

## **Transportation & Logistics (T&L) Flagship Program Annual Report 2008 - 2009**

### Executive Summary

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 and Support
- Funding Sources and Opportunities
- Faculty Scholarship
- Regional And Community Relations

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

### Program Highlights

- The Flagship cornerstone project, the Logistics Information Solutions Lab was completed in December 2008. TRA 4210 (Logistics Sub-Systems Analysis) will be taught in the lab Fall 2009 using business software accessed through Oracle Academy and SAP University Alliance.
- Placed in the top 25 nationally regarding institutional thought leadership in the discipline by the *Journal of Supply Chain Management (Spring 2007)*, based on its past 40 years of publications.
- Awarded and chaired a nine-session track at the 2008 Council of Supply Chain Management Professionals (CSCMP) international conference in Denver, one of only 40 enterprises (and the only academic institution) selected from a list of over 500 applications.
- Established Transportation & Logistics Flagship Program Steering Committee that met in May 2009. Top executives from JAXPORT, Sea Star Line, Landstar, and CEVA Logistics are on the board.
- Hosted inaugural national logistics case competition at UNF in February 2009. The University of Arkansas and the University of Maryland were in attendance.

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 UNF Transportation & Logistics Flagship program is becoming even more relevant as port expansion and growth in the Asia trade becomes a reality. Still the only one of its kind in the state, the program has further distinguished itself through the opening of the LITSLAB, now one of only 5 in the country. The program received access to 6 additional software packages through a business donor, including two of the main national brands, i2 and Manhattan Associates. The faculty are increasingly recognized as resident experts on the transportation, logistics and supply chain management industries.

# Transportation & Logistics (T&L) Flagship Program Annual Report March 2008

## Section 1: Benchmark Achievement

Listed below are the benchmarks noted in the original flagship proposal, within each of seven major categories. All categories are deemed important to the success of the flagship, but the construction of the Logistics Information Technology Solutions Laboratory (or LITSLAB) has been the prime focus given its status as the cornerstone project associated with the flagship funding.

The report will note the current status of each benchmark, i.e., whether the benchmark was achieved, not achieved, or ongoing. Ongoing implies that the benchmark was not claimed to be achievable within the first year, but progress is being made as expected. "Achieved and ongoing" implies that the first year's objective was reached and further progress is expected in future years. "Not achieved, but ongoing" implies that the first year's objective was not reached, but is anticipated in following years.

### **Benchmark #1: Prominence and Recognition**

National Ranking / Faculty Profile and International Recognition: Status (achieved and ongoing)

1. Placed in the top 25 in terms of institutional thought leadership in the discipline, by a Spring 2007 article in the *Journal of Supply Chain Management*, as measured by the last 40 years of publications in that journal.
2. Yemisi Bolumole as conference track chair at the **Council of Supply Chain Management Professionals (CSCMP) Annual Global Conference** Denver, Colorado October 6-8, 2008 (one of only 40 enterprises (academic and practitioner) selected from over 500 applications to chair a conference track), planned and coordinated a nine-session track with 14 presenters on International Trade Compliance. Speakers represented organizations from across the nation as well as 3 from Jacksonville regional firms. More than 4,000 professionals attended from all over the world.

Session 1 - Automating the Import Supply Chain:

- Shelley Lin, Senior Director, Customs and Transportation, Levi Strauss & Company, San Francisco, CA.
- Nathan K. Pieri, Senior Vice President, Marketing & Product Management, Management Dynamics, East Rutherford, NJ.
- John Wainwright, Vice President, Customs Compliance, Leggett & Platt, Inc., Chicago, IL.

Session 2 – Traceability and Compliance in the Global Supply Chain:

- Matthew Walsh, Vice President, Sales and Marketing, Bestol Footcare, Jacksonville, FL.

Session 3 – Import Export Trade Compliance – What You Don't Know Can Hurt You

- John Goodrich, President, JD Goodrich & Associates, Eden Prairie, MN.
- Catherine J. Petersen, President, CJ Petersen & Associates, LLC, St. Paul, MN.

Session 4 – Trade Security – Is Your Company in the Fast Lane?

- Karen A Lobdell, Director, Trade Security and Supply Chain Services, Drinker Biddle & Reath LLP, Chicago, IL.

Session 5 – Scalability of the Global Supply Chain:

- Gene Tyndell, Executive Vice President, Global Services, Tompkins Associates, Raleigh, NC.

- Annika Helmrich, Senior Manager, Global Marketing Management Dynamics, Inc., East Rutherford, NJ.

Session 6 – 10 + 2 The US CBP Importer Security Filing Cargo Security Initiative:

- Ted Henderson, Senior Vice President Global Trade Compliance Services EGL (A CEVA Company), Houston, TX.
- Jeff McCauley, Vice President Import Services, CEVA Logistics, Houston, TX.

Session 7 – The Seaport’s Role in International Trade Expansion:

- Frederick R. Ferrin, Executive Director, Jacksonville Port Authority, Jacksonville, FL.

Session 8 – International Trade and Compliance Issues at the Seaport

- Frederick R. Ferrin, Executive Director, Jacksonville Port Authority, Jacksonville, FL.

Session 9 – Impact of Collaborative Partnerships on International Trade:

- Jerry Levy, Vice President, Corporate Marketing, Agility, Los Angeles, CA.
- Jodi Leafer, Global Transportation Manager, Johnson & Johnson Vision Care, Inc., Jacksonville, FL.
- Frederick R. Ferrin, Executive Director, Jacksonville Port Authority, Jacksonville, FL.

- Planned and coordinated the **Inaugural National Logistics Case Competition** at the University of North Florida, February 12-14, 2009
  - Teams from top rated programs from the University of Maryland and the University of Arkansas attended to compete with the University of North Florida.
  - Teams were given the case to work on before arriving at UNF. They had time to work on the cases in teams before presenting before a panel of judges on February 13. After individual team presentations the judges deliberated and chose a winner based on rubric provided prior to the competition.
  - UNF was named first place team.
  - Panel of Judges from the Jacksonville business community included:
    - Mike Breen, Director of the International Department for the Jacksonville Regional Chamber of Commerce
    - Keith Goldsmith, Senior vice President of Business Development for CEVA Logistics
    - Jodi Leafer, Manager, Customs & Trade Compliance for Johnson & Johnson Vision Care, Inc.
    - Doug Menefee, Director Talleyrand Marine Terminal for the Jacksonville Port Authority
    - Tami Porter, Director, East Coast and Gulf Terminals for Horizon Lines, LLC.
    - Todd Pye, Director of Operations for CEVA Logistics
    - Mark Szakonyi, Logistics Reporter for the Jacksonville Business Journal
- UNF T&L Flagship program was invited to attend inaugural Supply Chain Challenge at Michigan State University, April 2009.
  - Yemisi Bolumole and Lynn Brown accompanied 4 UNF students to SCM simulation competition to compete against 12 other prominent universities.
  - UNF team placed in the top 10 (beating Michigan State).
- Recognition in **National and Regional Media** (Print and Internet)
  - *SG honors TLS as club of the year for networking experiences*  
Morales, Jonathan, UNF Spinnaker, September 17, 2008, pg 5.

- *Help Still Wanted - Globalization, technology create new opportunities for building careers in Logistics: job market still strong*, Cassidy, William, Logistics Career Guide 2008-2009, Journal of Commerce and Traffic World, September 2008, pg. 8-11.
- *Examining the Use of Supply Chain Information Technology in the Academy*, CSCMP Supply Chain Comment TechKnowledge, Bolumole, Yemisi and David Cantor, November/December 2008, pg.16.
- *Transportation and Logistics flagship program on the move*, UNF Alumni Journal Winter Edition, Cover Story Roman, David, January, 2009, pg. 20-23.
- <http://www.jaxport.com/pdf/anreport.pdf>  
JAXPORT Annual Report 2008, Yemisi Bolumole profile, pg. 20.
- *Filling Florida's Supply chain Talent Pipeline – Education and industry are working together to supply the state's logistics workforce needs*, Barber, Teresa, Moving Florida Forward - A Logistics and Supply Chain Report, February 2009, pg. 5.
- *Economic Outlook for Northeast Florida*, Woman to Woman public access TV show offered by Comcast Cable, Yemisi Bolumole interviewed by Laine Silverfield and Karen Brune Mathis, taped November 18, 2008, aired November 19, 2008 and several times throughout November, December and into January.
- *Moving up the supply chain Demand grows for logistics education*  
[http://904mag.epubxpress.com/wps/portal/ninmag/c1/04\\_SB8K8xLLM9MSSzPy8xBz9CP0os3iLkCAPEzcPIwP3UCMLA6MQU09zR2dzA3dDQ\\_2CbEdFALKdPC8/](http://904mag.epubxpress.com/wps/portal/ninmag/c1/04_SB8K8xLLM9MSSzPy8xBz9CP0os3iLkCAPEzcPIwP3UCMLA6MQU09zR2dzA3dDQ_2CbEdFALKdPC8/)  
Trinidad, Alison, Nov. Dec. 2008 issue, pg 33.
- *UNF students' efforts benefit Hubbard House*  
[http://www.jacksonville.com/community/my\\_southside\\_sun/2009-01-03/unf\\_students\\_efforts\\_benefit\\_hubbard\\_house](http://www.jacksonville.com/community/my_southside_sun/2009-01-03/unf_students_efforts_benefit_hubbard_house), Strickland, Sandy, January 3, 2009.
- *UNF students' efforts benefit Hubbard House*  
Strickland, Sandy, Florida Times-Union Community Section Saturday, January 3, 2009, pg. 4.
- *UNF logistics lab to help program, businesses reach new heights*  
[http://jaxdailyrecord.com/showstory.php?Story\\_id=51637](http://jaxdailyrecord.com/showstory.php?Story_id=51637)  
Chapman, David, Daily Record, January 16, 2009.
- *UNF logistics lab to help program, businesses reach new heights*  
Chapman, David, Daily Record, January 16, 2009, pg. 1.
- *Demand still there for logistics grads*  
<http://www.bizjournals.com/jacksonville/stories/2009/01/26/daily21.html?ana=>  
Szakonyi, Mark, Jacksonville Business Journal, January 26, 2009
- [http://www.unf.edu/ia/pr/media\\_relations/unftv/](http://www.unf.edu/ia/pr/media_relations/unftv/)  
Campus Connections TV Show, Yemisi Bolumole and Lauren DelBovo interviewed by Sharon Ashton, February 2009.
- Hubbard House Community Service Project  
<http://propellerclubjax.com/pdf/January-February%202009%20Propwash.pdf>  
Propeller Club Newsletter, February 2009.

- *UNF team wins logistics contest*  
Szakonyi, Mark, Jacksonville Business Journal, February 20-26, 2009, pg 29.
  - [http://www.youtube.com/watch?v=xr5TbmwmA-8&feature=channel\\_page](http://www.youtube.com/watch?v=xr5TbmwmA-8&feature=channel_page)  
LITSLAB video on youtube, March 2009.
  - *Women in Logistics*  
<http://jacksonville.bizjournals.com/jacksonville/stories/2009/03/09/daily16.html>  
Szakonyi, Mark, March 9, 2009
  - *Jacksonville women get tips on logistics*  
Szakonyi, Mark, Jacksonville Business Journal, March 13-19, 2009, pg. 10.
  - *Robert Allen: Always smiling, his future is bright*  
[http://www.jacksonville.com/news/columnists/charlie\\_patton/2009-04-07/story/robert\\_allen\\_always\\_smiling\\_his\\_future\\_is\\_bright](http://www.jacksonville.com/news/columnists/charlie_patton/2009-04-07/story/robert_allen_always_smiling_his_future_is_bright)  
Patton, Charlie, Jacksonville.com, April 7, 2009.
  - *Unique supply chain case simulation brings 13 schools to compete at MSU,*  
<http://global.broad.msu.edu/news/articles.aspx?id=95>, April 2009.
  - *University of Kentucky team wins first MSU Undergraduate Supply Chain Challenge,*  
<http://www.bus.msu.edu/information/news.cfm?newsid=1570>, April 2009.
  - *Tami Porter of Horizon Lines Recognized by University of North Florida Transportation and Logistics Flagship Program,* <http://www.joc.com/node/411296>, May 12, 2009.
6. T&L faculty serve on 4 of the 5 top ranked in prestigious academic journal editorial review boards in the discipline:
- Journal of Business Logistics
  - International Journal of Logistics Management
  - Journal of Supply Chain Management
  - Transportation Journal
  - AST&L Board member and examiner for logistics analysis module (Yemisi Bolumole)
  - International Journal of Information Systems and Supply Chain Management
7. T&L Faculty act as Referees for prestigious journals:
- International Journal of Operations and Production Management
  - International Journal of Logistics Management
  - Industrial Marketing Management
  - Academy of Marketing Science Annual Conference Supply Chain Track
  - Journal of Academy of Marketing Science Special Issue on "Exploring the Relationship between Marketing and Supply Chain Management" April 2007.
  - CSCMP Educational Conference 2009
8. Faculty research published: See Section 4
9. Faculty International Experience

Recognizing the importance of a global view of logistics and supply chain management, Drs. Bolumole and Frankel have organized and led short study abroad courses with a focus on logistics for several years:

#### Academic Year 2008 – 2009

Australia (Sydney, Ayers Rock, Cairns, and Brisbane) May 14 – 30 Global Supply Chain Management – An On-site Course of Study Regarding Australia's Unique Role in Global Business led by Yemisi Bolumole and Robert Frankel.

The program includes (1) multiple site visits to global logistics business operations in Sydney and Brisbane; (2) examination of the unique challenges which Australian and other nations face with regard to logistics activities in the country's relatively remote areas (i.e., Ayers Rock); (3) consideration of the environmental impact of business (and the accompanying restrictions) in a country which is world-famous for its physical beauty; and (4) the enormous impact of Asian culture and business in the Oceania region of the world. 14 students participated.

#### Academic Year 2007- 2008

- There were no logistics focused study abroad trips offered because partner institutions in Europe were not able to provide adequate support to organize program. Dr. Frankel co-led the Ireland 2008 Summer Study Abroad program which was focused on International Business Ethics, and included significant logistics content.

#### Academic Year 2006-2007

France (Aix-en-Provence & Marseille) & Turkey (Istanbul), led by Robert Frankel, Steve Paulson and Yemisi Bolumole:

- A 6 credit hour Transformational Learning Opportunity (TLO) sponsored Supply Chain Port Management course.
- The program included a semester of instruction at UNF in Spring 2007 and a three week-long Summer 2007 study of maritime port management with the following components: (1) 3 days of instruction at JAXPORT; (2) ten days of classroom instruction and facility tours in Marseille, France; (3) six days in Istanbul, Turkey; and (4) five days in Aix-en-Provence culture.
- 15 undergraduate students
- Cost per student \$1,200 (original cost was \$5,000 – each student received a \$2,000 TLO scholarship and a \$1,800 Babcock scholarship to reduce the cost)
- Received \$50,000 from Babcock gift to be used for logistics study abroad scholarships
- Received \$30,000 from TLO grant

#### Uniqueness: Status - (achieved and ongoing)

- Still the only program in the state of Florida.
- The Flagship cornerstone project, the Logistics Information Solutions Lab (LITSLAB) was completed in December 2008. TRA 4210 (Logistics Sub-Systems Analysis) will be taught in the lab Fall 2009 using business software accessed through Oracle Academy and SAP University Alliance.
- The LITSLAB is only one such in the state and one of 4 in the nation.
- UNF T&L Flagship Program plays critical role as part of the Banner Center of Logistics & Distribution, which is a consortium of Florida Community Colleges and Universities that have joined together to serve as a resource for logistics & distribution education, training, and professional development in the state of Florida.
- One of only 25 universities in the nation and only school in the state of Florida that offers the American Society of Transportation and Logistics (AST&L) Certification in Transportation & Logistics (CTL) as part of the blanket waiver program. AST&L began the CTL Certification Program in 1948. It is known as the CPA of the transportation /logistics industry and recognized internationally.

## **Benchmark #2: *Academics and Co-Curricula***

1. Establishment of Logistics Solutions Lab (LITSLAB) to become one of only 4 schools with such labs: Status - (achieved)

- Ongoing membership in Oracle Academy and SAP University Alliance, allowing us access to their entire Enterprise Resource Planning suite, including logistics and supply chain management modules and modules in other areas of business (e.g., accounting, finance, human resources), which will generate opportunities for other faculty members in the Coggin College to use the software.
- CEVA Logistics enabled access to software gifts from i2 and Manhattan. Also further access to software and training which enables end-to-end technology support of supply chain.

2. General Curriculum Review (achieved and ongoing)

- Submitted, received approval for, and processed Academic Program Changes to required TRA 4210 (Logistics Sub-Systems Analysis) as the fourth required course in the program. Full implementation to affect all students in the major by Fall 2009.
- One of 10 pilot programs campus-wide to be included in the UNF Universal Tracking Pilot Program. Website implementation of tracking map completed in Spring 2009.
- Assisted with Transportation and Logistics Academic Roadmap initiative. The Academic Roadmaps Program is designed to support the University's commitment to supporting student academic progress, retention, and time-to-degree.

Expanded the use of ERP (SAP) in modeling application in T&L Curriculum (achieved)

Executive Education (achieved)

- Received permission from AST&L to offer CTL qualified Executive Education programs in collaboration with UNF Continuing Education. Held 2 information breakfast sessions on March 17 and 24, 2009.
- Successful set up Logistics and Supply Chain Management Institute through Continuing Education.
- Investigated status of Center for Competitive Excellence, established by Doug Lambert to conduct research and executive education seminars. Center still exists, but talks are underway with OSRP to rename and revise the mission of the center. The yet unfilled CSX Eminent Scholar chair will likely be the director.

## **Benchmark #3: *Student Experiences***

1. Student Quality & Growth: Status - (achieved, and ongoing)

- Interest in the major continues to grow. The online Student Information System shows 146 declared majors in Spring 2009, up from 56 in Fall of 2005.
- 13 student scholarships awarded in 2008-2009 valued at \$26,250.
- Students will receive \$50,000 in private funding (Babcock gift) for study abroad to Australia in summer 2009 in addition to \$75,000 already received.

Robert Frankel co-supervised the UNF Global MBA students' thesis on Logistics Challenges in China.

## 2. Corporate-Student / Faculty / Staff Interaction: Status - (achieved and ongoing)

### Increased Interaction with Professional Organizations in the Community:

- Propeller Club of the United States Port of Jacksonville, a group of maritime professionals and related industries:
  - As recognized Student Port of the Propeller Club adviser, Mike Sheklin speaks to the Transportation & Logistics Society every fall to introduce them to the benefits of being a member of the Student Port and the diversity and importance of the maritime profession in Jacksonville and beyond.
  - The Propeller Club sponsors an annual maritime tour of the port terminal at Talleyrand and Blount Island. Students enjoy transit by Crowley tug to Blount Island for a VIP tour of the facility and lunch on a Horizon Line ship. With the implementation of the TWIC card requirements it is becoming more and more difficult to visit the port, therefore the relationship with the Propeller Club is more valuable than ever, as it provides students with unprecedented access to areas of the port otherwise difficult to reach.
  - The Propeller Club hosts an annual networking reception for the Student Port at the River City Brewing Company. On October 17, 2008 twelve students attended and had the opportunity to network with more than 40 maritime professionals.
  - The Propeller Club collaborates with the Student Port in an annual community service project. Students organized a toy drive for children residing at Hubbard House, a safe house for victims of domestic violence. Members of the club delivered toys, toiletries and gift cards valued at approximately \$1,500 on December 6, 2008 and along with representatives of the Propeller Club, decorated the Christmas tree in the lobby.
  - The Propeller Club annually sponsors 4 students to attend the “State of the Port” luncheon on February 5, 2009.
  - The Propeller Club sponsored the TLS Relay For Life team with team t-shirts to raise money for the American Cancer Society. Relay is on Friday, March 27 – 28, 2009 at UNF.
  
- Jacksonville Roundtable of the Council of Supply Chain Management Professionals (CSCMP):
  - Lynn Brown elected to serve as marketing co-chair and member of the scholarship committee on Jacksonville Roundtable board.
  - Jacksonville Roundtable sponsors 2 students per event in exchange for helping with registration.
  - Student price of \$10 was set so more students would be able to attend luncheons. Price is now displayed on website for online registration. 18 students have attended CSCMP luncheons since Lynn Brown was elected to the board, Last year only 2 students attended.
  - Yemisi Bolumole served as panelist for the ‘Women in Logistics’ Roundtable event, along with 3 other female logistics executives from organizations within the region and beyond
  - In lieu of speaker gifts the Jacksonville Roundtable is now giving a free CSCMP student membership to one of the students at the luncheon given in honor of the speaker.
  
- CSCMP National:
  - Yemisi Bolumole served as Doctoral Dissertation Award Committee member
  - Yemisi Bolumole and Robert Frankel served on Project Research Strategies committee.
  - Robert Frankel selected to serve two-year term as Co-Chair of Education Process Team committee. He attended the Winter (January) 2009 Roundtable Advisory board meeting in support of this activity; such meetings occur twice yearly, in addition to other responsibilities.



- APICS The Association for Operations Management:
  - APICS sponsored a \$1,000 scholarship that was awarded to TLS president, Randy Ancayan.
  - APICS President, David Hovan was a guest speaker at TLS meetings in 2007 and 2008, and gave away 9 free memberships to APICS.
  - APICS is sponsoring a student chapter at UNF. Currently there are 22 members.
  - Two UNF students volunteered to work at the APICS Southeast Regional Conference in February 2009.
  - APICS sponsored 4 students to attend the Bacardi Bottling Plant tour on December 5, 2008.
  
- NDTA The National Defense Transportation Association:
  - Met with Shayne Martin and Kevin Drew to evaluate and revise criteria for scholarship.
  - Worked with NDTA to come up with student price for luncheons and sponsorships.
  - NDTA sponsored 7 students and offered student price to 2 students.
  - UNF fielded a team for the NDTA Golf Tournament to raise funds for scholarships. UNF team took third place overall.

#### Increased Interaction with Logistics Professionals in the Classroom

- Guest Speakers- Class Sessions
  - Jeff Messick, Mayo Clinic
  - David Hovan and Gregg Erickson, PSS World Medical
  - Chris May, Coastal Maritime.
  - Matt Walsh, Bestol Group
  - Scott Lane, PenserSC
  - Doug Straatsma, Customs and Border Protection
  - Roberto DeGaetano, General Mills
  - Joe Beacom – Vice President of Safety, Landstar
  - Rick Roberts – Manager of Safety, CSX Corporation
  - Kip Douglass, Kevin Drew, General Freight Services
  - Shayne Martin, CSX Corporation
  - David Higgs, General Freight Services
  - Patrick Mullins, Crowley Liner Services
  
- Case Competition Judges – TRA 3035 Classes Fall 2008 and Spring 2009
  - Christopher Mele, Administrator of Supply Chain, Flagler Hospital
  - Jeff Messick, Mayo Clinic
  - Tom Ming, Landstar
  - David Hovan, PSS World Medical
  - Terry Brown – President - ICS logistics
  - Joe Beacom – Vice President of Safety, Landstar
  - Brett Mauser – Director of Strategic Sourcing, Winn-Dixie
  - Kip Douglass, General Freight
  - Kevin Drew, General Freight
  - Shayne Martin, Director of Marketing, CSX Corporation
  - Jay Coleman, Robert Frankel, and Anthony Paulraj, UNF
  - Jay Fisher, Henry Schein
  - Stuart Kane, BBA '04, PSS World Medical
  - Tyler Newman, Cushman and Wakefield
  - John Mullins, VP Marketing & Logistics, Coastal Maritime
  - Mike Bifulco, AV Logistics
  - Dave Buchanan, APL Logistics
  - Kevin Ready, Transportation Manager, Eastern Poultry Distributors
  - Jamey Peacock, Transportation Sales Manager, CH Robinson Worldwide

### Increased Interaction through Presence at Professional Functions

- Global Trade and Transportation Symposium: October 16, 2008 in Jacksonville
- Global P3 (Public, Private Partnership) Breakfast: April 8, 2008
- Monthly CSCMP Jacksonville Roundtable meetings
- Propeller Club board meetings, State of the Port Luncheon
- RailAmerica Christening of new locomotives
- WTS meetings
- NDTA meetings

### Increased Interaction through Organized Events

- Association for Corporate Growth Logistics Finance Forum and Capital Connection in Ponte Vedra Beach, November 19 & 20, 2008.
  - Gained great visibility for program to more than 600 attendees including logistics leaders in the Jacksonville community: Mayor Peyton, George Gabel, Jerry Mallot and Mike Breen from the Chamber, Rick Ferrin from JAXPORT.
  - Professors Bolumole, Frankel and Coleman were consulted to develop tracks and sessions relevant to Jacksonville logistics business community.
  - 4 UNF student volunteers helped with registration and conference duties.
- Lecture for public and campus community, Lazzara Theatre, November 19, 2008.
  - *“Leadership & Logistics: From Battlezone to Boardroom”* with retired Lt. General William “Gus” Pagonis
  - More than 100 attended including faculty, UNF students, TLS members, FCCJ students, UNF alumni, military personnel and logistics professionals from the Jacksonville community.
- *It’s never too early to start building your professional network* – Panel discussion with representatives of local / national transportation & logistics professional organizations, November 12, 2008. (55 students attended)
  - Mike Sheklin, Propeller Club
  - David Hovan, APICS
  - Jodi Leafer, CSCMP Jacksonville Roundtable
  - John Myhre, NDTA
  - Leena Patil, WTS
- *What to Expect After Graduation* – UNF Young Alumni Panel Discussion October 1, 2008. (100 students attended)
  - Stephen Baughn, BBA ’03, GSA Fleet Services
  - Mark Chesser, BBA ’98, Suddath Companies
  - Adam Clark, BBA ’03, Flagler Hospital
  - Beth Leister, BBA ’06, Reynolds, Smith and Hill
  - Manuela Mandeville, BBA ’04, Baptist Hospital
  - Chris Mele, BBA ’01, MBA ’06, Flagler Hospital
  - Ana Saini, BBA ’04, Samsonite Corpotation
- *How to Get Hired* – Human Resources Panel discussion, February 11, 2009. (75 students attended)
  - Steve Frey, CEVA Logistics
  - Tom Nolan, PSS World Medical
  - Jamie Popjes, Suddath Companies

- Facility Tours
  - Anheuser-Busch Bottling Plant & Distribution Center Tour - 30 attended
  - Sears Distribution Center and Retail Replenishment Center – 18 attended
  - United States Federal Reserve Jacksonville Branch – 29 attended
  - Atlantic Marine Shipyard Tour– 20 attended
  - Wal-Mart Distribution Center, Macclenny, FL – 22 attended
  - RailAmerica and Florida East Coast Railway christening of four new energy-efficient locomotives. Students met Congresswoman Corinne Brown and Mayor John Peyton, - 8 attended
  - Florida East Coast Bowden Railyard, Jacksonville, FL – 22 attended
  - Big Sea Day tour of Talleyrand and Blount Island terminals, tugboat ride – 22 attended
  - Henry Schein Distribution Center, Jacksonville, FL – 12 attended
- Inaugural Transportation and Logistics Flagship Program Spring Banquet
  - Invited all T&L alumni, current students and families, Coggin faculty, administration, and friends from the business community. 80 attended including 2<sup>nd</sup> female to graduate with a T&L degree from the class of 1979.
  - Presented Impact Awards for TLS, T&L Flagship Program and Community Partner as well as Outstanding Logistics Student award.
  - Raised \$730 in donations.

#### Internships and Employment: Status (achieved and ongoing)

- Continued with the optimized scheduling of the Transportation and Logistics Career Day through the development of a computer-based mathematical model to optimize the interview schedule. The model reduced the time required to generate the schedule from 10-15 hours to three seconds, guaranteed solution feasibility (i.e., no conflicting schedules for students or participating firms), and optimized the collective preferences of all 42 students and 16 firms who participated. An article highlighting the model was accepted for publication by *OR [Operations Research] Insight*, a refereed journal of the Operational Research Society (UK) (see Section 4).
- Achieved major Flagship goal and increased Career Day to two times per year, spring and fall.
- Career Day Fall 2008 attracted 22 companies and 40 students. The mathematical model once again optimized the interview schedule.
- Career Day Spring 2009 hosted 14 companies and 40 students.
- Dr. Bolumole supervised **4** approved interns in academic year 2006-2007; **8** in the academic year 2007-2008, and **5** in the academic year 2008-2009. Companies that provide internships include PenserSC, Crowley Maritime Corp., ICS Logistics, C. Martin Taylor, Shiptransportal, CEVA Logistics, Henry Schein, General Freight, Total Military Management, CH Robinson, Johnson & Johnson Vision Care.
- Dr. Bolumole also supervised **1** company related DIS student (MBA) in the academic year 2007-2008; **6** (MBA) in the Spring of 2009 and is currently co-supervising (with Dr. David Jaffee) **5** students outside the Coggin College of Business working on JAXPORT-related independent study projects in summer 2009 term

#### Diversity (achieved and ongoing)

- Thirty-five percent of the declared majors are female (Coggin 47%, UNF 57.6%). However, the female representation, as well as the leadership of the Transportation & Logistics Society, has for quite some time reflected a larger number of women (50%) than is typically found in T&L in industry (21%).
- Thirty percent of declared T&L majors are minority students (UNF 26%).

#### **Benchmark #4: Program Growth and Support**

Expansion: (achieved and ongoing)

Established T&L-focused advisory board "Transportation & Logistics Steering Committee" (TLSC) The TLSC will meet two times per year, spring and fall. (achieved). The first meeting was held in May 2009

- Several high-profile members of the logistics professional community were invited and accepted to serve. The committee members are:
  - Rick Ferrin, Executive Director Jacksonville Port Authority
  - Keith Goldsmith, Vice President Business Development CEVA Logistics North America
  - Jim Handoush, President & CEO Landstar Global Logistics
  - Joseph Nicosia, long-time friend of the Coggin College of Business
  - Frank Peake, President & COO Sea Star Line, LLC
- Currently working on revamping the International Center of Competitive Excellence, which will have a new name and a revised mission. Companies will pay a fee to be members of the revamped center, with this group serving as a research advisory board.
- Created (with Robert Wood, Dean of Continuing Education at UNF and Laurie Denham from American Society of Transportation and Logistics) executive-style seminars for obtaining Certification in Transportation and Logistics (CTL). Programs to begin June 2009.

#### **Benchmark #5: Funding Sources and Opportunities**

Scholarships: (achieved and ongoing)

- Received \$50,000 gift to fund study abroad opportunities for students from the Babcocks.
- Transportation & Logistics Students were awarded the following scholarships in 2008-2009:

<b><u>Scholarship</u></b>	<b><u>Number</u></b>	<b><u>Amount</u></b>	<b><u>Total Amount Awarded</u></b>
CEVA Logistics	1	\$1,750.00	\$1,750.00
Thomas B. Crowley Memorial	2	\$2,500.00	\$5,000.00
CSX Transportation Annual Diversity	2	\$1,000.00	\$2,000.00
JAXPORT/SACPA	1	\$3,000.00	\$3,000.00
JM Family Endowed	2	\$3,500.00	\$7,000.00
NDTA	2	\$2,000.00	\$4,000.00
Sea Star Line Endowed	2	\$1,250.00	\$2,500.00
APICS	1	\$1,000.00	\$1000.00
		<b><u>Grand Total:</u></b>	<b><u>\$26,250.00</u></b>

Eminent Scholar Positions (pending)

- Awaiting line approval from Academic Affairs to fund position and applicable funding established for CSX Chair of Transportation, including support from Academic Affairs, the Coggin College, and from the CSX-endowed account. The search was suspended when Academic Affairs informed Dean McAllister the line associated with the position was not funded.

## **Benchmark #6: Faculty Scholarship**

### Faculty Scholarship

- See all faculty publications in Section 4.

### UNF Transportation and Logistics Conference (achieved and ongoing)

- Plan to host conference in Fall 2009

### Faculty Development (achieved and ongoing)

### Yemisi Bolumole

- Promoted to Associate Professor, and granted tenure in Spring 2007 (effective Fall 2007).
- Awarded Kip Research Fellowship (3 year research award) (effective Summer 2009).
- Assisted Robb Frankel on pre-trip activities for the study abroad course to Australia.
- As conference track chair at the Council of Supply Chain Management Professionals (CSCMP) Annual Global Conference Denver, Colorado October 6-8, 2008 (one of only 40 enterprises (academic and practitioner) selected from over 500 applications to chair a conference track), planned and coordinated a nine-session track with 14 presenters on International Trade Compliance. Speakers represented organizations from across the nation as well as 3 from Jacksonville regional firms. More than 4,000 professionals attended from all over the world.
- Board Examiner, American Society of Transportation & Logistics (AST&L).
- Served as discussant for the Eighth Annual International Business Research Seminar co-sponsored by School of Management, Warsaw University, The Center for Europe-Warsaw University, and the Coggin College of Business, University of North Florida, February, 2009.
- Coggin College of Business International Business Week Lecture Series – assisted with coordination and introduction of speakers George Gable, Holland + Knight and Roy Schliecher, JAXPORT, February, 2009.
- Coggin College UNF-BISU International Business Research Conference Discussant (2 papers), February, 2009.
- Co-author on paper presented at 4<sup>th</sup> Annual Industrial Distribution Educators Association (IDEA) Conference at the 2007 Federation of Business Disciplines Conference, March 15-17, 2007 San Diego, CA. The conference provides critical contact with leaders in the industry, research sources, industry knowledge, and academia.
- Ongoing training on logistics software programs for use in LITS Lab provided by CEVA Logistics.
- Introduction to SAP software training ongoing (attending workshop in summer 2009)

### Robert Frankel

- Effective July 1, 2009 Robert Frankel will serve as department chair for Marketing and Logistics in the Coggin College of Business.
- Third International Business Research Seminar co-sponsored by BISU-CUAS-UNF and hosted in Koln, Germany, October 13, 2008.
- Visit and meetings with faculty from UNF partner institution Gothenberg University, Sweden, October 15-17, 2008 to plan for faculty exchange, Logistics Study Abroad program 2010.
- CSCMP (Council of Supply Chain Management Professionals) Annual Global Conference in Denver, Colorado October 5-8, 2008. The primary conference in the field of logistics, international in scope, and provides pedagogical contact with leaders in the field regarding both research and teaching. Facilitated 9 sessions and 14 presenters for track on International Trade Compliance.
- Presenter at Fourth Annual Logistics/Supply Chain Doctoral Symposium, hosted at the University of Alabama, April 3-5, 2008, "Being a Successful Researcher at a Non-Doctoral Granting Institution."

- Served as track chair for the Eighth Annual International Business Research Seminar co-sponsored by School of Management, Warsaw University, The Center for Europe-Warsaw University, and the Coggin College of Business, University of North Florida, February, 2008.
- 4<sup>th</sup> Annual Industrial Distribution Educators Association (IDEA) Conference at the 2007 Federation of Business Disciplines Conference, March 15-17, 2007 San Diego, CA. The conference provides critical contact with leaders in the industry, research sources, industry knowledge, and academia.
- Ongoing training on logistics software programs for use in LITS Lab provided by CEVA Logistics.
- Undergraduate Short Courses on International Logistics
  - (Warsaw University, Poland, 2004-2008)
  - University of Provence, France, 2004, 2005, 2007
  - EBS-Paris, France, 2008

David Cantor

- Attended CSCMP Annual Global Conference, Denver, Colorado October 5-8, 2008.
- Attended Decision Sciences Institute Conference
- Assisted with planning inaugural UNF Logistics Case Competition, February 12-14, 2009.
- Served as faculty advisor for UNF team at inaugural case competition.
- Initiated and planned case competitions for TRA 3035 students in fall and spring using judges from the community.
- Initiated UNF participation in Michigan State University Supply Chain Challenge, April 2-3, 2009.

### **Benchmark #7: Regional and Community Relations**

Professional Organizations (achieved and ongoing)

#### 1. Council of Supply Chain Management Professionals (CSCMP)

- The University of North Florida Transportation & Logistics Flagship program has a link on the [www.CSCMP.org](http://www.CSCMP.org) website at <http://cscmp.org/education/EduListing.asp#F>
- Lynn Brown is the Marketing chair for the Jacksonville Roundtable, the local/regional chapter of CSCMP, which meets monthly and also conducts a monthly professional meeting/event. Dr. Frankel works with the organization, in both an educational support role as well as in support of College resources dedicated to student internships, employment opportunities, etc.
- Yemisi Bolumole served as track chair at CSCMP Annual Global Conference in Denver, October 2008. The primary conference in the field of logistics, international in scope, and provides pedagogical contact with leaders in the field regarding both research and teaching. Attended by Jay Coleman, David Cantor, Robert Frankel and Lynn Brown.
- Yemisi Bolumole served as panelist at Jacksonville Roundtable event Women in Logistics, March 2009.
- Lynn Brown, Associate Director attends monthly Jacksonville Roundtable luncheons for program visibility, networking, student integration and support of the local Roundtable.
- UNF students are offered a discounted price of \$10 to attend Roundtable luncheons.

#### 2. American Society of Transportation and Logistics

- Graduates of UNF T&L program qualify for Certification in Transportation and Logistics (CTL) by blanket waiver (one of only 25 schools in the US)
- Yemisi Bolumole serves on AST&L Board of Examiners
- T&L Flagship Program implemented partnership with UNF Division of Continuing Education to provide CTL certification seminars.
- UNF had a record number of students apply for the CTL certification in 2009, out pacing all blanket waiver schools. UNF alumni and students account for 39 of the 72 (54%) AST&L members in Florida.

### 3. The FedEx Freight 2008 Logistics Education Summit February 15-16, 2008 in Pensacola, FL.

- The event was attended by more than 150 academics (including 30 universities with Logistics, Transportation, and/or SCM programs), students, and industry professionals. The purpose of the Summit was to discuss and direct "current and future state of the field/discipline."

### Non-T&L Companies (achieved, and ongoing)

- In 2007, 2008 and again in 2009, large non-T&L firms such as General Mills, Goodman Manufacturing, Johnson & Johnson, Navair, Target, Henry Schein, and PSS World Medical participated in the Transportation & Logistics Society Career Day.
- Fall Career Day 2008 took place on October 24 with 14 companies in attendance. Large non-T&L firms include General Mills, Wal-Mart, Johnson and Johnson Vision Care, GSA Fleet, Henry Schein, Samsonite, Nivel Parts and Manufacturing and PSS World Medical.
- Director of Trade Compliance at Johnson & Johnson Vision Care was speaker at CSCMP track at Global Conference in Denver, CO, October 2008.
- Vice president of Bestol Footcare was also speaker at the CSCMP track chaired by Yemisi Bolumole.

### JAXPORT Initiative (achieved, and ongoing)

- Rick Ferrin was speaker at CSCMP track at Global Conference in Denver, CO, October 2008.
- Rick Ferrin, Executive Director of JaxPort, was guest speaker at Coggin International Business week lecture series February 2009.
- Rick Ferrin joined the newly formed Transportation & Logistics Steering Committee May 2009.
- Yemisi Bolumole profile was featured in the JAXPORT Annual Report 2008, page 20.
- Robert Wood, Dean of Continuing education offered leadership course to JAXPORT executives in spring 2009 and T&L program has offered to teach courses.
- Lynn Brown and UNF students attend the "state of the port" luncheon and panel discussion annually.

### Jacksonville Chamber Initiative (achieved and ongoing)

Related to JAXPORT'S expansion, the T&L program has expanded its influence to the mayor's office, Jacksonville International Development Commission.

- Received letter from Mayor Peyton on value of LITSLAB to the city's goal to be America's Logistics Center.
- George Gabel presented new "Jacksonville: America's Logistics Center" road sign at International Business week lecture, February 2009.
- Invited to and attended China Association breakfast with the Mayor and Consul General of China at Holland + Knight.

### State-wide Initiatives (achieved and ongoing)

#### Banner Center

The Employ Florida Banner Center for Logistics and Distribution aims to develop a pipeline of well-qualified, entry-level workers and improve the skills of the logistics and distribution industry's current workforce. The University of North Florida was a key partner in this initiative. Other partners were the Banner Center for Secondary Career Academies, Florida Community College at Jacksonville, Lake City Community College, Northwest Florida State College, Polk College's Corporate College, and the University of Florida SCALE Center. Yemisi Bolumole was featured speaker at a Banner Center Workshop on the value and benefits of AST&L's CTL Certification to the workforce. Beginning this summer, the University of North Florida (in partnership with Lake City Community College and Polk County Community College) is the lead institution in the Employ Banner initiative.

## Media Coverage

- Yemisi Bolumole served as panelist for the Clay County Workforce in Education Forum. President Delaney was keynote speaker at the event.
- Campus Connections Television Shows, *Transportation & Logistics Flagship Program*, produced by UNF Media and Public Relations aired February 2009 statewide.
- Woman to Woman Television Shows, *Economic Outlook for Northeast Florida*, produced by Comcast Cable, aired statewide. Taped November 2008, April 2009.

## Relationship with Florida State College of Jacksonville (Formerly FCCJ) (achieved and ongoing)

- Increased assistance to FSCJ for curriculum support and quality control of existing articulation agreement through meetings with Edythe Abdullah and Sandra Beck.
- Currently students may choose a workforce certificate or an A.A.S. degree program. FSCJ is planning on starting an A.S. degree in Supply Chain Management in the near future and eliminating the A.A.S. degree track. If a student first chooses to take the workforce certificate, the courses will articulate if a student decides to continue to pursue the degree.
  - The workforce certificate can be completed in approximately eight months and is a contact hour certificate.
  - Associate in Applied Science (A.A.S.) degree in Business Administration, with a concentration in logistics and distribution will not articulate or transfer to a four-year institution. General education requirements are different than for the A.S., and in some cases different technical and professional courses are required.
  - Associate in Science (A.S.) degree programs are designed for those who desire a college-level general education as well as specific career preparation. These programs are designed to prepare students for entry-level work immediately after completion. The majority of courses in the A.S. programs are directly related to the student's career choice. The remaining courses are general education. A.S. programs are covered by statewide agreements that allow their articulation to the corresponding bachelor's degree program at Florida public universities. Additionally, the general education component in all A.S. degrees is fully transferable to four-year programs in Florida.

## Relations with non-Jacksonville companies (achieved, and on-going)

- Expanded inclusion of, and participation from more non-regional companies; Increased incidents of collaboration, thru internships, training, scholarships, etc.
- Representatives from Walgreen's, Target, General Mills, Werner Enterprises, Con-Way Freight, Gexpro, US Department of State, Navair, Henry Schein has hired and continues to recruit and hire for summer interns and full-time positions.
- Relationships are being established and cultivated through networking events such as UNF Career Expos, Coggin College Career Management Center events, Propeller Club events, CSCMP Jacksonville Roundtable events, local and national workshops, seminars, and symposiums.

## **Section 2: Additional Benefits Generated by Flagship Program Activities in the Community**

The relationship between the Flagship program and CEVA Logistics continues to grow and strengthen.

- CEVA Logistics is donating supply chain management software for use in the LITSLAB. Programs such as i2 and Manhattan would be out of reach without their support, which includes extensive training and hosting.
- CEVA Logistics was a valuable partner in the study abroad program in Australia in May 2009. Students spent a half day at their distribution center outside of Sydney and had a comprehensive



tour of the facility, witnessing the depth and breadth of their diverse operations. A trip like this would not be possible without the solid partnership we have cultivated over the years here in Jacksonville.

The relationship with Jim Babcock has made scholarship awards available for students who were accepted to participate in the study abroad program to Australia.

- The generous Babcock gift subsidized 50% of the total cost of the trip making it much more affordable for the students.
- Due to the commitment and generosity of the Babcocks, students were able to spend more time in Australia learning about the culture and the unique logistical challenges that face the island nation.

The T&L Flagship faculty are active participants in the Coggin College International Business Week presented by the International Business Flagship Program in February, 2009.

- T&L Flagship faculty and staff were responsible for identifying and inviting two guest speakers who were experts in the logistics of international business. Rick Ferrin Executive Director of JAXPORT and George Gabel of Holland + Knight law firm were featured speakers.
- Validation of UNF's role in the logistics community, George Gabel presented the Flagship program with a special road sign developed by the city as part of the marketing campaign "Jacksonville: America's Logistics Center".

The T&L Flagship continues to be a very involved contributor to the Council of Supply Chain Management Professionals Jacksonville Roundtable.

- Lynn Brown, Associate Director was elected as marketing director for the Jacksonville Roundtable and has attended board meetings, planning meetings, conference calls, and general meetings all year.
- Lynn has been nominated to serve for 2009-2010.
- Lynn's presence on the board and at the general meetings creates visibility for the program and keeps UNF "in the loop" when it comes to various activities, networking with community contacts for speakers, Career Day participants, etc.
- Yemisi Bolumole was asked to be part of a panel discussion "Women in Logistics" for the February 2009 Roundtable meeting. It was one of the most well attended of the year and received media attention from the Jacksonville Business Journal in print and online.

One substantial benefit of the flagship designation has been recognition of the program and the university through local media. Please see page 3-5.

### **Section 3: Activities Related to Future Benchmarks**

#### **National Ranking**

- Plans to improve ranked position as well as increase number of places where the program is ranked.
- Improve program quality along relevant metrics and survey criteria especially faculty research contributions; faculty, student, & alumni visibility, graduate employment rate and quality of undergraduate curriculum.

#### **Faculty International Experience**

- Year to year increases in number of programs and number of reciprocal faculty teaching, research, and exchange programs.

#### **LITSLAB**

- Year-to-year increases and improvements in corporate support through training; naming opportunities; donated software/hardware, etc.
- Integrate LITSLAB with existing T&L and other Coggin courses.

- Increase faculty expertise level(s) in LITSLAB-related technology and solutions.
- Increased number of students exposed to and trained in relevant IT tools.

#### General Curriculum Reviews

- Plan to increase industry participation in curriculum development and delivery through increased guidance by Steering Committee, increased numbers of guest/executive speakers, and use of qualified adjunct instructors.

#### Executive Education

- Revamp of existing programs and planned year to year increases in number of programs held.

#### Student Quality & Growth

- Year to year improvements in number & value of scholarships, internships; and T&L-focused study abroad opportunities.
- One of such is the planned summer 2010 Study Abroad trip to The Netherlands. This program may include some students from the COAS as well as the Coggin College of Business students.
- Year to year increases in corporate-student interaction through student participation in local and regional corporate sponsored programs.
- Plan to implement a job-shadow program.

#### CSCMP Conference 2009

- Plan to lead two conference sessions in Fall 2009.
- In the first session, Yemisi Bolumole will facilitate a panel discussion amongst CEOs from key logistics companies in the country.
- In the second session, Yemisi Bolumole, Robb Frankel and Jay Coleman will present findings from an ongoing research project on logistics performance metrics.

#### JAXPORT Initiative

- Yemisi Bolumole and Robb Frankel will work with David Jaffee and a number of other faculty across UNF to establish a JAXPORT-related conference in the 2009-2010 academic year.

#### Relations with non-Jacksonville companies

- Will continue to expand the inclusion of, and participation from more non-regional companies. Plan to increase incidents of collaboration, through internships, training, research collaboration, and scholarships.

#### Eminent Scholar and other faculty positions

- Pending AA approval - recruit and fill vacant faculty positions.

#### UNF T&L Conference

- Will host (in 2009-2010 academic year) first T&L-specific conference at UNF with faculty from other institutions participating. Plans to make this an annual event.

#### Faculty Development

- Improve faculty quality through training seminars, conferences, international experiences and increased participation in conferences, seminars, workshops, etc.

#### Faculty Scholarship

- Drs Bolumole, Cantor, Coleman and Frankel have a number of WIP articles planned to enhance program's national/global visibility. One example is the one under invited revision at the *Journal of Business Logistics* (re-submitted March 30, 2009), titled: "An Examination of Trends and Impact of Authorship Collaboration in Logistics Research".
- Dr. Frankel's global multi-university (UNF, University of Tennessee, University of Verona-Italy, University of Melbourne-Australia) research remains in progress and enhances the program's

national/global visibility. The most recent data collection was performed in Australia during May-June 2009. Two recent examples/outputs are: Ivan Russo, Robert Frankel and Diane Mollenkopf, "The Challenge of Functional Integration and the Returns Management Process: An International Perspective," *2009 World Marketing Congress – Academy of Marketing Science*, to be presented in Oslo, Norway in July 2009; and currently under review Diane Mollenkopf, Robert Frankel, and Ivan Russo "Extending Customer Value Theory: Returns Management at the Marketing-Operations Interface," *Journal of Operations Management Special Issue on Field Research* (March 30, 2009)., Three additional WIP articles are planned from this research in the upcoming 12-18 months.

- Dr. Frankel's global multi-university (UNF, East Carolina University, University of Warsaw-Poland) research also remains in progress and enhances the program's national/global visibility. One recent example is: Mariusz Sagan, Joseph Tomkiewicz, Tope Adeyemi-Bello and Robert Frankel (2008), "Importance of Job Characteristics Among Future Businesspersons: A Comparative Study of Russian and Polish Students," *International Journal of Management*, 25:3, 641-653. One article from this dataset is currently in progress and target submission date is August 2009.
- Dr. Frankel's global multi-university (UNF, University of Wisconsin-Whitewater, University of Warsaw-Poland) research also remains in progress and enhances the program's national/global visibility. The most current example, drawn from a 5-country dataset of 2000 observations, is: Scott R. Swanson, Robert Frankel, and Mariusz Sagan, "Services Post Switching and Word-of-Mouth: An Exploration of Cultural Differences." One manuscript is currently in process, target journal is *The Journal of Services Marketing*, and target submission date is September 2009.
- Dr. Bolumole's research in progress involves three distinct but related projects involving the logistics outsourcing industry – of major relevance to local/regional firms. The projects include measuring performance in third party logistics arrangements; understanding the nature of client-service provider relationships and collaboration; and clarifying the role of 3pls as integrators in the supply chain. One manuscript is currently in progress, targeted for submission to *Supply Chain Management: An international Journal*. Target submission date is August 2009.

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

Listed below are the T&L-related scholarly works generated by the T&L faculty since the program was named a flagship. Those marked with an asterisk were directly supported at least in part by flagship funding, primarily through travel support. (WIP = work in process that is not yet accepted for publication.)

##### **Refereed Journal Articles**

- 2009 Cantor, D.E., Grimm, C.M., and Corsi, T.M., (2009) "Do Electronic Logbooks Contribute to Motor Carrier Safety Performance?", *Journal of Business Logistics*, 30:1, 203-222.
- 2009 Cantor, D.E., and Macdonald, J.R, "Decision Making in the Supply Chain: The Impact of Cognitive Thinking Styles and Problem Complexity," *Journal of Operations Management*, 2009, Volume 27, Issue 3, pp. 220-232.
- 2008 Cantor, D.E., "Workplace Safety in the Supply Chain: A Review of the Literature and Call for Research," *International Journal of Logistics Management*, May 2008, Volume 19, Issue 1, pp. 65-83.
- 2008 Cantor, D.E., Corsi, T.M., and Grimm, C.M., "Determinants of Motor Carrier Safety Technology Adoption," *Transportation Research Part E: Logistics and Transportation Review*, September 2008, Volume 44E, Issue 5, pp. 932-947.
- 2008 Coleman, B. Jay, Yemisi A. Bolumole and Robert Frankel (2008), "Optimizing Career Day in Three Seconds," *OR Insight*, 21:2, 17-24.

- 2008 Tomkiewicz, Joseph, Robert Frankel and Mariusz Sagan (2008), "The Quest for Efficient Recruitment and Retention Across Generations," *B>Quest (Business Quest) – A University Journal of Applied Topics in Business and Economics*, 2008 Research, <http://www.westga.edu/~bquest/year.html>
- 2008 Mollenkopf, Diane, Ivan Russo and Robert Frankel (2007), "The Returns Management Process in Supply Chain Strategy," *International Journal of Physical Distribution and Logistics Management*, 37:7, 568-592.
- 2008 Cantor, David, with Claudia Andreani, Rezell Cohen, Kevin Welch, "The Development of a Comprehensive Logistics and Transportation Software Technology Survey Instrument," *Osprey Journal of Ideas and Inquiry*, Vol. VII, 2008.
- 2007 Sagan, Mariusz, Joseph Tomkiewicz, Tope Adeyemi-Bello and Robert Frankel (2008), "Importance of Job Characteristics among Future Businesspersons: A Comparative Study of Russian and Polish Students," *International Journal of Management*, 25:3, 641-653.
- 2007 Frankel, Robert, Yemisi A. Bolumole, Reham A. Eltantawy, Antony Paulraj and Gregory T. Gundlach (2008), "The Domain and Scope of SCM's Foundational Disciplines – Insights and Issues to Advance Research," *Journal of Business Logistics*, 29:1, 1-30.
- 2007 Bolumole, Yemisi A., Robert Frankel and Dag Naslund, "Developing a Theoretical Framework for Logistics Outsourcing," *Transportation Journal*, 46:2 (Spring), 35-54.
- 2006 Cantor, D.E., Corsi, T.M., and Grimm, C.M., "Safety Technology Adoption Patterns in the U.S. Motor Carrier Industry," *Transportation Journal*, Summer, Volume 45, Issue 3.
- 2006 Gundlach, G. T., Yemisi A. Bolumole, R. A. Eltantawy and Robert Frankel, "The Changing Landscape of Supply Chain Management, Marketing Channels of Distribution, Logistics and Purchasing: Implications for Scholarship and Consequences for Practice," *Journal of Business and Industrial Marketing*, 21:7, 428-438.
- 2006 Frankel, Robert, "The Role and Relevance of Refocused Inventory: Supply Chain Management Solutions," *Business Horizons*, 49:4, 275-286.
- WIP Cantor, David E., Yemisi Bolumole, B. Jay Coleman and Robert Frankel, "An Examination of Trends and Impact of Authorship Collaboration in Logistics Research," under invited revision at the *Journal of Business Logistics*, re-submitted March 30, 2009
- WIP Mollenkopf, Diane, Robert Frankel, and Ivan Russo, "Extending Customer Value Theory: Returns Management at the Marketing-Operations Interface," submitted to the *Journal of Operations Management Special Issue on Field Research*, March 30, 2009
- WIP Bailey, J.P, Cantor, D.E, and Grimm, C.M., "The Impact of IT Investment on Product Innovation: Theory and Evidence from the Pharmaceutical Industry." Invited for 2<sup>nd</sup> round review at *Information Systems Research*.

### **Conference Proceedings / Presentations**

Russo, Ivan, Robert Frankel and Diane Mollenkopf, "The Challenge of Functional Integration and the Returns Management Process: An International Perspective," submitted to the *2009 World Marketing Congress - Academy of Marketing Science (Business-to-Business Marketing Track)*, accepted January 2009 and to be presented July 2009.

Tomkiewicz, Joseph, Robert Frankel, Mariusz Sagan and Wang (forthcoming), "Comparing Job Expectations of Chinese and American College Students," *Southeast Decision Sciences Institute Winter 2008 Conference*, accepted December 2007, and presented October 2-3, 2008.

Cantor, D.E., Grimm, C.M., and Corsi, T.M., "Do Electronic Logbooks Contribute to Motor Carrier Safety Performance?" Presented at *Penn State University*, December 2007.

Frankel, Robert (2007), "SCM Design and Planning: The Role of International and Global Logistics," *XX Seminario Internacional Supply Chain Management – Diseno de la Supply Chain aplicando SCOR*, September 4-5, 2007, Buenos Aires, Argentina.

Frankel, Robert (2007), "SCM Design and Planning: The Efficient Integration of the Areas of Logistics and Marketing," *IV Seminario Internacional Organizado Por Revista Logistec*, September 7, 2007, Santiago, Chile.

Swanson, Scott R., Robert Frankel and Mariusz Sagan (forthcoming), "An Exploration of Cultural Differences in Consumer Switching," *7th Global Conference on Business & Economics (Marketing Track)*, accepted August 2007.

Russo, Ivan, Diane Mollenkopf and Robert Frankel (2007), "Returns Management as a Supply Chain Process: A Look at Marketing/Logistics Integration in Italian Firms," *2007 World Marketing Congress-Academy of Marketing Science*, July 11-14, Verona, Italy, p. 39 (Abstract only).

Bolumole, Yemisi A., Reham A. Eltantawy, and Antony Paulraj (2007), *Barriers to Effective Supplier Relationship Management Implementation*, Working Paper presented at the 18th Annual North American Research/Teaching Symposium on Purchasing and Supply Chain Management, March 29-31, 2007. Tempe, Arizona.

Bolumole, Yemisi and Robert Frankel (2007), "Supply Chain Management in the Paper & Plastics Industry: Company Challenges, Cost of Sales, The Perfect Customer Experience, and Options for 'Going to Market,'" *4th Annual Industrial Distribution Educators Association (IDEA) Conference at the 2007 Federation of Business Disciplines Conference*, San Diego, CA, March 13-17, 2007 33-47.

Bolumole, Y., Frankel, R., Cantor, D.E., and Coleman, J., "Overview of the UNF Transportation and Logistics Program," *University of North Florida, Department of Continuing Education*, Jacksonville, FL, October 2007.

Cantor, D.E., Grimm, C.M., and Corsi, T.M., "Driving for Safety: An Examination of Safety Technology Adoption in the U.S. Trucking Industry," presented at the *United States Department of Transportation, Federal Motor Carrier Safety Administration*, July 2007.

Near Future," *Second International Business Research Seminar co-sponsored by the CCB-UNF and Beijing International Studies University*, University of North Florida, October 20, 2006.

Bolumole, Yemisi A. and Robert Frankel (2006), *The Future of the Paper & Packaging Distribution Channel*, Invited Presentation at the NPTA/ISSA DistriPakUSA National Conference sponsored by the Paper and Plastics Education Research Foundation's (PAPER) Institute at the University of North Florida, October 2-4, 2006. Chicago, IL.

## Articles

*Examining the Use of Supply Chain Information Technology in the Academy*, CSCMP Supply Chain Comment TechKnowledge, Bolumole, Yemisi and David Cantor, November/December 2008, pg.16.