First Annual Supply Chain Directors’ Conference

Feb 23-25, 2011

UT Dallas
Carnegie Mellon
Gartner
UT Dallas MS SCM Industry Advisory Board (IAB)
Shawn Alborz, PhD
Directory, SCM Programs (Graduate/Undergraduate)
School of Management

University of Texas at Dallas
salborz@utdallas.edu

House Keeping & Agenda
House Keeping

✓ Relax and enjoy what will be a productive event
✓ Please work with us to observe agenda/timing

✓ Registration area is staffed with students in (BLUE T-shirts) to find an answer for you
✓ Coffee & Refreshments, please help yourself

✓ Restrooms, outside classroom – to the right
House Keeping

✓ Today Lunch
  ❖ Executive dining room (down the hall to the right)
  ❖ Vegetarian diet, please let us know

✓ Tonight - Texas Gala Dinner
  ❖ Bus will depart SOM at 5 PM for DoubleTree Hotel
  ❖ then, bus will depart hotel at 6:15 PM for the Frontiers of Flight Museum
✅ Tomorrow Lunch
  ❖ Lunch boxes available for pickup

✅ Tomorrow - Airport Transportation (please sign up)
  ❖ 1<sup>st</sup> bus will depart SOM at 12:15 PM for DFW Airport
  ❖ 2<sup>nd</sup> bus will depart SOM at 1:15 PM for DoubleTree, then at 1:30 PM for DFW Airport
  ❖ If you fly from Love Field Airport, let us know (we get Taxi)
Keynote Speaker

Steve Clampett

President, Sabre Airline Solutions
Distinguished Industry Participants

✓ Ajay Pol, Management Consulting Supply Chain, Accenture
✓ Mia McCown, Director of Operations, Mary Kay
✓ PS Subramaniam, Sr Operations Manager, Nokia
✓ Mani VGS, Logistics Services Development Manager, Nokia
✓ Dr Sanjay Mehta, Director, Bus Info Solutions, PepsiCo
✓ Moin Shafai, Engineering Manager (ISC), Honeywell
✓ Rick Margl, AVP Carload Equipment, BNSF
✓ Sean Van Ausdall, AVP Network Services Contracting, AT&T
✓ Steve Street, Sr VP Planning & Inventory Mgmt, Fossil
Industry Panel

1. What are the innovations or changes in supply chain management that you would underscore for inclusion into a university’s SC curriculum?

2. What would be the required ‘skill set’ necessary for candidates to possess for consideration to fill a new position within your company?

3. How open is your organization to hiring international students? What can a university do to better prepare the intl. students for internship/employment?
4. What is the primary reason, why a ‘new hire’ within your company’s supply chain is not successful?
   - Inability to multi-task?
   - Technical skills?
   - Communication skills?
   - Quantitative skills?
   - Lack of the development of formal ‘analytical’ thought processing?
   - Inability to manage ‘work/life’ balance?

5. Within what link of the supply chain are you seeing the fewest qualified candidates?
Industry Panel...

6. Within what link of the supply chain are you seeing the fewest qualified candidates?

7. In terms of the career progression, how long would it take for a new hire (entry-level position) to advance in your organization?

8. Can you speak to the value of certification in career progression within your company or industry?
9. How can a university work with your organization to create a custom program?

10. If you were talking to a student considering SCM as a field of study, what would you tell them about your career that has been the most rewarding?
1:00 PM - Session 1
Managing New Students’ Expectations
### Current Profile

<table>
<thead>
<tr>
<th>Program</th>
<th>Y/N</th>
<th>Year Started</th>
<th>Fall 2010 Enrollment</th>
<th>Online Degree (Y/N)</th>
</tr>
</thead>
<tbody>
<tr>
<td>BS/BA degree in SCM</td>
<td>N</td>
<td>Expected 2011</td>
<td>N/A</td>
<td>N</td>
</tr>
<tr>
<td>BS/BA degree with Concentration in SCM/OM</td>
<td>Y</td>
<td>2003</td>
<td>28</td>
<td>N</td>
</tr>
<tr>
<td>Masters degree in SCM</td>
<td>Y</td>
<td>2008</td>
<td>52</td>
<td>N</td>
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<td>MS/MBA with Concentration in SCM/OM</td>
<td>Y</td>
<td>2004</td>
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<td>PhD with Concentration in SCM/OM</td>
<td>Y</td>
<td>2003</td>
<td></td>
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<tr>
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<th>Focus Area</th>
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</thead>
<tbody>
<tr>
<td>SCM Center</td>
<td>Y</td>
<td>2003</td>
<td>• To produce groundbreaking PLM/SCM solutions</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• To provide consultation and information for organizations</td>
</tr>
<tr>
<td>Certificate Program</td>
<td>Y</td>
<td>2004</td>
<td>• To provide value for industry, solution providers and individuals</td>
</tr>
<tr>
<td>• Supply Chain Mgmt Certificate</td>
<td>Y</td>
<td>2005</td>
<td>• To develop SCM consultancy skills</td>
</tr>
<tr>
<td>• Sourcing Mgmt Certificate</td>
<td>Y</td>
<td>2005</td>
<td>• To provide systematic approach to quality improvement, cost reduction</td>
</tr>
<tr>
<td>• Product Lifecycle Mgmt Certificate</td>
<td>Y</td>
<td>2005</td>
<td>and process efficiency</td>
</tr>
<tr>
<td>• Lean Six Sigma Certificate</td>
<td>Y</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Center Industry Advisory Board</td>
<td>Y</td>
<td>2003</td>
<td>• To build closer and stronger relationships</td>
</tr>
<tr>
<td>MS SCM Industry Advisory Board</td>
<td>Y</td>
<td>2008</td>
<td>• To build an alignment between industry needs and SCM curriculum</td>
</tr>
</tbody>
</table>
New Graduate Students’ Expectations

✓ Expectation Research

❖ Objectives

➢ To understand what students expect from the academic experience prior to matriculation
➢ To reinforce those expectations that are congruent with the delivery of the program
➢ To moderate those expectations that might lead to low student satisfaction
➢ To align the individual students into a single perspective making program administration easier
Survey Design and Sample Questions

- 42 questions
- Categories included (program, classroom, faculty, post-degree, demographic)
- I expect to have tutoring/advising/access to labs and tutors for classes I find challenging
- I expect to study ________ number of hours for each 3 credit hour course.
- I expect to study what percentage of my time alone
- I expect to join a student organization
- I expect the school to communicate with me via social media
- I expect to check my email for program questions how often
New Graduate Students’ Expectations...

✔ Survey Implementation

- Design the instrument
- Use the campus survey system or Survey Monkey
- Include the survey link in the admission’s letter ... stating that it is a program requirement to be fulfilled prior to orientation
- Prepare to respond to the survey feedback
- Involve other school administrators to help manage the expectations during orientation and provide correction where expectations are flawed
What UT Dallas has learned

- Lessons Learned
  - Expectations of supply chain students are not necessarily congruent with the expectations of other masters programs or MBA students
  - Student satisfaction rates can likely be elevated when expectations moderated are moderated from day one
  - Aligning the expectation of an entire matriculating group can help bond the group together
  - Participation in student organizations will elevate
  - Ownership of the career management process can be emphasized from day one because you have the opportunity to address the program’s expectations of their individual involvement in the process
## New Graduate Students’ Expectations…

<table>
<thead>
<tr>
<th>UT School of Management ‘New Graduate Student’ Survey Spring 2011 n=155</th>
<th>MS in Supply Chain Students</th>
<th>SOM Graduate Students Overall</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Expects course content delivered via some combination of cases, lectures, simulation or group activities.</td>
<td>46%</td>
<td>60%</td>
</tr>
<tr>
<td>2 Expects 50% of my teaching faculty to have a PhD.</td>
<td>42%</td>
<td>38%</td>
</tr>
<tr>
<td>3 Expects 75% of my teaching faculty to have practical work experience in their area of expertise.</td>
<td>46%</td>
<td>37%</td>
</tr>
<tr>
<td>4 Expects some courses delivered online.</td>
<td>47%</td>
<td>29%</td>
</tr>
<tr>
<td>5 Expects tutoring, advising and labs for especially challenging courses.</td>
<td>54%</td>
<td>56%</td>
</tr>
<tr>
<td>6 Attended an information session to learn more about the program.</td>
<td>48%</td>
<td>38%</td>
</tr>
<tr>
<td>7 Expects to be able to use “real issues from work” for papers and assignments.</td>
<td>88%</td>
<td>37%</td>
</tr>
<tr>
<td>8 Expects to study 3-5 hours outside of the classroom per 3 credit course.</td>
<td>80%</td>
<td>62%</td>
</tr>
<tr>
<td>9 Expects to study a majority of their time alone.</td>
<td>40%</td>
<td>14%</td>
</tr>
<tr>
<td>10 Expects their classmates to have scored an average 600 or above on GMAT.</td>
<td>60%</td>
<td>66%</td>
</tr>
<tr>
<td>11 Expects to join a student or professional organization.</td>
<td>88%</td>
<td>33%</td>
</tr>
<tr>
<td>12 Expects to attend 1-4 school events each semester/quarter.</td>
<td>92%</td>
<td>87%</td>
</tr>
<tr>
<td>13 Expects the school to provide networking opportunities.</td>
<td>96%</td>
<td>59%</td>
</tr>
<tr>
<td>14 Expects to spend time with the career management office personnel.</td>
<td>80%</td>
<td>50%</td>
</tr>
<tr>
<td>15 Expects the career office to provide me with resources/connections to new or better employment after graduation.</td>
<td>92%</td>
<td>59%</td>
</tr>
<tr>
<td>16 Expects to have the opportunity to interact with students from different countries.</td>
<td>92%</td>
<td>40%</td>
</tr>
<tr>
<td>17 Expects to interact with alumni during the degree program.</td>
<td>80%</td>
<td>32%</td>
</tr>
<tr>
<td>18 Expects the opportunity to study abroad for a short period (two weeks) during my program.</td>
<td>68%</td>
<td>17%</td>
</tr>
<tr>
<td>19 Expects the school to use social media to communicate with me (Twitter, Facebook, etc.)</td>
<td>60%</td>
<td>12%</td>
</tr>
<tr>
<td>20 Expects the school to primarily communicate important information to me via email.</td>
<td>100%</td>
<td>65%</td>
</tr>
<tr>
<td>21 Monitors email daily for program communications.</td>
<td>88%</td>
<td>71%</td>
</tr>
<tr>
<td>22 Expects regular interaction with the program’s administrative leaders.</td>
<td>82%</td>
<td>22%</td>
</tr>
<tr>
<td>23 Expects interaction with the deans of the school.</td>
<td>64%</td>
<td>15%</td>
</tr>
</tbody>
</table>
✓ Ideas for Future Supply Chain Conferences

- Consider a multi-school study using the same instrument
- Repeat over several years to identify trends in the expectations of supply chain students
- Run cross-tabs to determine if there are public versus private differences
- Run cross-tabs to determine if there are age, gender or experience factors that distinguish programs or issues
- Consider conducting surveys of employers to determine if managing their expectations improve hiring rates
1:30 PM - Session 2
Innovative Methods to Increase Enrollments
## ASU Program Profile

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<td></td>
<td></td>
<td>• x</td>
</tr>
<tr>
<td>Certificate Program</td>
<td></td>
<td></td>
<td>• x</td>
</tr>
<tr>
<td>Industry Advisory Board</td>
<td></td>
<td></td>
<td>• x</td>
</tr>
</tbody>
</table>
How Can We Help Them Navigate The Steps?

High School

W. P. Carey College of Business

Community College

Other ASU Programs
High School

- Fleischer Scholars Program
- Marcos de Niza High School
- Career Day Events
- ASU on the Road
- Future Sun Devils Newsletters
- Outreach to guidance counselors
How Are We Doing?
Community College

- Program Design
- UG Committee
- Admissions Process
- SCM 300 Videos
- Departmental Website
- Outreach to counselors
How Are We Doing?
ASU

Meet the Majors

WPC 101

SCM 300 Instructors

SCM 300 Videos

Departmental Website

Outreach to counselors
How Are We Doing? How Are You Doing?
Kathryn Dobie, PhD
Professor & Director, of the Transportation Institute
School of Business & Economics
North Carolina A&T State University
kaydobie@ncat.edu

Innovative Methods to Increase Undergraduate Enrollments
## Current Profile

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<tr>
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<td>SCM Center</td>
<td>Y</td>
<td></td>
<td>• Safety</td>
</tr>
<tr>
<td>Certificate Program</td>
<td>Y</td>
<td></td>
<td>• Supply Chain</td>
</tr>
<tr>
<td>Industry Advisory Board</td>
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<td></td>
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</tbody>
</table>
Summer High School Transportation Institute

Who
- Rising Jrs and Srs
- 3.0 grade point

What
- Freshman English
- ACT Prep
- Leadership Coach
- In-depth knowledge of the Transportation Industry
- 5.5 weeks

How
- Speakers
  - Transportation Instruction
  - Engineering
- Hands on activities
- COMTO conference
Reaching Potential Undergraduate Students...

- Field trips
  - Intermodal trip to Washington/Baltimore
- Web Page Development
- Project presentation

✔ Objective – Take all they have learned and share with others at their High Schools

✔ Return to A&T as a Supply Chain Major
High School Teachers and Counselors

✓ Who
  ❖ Teachers and counselors from area high schools

✓ What
  ❖ Learn how to integrate transportation/supply chain examples and activities into the existing curriculum

✓ How
  ❖ 4 day immersion on wheels
  ❖ Instruction in motion
  ❖ Site visits
  ❖ Class activity creation

✓ Curriculum based on CSCMP instructional videos
Incoming Students

✓ Welcome Letter
  ❖ Financial opportunities
  ❖ Employment opportunities
Current Students

- Student Roundtable of CSCMP
- Supply Chain Day
- Support of Piedmont Triad Partnership
- Scholarships
- Internships
- Case competition
- Research Opportunities
Joy Dietz

Director, Full-time Master’s Programs
MBA, MSHRM, MSIA

Krannert School of Management
Purdue University
jdietz@purdue.edu

Innovative Methods to Increase Graduate Enrollments
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<td></td>
<td>N</td>
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<tr>
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<td>Y</td>
<td>2008</td>
<td>9</td>
<td>N</td>
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<tr>
<td>Masters degree in SCM</td>
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<td></td>
<td></td>
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<td>MS/MBA with Concentration in SCM/OM</td>
<td>Y</td>
<td>2005</td>
<td>63 (from Career Services)</td>
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<td></td>
<td>N</td>
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<tbody>
<tr>
<td>SCM Center</td>
<td>Y</td>
<td>2005</td>
<td>• To create a place for student education/experience, faculty research and industry engagement in the areas of Industrial Management, Operations Management &amp; Supply Chain Management.</td>
</tr>
</tbody>
</table>
| Certificate Program       | Y   | 1988 MTM 2006 GSCM | • Manufacturing & Technology Management  
                            |                     | • Global Supply Chain Management |
| Industry Advisory Board   | N   |              |                                                            |

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**First Annual Supply Chain Directors' Conference**
**UT Dallas** Feb 23-25, 2011

[images and logos]
Ten-year Trend
Make SCM/Ops Visible and Meaningful

✓ Purdue branding study
  ❖ Marketing and finance?

✓ Re-energize activities
  ❖ Internally
  ❖ Externally

✓ Re-energize messages
  ❖ Why consider SCM and operations?
  ❖ Operations/Logistics/Supply Chain Career Paths and Opportunities
Re-energizing Activities

✓ Increase internal visibility of operations
  - Operations faculty
    - Staff discussions
    - Student lunches
  - DCMME and GSCMI activities

✓ Increase external visibility for partnerships
  - Outreach to university and alumni
  - Outreach to industry, schools, & organizations
Re-energizing Messages

✓ Make operations field “sexy” through stories
  - Operations Students like to “do”
    - Experiential learning & entrepreneurship
    - Study or internship abroad

✓ Join Purdue’s “Makers All” campaign
  - Contribute to changes in the world

✓ Promote solid career opportunities
Transform the World

Dr. Iyer
Career Opportunities

✓ Long-term career stability
  ❖ “Stuff always needs to be moved”

✓ Creative and interesting work

✓ Variety
  ❖ Warehouse operations
  ❖ Third-party logistics sales
  ❖ Six-Sigma
  ❖ Purchasing
  ❖ Project Management
  ❖ Inventory Management
  ❖ Facilities Planning
  ❖ Consulting
Career Opportunities...

Manufacturing a new career

Rose Kelly-Falls earned a bachelor’s degree from Butler University, and had every intention of pursuing a career in apparel manufacturing. After college, she worked in the textile industry for some well-known design houses, including Perry Ellis and Anne Klein, and was an apparel purchasing and operations manager in New York City.

But Kelly-Falls wanted more. “I felt like I was somewhat limited in New York,” she says. “If you were not in the apparel or textile industry, you worked on Wall Street. And at that point, I wanted to get out of that industry and focus on complex manufacturing. I knew that if I wanted to really succeed, I would need a higher education.”

Kelly-Falls enrolled at the Master of Science in Management (MSM) program at Purdue—as then known as the Master of Business Administration (MBA)—and graduated in 1998. She started her new career in commodity management for the Ford Motor Co. and was head of commodity purchasing and head of financial risk, supply management, at Rolls-Royce North America.

In 2010, Kelly-Falls co-founded the Fuzion Group LLC, a supply management consultancy firm. Soon after the company’s conception, an article was published by Gartner on the work that she developed and implemented on supply chain risk management, and was picked up by business information giant Dun & Bradstreet. Kelly-Falls recently joined Rapid Ratings, an analytics and ratings firm in New York City, as a senior vice president of supply chain risk management. She maintains an office at the Purdue Research Park at AmeriFlex-Indianapolis.

Kelly-Falls credits her Purdue education for much of her success. “Purdue provided the framework for me to look beyond my own concentration of operations. It provided me the foundation to look at all other fundamentals of business, such as marketing, finance, and HR,” she says. “When I went back into industry, I was a much more strategic thinker and more visionary in my approach to business.”
Alumni Stories: Margaret

✓ International business consultant

✓ 50 countries
  ❖ Rural villages to major cities

✓ Haiti Apparel Center
  ❖ State-of-the-art training and technical assistance center
  ❖ Critical new jobs for Haitians
Next Steps

✓ Prepare the “2020” plan

✓ Finalize marketing plan
  ❖ Use new media channels
  ❖ Increased web and social media presence
  ❖ Increase outreach

✓ Continue finding and telling stories
Innovative Methods in Increasing Undergraduate Enrollment
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<td>230</td>
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<tr>
<td>BS/BA degree with Concentration in SCM/OM</td>
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<td>2005</td>
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<td>2005</td>
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<td>PhD with Concentration in SCM/OM</td>
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<td>2007</td>
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<td>N</td>
<td></td>
<td>• x</td>
</tr>
<tr>
<td>Industry Advisory Board</td>
<td>Y</td>
<td>2011</td>
<td>• Research collaboration; Student enhancement &amp; recruiting</td>
</tr>
</tbody>
</table>
Program Growth: 2007 - 2011

Preliminary 5th Class Day Data (Unofficial)
Fingertip Facts by Department
Five Year Student Headcount Summary
Mays Business School
INFO

Sex, Student Headcount
- Female
- Male
- Student Headcount
- Mean

Student Headcount

<table>
<thead>
<tr>
<th>Term</th>
<th>Spring 2007</th>
<th>Spring 2008</th>
<th>Spring 2009</th>
<th>Spring 2010</th>
<th>Spring 2011</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>95</td>
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<td>163</td>
<td>429</td>
<td>527</td>
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</tr>
</tbody>
</table>

We Make Business Better
Requirements for a Successful SCM Program

We Make Business Better

- Faculty Champion and Team
- Supply Chain Perspective
- Market the Program
- Professional Society (CSCMP, APICS, ISM, SCC)
- Comprehensive/Flexible Curriculum
- Industry Partnerships
- Customer Service – Show them you care!
Integrated Supply Chain: Key Functions*

STRATEGY & CHANGE MANAGEMENT

- DESIGN for SUPPLY CHAIN ABILITY
- PROCUREMENT of MATERIALS
- DEMAND & SUPPLY PLANNING
- GLOBAL LOGISTICS
- MANUFACTURING
- CUSTOMER RELATIONSHIP MGMT & FULFILLMENT
- AFTER SALE SUPPORT

TECHNOLOGY ENABLEMENT

GOVERNANCE

* CSCMP Task Force on SCMP Certification
Product Development & Marketing:

✓ Parents
  ❖ Career Weekend
  ❖ Letter from the Dept. Head

✓ Students
  ❖ Introductory Classes: speakers, career guide
  ❖ Student Services

✓ CSCMP Student Roundtable

✓ Industry
  ❖ Career Fair, Professional Societies, Recruiting
  ❖ Advisory Board
How Do You Describe the World Today?

- Domestic vs Global
- Stable vs Evolving Technology
- Static vs Dynamic
- Manufacturing vs Service Orientation
- Longer vs Shorter Product Life Cycles
- In-source vs Outsource/Off-shoring
- Abundant vs Scarce Resources
Who Are These People?
What Do They Have in Common?

- Sam Walton
- Michael Dell
- Jeff Bezos
- Fred Smith
- Ray Kroc
- Pierre Omidyar
- Henry Ford
- Taiichi Ohno
- Wal-Mart
- Dell Computer
- Amazon.com
- Federal Express
- McDonalds
- eBay
- Ford
- Toyota

Revolutionaries that redefined their industry.

How did they do it?
What Do You Want in Your Career?

- Make Big Bucks
- Long term career opportunities
- Rapid promotions
- Chance to make a difference
- Career flexibility
- Work with people like yourself
- Active, hands-on, people based
Mays Business School
Average Starting Salaries for Undergraduate Majors

We Make Business Better
What Companies Recruit SCM Majors?

Dell
USAA
ConocoPhillips
protiviti
IAA Information Advantage Associates
Chevron
Neiman Marcus
Deloitte
ExxonMobil
Sungard
Anadarko Petroleum Corporation
Reynolds & Reynolds
Sava Senior Care
PricewaterhouseCoopers
Lockheed Martin
Marathon
Texas Instruments
SAS
AMD
EDS
bmc software

We Make Business Better
Council of SCM Professionals (CSCMP)

- Student Roundtable (3rd Chartered)
- Liaison for students and industry
- Events
  - Networking: Dinner Meetings & Power Lunches
  - Road Trips: Companies & Professional Societies
  - National CSCMP Convention
  - Leadership Development
  - Job Placement: internships & full-time
  - Resume Book
  - Certification Examinations
  - Scholarships
  - Parties

We Make Business Better
Comprehensive/Flexible Curriculum

✓ SCM Core Courses (15 hours)
  ◆ INFO 340: Global SCM & Logistics
  ◆ INFO 335: Sourcing & Procurement
  ◆ INFO 345: Business Process Design
  ◆ INFO 361: Operations Planning & Control
  ◆ INFO 465: IT in Supply Chains

✓ Directed Electives (9 hours)
  ◆ INFO 336 Decision Support Systems
  ◆ INFO 468 Enterprise Resource Planning
  ◆ MIS, Marketing, Mgmt, Accounting, Finance, others

✓ General Electives (6 hours)
Aggie SCM program ranked #6 by AMR Research
Top pay and career opportunities
Hands-on problem solving
Technology based
Global
Dynamic
You can have an impact!
2:45 PM - Session 3
Innovative Curriculum Development: Transforming a Masters Program
# Current Profile

<table>
<thead>
<tr>
<th>Program</th>
<th>Y/N</th>
<th>Year Started</th>
<th>Fall 2010 Enrollment</th>
<th>Online Degree (Y/N)</th>
</tr>
</thead>
<tbody>
<tr>
<td>BS/BA degree in SCM/OM</td>
<td>N</td>
<td></td>
<td></td>
<td>N</td>
</tr>
<tr>
<td>BS/BA degree with Concentration in SCM/OM</td>
<td>Y</td>
<td>1950’s</td>
<td>150</td>
<td>N</td>
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<tr>
<td>Masters degree in SCM/OM</td>
<td>Y</td>
<td>1970’s</td>
<td>50</td>
<td>Y</td>
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<tr>
<td>MS/MBA with Concentration in SCM/OM</td>
<td>Y</td>
<td>1970’s</td>
<td>25</td>
<td>Y</td>
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<tr>
<td>PhD with Concentration in SCM/OM</td>
<td>Y</td>
<td>1960’s</td>
<td>8</td>
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<table>
<thead>
<tr>
<th>Area</th>
<th>Y/N</th>
<th>Year Started</th>
<th>Focus Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCM Center</td>
<td>Y</td>
<td>2007</td>
<td>• Education &amp; Research</td>
</tr>
<tr>
<td>Certificate Program</td>
<td>N</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Industry Advisory Board</td>
<td>Y</td>
<td>2008</td>
<td>• Curriculum Guidance, Student Projects, Financial Support</td>
</tr>
</tbody>
</table>
Transforming a Master’s Degree Program

✓ Master of Science in Management Science
  ❖ Degree program started in 1970’s
  ❖ Initially a full time, 2-year program (36 hrs)
  ❖ Four tenure-track faculty in 2001
  ❖ Historically low enrollments
  ❖ Targeted for evaluation and possible elimination

✓ Transformational Changes
  ❖ New university president establishes goals for increasing enrollment and development of online degree programs
  ❖ Changed program name to Operations Management
  ❖ Restructured masters curriculum to 1 year (30 hrs)
  ❖ Developed online masters program
  ❖ Added 4 tenure track faculty and 1 instructor (2002-2009)
Master of Science in Operations Management

- Coordinator – Dr. John Mittenthal

- Full time program on campus
  - 23 students
  - One year or three semesters

- Part time online program for distance students
  - 29 students
  - 2-3 years to complete the program
  - First graduate in 2007
  - Will graduate 8-10 students this year
  - 75% retention/graduation rate
Online MSOM Program

✓ Same degree as full time program
  ◆ Identical requirements - online program not viewed as a second-class degree

✓ Structure & Format
  ◆ Asynchronous delivery over a regular semester schedule
  ◆ All online classes provide pre-recorded audio-video content
  ◆ Faculty member and/or GTA responsible for grading and responding to questions
  ◆ Use team assignments and management simulation games like the Supply Chain Game to facilitate networking
  ◆ Meets minimum enrollment . . . regular teaching load
  ◆ Otherwise . . . supplemental compensation
Organizational Issues for Online Program

✅ College of Continuing Studies
   - Responsible for advertising, instructional development support, and technology support
   - Retains a percentage of tuition revenue that is shared with the program

✅ Faculty
   - If meets minimum enrollment . . . regular teaching load
   - Otherwise . . . supplemental compensation
   - Receive supplemental compensation from CCS for developing the audio/video course content
MSOM Curriculum

✓ Analytics
  ● Management Science & Spreadsheet Modeling
  ● Applied Statistics
  ● Simulation

✓ Supply Chain
  ● Supply Chain Analysis
  ● Inventory Management

✓ Quality (select one)
  ● Effective Quality Management
  ● Statistical Quality Control

✓ Planning & Scheduling
  ● Operations Scheduling
  ● Manufacturing Planning & Control Systems

✓ Capstone Project Course
  ● AACSB Assessment

✓ Electives
  ● Purchasing & Sourcing
  ● Lean Business Processes
  ● Capstone Project Seminar
Corporate Partnerships

✓ Mercedes-Benz
✓ BMW
✓ Automotive Suppliers
✓ Nucor
✓ Procter & Gamble
✓ Frito Lay
✓ JC Penney
✓ Target
Innovative Methods in Curriculum Development, Online Program & Assessment
# Current Profile

<table>
<thead>
<tr>
<th>Program</th>
<th>Y/N</th>
<th>Year Started</th>
<th>Fall 2010 Enrollment</th>
<th>Online Degree (Y/N)</th>
</tr>
</thead>
<tbody>
<tr>
<td>BS/BA degree in SCM</td>
<td>N</td>
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<td></td>
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</tr>
<tr>
<td>BS/BA degree with Concentration in SCM/OM</td>
<td>Y</td>
<td>2010</td>
<td>10-15</td>
<td>N</td>
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<tr>
<td>Masters degree in SCM</td>
<td>N</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MS/MBA with Concentration in SCM/OM</td>
<td>Y</td>
<td>2002</td>
<td>35-40</td>
<td>Coming Soon</td>
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<td>PhD with Concentration in SCM/OM</td>
<td>Y</td>
<td>Pre-1995</td>
<td>8</td>
<td>No</td>
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<table>
<thead>
<tr>
<th>Area</th>
<th>Y/N</th>
<th>Year Started</th>
<th>Focus Area</th>
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<tbody>
<tr>
<td>SCM Center</td>
<td>N</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Certificate Program</td>
<td>Y</td>
<td>2002</td>
<td>• Global Supply Chain Management</td>
</tr>
<tr>
<td>Industry Advisory Board</td>
<td>Y</td>
<td>2003</td>
<td>• Global Supply Chain Management</td>
</tr>
</tbody>
</table>
Curriculum Development

✓ Curriculum Development a collaborative process
  ✷ Faculty Interest and Expertise
  ✷ Student Demand
  ✷ Industry Recommendation

✓ Current slate of GSCM elective courses examined to identify holes in curriculum

✓ School-wide review process to approve new elective courses
  ✷ Recently implemented
  ✷ Aimed towards reducing duplication in content and cases
Online MBA program scheduled for launch in July 2011

- Joint Venture with 2tor, Inc.
- Courses being developed on a rolling schedule
- Concentrations to follow later

Balance of Asynchronous and Synchronous content

Operations core class and Global Supply Chain Management elective class
4:00 PM - Session 4
Joel Sutherland
Managing Director, Center for Value Chain Research

Lehigh University
joel.sutherland@lehigh.edu

Effective Methods in Building, Growing & Managing a Supply Chain Center
## Current Profile

<table>
<thead>
<tr>
<th>Program</th>
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<th>Year Started</th>
<th>Fall 2010 Enrollment</th>
<th>Online Degree (Y/N)</th>
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<tbody>
<tr>
<td>BS/BA degree in SCM</td>
<td>Yes</td>
<td>2000</td>
<td>47</td>
<td></td>
</tr>
<tr>
<td>BS/BA degree with Concentration in SCM/OM</td>
<td>Yes, but we call this a minor at the undergraduate level. The minor is SCM, not OM</td>
<td>2004</td>
<td>7</td>
<td>No</td>
</tr>
<tr>
<td>Masters degree in SCM</td>
<td>No</td>
<td></td>
<td></td>
<td>This is available on-campus AND online</td>
</tr>
<tr>
<td>MS/MBA with Concentration in SCM/OM</td>
<td>Yes – The concentration is in SCM (we do not have one in OM)</td>
<td>2002</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>PhD with Concentration in SCM/OM</td>
<td>No</td>
<td></td>
<td></td>
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</table>
## Current Profile

<table>
<thead>
<tr>
<th>Area</th>
<th>Y/N</th>
<th>Year Started</th>
<th>Focus Area</th>
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<tbody>
<tr>
<td>Certificate Program</td>
<td>Yes</td>
<td>2002</td>
<td>12 credit program with a focus in SCM</td>
</tr>
<tr>
<td>Industry Advisory Board</td>
<td>Yes</td>
<td>2009</td>
<td>Representatives from member companies provide advice and recommendations on a variety of issues to ensure the CVCR consistently provides the greatest value</td>
</tr>
<tr>
<td>SCM Center (Center for Value Chain Research – CVCR)</td>
<td>Yes</td>
<td>2002</td>
<td>JV between College of Engineering and College of Business:</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• provides <strong>interdisciplinary approach</strong> to research &amp; education</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• integrates analytical and quantitative engineering approaches with process-driven and field-based business research</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• pursues a broad range of knowledge creation and with the aim of benefiting researchers and practitioners</td>
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</table>

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First Annual Supply Chain Directors' Conference
UT Dallas  Feb 23-25, 2011

Carnegie Mellon University
Gartner
Interdisciplinary Value Chain Center

Bob Trent, Co-Director
Dept. of Management

Joel Sutherland, Managing Director

Larry Snyder, Co-Director
Dept. of Industrial & Systems Engineering
Basics in Building a Successful Center

✓ Industry Professional
  ❖ Bridges the gap between industry and academia
  ❖ Reputation & experience can open doors
  ❖ Professional network facilitates program development

✓ Mailing List
  ❖ 200-300 when I joined Lehigh in 2006 - Regional U.S.
  ❖ ~15,000 today - Global

✓ Marketing
  ❖ Use social media (e.g. LinkedIn; Twitter; Facebook)
  ❖ CVCR Newsletter – 3x/year
Basics in Building a Successful Center

✓ Self-sustaining
  - Positive cash flow from the beginning (5 years)
  - Never having to ask for $ is “like having tenure”

✓ Reputation
  - Attend industry events – contribute & participate
  - Make yourself a resource for the press

✓ Tools
  - Constant Contact
  - Eventville

✓ Value Proposition
  - Industry partners (i.e. members) want a positive ROI
Website

- Invest in development of quality site
- Load with content to attract visitors
- Limit free content - best to members-only
- Maintain constantly – don’t let site get stale
CVCR Activities

Research
- Research Projects
- Student Research Projects
- Supplier Satisfaction Surveys
- State Matching Grants (PITA)

Education
- Semiannual Symposiums
- Professional Development Seminars
- APICS CSCP Certification Training
- Customized Seminars
- Executive Roundtables
- Publications (Newsletters, Research Papers, White Papers)
# Membership Levels & Benefits

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Basic</th>
<th>Affiliate</th>
<th>Associate</th>
<th>Research</th>
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<tbody>
<tr>
<td>Research Project</td>
<td>$2,500</td>
<td>$7,500</td>
<td>STUDENT¹</td>
<td>FACULTY²</td>
</tr>
<tr>
<td>Seats at spring and fall symposiums³</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>Discounted rates for additional symposium registrations</td>
<td></td>
<td>•</td>
<td>•</td>
<td>•</td>
</tr>
<tr>
<td>Participation on CVCR Advisory Committee</td>
<td></td>
<td>•</td>
<td>•</td>
<td>•</td>
</tr>
<tr>
<td>First-look privileges on research</td>
<td></td>
<td>•</td>
<td>•</td>
<td>•</td>
</tr>
<tr>
<td>Access to white papers, technical reports, and other member-only publications</td>
<td>•</td>
<td>•</td>
<td>•</td>
<td>•</td>
</tr>
<tr>
<td>Preferential access to talented Lehigh students for recruiting</td>
<td></td>
<td>•</td>
<td>•</td>
<td>•</td>
</tr>
<tr>
<td>Exclusive web access to CVCR Newsletter archives</td>
<td>•</td>
<td>•</td>
<td>•</td>
<td>•</td>
</tr>
<tr>
<td>Recognition of your organization as a CVCR member</td>
<td>•</td>
<td>•</td>
<td>•</td>
<td>•</td>
</tr>
<tr>
<td>Discount on Professional Development Seminars, Executive Roundtables, APICS Certification Classes, Supplier Satisfaction Survey</td>
<td>0%</td>
<td>10%</td>
<td>15%</td>
<td>20%</td>
</tr>
</tbody>
</table>

¹Semester-long research project conducted by Lehigh student(s) and supervised by Lehigh faculty

²Year-long research project led by Lehigh faculty member and graduate-level (business or engineering) student(s)

³Can be used by company representative or given to business associates
Innovative Methods in Building & Managing a Center Effectively
## Current Profile

### Program Overview

<table>
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<tr>
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<tr>
<td>BS/BA degree with Concentration in SCM/OM</td>
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<td>2008</td>
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<td>Masters degree in SCM</td>
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<td></td>
<td></td>
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<tr>
<td>MS/MBA with Concentration in SCM/OM</td>
<td>Y</td>
<td>1988/2005</td>
<td>222 MBAs, 63 in SCM/OPS (from Career Services)</td>
<td>N</td>
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<tr>
<td>PhD with Concentration in SCM/OM</td>
<td>Y</td>
<td></td>
<td></td>
<td>N</td>
</tr>
</tbody>
</table>

### Area Focus

<table>
<thead>
<tr>
<th>Area</th>
<th>Y/N</th>
<th>Year Started</th>
<th>Focus Area</th>
</tr>
</thead>
<tbody>
<tr>
<td>SCM Center</td>
<td>Y</td>
<td>2005</td>
<td>• To create a place for student education/experience, faculty research and industry engagement in the areas of Industrial Management, Operations Management &amp; Supply Chain Management.</td>
</tr>
</tbody>
</table>
| Certificate Program         | Y   | 1988 MTM 2006 GSCM | • Manufacturing & Technology Management  
                                |                               | • Global Supply Chain Management                                  |
| Industry Advisory Board     | N   |              |                                                                                                                                          |
Supply Chain Center Leadership - Building by Doing

✓ Build the state *support* through work involving economic development

✓ Build university & academic community *interest* by creating new teaching cases & engage PHD level research

✓ Build local & global community *involvement* through philanthropic works involving supply chain excellence...
Build the state **support** through work involving economic development

- Find opportunities to meet state needs.
  - Indiana Dept. of [Transportation](#)

- Look for interesting press that could lead to research opportunities.
  - Kokomo Indiana “**distress story**” funding thru Walmart

- Connect with existing state outlets of funding
  - [Conexus Indiana](#)
  - FEDERAL [initiatives](#) [WIRED](#)
Supply Chain Center Leadership - Building by Doing

✔ Build university & academic community interest by creating new teaching cases & engage PHD level research

- The Regulation driven Supply Chain case – incited a PHD thesis, and research paper.
- The Sustainable Supply Chain case - part of a collaborative research paper with CEU, Hungary.
- US Coast Guard homeland security engagement has generated two published papers and more in the pipeline, plus recognition as a finalist for the prestigious Edelman Prize.
- Local business projects provide motivation for PhD students to think about theory inspired by practice.
✓ Build local & global community involvement through philanthropic works involving supply chain excellence...

- Leading students to “give with their brains”...
  - Create value for NFP’s (Wabash Center), students & your Centers

- Demonstrating that same leadership around the globe...
  - Building better healthcare supply chains in Sierra Leone
Putting the bow on top...

Annual Supply Chain Management Conference

✓ One **Key event** that brings together...
  - Policy makers
  - Community
  - Industry
  - Students

  for a day of...
  - industry best practice sharing
  - Theoretical breakthrough sharing
  - Student engagement & competition
Thank You!

Mary Pilotte
Krannert School of Mgmt.
Purdue University
mpilotte@purdue.edu
www.gscmi.org
Innovative Methods in Building and Managing a Supply Chain Center
## Current Profile

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</thead>
<tbody>
<tr>
<td>BS/BA degree in SCM</td>
<td>Y</td>
<td>2004</td>
<td>~60</td>
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<td>BS/BA degree with Concentration in SCM/OM</td>
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<td>Masters degree in SCM</td>
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<td>MS/MBA with Concentration in SCM/OM</td>
<td>Y</td>
<td>2002</td>
<td>~40</td>
<td>N</td>
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<tr>
<td>PhD with Concentration in SCM/OM</td>
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<td>NA</td>
<td>NA</td>
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<tbody>
<tr>
<td>SCM Center</td>
<td>Y</td>
<td>2001</td>
<td>• To build connections between:</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Neeley students</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- The business community</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>- Neeley faculty</td>
</tr>
<tr>
<td>Certificate Program</td>
<td>Y</td>
<td>2002</td>
<td>• Certificate in Supply and Value Chain Management for our fulltime MBA and Professional MBA students</td>
</tr>
<tr>
<td>Industry Advisory Board</td>
<td>Y</td>
<td>2007</td>
<td>• Provides guidance in all areas – center events, curriculum and research</td>
</tr>
</tbody>
</table>
The Neeley Supply and Value Chain Center

- Promote and support the development and positioning of talented leaders and advanced business intelligence in supply and value chain management.

- In doing so, create opportunities for stakeholders
  - Students
  - Business community and SCM professionals
  - Faculty
  - Neeley School/TCU
The Neeley Supply and Value Chain Center

Develop and place talented leaders
- Undergraduate and Graduate degree programs
- World-class content delivered through “active learning”
- Executive development programs
- Excellent recruiting and career services

Key Activities

Develop and publish leading practices and business intelligence
- Top notch faculty with application-oriented research agendas
- “In residence” partnerships with leading scholars and business thought leaders
- Research relationships, funding, data
- Benchmarking/best practice databases

Design and host engaging venues for networking, relationship building, and opportunity development
- Forums, roundtables, conferences
- Guest lecturers, speaker events
- Social/professional networking
What Role Does the Center Play and How?

Students:

• Student Organization
  • Facility Tours and Guest Speakers
  • Trips to the major U.S. ports
• Graduate Certificate
• Supply Chain Student Executive Program at the Undergrad level
• Supply Chain Management Roundtable
• Supply Chain Boot Camp
• National Case Competitions at both undergrad and MBA levels
• Participation at Professional Organizations (e.g., annual CSCMP Conference, local ISM, APICS, and CSCMP Roundtables)
The Neeley Supply and Value Chain Center

What Role Does the Center Play and How?

Business Community:
• Global Supply Chain Conference
• Executive Forum
• Executive Education
• Advisory Board
• Sponsor Company Support

Fellow Sponsor

World-Class Sponsors

Premier Sponsors

Elite Sponsor

BNSF

Alcon

Elbit

Pier1 imports
The Neeley Supply and Value Chain Center

What Role Does the Center Play and How?

Faculty:

- Research Support
- Executive Education
- Global Supply Chain Conference
- Participation at Professional Organizations (e.g., annual CSCMP Conference, local ISM, APICS, and CSCMP Roundtables)
Department of Information Systems and Supply Chain Management, (INSC)...est. 2003

Required Courses:

• Concepts in Supply Chain Mgmt
• Business Information Systems Planning
• Demand Forecasting Mgmt
• Global Supply Chain Mgmt
• Logistics & Transportation
• Procurement/Supply Mgmt
• Supply Chain Tools & Technologies
• Supply Chain Strategy (Capstone)
• Study Abroad* - Asia, India, Vietnam
• Operations Management**
• Those pursuing certificate also have a required internship**

*Optional
**MBA Requirements
Innovative Methods in Building & Managing an Effective Center
## Current Profile - University of Texas at Austin

### Program Details

<table>
<thead>
<tr>
<th>Program</th>
<th>Y/N</th>
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<th>Fall 2010 Enrollment</th>
<th>Online Degree (Y/N)</th>
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<tbody>
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<td>Y</td>
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<td>Y</td>
<td>2004</td>
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### Area Details

<table>
<thead>
<tr>
<th>Area</th>
<th>Y/N</th>
<th>Year Started</th>
<th>Focus Area</th>
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</thead>
<tbody>
<tr>
<td>SCM Center</td>
<td>Y</td>
<td>2007</td>
<td>• Thought Leadership, Talent Development, Industry Impact</td>
</tr>
<tr>
<td>Certificate Program</td>
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<td>- -</td>
<td>- -</td>
</tr>
<tr>
<td>Industry Advisory Board</td>
<td>Y</td>
<td>2001</td>
<td>• Influence curriculum and research priorities</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Determine topics for roundtables and symposiums</td>
</tr>
</tbody>
</table>
Supply Chain Management Center – UT-Austin

- **Exists** to support and promote scholarly research in supply chain management and related fields

- Brings together financial resources, executives from leading corporations, and faculty and students from multiple disciplines in the McCombs School of Business to develop and communicate new knowledge about supply chain management

- Facilitates the development of outstanding academic programs in supply chain management

- Enables “real world” problem solving for our industry partners, encouraging the development of future industry and academic leaders

The Center links McCombs School of Business with industry, and collaborates with other centers of related activity within The University of Texas at Austin.
Constituent Interdependencies for Success

Faculty

SCMC

Students

Industry

WIN

WIN

WIN

WIN

Supply Chain Management Center – UT-Austin
Vision

By 2015, be a “top tier” Supply Chain Management Program with a reputation for outstanding faculty, students and industry partners.

Strategy

Closely align with the Supply Chain Talent Academic Initiative and Gartner Research to develop programs and curriculum to deliver supply chain leaders of the future.
Key Activities

Thought Leadership (Faculty)
- Recruit the best and brightest faculty as our program expands, focusing on closing gaps in our expertise identified through constituency feedback and independent research

Talent Development (Students)
- Increase scholarship offerings
- Increase visibility of our students at conferences and competitions
- Create programs that are unique and attract best and brightest
- Expand opportunities for global interaction with real world projects and classroom experiences

Industry Impact (Sponsors)
- Increase the research interaction with our partners on applied research
- Continually improve the quality of faculty/student/industry interaction:
  - Roundtables focused on industry relevant issues
  - Practicums
  - Co-designed educational programs
## Comparison of Sponsorship Benefits

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Executive</th>
<th>Core</th>
<th>Small Company</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Annual Cost</strong></td>
<td>$25,000/yr</td>
<td>$15,000/yr</td>
<td>$2,500/yr</td>
</tr>
<tr>
<td></td>
<td>$67,500/3yrs</td>
<td>$40,500/3yrs</td>
<td>(Exec/Core sponsor approval required)</td>
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<tr>
<td><strong>Advisory Council Membership</strong></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>(influence curriculum, research priorities, and roundtable topics)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Invited to attend all roundtables and networking events</strong></td>
<td>✓</td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Judge student case competitions</strong></td>
<td>First Choice</td>
<td>Space Available</td>
<td>Space Available</td>
</tr>
<tr>
<td><strong>Participate in practicum projects</strong></td>
<td>First Choice</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td><strong>Classroom speaking opportunities</strong></td>
<td></td>
<td>✓</td>
<td>✓</td>
</tr>
<tr>
<td><strong>Sponsorship recognition on SCMC spaces</strong></td>
<td>Top Billing</td>
<td></td>
<td>✓</td>
</tr>
<tr>
<td>(hallway display, website, newsletter, event materials)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Customized benefits to be co-developed based on the company’s unique needs</strong></td>
<td></td>
<td></td>
<td>✓</td>
</tr>
</tbody>
</table>
Executive Sponsors

- Accenture
- AMD
- Boeing
- Chevron
- ConocoPhillips
- Dell
- Freescale
- FritoLay
- P&G
- Shell

Core Sponsors

- Energy Alloys
- Riverwood Solutions
- Small Company
- Texas Instruments
Dinner
First Annual Supply Chain Directors' Conference

UT Dallas
Carnegie Mellon
Gartner

Feb 23-25, 2011
8:30 AM - Session 1
Dana Stiffler
Managing Vice President
Supply Chain Consulting, IT & BPO Services

Gartner
Dana.stiffler@gartner.com

University and Industry Ranking
(Talent Program)
9:30 AM - Session 2
Gene Tyworth, PhD

Department Chair, Professor of Supply Chain Management
Supply Chain and Information Systems Department
Smeal College of Business
Penn State University
jet@psu.edu

Building Marketable On-Line Certificate Programs
## Current Profile

<table>
<thead>
<tr>
<th>Program</th>
<th>Y/N</th>
<th>Year Started</th>
<th>Fall 2010 Students</th>
<th>Online Degree (Y/N)</th>
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<td>BS/BA degree in SCM</td>
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<td>1965</td>
<td>2002</td>
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<td>2002</td>
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<table>
<thead>
<tr>
<th>Area</th>
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<th>Focus Area</th>
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</thead>
</table>
| Center for Supply Chain Research             | Y   | 1989         | • Research
• Benchmarking
• Executive Education, Workshops, Leaderships Events, Certificate Programs
• Recruiting
• Corporate Sponsors (Industry Advisory Board) |
| Industry Advisory Board                      | Y   | 1989         | • Research, curriculum, and recruiting                                      |
Building Marketable On-Line Certificate Programs

✔ Target markets

- Working Professionals
- Professional Development
Program structure

1st Year: Certificate

2nd Year: Degree
Building Marketable On-Line Certificate Programs

✓ Resources and Incentives
Building Marketable On-Line Certificate Programs

✓ Insights

- Align target market with program mission
- Synchronize certificate with degree opportunities
- Build a business plan that emphasizes variable costs
Vinod Lall, PhD, CSCP
Professor, Management

School of Business
Minnesota State University - Moorhead
lall@mnstate.edu

Innovative Methods in Building Marketable Certificate Programs
## Current Profile

<table>
<thead>
<tr>
<th>Program</th>
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<th>Year Started</th>
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<tbody>
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<tr>
<td>Certificate Program</td>
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<tr>
<td>Industry Advisory Board</td>
<td>Y</td>
<td></td>
<td>• x</td>
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</tbody>
</table>
Background

✓ Undergraduate AACSB teaching school
✓ Developed a certificate program in EC/EB in 2000-’01
  ❖ Intro, SCM, ERP, CRM
  ❖ Microsoft
✓ For SCM certification, lack of resources required partnership
  ❖ ISM - CPSM
  ❖ APICS – CSCP, CPIM
APICS CSCP

✓ Developed in 2006 by subject matter experts – SAP, Northrop Grumman, BASF, Disneyland, Texas A&M

✓ Courseware developed and marketed by Holmes Corporation

✓ Four modules
  ✓ Supply Chain Management Fundamentals
  ✓ Building Competitive Operations, Planning and Logistics
  ✓ Managing Customer and Supplier Relationships
  ✓ Using Information Technology to Enable Supply Chain Management
MSUM’s Role

✓ APICS recommendation
  ❖ Self study
  ❖ Interactive web based learning system
  ❖ Classroom instruction

✓ Offer 40 hour instructor-led course thru continuing education

✓ Started in 2008 but not much demand

✓ Off to a good start in 2011
10:45 AM - Session 3
Qing Hu, PhD
Professor, Supply Chain & Information System

College of Business
Iowa State University
qinghu@iastate.edu

Innovative Methods in Building Industry Relationships & Program Marketing
## Current Profile

<table>
<thead>
<tr>
<th>Program</th>
<th>Y/N</th>
<th>Year Started</th>
<th>Fall 2010 Enrollment</th>
<th>Online Degree (Y/N)</th>
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<td>SCM Center</td>
<td>N</td>
<td></td>
<td>• x</td>
</tr>
<tr>
<td>Certificate Program</td>
<td>N</td>
<td></td>
<td>• x</td>
</tr>
<tr>
<td>Industry Advisory Board</td>
<td>Y</td>
<td>2010</td>
<td>• Logistics and Operations in Fortune 100 Firms</td>
</tr>
</tbody>
</table>
How does EAC help?

- Sounding board for new ideas on curriculum
- Showcase for student talents
- Showcase for faculty research
- Showcase for innovative programming
- Opportunities for guest speakers
- Opportunities for research grants
- Opportunities for live case teaching
- Increased internship opportunities
- Increased recruiting activities
Experiences So Far …

✓ How to make EAC engaged?

- Recruit high impact companies
  - Major firms that recruiting our students
- Recruit high profile executives
  - VP or higher preferred
- Recruit successful alumni
  - Most loyal and dedicated members
- Recruit potential donors
  - Best place to get future donors involved
- Establish clear goals and action plan
  - Develop a set of goals and action plan for each meeting
- Treat EAC as part of the department
  - Include EAC in the department updates
- Choose meeting time carefully
  - Pre career fair dates have been most acceptable
Innovative Methods in Managing Industry Relationships
## Current Profile

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<td>1935</td>
<td>*106</td>
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*- total # enrolled in program

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<td></td>
<td></td>
</tr>
<tr>
<td>Industry Advisory Board</td>
<td>N</td>
<td>2007</td>
<td>• Program Development &amp; Student Engagement</td>
</tr>
</tbody>
</table>
The mission of the MSCM program is to attract & train future leaders for achieving excellence in global supply chain management.
The MSCM Experience

Hard Skills

Soft Skills

Leadership & Teamwork

Current SCM&Ops Topics/Trends

Supply Chain Expertise

General Business Knowledge

Practical Experience

Relationships with Industry
Elements of a Winning Relationship w/Industry

✓ Start off RIGHT:
  ❖ Clearly define need
  ❖ Understand the needs & goals of your partner
    ➢ What are they looking for?
    ➢ What is the right forum for delivery?
    ➢ Who is connected?
Relationships w/Industry @ Ross MSCM

- Speaker Series
- Company Site Visits & Tours
- MSCM Round Table Discussions
- MSCM Mentorship Program
- Tauber Institute Mentorship Program
- SCM & GOC Club Activities
- Course guest lectures

- MSCM Corporate Advisory Council (CAC)
- ABL Summer Projects
MSCM Corporate Advisory Council (CAC)

- 20+ corporate executives
- Represent all industries
- Dedicated to the SCM profession

What they do:

- Advise MSCM program
- Sponsor Summer Projects
- Mentor MSCM students
- Round Table Chats/Networking Luncheons/etc.
- Site visits/factory tours
- Guest Lectures
- Curriculum feedback and audit
Industry Benefits: Why Participate?

Priority access to top students interested in Operations/Supply Chain/Manufacturing-related careers

Multiple opportunities for sponsor/student recruiting

Interaction and association with leading global companies and a leading global University

Access to Operations/Supply Chain/Manufacturing research
Management of CAC – Keys to Success

✓ Set a Clear Mission
✓ Identify the “right” Industry Partners & Players
✓ Obtain Buy-In (CAC members & School Admin)
✓ Define Rules & Policies for Participation
✓ Periodic Performance Reviews
✓ Organizational Structure:
  ❖ CAC Leadership Team
  ❖ Committees & Subcommittees
✓ Transparency
✓ Clear line of communication

✓ Provide Value to CAC members:
  ❖ Recruiting students, SCM/OPS faculty access, industry network, continuous learning, opportunity to make a difference for their chosen profession
Action Based Learning (ABL) – Tauber Projects

✓ Goal: Provide a hands-on, practical experience
✓ Key to Success: Industry Partnership

✓ Benefits to Industry Partner:
  - ROI – High-Impact Project Results
  - Access to Top Talent - Recruiting
  - Network Building
  - Interaction with Faculty
  - Corporate branding
Closure & Next Steps