Proposal to establish the
Supply Chain Management Institute
Sheldon B. Lubar School of Business
University of Wisconsin-Milwaukee

The Sheldon B. Lubar School of Business proposes the establishment of a new Institute focusing on the effective management of supply chain processes in the manufacturing and service sector, as well as those in the non-profit sector.

A. Proposed name

The proposed institute will be named the Supply Chain Management Institute (SCMI).

B. Brief description, purpose and justification

Vision

The Lubar School of Business Supply Chain Management Institute will become a premier source of industry-university partnerships that examines supply chain challenges and practices within firms and across a variety of industrial sectors using an interdisciplinary focus. The goal is to create an internationally-recognized center for thought leadership and expertise in the broad areas of supply chain management research and education. In collaboration with industry, the Institute’s faculty and students will investigate and study applied research questions, facilitate an ongoing dialogue among industry and academic thought leaders, foster student-focused learning initiatives and immersion experiences, and develop new streams of academic knowledge. Such knowledge and research findings will be disseminated in peer-reviewed academic research journals, thought-leadership white papers on emerging issues, best-practice case studies, and peer-to-peer forums and conferences for participating companies.

Mission

The core mission of the Institute is to:

• Facilitate knowledge partnerships between academia and industry. Collaboration with industry enhances the understanding of how to effectively implement, manage, and sustain supply management, manufacturing, and logistics processes that are relevant for today’s organizations and technology-driven and increasingly global business environment.

• Deliver a high quality supply chain curriculum. Through rigorous academic programs that provide the applied skills necessary to address current challenges in the supply chain environment, our graduates add insight, expertise, and value to their organizations.

• Create a diverse environment for the generation and dissemination of knowledge. Faculty research in applied settings, drawing from interdisciplinary expertise in the economic, strategic, managerial, and organizational aspects of managing supply chain functions, can provide regional, national and global solutions to the challenges and opportunities associated with managing today’s organizations.
• **Foster interdisciplinary collaboration across the UW-Milwaukee campus and UW System in the field of supply chain management.** Partner with colleagues in engineering, healthcare, freshwater sciences, and other campus areas to fully encompass the breadth and depth of integrated supply chain issues. Content areas of focus will include integrated product design with engineering, healthcare process design and management, transport infrastructure and environmental sustainability.

**Values**

The Supply Chain Management Institute values the role of people, processes and technology in the study and implementation of corporate logistics, manufacturing and sourcing practices. Therefore, our core values include:

- **Serving as a source of innovative supply chain professionals and scholars** that provides competitive advantage to industry and economic growth for the community.
- **Driving and shaping internal and external business processes** including integrated practice of sourcing, logistics, and manufacturing within the firm and among its business partners.
- **Leverage information and communication technology** to break down functional boundaries, firm boundaries and geographic boundaries to achieve maximum benefit.

**Background and justification of the Institute’s development:**

With globalization resulting in increased competition, the demand for new knowledge and well-qualified graduates in the area of supply chain management has become increasingly critical to companies around the world, including firms right here in Wisconsin. In this new century, we will witness the global impact of the sourcing, producing, and distributing processes. It will be especially revolutionary for firms looking more deeply into their supply chains for opportunities to better serve domestic and global markets. Among them are over 6,800 Wisconsin companies with 20% of manufacturing employment relying upon on exports.

Within the academic landscape, there are several institutions across the country that have established supply chain programs. There are only a few, however, that also have a supply chain center. Moreover, few supply chain programs offer the depth of student academic and practical preparation we aim to achieve via the Supply Chain Management Institute. These key thrusts will be unique differentiators for the Lubar School, the University, and the Wisconsin economy in producing world-class supply chain graduates and partnerships with industry.

The current supply chain and operations management (SCOM) curriculum in the Lubar School is a relatively young program. During Fall 2010, the faculty began meeting with local supply chain executives to discuss the talent needs of their companies and the potential long-term role of the Lubar School in helping them prepare for the future. Early on, several common themes emerged. As a result, the SCOM faculty concluded that a formal assessment was needed. We conducted a comprehensive curriculum survey from December to February 1, 2011. The purpose of the survey was to determine recruiters’ most pressing needs in the supply chain talent
their companies seek to hire, and their willingness to partner with an academic institution in a variety of other initiative areas. The online curriculum survey gathered perceptions of the critical skill sets and conceptual foundations needed most by SCOM graduates that are being recruited today. We invited 115 industry executives and recruiters to participate and over 25% responded to the survey. The responses provided input to the faculty regarding the specific content needs in the core foundations of purchasing/sourcing, logistics/transportation, manufacturing/operations management, and analytical methods. These are the primary areas of student preparation comprising what will be the revised SCOM major.

Based upon the informal meetings held with executives during the Fall of 2010, a formal organizing meeting was held in March 2011. At that meeting, participating executives provided interactive feedback on our supply chain curriculum and on an emerging proposal to establish a hub of supply chain competency within the Lubar School, in the form of the Supply Chain Management Institute. This hub would become a premier, integrated supply chain forum for peer-to-peer training and interaction, applied research, and practical experience for supply chain managers of tomorrow. It is anticipated that the industrial base of partnerships will include manufacturers and service firms, small and large alike. Several Lubar School faculty attended the organizing meeting and were instrumental in demonstrating the relational approach and content-area expertise that is available here.

It became clear that a multi-level partnership model was needed since commitment levels varied among the companies present. Since the meeting, six companies have been asked to join the proposed Supply Chain Management Institute and are providing financial support. Additionally, we are receiving support commitments from companies unable to participate in the organizing meeting.

A world-class business climate requires access to a world-class talent pool. Through its partnerships, the Supply Chain Management Institute aims to fill this need with not only student talent, but faculty research talent and peer-to-peer forums. The Lubar School is uniquely positioned to offer supply chain expertise that is integrated across the business disciplines. We will partner with the Center for Technology Innovation within the School, and across the UW-Milwaukee campus in the schools of healthcare, engineering, and freshwater sciences.

C. Organizational structure

The Supply Chain Management Institute will be housed in the Lubar School of Business under the supervision of the Dean of the Lubar School of Business. The Director of the Supply Chain Management Institute will be appointed by and serve at the discretion of the Dean, and will be a tenured or tenure-track faculty member in the Supply Chain and Operations Management area. Additional staff may be hired as the Institute’s activities grow and as additional funding is secured.

The Institute will be guided by a Corporate Advisory Council that will provide input on the School’s supply chain curriculum, will provide access to work processes and data relevant to faculty or student research, and share expertise.
D. Resources

The Institute’s activities will be primarily funded through corporate membership fees. Annual membership levels will be offered at $50,000, $35,000, and $15,000, with five-year commitments requested to ensure continuity of funding. Membership interest is strong, with initial commitments to the proposed Institute already exceeding $100,000 annually and further significant support anticipated.

Additional funding sources may include industry-sponsored research conducted by faculty members, and student-centered projects that are sponsored by industry partners and closely facilitated by affiliated faculty members.

E. Individuals associated with the Institute

Timothy L. Smunt
Sheldon B. Lubar Dean
Professor, Supply Chain & Operations Management
D.B.A, Operations Management, Indiana University
Areas of Expertise: Dr. Smunt’s research and teaching focus on strategic planning for both manufacturing and service firms, supply chain management, health care information systems and operations, business process management and international operations.

Anthony D. Ross
Rockwell Automation Endowed Chair in Supply Chain Management
Professor, Supply Chain & Operations Management
Director, Supply Chain Initiatives
Ph.D., Operations Management/Decision Sciences, Indiana University-Bloomington
Areas of Expertise: Dr. Ross' research interests focus on buyer-supplier relationships, supply chain design, information technology in the supply chain, and global logistics. His research appears in leading journals and has received national recognition at professional meetings. His cutting-edge online teaching in virtual classrooms has also been recognized with all-university teaching awards.

Layth Alwan
Associate Professor, Supply Chain & Operations Management
Ph.D., Statistics/Operations Management, University of Chicago
Areas of Expertise: Dr. Alwan specializes in operations management, statistical quality control, and forecasting. His research includes developing model-based approaches for purposes of more effective statistical process monitoring. He also researches the impact of forecasting techniques on operational management issues such as supply-chain management. He teaches courses in data analysis, operations management, and quality management.

Xiang Fang
Assistant Professor, Supply Chain & Operations Management
Ph.D., Operations Management, Case Western Reserve University
Areas of Expertise: Dr. Fang's areas of expertise include supply chain management, production and inventory management, stochastic models, applied game theory, and operations-marketing interfaces.

Kaan Kuzu
Assistant Professor, Supply Chain & Operations Management
Ph.D., Supply Chain Management & Operations Research, The Pennsylvania State University
Areas of Expertise: Dr. Kuzu's areas of expertise include stochastic modeling of service and manufacturing systems, queuing theory, supply chain management, behavioral research in operations, and operations-marketing interfaces.

Xiaohang Yue
Associate Professor, Supply Chain & Operations Management
Ph.D., Operations Management, University of Texas-Dallas
Areas of Expertise: Xiaohang Yue specialize in supply chain coordination, operations-marketing interface, and manufacturing system design. His teaching interest includes operation management, supply chain management, and manufacturing technology and simulation.

Stephen France
Assistant Professor, Marketing
Ph.D., Marketing and Supply Chain Management, Rutgers University
Areas of Expertise: Dr. France has research interests and expertise in the areas marketing research, database marketing/data mining, customer relationship management (CRM), internet/social media marketing, international marketing, psychometrics in marketing, and supply chain management.

Sanjoy Ghose
Professor, Marketing
Ph.D., Marketing (minor Statistics) Carnegie-Mellon University
Areas of Expertise: Dr. Ghose specializes in modeling consumer perceptions and consumer choice. His current research focuses on modeling issues in areas such as the interactions between Internet marketing strategies and consumer preferences, consumer search behavior in the online domain, online retail competition dynamics, the impacts of advertising on consumer choice, and optimum product design. His other research interests include the marketing-manufacturing interface, reference pricing effects, and purchase incidence models.

William (Dave) Haseman
Wisconsin Distinguished Professor and IBM Professor, Information Technology Management
Director, Center for Technology Innovation
Director, SAP University Competence Center
Ph.D., Management Information Systems, Purdue University
Areas of Expertise: Dr. Haseman specializes in areas of Internet-based technologies. His current research focuses on web services, portals and information exchange, SOA, group decision support and Internet-based tools. He teaches courses in Internet development tools, object and visual oriented programming languages, web services, .Net technology and SAP enterprise portals.
David Hekman
Assistant Professor, Organizations & Strategic Management
Ph.D., Management, University of Washington
Areas of Expertise: Dr. Hekman is focused on improving organizational health by minimizing organizational problems. Three workplace problems he is particularly interested in minimizing are weak employee commitment, contagious bad attitudes and behaviors, and persistent workplace inequality.

Hemant Jain
Wisconsin Distinguished Professor, Information Technology Management
Ph.D., Information Systems, Lehigh University
Areas of Expertise: Dr. Jain specializes in information system agility through web services, service oriented architecture and component based development. His current interests include development of systems to support real time enterprises which have situational awareness, can quickly sense-and-respond to opportunities and threats, and can track-and-trace important items. He is also working on issues related to providing quick access to relevant knowledge for cancer treatment and to providing medical services through a virtual world. Dr. Jain is an expert in architecture design, database management and data warehousing. He teaches courses in database management, IT infrastructure design and management, and process management using SAP.

Sali Li
Assistant Professor, Organizations & Strategic Management
Ph.D., International Strategy, University of Utah
Areas of Expertise: Dr. Li specializes in technology management and multinational strategy. His current research interests include the phenomenon of technological resource abandonment in innovation management, the application of comparative advantage theory in strategic management, and Chinese entrepreneurship.

Romila Singh
Associate Professor, Organizations & Strategic Management
Ph.D., Organizational Sciences, Drexel University
Areas of Expertise: Dr. Singh specializes in organizational behavior and human resource management. She teaches and conducts research on a variety of topics in these areas. In particular, her research focuses on understanding career management issues related to career decision-making, work-life relationships, mentoring, and the role of community in recruitment and retention of diverse individuals. Her other research interests include understanding individual differences in job attitudes and personality-situation congruence.

James Peoples
Professor, Economics
Ph.D., Economics, University of California at Berkeley
Areas of Expertise: Dr. Peoples was a 1988-1989 Ford Foundation Fellow at the University of California at Berkeley and at the University of Illinois at Urbana-Champaign. He was a visiting scholar at Northwestern University from 1996 to 1997. He is also a board member of the National Economics Association and an L’Institute Fellow at the University of Ferrara, Italy. His
areas of specialty are applied microeconomics, regulation, and labor economics in the transportation sector.

**Vishnu Nanduri**  
Assistant Professor, *Industrial and Manufacturing Engineering*  
Ph.D., Industrial Engineering, University of South Florida  
*Areas of Expertise:* Dr. Nanduri specializes in models of energy policy, game-theory, and stochastic modeling in the public sector.

**Matthew Petering**  
Assistant Professor, *Industrial and Manufacturing Engineering*  
Ph.D., Industrial and Operations Engineering, University of Michigan-Ann Arbor  
*Areas of Expertise:* Dr. Petering specializes in the modeling of global logistics and transportation problems such as ocean and rail container shipping, material handling systems via operations research techniques.

The Institute welcomes faculty across the Lubar School and UW-Milwaukee campus with an expressed and demonstrated research interest in supply chain management to join its initiatives.

**F. Long-range plan for the Institute**

Supply chain management outreach, education, and research will be the initial focus of the Institute. UW-Milwaukee students are overwhelmingly born, educated and employed in our state. The Institute seeks to help prepare them for the supply chain profession and the world economy and corporations they will someday lead. However, there is an important long-term focus. By working with companies in several industries, and leveraging existing internal competence within the Lubar School and across the UWM campus, the Institute will be better positioned to sustain its contributions through two important goals. The first goal is to leverage industry partnerships in the pursuit of privately- and publicly- funded research grants related to SMART manufacturing, healthcare delivery, environmental sustainability, and other emerging areas. The second goal is to pursue an endowment which names the Institute and helps to establish a supply chain research laboratory for leading-edge teaching and research. Both of these goals will enhance the ability to attract thought leaders from industry, government and the academy.