Innovative Approaches to Resource Acquisition in an Academic Setting

Department of Supply Chain Management
Haslam College of Business

Chad W. Autry, Ph.D.
Department Head and
FedEx Corporation Professor of Supply Chain Management
Chad W. Autry, Ph.D.
Department Head (fifth year),
FedEx Corporation Endowed Professor of Supply Chain Management,
Martin and Jean Mills Faculty Research Fellow

About Me:

About Us:

• ~1,300 UG and 200 Grad Students
  • Largest program in a full scope university worldwide.
  • About 440 total graduates per year – a key source to industry partners
  • 20+ faculty FTE at any moment, 14 TT

• Ranked #1 globally in research (QxQ) in a 2017 peer-reviewed study of programs
A long time ago in a Spam-Can shaped building...

1953-1988. Department of Marketing and Transportation (supported in part by Federal Aid Highway Act and railway grant package that coincided with interstate grid development)

1988-1999 Department of Marketing, Logistics, and Transportation (awareness of business logistics)

1999-2012 Department of Marketing and Logistics (transportation folded into logistics and/or migrated into engineering)

2012-present. Department of Supply Chain Mgt. (Planning + Sourcing + Manufacturing + Logistics/Delivery + Sustainability)
Key differentiators:

88% terminally degreed (less than 7% of courses taught by grad students)

Full scope of teaching, research, service (few if any buyouts, even some NTT do research)

Organizing philosophy: industry is the customer, students are the product
Our Scholarship…

-- Global procurement and sourcing
-- Sustainable supply chain management
-- Digital supply chain management/information supply chains
-- Natural resource scarcity impacts on supply
-- Supply chain strategy within organizations
-- Supply chain risk/reward tradeoffs
-- Transportation and distribution (vehicle routing, facility location)
-- Urban logistics (urban environmental conditions and their commercial impacts on exchange)

We publish both academic and practitioner research at high rate and quality
Our Accolades…

Ranked #2-#6 in US News and World Report Since 2013

Ranked #3-#6 in Undergraduate SCM Education by Gartner since 2013

Ranked #2-#3 in Graduate SCM Education by Gartner since 2013

Ranked #1 and #2 in two peer-reviewed studies of SCM program effectiveness (2017 and 2018)

Highest average salary of graduates in HCB

Our success is attributable to an outstanding faculty and resources that support individual and collective excellence.
How to resource such an academic operation? AGE...

• **Allocations**
  - State Allocations via University and College Formulae
    - Provide "subsistence living" for faculty and doctoral students
    - Pay the phone/copy bills and provide for 1.5 staff
  - For many departments in HCB, this is the sole or primary resource base

• **Giving**
  - Giving by individuals
    - Alumni support for our program coordinated with UT and HCB development offices - endowment earnings
  - Giving by organizations
    - UT Supply Chain Forum – an industry cooperative where we share insights and students with employers

• **Earning**
  - Earning through education
    - Global Supply Chain Institute coordinates non-degree and degree offerings that faculty do voluntarily to support operational needs
  - Earning via external grants and contract research work is limited because of these entities’ successes

100%  36%  34%  30%
Before we proceed – addressing the cultural ”How” question...

• Awareness of the public university climate and a willingness to become entrepreneurial to avoid inevitable discomfort were the original impetuses... (triggered post-2008)

• …and since then have become faculty selection criteria (2012-20) and a self-reinforcing social norm
  • Our culture: innovation is an expectation reinforced through formal departmental bylaws and performance evaluations, and informally via senior-junior mentoring (as well as discussions at job markets)
  • Spillover effect: interaction with companies yields data and funding, which increases research output and teaching quality, which creates more interactions -- i.e., a sustainable scholarly ecosystem
The Global Supply Chain Institute

A talent development system that allows us to earn resources
<table>
<thead>
<tr>
<th>Robust portfolio connecting industry, students, and faculty</th>
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<tr>
<td><strong>BS SCM</strong></td>
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<td><strong>Graduate Programs</strong></td>
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<tr>
<td>MBA (SCM concentration)</td>
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<td>MS-SCM (international)</td>
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<tr>
<td><strong>Online MS-SCM</strong></td>
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<td>(Fall 2019)</td>
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<td><strong>Academic Research</strong></td>
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<td><strong>Supply Chain Forum</strong></td>
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<tr>
<td><strong>Executive Education</strong></td>
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<tr>
<td>SCM, Operations, &amp; Analytics</td>
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<tr>
<td><strong>Supply Chain Best Practice Research</strong></td>
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<td><strong>Executive MBA for Global Supply Chain</strong></td>
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SC Executive Program Portfolio Matrix

2015-2020

<table>
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<tr>
<th>Scarcity, Reach, Revenue, &amp; Impact</th>
<th>Depth and Value Provision</th>
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<tbody>
<tr>
<td>Low</td>
<td>Low</td>
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<tr>
<td>SC Forum</td>
<td>Non-degree Open Enrollment</td>
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<tr>
<td>BA Forum</td>
<td>Customized Non-degree</td>
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<tr>
<td>MSc GSCM</td>
<td>EMBA-GSC</td>
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<tr>
<td>Supply Chain U</td>
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GLOBAL SUPPLY CHAIN INSTITUTE
A Talent Development Portfolio

- Provide a robust portfolio of coursework
- Level of employee
- Variety of organizations
- Focus on relevancy, application, and impact
- Offer online & F2F modality that best support learning objectives
- Provide flexibility and scalability for both corporate partners and GSCI
  - Asynchronous, synchronous, & hybrid
  - Projects and coaching options
- Offer quality and credentials that are consummate with UT GSCI brand
Customer-Centric Next Steps

Continue rollout of the core SCM portfolio

• Build out remaining SC Foundations modules (3 courses, 18-20 modules)
  • Launch timing from Sept to Jan, dependent upon demand
• Renovate SCM545 for use as SCM Leadership Academy (1 course, 12-14 weeks)
  • Launch timing from Oct to Jan, dependent upon market demand
• Relaunch SCM certification with two levels: SCM Foundations and SCM Leadership
• Meet individually with pre-launch companies to assess willingness to purchase
• Launch at GSCI Advisory Board meeting on July 22-23

Extend and build upon core portfolio

• Enable stackable credential for SCM Leadership Academy to SCM545
• Build industry-specific variants
  • Concentrations for online MS (Healthcare, A&D, Analytics, Sourcing)
  • Industry-focused Supply Chain Leadership Academies (Healthcare, A&D)
• Risks: technology, project resources, faculty staffing, faculty compensation, bureaucratic inertia
The UTK Supply Chain Forum

A constituency group that facilitates student migration and thereby incentivizes giving
The largest university-sponsored industry forum

72 companies currently support us at levels between $13-$25k!

We use this to support all of part of six faculty/staff lines

We have created our own endowment to ensure against economic cycles, COVID-19, etc.
UTK SC Forum facts:

- Grown from 8 partners in a conference room in SMC (1998) to now almost 80 partners in 22 years.

- Now offering tiered giving opportunities to flex to partner needs/desires for engagement

- Agenda now uses a Learn/Network/Recruit model to maximize partner value

- Speakers are often our own graduates, sometimes not, but are among the leaders in global SCM theory and practice
Thank you to our speakers

Brad Berke, Vice Chairman, Global Supply Chain Officers, Korn Ferry
Steve Bowen, CEO, Maine Pointe
Ben Sharpe, GM and Head of Heartland Division, BNSF Railway
Denis Reilly, CEO, Kenco Logistics
Gerry Niedert, CEO & Founder, Black Horse Carriers
Chris Stiles, Sr Director, Logistics, Nissan North America
Guy Courtin, VP, Industry & Solution Strategy, Infor
Dave Van Dorselaer, GM, Manufacturing Solutions, AT&T Business
Summary thoughts;

We decided in 2012 to plan for a rainy (germy?) day...to insure against dwindling public funding for higher education, and anything else that might come our way...

Every academic field has an external set of constituencies that prize its scholarship – who is in your group, and how can you tap into the members’ needs/wants/passions?

"Our faculty won’t buy in?” Ours didn’t either, at first. Sell the ecology. If that doesn’t work, position as a set of lifestyle choices.

Do what most inspires you and your alumni and things will be all right (and you will be your Dean’s friend)!
Q&A