketing and Supply Chain Management are capable of successfully delivery the proposed program with existing resources. Sufficient library and information technology resources are available. The new James A. Haslam II Business Building is technologically advanced so no additional instructional equipment is needed. Faculty at the two international partners will share the teaching responsibilities for the program. Initial start-up costs of \$40,000 are needed in the first year along with a half-time support staff. In subsequent years, \$10,000 of travel and related costs are included in the operating budget.

Students will pay tuition and fees directly to their “home” school, i.e., the school through which they are enrolled and will graduate, throughout the duration of the program. For

example, a UTK student will pay graduate tuition and fees for the four semesters they are in the program to UTK. They will not need to pay any fees to Kühne Logistics University or Tongji University although they will be responsible for housing, food, and travel throughout the entire program. The same rationale applies for students from the two partner universities.

ASSESSMENT AND POST-APPROVAL MONITORING

An annual performance review of the proposed program will be conducted for the first five years following program approval. The review will be based on benchmarks established in the approved proposal. At the end of this period, the campus, institutional governing board, and Commission staff will perform a summative evaluation. The benchmarks include, but are not limited to, enrollment and graduation, program cost, progress toward accreditation, and other metrics set by the institution and agreed upon by governing board and Commission staff. If benchmarks are not met during the monitoring period, the Commission may recommend that the institutional governing board terminate the program. If additional time is needed and requested by the institutional governing board, the Commission may choose to extend the monitoring period.