

# Transportation & Logistics (T&L) Flagship Program Annual Report 2013 - 2014

The Annual Report assesses benchmarks within each of the following seven major categories as noted in the original flagship proposal:

- Prominence and Recognition
- Academics and Co-Curricula
- Student Experiences
- Program Growth
- Funding Sources and Opportunities
- Faculty Scholarship
- Regional and Community Relations

All categories are deemed important to the success of the flagship, but incorporation of the Logistics Information Technology Solutions Laboratory (or LITSLAB) into the curriculum has been the prime focus given its status as the cornerstone project associated with the flagship funding.

The impact and prominence of transportation and logistics in our region continues to drive the need for a high-quality academic program at the university level. The Chamber has designated Jacksonville as "America's Logistics Center" as part of a major marketing campaign for the city. The program has further distinguished itself through the opening of the LITSLAB, less than 10 such labs exist in U.S. universities. Members of the faculty are increasingly recognized as resident experts on the transportation, logistics and supply chain management industries.

## Section 1: Benchmark Achievement

### Benchmark #1: *Prominence and Recognition* (achieved and ongoing)

#### National and International Recognition

1. 6th Annual IANA Logistics & Supply Chain Management Undergraduate Case Competition at the University of North Florida, April 10 -13, 2014
  - Teams from top rated programs from Auburn University, Georgia Southern University, Michigan State University, University of Arkansas, University of Maryland, University of North Texas and University of Tennessee attended to compete with the University of North Florida.
  - Panel of five judges, industry professionals from the Jacksonville region
2. Recognition in National and Regional Media (Print and Internet)
  - UNF T&L program receives consistent media attention in national publications: Transport Topics, IANA Intermodal Insights, Inside Supply Management, Supply Chain Brain; regional publications Florida Times Union, Jacksonville Business Journal; ASTL.org, CSCMP.org, Propellerclubjax.com, tcjax.org, intermodal.org, ism.ws, myjaxchamber.com, jaxport.com and many more
  - Dr. Frankel is Guest Co-Editor for a Special Issue of Journal of Business Logistics (top journal in the discipline), forthcoming 2014-15
3. T&L faculty serve on top ranked academic journal editorial review boards in the discipline
  - Journal of Business Logistics and International Journal of Logistics Management
4. T&L Faculty act as Referees for prestigious journals
  - International Journals of Operations and Production Management, Logistics Management, Business Logistics, Industrial Marketing Management, Information Systems and Supply Chain Management, Operations and Production Management and Physical Distribution & Logistics Management
5. Dr. Frankel's global multi-university (UNF, University of Tennessee, University of Verona-Italy, University of Warsaw-Poland, University of Melbourne-Australia, Warsaw School of Economics-Poland) and Dawn Russell's research with colleagues from Penn State, Kedge University in France and Chalmers in Sweden remains in progress and enhances UNF's national/global visibility
6. Faculty research published: See Section 4

#### Uniqueness

1. UNF is the largest and oldest undergraduate degree program in the state of Florida
2. The UNF LITSLAB (cornerstone project of Flagship) is the most well-equipped of its kind thanks to in-kind donations of software user licenses from Manhattan Associates, Barloworld Supply Chain Software and Magaya Corporation Software Solutions valued at \$1,300,000. One of only 10 such labs in the U.S.
3. UNF is one of only 28 universities in the nation and the only school in the state of Florida that offers the American Society of Transportation and Logistics (AST&L) Certification in Transportation & Logistics (CTL) as an Approved Academic Program. Recognized internationally, the CTL Certification Program began in 1948 and is known as the "CPA of the transportation /logistics industry". AST&L recognized UNF as #1 in CTL applicants since 2008

## **Benchmark #2: *Academics and Co-Curricula* (achieved and ongoing)**

### 1. Establishment of Logistics Solutions Lab (LITSLAB)

- Ongoing membership in Oracle Academy and SAP University Alliance, allowing us access to their entire Enterprise Resource Planning suite, providing opportunities for T&L and future faculty members in the Coggin College to use the software
- The UNF LITSLAB (cornerstone project of Flagship) is one of only 10 in the country and the most well-equipped of its kind with donations of software user licenses from Manhattan Associates, Barloworld Supply Chain Software and Magaya Corporation Software Solutions valued at \$1,300,000
- David Swanson's teaching is focused solely on applications in the LITSLAB. 4 sections, 96 students
- Adjunct Scott Lane continues to provide valuable contributions in regard to LITSLAB software analysis and selection, and related T&L course implementation. His T&L courses include considerable LITSLAB content, impacting 103 T&L students in 2013-14. His linkages to the local, regional and national professional community provide critical input to the program

### 2. General Curriculum Review

- A complete review of the T&L undergraduate curriculum/concentration was begun in Spring 2014, and will continue into the 2014-15 academic year. All T&L faculty, as well as Lynn Brown and Jay Coleman, are participating in the review
- The development of a proposed Master's degree in T&L began in Fall 2013 and will continue through Fall 2014. Dr. Frankel is working on this degree development with Dean Wood of Continuing Education, as well as a number of local/regional T&L/SCM senior executives
- Updated (and strengthened) the existing logistics undergraduate concentration by 1) adding TRA3035 as a pre-requisite to TRA4210; and 2) adding TRA4935 as a regular (rather than special topics) elective course. Re-defined in the catalog the graduate level Supply Chain Management course to better reflect the current status of the discipline
- Updated the existing logistics concentration in the Coggin College MBA to better reflect the T&L program's broader supply chain perspective and further highlight logistics role in supply chain management. Expanded concentration options to further reflect the cross-functional nature of SCM, now allowing course options from Logistics, Marketing, Management, and Accounting, all of which are integral to an understanding of supply chain management

## **Benchmark #3: *Student Experiences* (achieved and ongoing)**

### 1. Student Quality

- Transportation & Logistics Students received \$27,500 in scholarships
- A UNF student received the prestigious Delta Nu Alpha national scholarship for the 4<sup>th</sup> year in a row
- Students in the T&L program are involved in community service raising \$2,000 in cash and toys for Hubbard House (collaboration with the Propeller Club), and \$2,000 for the American Cancer Society
- The UNF Transportation & Logistics Society (TLS) is the largest club at UNF and was a finalist for UNF Club of the Year. TLS voted Club of the Year 4 times since 2008 and finalist or winner the last 5 years
- TLS applied for and received \$500 from the UNF Alumni Association and \$2,500 from UNF Student Government for student travel to the IANA Intermodal Expo in Houston, TX November 2013

### 2. Corporate / Student / Faculty / Staff Interaction

- Propeller Club of the United States Port of Jacksonville:
  - Sponsors annual comprehensive tour of JAXPORT providing students with special access to facilities and professionals
  - Annual networking reception for T&L students to network with maritime professionals
  - Annual community service project to benefit Hubbard House (partnership for 12 consecutive years)
  - Students attend the "State of the Port", CEO Spotlight, and Change of Command events
  - Established Propeller Club Student Port Member of the Year annual award in 2009
- Jacksonville Roundtable of the Council of Supply Chain Management Professionals (CSCMP):
  - Donated \$1,400 to help support T&L Flagship programs for students
  - Sponsors a student to attend CSCMP Annual Global Conference
  - UNF students volunteer to work the registration desk and attend events at no charge
  - Sponsor Excel workshops and awards banquet, co-host Executive Spotlights
- American Society for Transportation and Logistics recognized UNF as #1 US institution since 2008 in granting CTLs
- IANA Intermodal Association of North America:
  - 9 students attended the 2013 Intermodal Expo in Houston, raising visibility of program among industry professionals from national and international transportation, logistics and supply chain organizations
  - UNF hosted 6<sup>th</sup> annual IANA Logistics & Supply Chain Case Competition
- Transportation Club of Jacksonville: Sponsor, T&L Spring Banquet

3. Increased Interaction with Logistics Professionals in the Classroom

- Professionals lecture on a regular basis giving students a real-world perspective
- Students attend T&L Flagship Executive Spotlights as part of syllabus

4. Facility Tours

- Flagship organizes 6 facility tours per year with average attendance of 23 students per tour. Tours for 2013-14: Beaver Street Fisheries, COACH Distribution Center, Seonus marine terminal and warehouse, Bacardi, Target Distribution Center, and the Port of Jacksonville

5. 6th Annual Transportation and Logistics Flagship Program Spring Banquet, April 24, 2014

- 100 alumni, students, families, faculty, administration, and business professionals attended
- Presented annual Impact Awards for TLS, T&L Flagship Program and Community Partner
- President of the American Society of Transportation & Logistics presented CTL certificates to 2013-14 T&L graduates

6. Internships and Employment

- Secured sponsors for Career Day two times per year, spring and fall
- Career Day Fall 2013 - 45 recruiters, 21 companies, 39 students, 192 one-on-one interviews
- Career Day Spring 2014 - 37 recruiters, 19 companies, 39, 171 one-on-one interviews
- Students received and accepted offers from Norfolk Southern, Gexpro, Yusen Logistics, C.H. Robinson, McKesson, Crowley, CEVA Logistics, Suddath and many more.

**Benchmark #4: Program Growth** (achieved and ongoing)

- 261 declared majors in Spring 2014, up from 56 in Fall of 2005
- The T&L alumni database is known to have the most accurate personal and professional information

**Benchmark #5: Funding Sources and Opportunities** (achieved and ongoing)

<u>Scholarships Awarded 2013-14</u>	<u>Number</u>	<u>Amount</u>	<u>Total Amount Awarded</u>
Thomas B. Crowley Memorial	2	\$2,000.00	\$4,000.00
JM Family Endowed	4	\$2,000.00	\$8,000.00
Propeller Club of Jacksonville	1	\$1,000.00	\$1,000.00
Transportation Club of Jacksonville	1	\$2,000.00	\$2,000.00
National Defense Transportation Assoc.	1	\$1000.00	\$1,000.00
Institute of Supply Management	1	\$1,000.00	\$1,000.00
Lambert Graduate Fellowship	1	\$2,000.00	\$2,000.00
Delta Nu Alpha (National)	1	\$2,000.00	\$2,000.00
JAXPORT Annual Scholarship	2	\$1,250.00	\$1,500.00
DuPuy Silo Annual Scholarship	1	\$2,000.00	\$2,000.00
PRODigi Logistics Scholarship	1	\$2,000.00	\$2,000.00
<b>Grand Total:</b>	<b>16</b>		<b>\$27,500</b>

<u>Future Commitments</u>	<u>Description</u>	<u>Total Amount Committed</u>
Crowley Maritime	Scholarship	\$15,000.00
Transportation Club of Jacksonville	Scholarship	\$6,000.00
Propeller Club of Jacksonville	Scholarship	\$25,000.00
Jacksonville Port Authority	Scholarship	\$5,000.00
National Defense Transportation Assoc.	Scholarship	\$6,000.00
Intermodal Association of North America	Scholarship	\$15,000.00
Sea Star Line	Scholarship	\$5,000.00
IANA Case Competition (2015 and 2016)	Sponsorship	\$86,666.00
<b>Grand Total:</b>		<b>\$163,666.00</b>

**Sponsorships and Gifts Received 2013-14**

<b><u>Organization</u></b>	<b><u>Gift Type</u></b>	<b><u>Description</u></b>	<b><u>Total</u></b>
Intermodal Association of North America	Sponsorship	IANA Case Competition	\$43,333.00
Intermodal Association of North America	Sponsorship	IANA Expo Case Team	\$1,953.00
CSCMP Jacksonville Roundtable	Sponsorship	Banquet/Workshops	\$2608.00
CSCMP Jacksonville Roundtable	Sponsorship	Student Travel	\$500.00
Propeller Club	Sponsorship	Events	\$8543.00
Alumni, Family and Friends	Donations	Payments	\$1,710.00
Faculty and Staff	Donations	Pledge Payments	\$510.00
AST&L	Sponsorship	Career Day	\$100.00
C.H. Robinson	Sponsorship	Career Day	\$1,000.00
Transportation Club of Jacksonville	Sponsorship	Spring Banquet	\$1,000.00
UNF Alumni Association	Sponsorship	IANA Expo	\$500.00
UNF Student Government	Sponsorship	IANA Expo	\$2,500.00
UNF Division of Continuing Education	Sponsorship	Multiple Events	\$12,181.00
DuPuy Silo Facility	Scholarship	Payment	\$2,000.00
Institute for Supply Management	Scholarship	Payment	\$1,667.00
Propeller Club of Jacksonville	Scholarship	Payment	\$3,790.00
<b><u>Grand Total</u></b>			<b><u>\$162,972.00</u></b>

**Benchmark #6: Faculty Scholarship** (achieved, but no longer ongoing)

- Flagship funding is not adequate to support faculty research at the necessary and appropriate level
- See Section 4 for listing of faculty research

**Benchmark #7: Regional and Community Relations** (achieved and ongoing)

Professional Organizations and Committees

- North Florida Logistics Advisory Group: Robert Frankel and Lynn Brown, Members
- CSCMP Jacksonville Roundtable: Lynn Brown, Education Chair
- Lynn Brown attends CSCMP Jacksonville Roundtable, Transportation Club of Jacksonville, NDTA and WTS meetings, Propeller Club and Jacksonville Chamber of Commerce events
- 2013 CSCMP Annual Global Conference, Denver, CO: Flagship team attended
- Robert Frankel serves as a member of CSCMP’s national Education Strategies Committee and chair of the national Case Submissions component of CSCMP. He attends the twice yearly meetings of the Education Strategies Committee in support of this activity and in addition to other responsibilities. He also served on several ad hoc national committees for CSCMP in 2013-14. He is currently serving as Search Committee Chair for the *Journal of Business Logistics* Editorial Team search process, which will conclude in Fall 2014 and is serving as Track Chair (Teaching Innovation) for the 2014 CSCMP Annual Global Conference in San Antonio, Texas in September 2014
- Robert Frankel serves on the Board of Directors for FNEF (Feeding Northeast Florida), a Feeding America not-for-profit which services 17 counties in the north and central portion of Florida

Events Organized by Flagship

- Executive Spotlights – Free lectures for UNF students, faculty, alumni, and logistics professionals from the Jacksonville community/ Co-hosted by CSCMP Jacksonville Roundtable
  - “Supply Chain Secrets of Butterball: The largest turkey supply chain in the world,” with Dan DiGrazio, Director of Supply Chain. More than 170 attended including students from the Nutrition Flagship Program.
  - “Sea Star Line, Leading the Charge in the Natural Gas Revolution” with Jim Wagstaff, Vice President of Operations. More than 170 attended.

## Transportation and Logistics Career Day

- Career Day Fall 2013 - 45 recruiters, 21 companies, 39 students, 192 one-on-one interviews
- Career Day Spring 2014 - 41 recruiters, 20 companies, 45 students, 172 one-on-one interviews
- Recruitment by Non-T&L Companies (achieved, and ongoing)
  - Arizona Chemical, Beaver Street Fisheries, Dollar Tree, Henry Schein, Interline Brands, McKesson Medical Surgical, Michael's Distribution Center, Rexel Holdings, Stein Mart, Target, and Winn-Dixie/ BI-LO.
- Relations with non-Jacksonville companies (achieved, and on-going)
  - Dollar Tree, Norfolk Southern, Total Quality Logistics, Volkswagen, Werner Enterprises, Target, Rexel Holdings, Tennessee Commercial Warehouse recruit and hire intern and full-time positions

## Section 2: Additional Benefits Generated by Flagship Program Activities

1. Students - Community Service and Volunteerism – See Benchmark #3 Student Experiences
2. Coggin College of Business – see Benchmark #1 Prominence and Recognition
3. University – see Benchmark #1 Prominence and Recognition
4. Community – see Benchmark #7 Regional and Community Relations

## Section 3: Activities Related to Future Benchmarks

The first goal for the T&L Flagship is to continue work on its partnership with the UNF Division of Continuing Education for the purpose of generating increased self-supporting revenue. The initial step was to establish a joint Advisory Council; the second step has been to reach out to the Advisory Council firms for such funding, as well as to an additional, select group of firms. This initiative began in late Fall 2013, and has generated funding of just under \$15,000. The goal for 2014-15 is to steadily increase that figure. Relatedly, the Flagship continues to solicit external funding from T&L professional organizations. A second goal involves participating with the UNF Division of Continuing Education in grant submission opportunities, where there is a fit for both parties. The goal here is to support faculty research funding and T&L Flagship and program visibility. A third initiative, also beginning in Fall 2013, involves the joint Advisory Council and the potential development of a T&L Master's degree. The initial step was gauging the business community's interest in such a degree; anecdotal evidence indicates there is strong interest/demand in such a degree. To this point in time, three meetings have occurred between Dr. Frankel, select Advisory Council members, and the UNF Division of Continuing Education Dean and staff to investigate, research, and create a draft curriculum. At this point in time, a Degree curriculum is nearing completion for distribution and feedback from a broad range of local/regional T&L business firms, and will then be discussed with T&L faculty and several other CCB Operations Management faculty. The 2014-15 goal is threefold: 1) verify (from local/regional businesses) commitment to fund the necessary number of graduate students to support such a program going forward on an annual basis; 2) create a finalized curriculum to present to the Provost and President, gain their approval (and requisite funding); and 3) with goals #1 and #2 achieved, present to and gain the approval of the necessary CCB faculty curriculum committee. The fourth and final goal is to continue the Flagship's excellent record of stewardship of external funding, in particular with organizations such as IANA, which re-committed funding in December 2013 in the sum of \$150,000 over three years to support several T&L initiatives.

## Section 4: Scholarship / Creative Works Produced through Flagship Funding

Flagship funding is not adequate to support faculty research at this time. Previous publications are listed in annual reports submitted from 2008 – 2012. Below are the most recent publications.

### Refereed Journal Articles

- 2013 Frankel, Robert, Scott R. Swanson, and Mariusz Sagan (2013), "Service Switching, Word-of-Mouth, and New Provider Search: A Five Country Exploratory Study," *International Journal of Management and Marketing Research*, 6:2, 11-20.
- 2013 Frankel, Robert, Editor (2013), *CSCMP: The Definitive Guide to Supply Chain Best Practices: Comprehensive Lessons and Cases in Effective Supply Chain Management*. Pearson Publishing, NY.
- 2013 Frankel, Robert, Diane A. Mollenkopf, Ivan Russo, B. Jay Coleman, and G. Peter Dapiran (forthcoming), "What Do We Really Know about What We Know? The Nature of Relationship Governance in the Reverse Supply Chain," *2013 World Marketing Congress - Academy of Marketing Science* (Supply Chain Management Track), July 17-20, 2013.

- 2013 Roso, Violeta, Kusumal Ruamsook, Dawn Russell, Gunnar Stefansson "Connecting Inland Ports and Seaports via Intermodal Transportation: A Process Evaluation," (forthcoming) reviewed proceedings of *World Conference on Transportation Research*, 2013, Rio de Janeiro, Brazil.
- 2012 Coleman, B. Jay, Yemisi Bolumole, and Robert Frankel, "Benchmarking Individual Publication Productivity in Logistics," *Transportation Journal*, 51:2, 164-196.
- 2012 Hofer, Christian, Yao Jin, David Swanson, Matthew Waller, Brent Williams (2010), "The Impact of Key Retail Accounts on Supplier Performance: A Resource Dependency Theory Perspective". *Journal of Retailing*, 2012.