

Proposal for Flagship Program Status

Transportation and Logistics Program

Coggin College of Business

Submitted by

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Executive Summary

The Transportation & Logistics (T&L) program possesses all the characteristics emblematic of a flagship program. The program is already very strong: in September 2005, the program was ranked 13th nationally by academics, ahead of Stanford, Harvard, Wisconsin, and Pennsylvania. It has no major competitors in Florida. It is a natural strategic fit to Jacksonville, as transportation has been identified as one of the city's four *supersectors*, and the city's logistics environment is ranked tenth nationally. The program boasts excellent faculty with strong community ties, outstanding students with a premier student organization, and transformational learning opportunities via internship opportunities and study abroad programs. Moreover, it has already shown its ability to attract major outside funding through two eminent scholar positions.

The T&L curriculum is increasingly challenging those of the nation's (and the world's) five premier programs. However, there is one key element that employers have increasingly requested, but which to date has not been adequately addressed: the comprehensive integration of logistics information technology (LIT). In response, we propose the building of a ***Logistics Information Technology Solutions Laboratory (LITSLAB)*** to fulfill this critical objective.

Flagship resources are vital to creating LITSLAB, and will allow the T&L program to continue its growth, development, and its tradition of responsiveness. LITSLAB would directly benefit students through improved learning, professional development, and recruitment by employers; provide avenues to leverage resource support from software and hardware vendors and sponsors for LITSLAB itself; enhance faculty and professional development; and enhance current classroom space. Moreover, establishing LITSLAB will avail UNF of the timely and unique opportunity to parlay its recent T&L national ranking into further visibility and prominence in the field, as well as establish a novel state resource worthy of flagship status.

Brief Overview of Current Program and Rationale for Flagship Status

The University of North Florida Transportation and Logistics Program in the Coggin College of Business is well on its way to national prominence, with sights set on a top 10 ranking, keeping company with programs twice its size and age. With internationally-recognized faculty, a top-notch curriculum, dedicated students, successful alumni and strong corporate supporters, the program is closer to its goal than ever.

Transportation and Logistics (T&L) interacts with virtually every part of a business. It accounts for over 10% of the U.S. gross domestic product and 7% of the work force. Firms have increasingly sought logistics majors due to the impact logistics has on competitiveness and unique skills required for managing logistics, both within the firm and across multiple firms in the supply chain. Both the private and public sectors of the national and international economy offer exciting and rewarding careers in carrier operations and management, scheduling, production and inventory control, distribution analysis, and administration, planning and economic analysis for ports, airports, urban transit and economic development programs.

Moreover, the impact and prominence of transportation and logistics in our region cannot be over-emphasized. Transportation has been identified by the Jacksonville Chamber of Commerce and the Jacksonville Economic Development Commission as one of the city's four *supersectors*, and the city ranks 10th out of 362 U.S. cities for logistics-friendly environments. All five modes of transportation — air, water, motor carrier, rail, and pipeline — interface here. Jacksonville is home to a full-service international seaport, with four seaport facilities, including America's newest cruise port. These outstanding port facilities comprise one of the largest economic engines in Northeast Florida, and represent Florida's only low-cost option for expansion. In addition, Jacksonville boasts extensive access to railroads, airports, warehousing,

and three interstate highways (I-10, I-75, and I-95) that serve the eastern U.S. Also, leading T&L companies such as CSX Transportation, TNT Logistics North America, Crowley Maritime, APL Logistics, and Landstar System, Inc. have major corporate facilities on the First Coast.

In sum, Jacksonville is clearly an international transportation and logistics hub – and thus the UNF Transportation & Logistics program is a natural strategic fit between our university and our community.

The program has already taken many steps towards gaining the national reputation currently shared by the nation's current "Big Five" schools: Ohio State University, Penn State University, Michigan State University, University of Tennessee, and Arizona State University. Despite being clearly an underdog versus schools of more prominent stature, the UNF T&L program is currently ranked 13th nationally by its academic peers (*Supply Chain Management Review*, "The State of Supply Chain Education," September 2005, 9:6, pp. 55-60), ahead of institutions such as Wisconsin, Stanford, Harvard, Texas A&M, Syracuse, Auburn, Indiana, Oklahoma, and Pennsylvania – all of which were noted in the same article.

As will be detailed further in the following sections, reasons for this recognition are numerous. The curriculum content – including its foundation of 60 hours of liberal arts education – and the quality of education the program offers is increasingly challenging that of the Big Five. The T&L faculty possess superb academic credentials, and are extremely well-connected both within the academic community and within the Jacksonville T&L community. Response from students has been excellent, as the number of majors in the program has tripled in size in the last four years. Involvement in the student organization has been among the highest in the university. And program graduates have been very well received by employers in the region. Moreover, the reputation of the program has already resulted in the funding of two eminent

scholar chairs: the Prime F. Osborn III Eminent Scholar Chair in Transportation, and the Paper and Plastics Education Research (PAPER) Eminent Scholar Chair in Supply Chain Management.

It is vital that a flagship program be in concert with the university and college strategic plans, and be a leader in advancing the university's ideals embodied in its new commitment toward transformational learning experiences. The development of an outstanding program in Transportation and Logistics has been the focus of a Coggin College strategic goal for several years, and thus the current request is consonant with the College strategic plan. Furthermore, the university's ideals are captured through the strong encouragement that T&L majors receive to complete a transformational learning experience through a semester internship with a company engaged in logistics. In addition, the T&L faculty have already developed and delivered transformational learning experiences for students through logistics-based study abroad courses to Holland (2004), Australia (2005, and forthcoming in May 2006), France-Algeria (forthcoming May 2007) and China (forthcoming in March 2008).

In sum, the UNF Transportation and Logistics program is extremely well-positioned as a flagship candidate, as it meets a vital strategic need of the regional community, it has already established itself well nationally, it has already shown the ability to attract outside funding through the two eminent scholar positions, and it is a strategic fit to the University's commitment and ideals and to the Coggin College strategic plan.

In the following, we will endeavor to show that the activity made feasible by the flagship funding would further advance the reputation of the institution locally and nationally, improve the curriculum substantially, increase the value of our graduates, address one of the few shortcomings in the program, have synergistic effects on the Coggin College, and open substantial resource leveraging opportunities.

Activities and Accomplishments of Program to Date

The T&L program has a significant advantage over others at UNF in that it has already been recognized as a program of distinction. In 1974, the Board of Regents selected the program as one of five state-wide to receive the legislature's "Program of Distinction," and the Board of Regents further recognized the program by designating it as one of the university system's "Centers of Excellence." This foundation provided the T&L program with a strong base for the accomplishments that have followed:

National prominence. As aforementioned, the T&L program has already been recognized as among the top 15 in the country by its academic peers. National validation is further illustrated by the American Society of Transportation & Logistics' (AST&L) pre-approval of the T&L curriculum, which provides recent graduates with a blanket waiver exemption for the Certification in T&L (CTL) – one of only 22 programs AST&L so recognizes.

Outstanding faculty profile. The program boasts international faculty who frequently publish in the field's top journals, and who hold positions on the editorial review boards of the field's top three journals – a distinction rivaling the Big Five and virtually unique among non-R1 institutions. The faculty have presented research in the UK, Poland, France, Italy, and China, and often collaborate on research and executive development with Big Five colleagues. Each has worked extensively to develop relationships with professional organizations such as the Council of Supply Chain Management Professionals (CSCMP, the preeminent T&L professional organization, and whose Educators Conference was coordinated by T&L faculty in 2001), the National Paper Trade Association, and the Propeller Club.

Unique position. The program enjoys the position of having no major competitors in Florida and few in the region, implying ample opportunity to carve a niche for the university.

Exceptional students and student growth. In the past four years, the number of T&L majors has tripled to over 100. T&L students and faculty have created one of the most successful student organizations on our campus: the T&L Society (TLS), which won the Club Alliance Student Club of the Year award in 2002-2003. Since 2001, TLS has hosted its own Career Day, a discipline-specific, student-planned-and-coordinated, day-long interview session with over 40 students and 12-16 companies participating. Career Day includes pre-event preparatory seminars on resume building, networking, and interviewing skills.

Two eminent scholar chairs. The T&L program is already enhanced by the CSX Prime F. Osborn III Eminent Scholar Chair in Transportation, and the Paper and Plastics Education Research (PAPER) Eminent Scholar Chair in Supply Chain Management. The PAPER chair has been used recently to attract high-profile visiting faculty with international research reputations. This has enabled the program to have top faculty in residence, including co-editors of leading journals in the field, and the leading logistics expert in Europe.

Strong corporate support & interaction with students. Corporate giving has resulted in raising logistics scholarships to \$30,000 awarded in 2004-2005, including donations by TNT Logistics-North America, JM Family Enterprises, Crowley Maritime Corp., the Jacksonville Chapter of the National Defense Transportation Association, and the Jacksonville Traffic Club. In the past four years, two T&L students have been selected and sponsored by the local CSCMP Roundtable to attend the international CSCMP conference. Local executives regularly present in T&L courses and offer internships and site tours, and members of the Roundtable have also participated in a job-shadowing program with T&L students.

Activity Required to Achieve Flagship Goals:

Building a Logistics Information Technology Solutions Laboratory

Despite the successes outlined in the previous section, and despite the strength of the curriculum, there is one key element that employers both nationally and locally have increasingly requested, but which we have not to date been able to adequately address: the integration of logistics information technology (LIT) within our T&L curriculum. Our graduates have been at a fundamental disadvantage in the marketplace in this vital area. Logistics professionals are consistently looking for students who are already prepared to use the logistics software they will find in the workplace, and to date we have been unable to fill this need. In response, we propose the building of a *Logistics Information Technology Solutions Laboratory (LITSLAB)* in the Coggin College, and would use the flagship resources to fulfill this critical objective.

The emerging importance of LIT to the study of logistics was evident in a recent (2004) survey of careers patterns in logistics published by the council of supply chain management professionals. When senior logistics and supply chain management executives were asked which current curriculum would they study if they had the option to return to school to do so, the most popular answers were supply chain management (20%), of which logistics is a prime and integral component, and information technology (17%). In addition, when asked to identify the factors that would most influence the growth and development of the corporate logistics function during the next decade, the most influential factors reported in 2001, 2002, 2003, and 2004 were information technology, financial performance, information integration / technology, and information technology / integration, respectively.

LITSLAB will allow the T&L program to address all of these issues, and will enable the T&L program to comprehensively integrate state-of-the-art technology into its already strong

curriculum, specifically into TRA 4202 (Logistics Systems Management), TRA 3990 (Logistics Sub-Systems Analysis), and TRA 4155 (Supply Chain Management). LITSLAB will combine the high-tech teaching and research environments of integrated supply chain management, and operations modeling of highly dynamic supply chain processes. LITSLAB would also provide opportunities to integrate quantitative and systems applications into other relevant Coggin College courses, such as operations management, quantitative analysis, marketing research, and information systems management, among others.

LITSLAB will include software for advanced supply chain planning and optimization, enterprise resource planning (ERP), collaborative logistics, global simulation of e-supply chains, middleware, data mining and analysis tools, as well as sophisticated workstations connected to large screen, flat-panel projection displays. Using real-time business transaction data, models and simulations, students will learn how events and decisions made within today's "virtual" supply chain impact overall performance for the entire organization. In this way, students will learn to develop quantitative solutions and learn about integrative applications in the discipline, and will get a seamless multidimensional view of supply chain flows and practices. This will allow students to gain the confidence and analytical skills they need to succeed as business leaders in the emerging economy.

Flagship resources are critical to creating LITSLAB, and will allow the T&L program to continue its growth, development, and its tradition of responsiveness. LITSLAB would directly benefit students through improved learning, greater professional development, and increased recruitment by employers. Moreover, in addition to improved student learning and employability, LITSLAB also has numerous other advantages:

Moving to a top 10 national academic ranking. Establishing LITSLAB is vital to allowing the T&L program to compete nationally with the top 10 institutions in the discipline, most (if not all) of which have similar resources. Quite simply, LITSLAB is an *immediate and urgent* need if the program is to move into the top 10. As is evident in the ranking (provided below), all the other institutions currently ahead of UNF enjoy far more overall name recognition. Thus, it is imperative that the T&L program excel in the other criteria used to develop the rankings, including quality of curricula, graduate employment rate, alumni visibility, and department reputation. LITSLAB will contribute greatly to advancing all of these.

Ranking of Education Programs

	Academics	Practitioners	Overall
1	Penn State	Penn State	Penn State
2	Michigan State	Tennessee	Tennessee
3	Ohio State	Michigan State	Michigan State
4	Tennessee	Ohio State	Ohio State
5	Maryland	Georgia Tech	Georgia Tech
6	Arizona State	Northwestern	Northwestern
7	Iowa State	Wisconsin-Madison	Wisconsin-Madison
8	MIT	MIT	MIT
9	Georgia Tech	Syracuse	Maryland
10	Northwestern	Maryland	Syracuse
11	Arkansas	Arkansas	Arkansas
12	Nevada-Reno	Indiana	Iowa State
13	North Florida	Harvard	Arizona State
14	Auburn	Iowa State	Harvard
15	Syracuse	Georgia Southern	Indiana
16	Georgia Southern	Purdue	Georgia Southern
17	Wisconsin-Madison	Texas A&M	Purdue
18	North Texas	Arizona State	Texas A&M
19	Stanford	Stanford	Stanford
20	Oklahoma	Pennsylvania	Auburn

Increasing practitioner appeal. LITSLAB would enable the T&L program to address a related shortcoming in the T&L program. As shown in the above table, while academic peers rate the T&L program 13th in the country, it does not appear in the top 20 list of programs when rated by *practitioners*. While this situation is partially a function of the University's size and the program's relatively young age, the fact remains that the industry executives polled were typically impressed by both faculty and student abilities – and LITSLAB would greatly assist in providing a more highly qualified, technologically savvy student in the marketplace.

Resource leveraging. Numerous opportunities would be created to leverage the investment in LITSLAB into future resource enhancements. Given that LITSLAB will be a tangible “product” that potential donors can see, experience, and attach their names to (similar in that manner to the Coggin College's State Farm Insurance Financial Trading Room), it provides avenues for pursuing future support from software vendors, hardware providers, and sponsors for LITSLAB itself. Future funding goals of this initiative would be to attract sponsorship from corporate partners such as SAP, Oracle, Sun Microsystems, Cisco, Manugistics, etc., in the form of software applications, equipment, and other computing resources. Logistics companies in the community have already expressed an interest in contributing in various ways. For example, both Object Innovation and TNT Logistics North America have made offers to donate software to the T&L program, but only if UNF could provide dedicated equipment for its use, due to licensing issues. These companies would likely be even more willing to contribute support to LITSLAB and other T&L initiatives if they thought it would bring increased recognition to their organizations by connecting them to one of UNF's flagships. In addition, the better-prepared students resulting from the integration of LITSLAB will lead to better employment placement

and more satisfied employers, which of course also creates the potential for enhanced donor support.

Continuing professional education. LITSLAB would also serve educational purposes in addition to its teaching functionality for current students. Consistent with the Coggin College's mission themes of lifelong learning and community connections, LITSLAB will also be used for continuing professional education, and will serve as an important training and testing ground for local and regional corporate partners seeking greater productivity and efficiency through digital integration of their supply chain processes. Moreover, such corporate connections also generate other potential revenue streams deriving from LITSLAB, as many firms involved in logistics would not have such a facility in-house for training their own personnel.

Enhancing faculty development. LITSLAB will also serve as a faculty development tool, as multiple faculty members will receive training on the systems and applications installed. It will also serve to attract quality faculty in transportation and logistics. Faculty development also could extend to those in operations management, quantitative analysis, and information systems management, among others. LITSLAB will also be a potential tool or testing ground for faculty research, and create the potential for enhanced faculty / industry interaction.

Enhancing existing space. The construction of LITSLAB is *not* intended to take existing classroom space out of the university inventory. The concept is to *significantly enhance* an existing classroom by installing hardware, software, and other furnishings and accoutrements, in order to serve approximately 25 students at a time. After completion of LITSLAB, courses, class meetings, and seminars requiring use of the installed software would be run through the lab. However, the room would be arranged such that courses or class meetings not requiring the installed systems could still be taught in the room, with a higher seating capacity for such

“regular” classes that would essentially be the same as the current capacity. Thus, LITSLAB will be a highly flexible multi-purpose classroom, not a dedicated facility that would reduce the number of classrooms currently available.

Providing a transformational learning experience. Very similar to the concept behind an internship, LITSLAB would expose T&L students to the same kind of experiences they would have by using such technology in the workplace. In fact, such knowledge may very well put students *ahead* of where they would be by interning, as they would be more familiar with logistics IT solutions than many logistics departments and logistics firms.

Meeting prime accreditation mandates. AACSB International, the accrediting body for collegiate schools of business, specifically lists technology as a theme that should be highlighted and integrated in order for any business educational program to be considered current. In addition, SACS, the accrediting body for the university as a whole, specifically looks for continuous improvement mechanisms that are in response to recognized needs. LITSLAB would be a model example of both.

Capitalizing at a key point in time. Now is a very opportune time to move forward with LITSLAB, as the popularity of logistics in industry, both regionally and nationally, and its concurrent place in academe, is rapidly growing. LITSLAB would provide the program a timely opportunity to parlay its recent national ranking into further visibility and presence in the field.

Establishing a novel state resource. No other school in the state of Florida would have a facility similar to LITSLAB, making this resource unique among all schools in the state – a distinction befitting a program receiving flagship status.

LITSLAB Flagship Project Description, Details, and Budget

Flagship project description

Enhance existing classroom in Coggin College of Business, by installing hardware, logistics software, enhanced furnishings, and other accoutrements. Install workstations for 25 students, but provide seating and facility layout such that classes not requiring the technology could seat the original room capacity (e.g., 36 or 43). Initially purchase and install logistics modeling software from a firm such as I2 or Manugistics, with an objective of obtaining future software contributions of enterprise resource planning (ERP) and data mining software from a firm such as Oracle. Total project cost is estimated at **\$330,000**, broken out as follows.

Flagship project budget	Yr. 1	Yr. 2	Yr. 3	Yr. 4	Yr. 5	Totals
Pre-design peer site visits & research <i>Airfare; Accommodations</i>	5,000					5,000
Architectural review & plan design*	25,000					25,000
Construction <i>Core drilling for electric and data; Wireless access points; Lighting, carpeting, paint, etc.; Security and cabling; Physical model mock-up</i>	60,000					60,000
Furnishings & furniture <i>Control units; Teaching lectern; Lab furniture</i>	35,000					35,000
Computers <i>25 PCs configured for high- end computations; Cables & accessories; Wiring</i>	60,000					60,000
Audio-visual equipment <i>Plasma displays for modeling simulations; Projectors with smart board technology; Integrated smart board control unit; Video conferencing equipment</i>	50,000					50,000
Hardware <i>Servers; Network hub</i>	15,000					15,000
Purchase of logistics modeling software	25,000					25,000
Hardware & software maintenance cost		5,000	5,000	5,000	10,000	25,000
Personnel training costs (4 faculty)		20,000		10,000		30,000
Totals	275,000	25,000	5,000	15,000	10,000	\$330,000

* Standard construction rule of thumb = 10% of total project construction cost

Demonstration that the T&L Program Meets the Criteria for Flagship Status

Criteria #1: Demonstrate that the program is deeply committed to, embedded within, and enhances the ideals of liberal education central to the University of North Florida's mission and embodied in the general education curriculum.

The UNF Transportation & Logistics Program shares with the University of North Florida and the Coggin College of Business its fundamental mission, which is to continuously strive for national prominence and recognition for being a leading source of the creation and dissemination of knowledge in the areas of logistics and supply chain management. The Program is committed to providing high-quality undergraduate logistics and supply chain management education through the following initiatives:

Curriculum mix. The T&L program has established a curriculum which prepares students for opportunities in the expanding and vibrant logistics industry through the integration of business with non-business credit hours: Historically, AACSB International has required that half of a business major's credits be taken outside the business school, ensuring a liberal arts grounding to accompany the education in the professional school. T&L students currently have at least one half (60 hours) of their program curriculum from outside the Coggin College, covering writing skills, speech, social psychology, the humanities, the sciences, cultural diversity, etc., all of which are fundamental to creating well-rounded students whose logistics strengths are combined (through application) with liberal arts education. The other half of the curriculum focuses on business knowledge in general and logistics learning in particular, and contributes to students' understanding of how logistics interacts with and affects other business processes. These courses are drawn from information systems management, economics, accounting, finance, law, management, marketing, quantitative methods, and business policy.

Commitment to integration. The T&L program of study itself is composed of courses that *highlight and integrate* relevant interfaces between the discipline and other major business areas. In particular, the program's capstone supply chain management (SCM) course reflects how the logistics discipline has evolved in the past decade into a broader discipline of supply chain management. This course includes an understanding of the interfaces between logistics and other aspects of business including finance, accounting, marketing, production, international business, etc. The integrative nature of the T&L program is indicated by its having one of the highest concentration of double majors at the undergraduate level in the Coggin College.

Commitment to learning excellence & transformational learning opportunities. As an illustration of its commitment to learning excellence, all students in the T&L program are afforded a variety of learning opportunities, including internship opportunities and exposure to cutting-edge practices through mandatory participation in facility and study tours. The T&L program also emphasizes international business, culture, and related aspects of managing international supply chains, and has given opportunities to students to directly experience the international logistics community through the multiple study abroad experiences.

Relevance. The T&L program demonstrates its commitment to relevance through a constant curriculum review process that ensures courses are at par with national standards and employer expectations. The LITSLAB proposal is a direct result of, and illustrative of, this ongoing program review. As further illustration, the T&L program curriculum has just recently been expanded to include a Logistics Sub-Systems Analysis elective course that focuses on material flow optimization models. The aim of this inclusion is to increase students' exposure to quantitative applications in logistics in order to better meet documented industry requirements.

In fact, this course would greatly benefit from an opportunity to have students use LITSLAB to develop optimization modeling applications.

International focus. Study abroad programs enhance the integration of business and non-business issues, and also emphasize non-logistics aspects of business courses. This is an area of dramatic growth in recent years and is planned to continue, due in part to external funding received for this purpose. The program already enjoys Babcock Scholarships amounting to \$25,000 for 2005/06, and \$50,000 in 2006/07, and a UNF Transformational Learning Objective Grants of \$15,000 in 2005/06 and \$15,000 in 2006/07. In 2004, the first of several study abroad programs (to the Netherlands) specific to this discipline was implemented. In 2005, the second of these programs (to Australia) was implemented. Additional study abroad programs are in place or being planned to Australia in 2006, France-Algeria in 2007, and China in 2008.

Commitment to diversity. Faculty members are diverse with respect to gender and nationality. Future hiring practices will continue to adopt this perspective, which contributes to the understanding of the global role and challenges of logistics. Students are diverse with respect to age, gender, background, full-time / part-time status, double majors, etc. As an illustration, the student club (TLS) has had three female presidents in the past five years, as well as a diversity of scholarship recipients and TLS officers. This is particularly significant given that the field of logistics and transportation is traditionally male-dominated.

Criteria #2: Demonstrate that the program can effectively leverage the Flagship resources to attract outside funding and/or resources appropriate to its discipline.

The UNF T&L Program has shown measurable evidence of attracting outside funding appropriate to its discipline through the following:

Two eminent scholar positions. The T&L program has already demonstrated its ability to attract outside funding appropriate to its discipline through two eminent scholar positions in the Coggin College. The Prime F. Osborn III Eminent Scholar Chair in Transportation (a \$1,000,000 gift) has greatly enhanced the program's research capabilities and leadership in logistics education, as has the Paper and Plastics Education Research (PAPER) Endowed Chair in Supply Chain Management (another \$1,000,000 gift). Both positions have attracted the most prominent individuals in the field to UNF, and have offered the program visibility to the national and international business community. Such leadership and visibility create respect for the T&L program by enhancing the willingness and interest of industry participants to engage faculty in research projects, executive education, and supporting student internships and scholarships. Similarly, it enhances the willingness and interest of academics at peer institutions to work with T&L faculty on collaborative research, conference presentations, course development, etc.

Program growth (scholarships). Flagship status will further enhance the successful business community relationship the T&L program has cultivated, leading to increased local, regional, and national funding opportunities. Current scholarship funding (which has quadrupled in the last six years) is approximately \$30,000 per year. Another example of scholarship support is the funding obtained for logistics study abroad programs via the study abroad scholarships mentioned above. There are already preliminary discussions planned with this donor regarding future T&L program endowment opportunities.

Program growth (internships). Considerable internship support is already established. *Every* T&L logistics major currently has the opportunity to receive a local logistics internship due to the significant logistics business involvement with the T&L program. This characteristic is a distinguishing feature of the program, and is critical to its success and continued growth

because the field requires “hands-on” experience to fully understand its complexity and impact. Flagship status would increase program visibility, and help to broaden the scope of industry support for internships. For example, the program is just beginning to attract interest from major retailers (e.g., Target, Walgreens) looking for T&L students and graduates to support their firms’ logistics operations via internships and full-time positions. The ability to enlist these major corporations in addition to “pure” logistics firms is a significant addition to the program’s status. This represents one of the many opportunities for private support, already demonstrated by the interest from local corporations and individuals committed to getting involved on the “ground floor” with a rising program. These corporations view their investment in the T&L program as a way to establish a regional presence and relationship with UNF. As a result, large-scale private donors on the First Coast and beyond have and will continue to support the program, because they understand the importance of well-educated graduates in a dynamic and constantly changing field like logistics. As such, they are willing to assist UNF to prepare students for the realities of this marketplace. The LITSLAB project would make our students *much* more attractive for firms offering logistics internships.

Executive education. Another illustration of the T&L program’s ability to leverage flagship funds is through its established executive education seminar series. Under the auspices of its research center – the International Center for Competitive Excellence – the T&L program has been offering seminar-style executive education programs for over 10 years. Flagship status would increase recognition for these types of programs, and LITSLAB would create additional executive education opportunities from those interested in furthering their education in logistics information technology.

Criteria #3: Demonstrate that the program is responsive to and engaged with significant issues within the various communities - local, regional, national or international - that the University of North Florida serves.

By the very nature of the focus of the Jacksonville area and surrounding regions, and with Jacksonville being a port city, transportation and logistics education is engaged in and responsive to the needs of the local and regional community. The UNF T&L program has especially demonstrated its responsiveness to the needs of multiple layers of the local and regional community, through its provision of degree holders in one of the largest employment sector in the city of Jacksonville. To this end, the T&L program has developed significant corporate partnerships within the northeast Florida business community served by UNF. Through these partnerships, the students and faculty of the program work together with the greater Jacksonville business community to enhance meeting the needs of the local, regional, and national communities, specifically through:

Regional fit to the immediate community. In a 2005 survey of the most logistics-friendly cities in the US, the city of Jacksonville ranked 10th of 362 US cities, based on characteristics such as the transportation and distribution work force, road infrastructure, and access to interstate highways, railroads, water port, and air cargo (King, B. and M. Keating, “The Top 50 Logistics-Friendly Cities in the U.S., 2005”, *Logistics Today*, October 2005). As a port city, Jacksonville has long recognized the importance of T&L education to the local economy. With transportation as one of its largest employment sectors and major economic revenue base, and as a growing leader in logistics and international commerce, the Jacksonville area represents tremendous current and future opportunities for building a nationally reputable T&L program. This is most recently exemplified by JAXPORT’s historic agreement which will dramatically

increase commerce between Asia and northeast Florida in the upcoming years. The T&L program bridges the gap to enhance and support the city's mission within a broader framework of UNF's mission.

Chamber of Commerce proposed center of excellence. The Jacksonville Chamber of Commerce Transportation Business Cluster – a subcommittee of the Jacksonville International Business Coalition – in its proposed recommendations for the future growth of the city of Jacksonville - *identified the UNF T&L program as a possible basis to build a regional center of transportation and logistics excellence.* In its recommendations to the Chamber and JEDC, the committee proposed that “building [such] a center of excellence will attract more professional tradeshow and symposiums as well as companies affiliated with transportation / logistics industries”. In addition, this would create a “business incubator potential for logistics / transportation industries.”

Transportation & Logistics Society (TLS) Career Day. It is difficult to find a better illustration of how the T&L program is responsive to and engaged with significant issues within the local Jacksonville community than the TLS Career Day. TLS and the T&L program have sponsored, hosted, and coordinated annual Career Day programs since 2001. Participating companies at this year's event include Arnold Transportation, CH Robinson, Crowley Logistics, Hart Transportation, Knight Transportation, Passero Associates, PSS World Medical, Ryder Integrated Logistics, Sears Logistics, Sea Star Line, Suddath, Target Distribution, TNT Logistics, Trailer Bridge, Vexure, and Walgreens. Feedback from some of the participating companies in the past several years suggests that there is a need to expand this event so that it is held twice a year due to increasing industry demand as well as the numbers of students wishing to participate. Moreover, numerous comments received from participating companies have

indicated that they often want to become more involved with UNF and the Coggin College after participating in Career Day. The following comment was particularly note-worthy: “I am not easily impressed by too many people or situations. I must say, though, ALL the students displayed a seriousness and focus about them that we are looking for in prospective employees. UNF is to be commended on the job it is doing to prepare them for their future. The students themselves showed personality, capacity and ability to deal with the ups and down of their chosen fields. That is extremely admirable.” This level of positive response has the potential to attract more employers and thus more potential donors to the program.

T&L Advisory Board. Flagship designation and recognition of the T&L program would demonstrate the importance of logistics to UNF as it is to Jacksonville and its local businesses. This designation would encourage commitment from senior-level executives to serve on a T&L-focused Advisory Board in the Coggin College. The board could be comprised of representatives from the top T&L companies in the business community (e.g., Crowley Maritime Corporation, CSX Corporation, Landstar Systems Inc., NYK Logistics, and TNT Logistics North America).

Miscellaneous support from local and regional organizations. Relationships with local firms have enhanced study abroad opportunities, as evidenced by student visits to TNT Logistics (Eindhoven), Maersk Logistics (Rotterdam), and Medtronics distribution facilities in Shanghai, Germany and Sydney. The local logistics community has shown its commitment through monthly speaker sessions and facility tours, and an ongoing job-shadowing program between local T&L businesses and UNF students which matches students with “career mentors.” Furthermore, the CSCMP First Coast Roundtable has provided direct financial support, which has been formalized in a scheduled budget rotation to ensure future participation and funding of

the T&L program. Additionally, the Roundtable has served as a “pool” from which the T&L program secures speakers and participants for executive education seminars.

Connections beyond just T&L companies. Many local and regional companies integrate their respective logistics departments into the T&L program. For example, PSS World Medical, Venus Swimwear, Medtronic-Xomed, and the Mayo Clinic all participate in T&L recruitment efforts to staff their logistics, materials handling, and requisitions departments. Another illustration of this cross-disciplinary and cross-industry achievement effort is Southeast Toyota, a non-logistics company, which is one of the program’s single largest endowment donors. All these companies have a local reputation, as well as a national and international presence that encompasses UNF’s mission and vision. As discussed in a prior section, we are just beginning to see additional growth in this component of the program as evidenced by the interest from Target and Walgreens.

Community relations. In the last 24 months, the T&L program has been working on recruitment and curriculum issues with Terry Parker High School, FCCJ, and JAXPORT to assist in business curriculum development relevant to the city of Jacksonville in general and JAXPORT in particular. These efforts help schools and business organizations to effectively identify needs of logistics programs at the high school, associate, and bachelors levels, to effectively differentiate curriculum and make it appropriate at each level.

Scholarly research. T&L faculty members regularly conduct logistics industry (and therefore community) relevant scholarly research that addresses problems and develops solutions, applies that research to undergraduate and graduate courses, and tailors programs to practitioners via executive development programs.

Benchmarks and Assessment of Benchmarks

<u>Activity and Benchmarks</u>	<u>Assessment</u>	<u>Timeline</u>
<i>Prominence and Recognition</i>		
National Ranking: Increase position on next survey of national ranking from current 13th to top 10 by improving program quality along relevant metrics and survey criteria	Faculty research contributions; Graduate employment rate; Quality of undergraduate curriculum; Faculty, Student, & Alumni visibility	5 years
Faculty Profile & International Recognition: Increase faculty profile & international recognition, impact and prominence	Increased number of faculty publications and participation in Editorial Review Boards, national and international conferences	1-5 years
Faculty International Experience: UNF T&L faculty as visiting faculty in France, China, UK, Italy & Poland; Year to year increases in number of reciprocal faculty teaching, research, and exchange programs	Increased number of programs; Increased number of faculty teaching, research, and exchange programs	1-5 years
Uniqueness: Monitor establishment of similar programs in Florida and regionally	Continuous assessment of program vis-à-vis others in Florida	Continuous
<i>Academics and Co-Curricula</i>		
Establishment of Logistics Solutions Lab (LITSLAB) to better match 'Big Five' schools' curricula: Year-to-year increases and improvements in document hours and program(s) utilized by various users; Corporate support through training; naming opportunities; donated software/hardware, etc.; Integrate LITSLAB with existing T&L and other Coggin courses	Increased faculty expertise level(s); Increased number of students exposed to and trained in relevant IT tools; Continuous assessment of program vis-à-vis others in Florida; Increased level of corporate involvement in training, skills development and sponsorship; Increased number of T&L and Coggin courses utilizing LITSLAB facilities; Increased number of students exposed to and trained in relevant IT tools	1-5 years
General Curriculum Reviews: Updating curriculum to maintain alignment with 'big 5' schools and optimize curriculum mix	Business community relevance; continuous AST&L validation; Year-to-year growth in, and relevance of, core courses and electives	Continuous
Include ERP/Modeling Course in T&L Curriculum: Addition of required modeling course to program	Catalog change; validation by established companies	1-4 years
Short study tours (# of tours): Increase in number of frequency of short-term study abroad courses and other international transformational learning opportunities	Increased number, frequency and variety of programs ; Increased number of funding opportunities and corporate involvement in study abroad programs	1-5 years
Internships abroad (min # students): Proposal to encourage International internships especially among double majors (T&L / IB)	Create program and establish contacts to implement	3-5 years
Executive Education: Addition of more in-company programs to already existing open-enrollment programs	Year to year increases in number of programs held; attendees/sessions held p/year; and in company to open enrollment program ratio	1-5 years
<i>Student Experiences</i>		
Student Quality & Growth: Year to year improvements in relevant metrics	Average Graduating GPA; Number & Value of scholarships; Number of internships; Number & Value of University and College awards; Number of T&L-focused Study Abroad opportunities; Number of T&L students participating in study abroads	Continuous
Corporate-Student Interaction: Year to year increases in student participation in local and regional corporate-sponsored programs; Year to year increases in numbers of classroom speaker sessions and off-campus facility tours; On-campus and regional integration of the student club – TLS	Increased number of students participating in CSCMP roundtable events; Increased number of corporate-student interaction opportunities; Increased usage of relevant, high-profile individuals; Increased number of UNF/TLS and corporate/TLS programs; Increased on-campus visibility of TLS & Repeat Club Alliance Award; Increased participation of TLS members in CSCMP-sponsored events; Increased number of TLS students sponsored to attend/participate in CSCMP international conference	1-5 years & Continuous

Internships and Employment: Year-to-year increases in numbers, funding and sources of internships and full-time employment; Double incidence of TLS Career Day; Double the number of students participating in T&L internships;	Increased number of, funding for, and sources of student internships and full-time employment; 100% increase in T&L-focused Career Day (from 1 to 2/year); 100% increase in internships; Increase percentage of student interns relative to Program majors; Percentage increase in company participation; Percentage increase in successful recruitments directly related to Career Day	1-5 years
Diversity: Increase diversity of faculty and students with respect to gender and nationality	Relative percentage of diverse faculty from College total	Continuous
Job-Shadow Program: Double the number of students participating in Job-shadow program	Percentage increase in number of majors participating in program	1-5 years & continuous
<i>Program Growth and Support</i>		
Expansion: Expand program (number of students in major and double majors) to twice its current size	100% increase in undergraduate majors and MBA concentration	5-7 years
T&L Business Advisory Council: Establish T&L-focused advisory board	Establishment of T&L Advisory Board in set timeframe	1-3 years
<i>Funding Sources and Opportunities</i>		
Scholarships: Recruit and cultivate relationships w/potential additional donors	Year-to-year increases in numbers, funding and sources; Increased percentage in funds available for T&L specific scholarships	Continuous
Eminent Scholar Positions: Recruit and fill vacant positions; Explore opportunities to establish additional Chair position	Increase number of T&L senior faculty members in Coggin College	1-3 years
Corporate Support: Year-to-year increases in corporate support for scholarships, study abroad funds, program naming, and endowed positions	Increased Number & Value of awards	Continuous
<i>Faculty Scholarship</i>		
Faculty Scholarship: Increase diversity, quantity and quality of faculty publications	Number/quality of journal publications	1-5 years
UNF T&L Conference: Host T&L-specific conference at UNF with faculty from other institutions participating	Conference held in four years and regularly thereafter	4 years & beyond
Other UNF-hosted Seminars: Host multiple T&L-specific seminars and colloquia at UNF	Initial seminar held in two-three years	2 years & beyond
Faculty Development: Improve faculty quality through training seminars, conferences and international experiences	Increased participation in conferences, seminars, workshops, etc.	1-5 years & continuous
<i>Regional and Community Relations</i>		
CSCMP: Continuing participation and recognition within the Council of SCM Professionals	Continuity in CSCMP conference and other participation opportunities	1-5 years
Non-T&L Companies: Expanded inclusion of, and participation from more non-T&L companies	Increased number of non T&L participating companies in program	1-5 years
JAXPORT Initiative: Increase collaboration with JAXPORT through port management initiatives	Increased incidents of collaboration, thru internships, training, scholarships, etc.	2-5 years
Relationships w/ local high schools: Increase collaboration w/ local high schools	Increase recruitment from local high schools; Development of career T&L skills	3-5 years
Relationships with FCCJ: Increase collaboration with FCCJ for curriculum support & quality control purposes	Development of logistics curriculum appropriate to associate or non-degree-seeking students	2-5 years
Relations w/non-Jax Companies: Expanded inclusion of, and participation from more non-regional companies	Increased incidents of collaboration, thru internships, training, scholarships, etc.	1-5 years