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Graduate Council

9-27-2018

Graduate Council Minutes - September 27, 2018

Graduate Council

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THE UNIVERSITY OF TENNESSEE

September 27, 2018 Minutes

Members present: Aydeniz, M., (Chair), Patterson, D., (Chair-Elect), Abedi, R., Alcocer, R., Anderson, K., Bemis, D., Boder, E., Bonom, J., Broemmel, A., Dzikus, L., Fleming-May, R., Gordon, K., Herron, F., Hilafu, H., Larson, J., Latham, J., Marshall, S., Meschke, L., Mohsin, M., Moir-McClean, T., Moyer, D., Peterson, G., Ryan, J., Seddighi, R., Stehle, M., Sulyok, C., Wang, H.,

Ex-Officio members present: Albrecht, M., Ambroziak, K., Behn, B., Bradberry, S., Cantrell, S., Fairbrother, J., Kilpatrick, Y., Mercer, H., Morrow, J. (Past-Chair), Thompson, D., Cox, C.

1. **Call to Order** (Mehmet Aydeniz)

The Graduate Council meeting was called to order by Chair, Mehmet Aydeniz on Thursday, September 27, 2018, at 3:00 p.m. in the Friesen Black Cultural Center, Multipurpose Room.

2. **Minutes of the Preceding Meeting**

The Graduate Council Minutes of the August 23, 2018 meeting were approved electronically on September 13, 2018.

3. **Committee Reports**

Academic Policy Committee (Maria Stehle, Chair)

APC Minutes from the September 13, 2018 meeting (**Attachment 1**)

- We had two proposals for review.
 - Proposal one: revise the Admissions Standards text concerning other accrediting entities.
 - Proposal two: revise the academic standing policy to where the student's record will be reviewed after completing 3 hours instead of 9. This will alert the student and the department earlier that the student is on probation and struggling.

Both proposals were discussed in detail.

After discussion, APC voted and unanimously approved both the above proposals.

Graduate Council voted unanimously to approve both APC proposals.

Appeals Committee (David Patterson, Chair)

The Appeals Committee met recently and reviewed two appeals. After careful review, both appeals were denied and sent to Dean Thompson.

Curriculum Committee (Sibyl Marshall, Chair) (**Attachment 2**)

Two submissions were received for our review. One from the College of Education, Health, and Human Sciences and one from the Haslam College of Business.

- The College of Education, Health, and Human Sciences, Department of Retail, Hospitality, and Tourism Management had slight revisions to courses and revised requirements for their PhD program.
- The Haslam College of Business revised the Supply Chain Management major, MS, to add two concentrations – Integrated Supply Chain concentration and Tri-Continent Supply Chain concentration.

After discussion, all items were approved and are recommended to Graduate Council for approval.

Graduate Council voted unanimously to approve the Curriculum report as presented.

Dr. Sarah Pruett, Director, Research Integrity Compliance, Office of Research and Engagement

Dean Dixie Thompson introduced Dr. Sarah Pruett. Dr. Pruett is here today to speak to us about the emails that many faculty members have received over the past few weeks concerning alleged misconduct. To give you an update:

- Dr. Robert Nobles and I have been in contact with the person sending the emails.
- This person is not a University of Tennessee employee.
- We have communicated to this person that all allegations should be reported directly to Dr. Nobles or myself.
- Please always send allegations such as these to me.
- If you keep getting these emails, please contact me and I can tell you how to block these emails.
- We take matters of misconduct very seriously and we investigate all allegations.

4. Administrative Reports and Announcements:

Deans Update: (Dixie Thompson)

- The Directors of Graduate Studies workshop is Wednesday, October 10. One item we will discuss is professional development for graduate students.
- The fall 2018 Student/Faculty Research Award applications are due October 1.
- Money has been set aside to address our graduate stipends, for those that are on fee waivers.
- I hope to be able to announce soon our recruitment initiatives.
- Our fall 2019 applications are active.
- Departmental Graduate Student Handbooks: please remember we need a copy of your Departmental Graduate Student Handbook. You can send us an electronic copy. We need your handbooks for when students come to the Graduate School with either an appeal or a complaint that we can look in your handbooks for documentation on your program's requirements and expectations. This is vital for the Graduate School and the Appeals Committee. Please get those to our office as soon as possible.
- The Graduate Associate Deans are working on the 3MT plans for spring 2019. This will be held again during the Graduate and Professional Student Appreciation week, which is the first week in April.

Graduate Student Senate: (Cara Sulyok)

- We had our first senate meeting two weeks ago.
- We are reviewing our Constitution and Bylaws.
- The first travel awards were announced.

Graduate Council Chair (Mehmet Aydeniz)

- The Standing Committees are working to produce a Procedures Manual. This will be helpful to the new members and the new chairs. We will have the roles and responsibilities of the chairs and the members. We hope through this work that we will be more educated about our roles, processes, and decision-making.
- We will also review our Bylaws this year as the Credentials Committee is no longer a viable committee.

With no further business, the meeting adjourned at 3:30 p.m.

Respectfully submitted,

Catherine Cox
Graduate Council Liaison

ATTACHMENT 1**MINUTES OF ACADEMIC POLICY COMMITTEE MEETING
Thursday, September 13, 2018, 3:30 P.M.
111 Student Services Building**

Committee members present: Maria Stehle (Chair); Eric Boder, Julie Bonom, Freida Herron, Mohammed Mohsin, Reza Seddighi, and Cara Sulyok, GSS President.

Committee members attending by Zoom: Reza Abedi (UTSI), Lars Dzikus

Other attendees: Mary Albrecht, Sara Bradberry, Yvonne Kilpatrick and Catherine Cox, Graduate School Liaison.

Maria Stehle called the meeting to order at 3:30 p.m.

Dr. Stehle welcomed the new members to APC and explained how the APC committee works within the Graduate Council.

Proposal 1: revise Admissions Standards text (submitted by Dixie Thompson)

The problem is that we sometimes get applicants who graduated from colleges or universities accredited by entities other than one of the regional accrediting bodies. Under the leadership of Assistant Dean and Director of Graduate Admissions Yvonne Kilpatrick, research was conducted to understand how other universities handle this issue. Our peer and aspirational peer schools were examined. (*Attachment 1*).

Current catalog text for: Application Procedures and Admission Policies

Anyone with a bachelor's degree from a *regionally accredited institution or foreign equivalent who wishes to take courses for graduate credit, whether or not the person desires to become a candidate for a degree, must submit a formal online application (<https://gradschool.utk.edu/admissions/applying-to-graduate-school/>) for admission to graduate study or apply for transient status.

Revise current catalog text: edit text to include language of other accredited entities as shown below:

*Anyone with a bachelor's degree from a *regionally accredited institution, an institution accredited by another organization recognized by the Council on Higher Education Accreditation (CHEA), or an equivalent degree from a similarly recognized or accredited foreign institution* who wishes to take courses for graduate credit, whether or not the person desires to become a candidate for a degree, must submit a formal online application (<https://gradschool.utk.edu/admissions/applying-to-graduate-school/>) for admission to graduate study or apply for transient status.

*and all other references in the *Graduate Catalog*

After discussion, and with a minor edit to the wording, APC voted and unanimously approved the proposal to revise the language for the Application Procedures and Admission Policy.

Proposal 2: Academic Standing (submitted by Dixie Thompson)

At the end of each semester, we assess the academic standing of all graduate students. We process necessary changes as outlined in the Graduate Catalog.

An issue that often leads to problems is the following policy: “Upon completion of 9 credit hours of graduate coursework, a graduate student will be placed on academic probation when their cumulative GPA falls below 3.00.”

We often have students who start programs with fewer than 9 hours and perform poorly. We have no way of putting them on probation until after they complete 9 hours, and this could mean that they might finish the vast majority of their graduate coursework before we can dismiss an unsuccessful student.

Example:

John Wayne enters a MS program and takes two 3-credit hour graduate courses in his first semester. Assume he makes a C in one class and a D in the other. GPA = 1.5, but we cannot put him on probation because he has not completed 9 hours. The next semester he takes three, 3-credit hour courses and earns a B, a C, and a D. GPA = 1.8. We put him on probation. The next semester he takes three, 3-credit hour courses and again makes a B, C, and D. GPA = 1.875. We can now dismiss Mr. Wayne – but he has taken 24 hours of graduate courses with nothing to show for it.

Current catalog text for: Academic Probation

Upon completion of 9 credit hours of graduate coursework, a graduate student will be placed on academic probation when their cumulative GPA falls below 3.00. A student will be allowed to continue graduate study in subsequent semesters if each semester's grade point average is 3.00 or greater. Upon achieving a cumulative GPA of 3.00, the student will be removed from probationary status and returned to good standing.

Recommended change: revise hours from 9 to 3 or more

“Upon completion of 3 or more credit hours of graduate coursework, a graduate student will be placed on academic probation if the cumulative GPA falls below 3.00.”

This allows us to put students on probation earlier, gives departments earlier insight into those students who are struggling, and potentially prevents students from spinning their wheels in programs where success is unlikely. It is a disadvantage to the student to let them think they are in good standing when actually they are below the required 3.0 for good standing.

Revise current catalog text: revise text from 9 hours to 3 or more credit hours.**Academic Probation**

Upon completion of 3 or more credit hours of graduate coursework, a graduate student will be placed on academic probation when their cumulative GPA falls below 3.00. A student will be allowed to continue graduate study in subsequent semesters if each semester's grade point average is 3.00 or greater. Upon achieving a cumulative GPA of 3.00, the student will be removed from probationary status and returned to good standing.

After discussion, APC voted and unanimously approved the proposal to revise the language for the Academic Probation policy.

Dr. Stehle communicated that these two policies will go before Graduate Council at the next meeting.

Meeting adjourned at 4:15.

Respectfully submitted,

Catherine Cox
Graduate Council Liaison

ATTACHMENT 2

**Graduate Curriculum Committee Meeting Report
8th Floor, Andy Holt Tower
Thursday, September 6, 2018**

Members present: Sibyl Marshall (Chair), Ken Anderson, David Bemis, Kivanc Ekici, Rebecca Jackson, Jacob Latham, Laurie Meschke, Jack Ryan (GSS Vice President)

Also in attendance: Mary Albrecht, Bruce Behn (Haslam College of Business), Jeffrey Fairbrother (College of Education, Health, and Human Sciences), Shay Scott (Haslam College of Business), Catherine Cox

Sibyl Marshall called the meeting to order at 3:30 p.m.

Curriculum proposals submitted for discussion:

- 1) College of Education, Health, and Human Sciences
 - a) Course changes: added 1 course, revised 1 course.
 - b) Program changes: revised program for Retail, Hospitality, and Tourism Management, PhD
 - There were slight edits to the proposal.
- 2) Haslam College of Business
 - a) Program changes: revised Supply Chain Management, MS – to add two concentrations.
 - There were revisions to the wording to add clarity and consistency.

All items were approved as indicated above and are recommended to Graduate Council for approval.

The meeting was adjourned at 4:35.

Respectfully submitted,

Catherine Cox
Graduate Curriculum Coordinator

Thursday September 6, 2018 3:30 P.M.	Graduate Curriculum Committee Meeting	8th Floor Andy Holt Tower
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AGENDA

College of Education, Health, and Human Sciences

Haslam College of Business

COLLEGE OF EDUCATION, HEALTH, AND HUMAN SCIENCES

All Changes Effective Fall 2019

I. COURSE CHANGES

DEPARTMENT OF RETAIL, HOSPITALITY, AND TOURISM MANAGEMENT

Student Learner Outcomes

(RHTM) RETAIL, HOSPITALITY, AND TOURISM MANAGEMENT

- Students will demonstrate in-depth knowledge of key theories in their field.
- Students will demonstrate an understanding of source relevant literature information.
- Students will demonstrate skills to employ appropriate methods for research.
- Students will demonstrate the ability to conduct, present and publish their research.

ADD

(RHTM) RETAIL, HOSPITALITY, AND TOURISM MANAGEMENT

RHTM 604 Qualitative Research Methods in Retail, Hospitality, and Tourism Management (3) Provides an introduction to the broad field of qualitative research. Designed to help students understand theoretical, methodological, and practical aspects of qualitative research by focusing on the areas of naturalistic observation, individual and group interviews, and document analysis.
Registration Restriction(s): Minimum student level – graduate

Rationale: A review of the curriculum by the faculty indicated a need for a new course focusing on qualitative research only. This course will address the need, broaden the curriculum and keep up with the current development of the RHTM field that helps strengthen student research knowledge base. Additionally, the faculty member teaching this course is a trained qualitative researcher specializing in qualitative research methods and theories within RHTM. The course will support Learner Outcomes #3 and #4.

Impact on Other Units: No impact on other units is expected as this is a new course. The course will not have a pre-requisite offered by other units, will not be a prerequisite or co-requisite for other courses, and will not be cross-listed with other units.

Financial Impact: There is no impact on finances or other resources. This course will be offered by the current faculty member and no new facilities are required to offer the course.

REVISE TITLE AND DESCRIPTION

RHTM 616 Quantitative Research Methods in Retail, Hospitality, and Tourism Management (3) Introduction to quantitative approaches to research in the fields of retail, hospitality and tourism management. Topics include research questions formulation, sampling, measurement reliability and validity, scale development, experiment and survey design and analysis, and ethical considerations in quantitative research.

Formerly: Research Methods, Models and Measurement in RHTM (3)

Quantitative and qualitative methods and analytical concepts in the research process. Formulation of models and measurement retail, hospitality and tourism constructs.

Rationale: A revised title and description will accurately reflect contents of the course. The addition of RHTM 604 – Qualitative Research Methods in RHTM, will allow for RHTM 616 to provide an in-depth examination of quantitative research methods into the course.

Impact on Other Units: No impact on other units is expected. Financial Impact: There is no financial impact expected on the department or college. Additional Documentation: No additional approvals are required for this change.

II. PROGRAM CHANGES

DEPARTMENT OF RETAIL, HOSPITALITY, AND TOURISM MANAGEMENT

Student Learner Outcomes

- Students will demonstrate in-depth knowledge of key theories in their field.
- Students will demonstrate an understanding of source relevant literature information.
- Students will demonstrate skills to employ appropriate methods for research.
- Students will demonstrate the ability to conduct, present and publish their research.

REVISE REQUIREMENTS - RETAIL, HOSPITALITY, AND TOURISM MANAGEMENT MAJOR, PHD

In the 2019-2020 Graduate Catalog, delete current text and replace the description text, requirements, and footnotes with the new text below. Reduces hours from 86 to 72. Text should read as follows.

The PhD program requires a minimum of 65 credit hours of graduate course work, which includes 18 credit hours of RHTM core courses, 6 credit hours of statistics, 6 credit hours of research methods, 9 credit hours of a cognate area, 2 credit hours of instructional methods, and 24 credit hours of dissertation (RHTM 600). In addition, 3 credit hours of RHTM 590 Seminars are required for students with an assistantship. Courses must be completed within eight years from the time of a student's first enrollment in a doctoral degree program. Students who have not attained a master's degree from a RHTM-related area are required to take 21 credit hours of electives. These courses must be approved by the department Director of Graduate Studies.

Requirements	Credit Hours
¹ Required Core Courses	18
² Statistics	6
³ Research Methods	6
⁴ Cognate Area	9
⁵ Instructional Methods	2
Dissertation (RHTM 600)	<u>24</u>
Total PhD Credit Hours	65
Master's hours applied	<u>7</u>
Total credit hours required	72

¹ RHTM 604, RHTM 614, RHTM 615, RHTM 616, RHTM 625, RHTM 641.

² STAT 537 or 571 or PSYC 521 or SOWK 605; STAT 538 or 572 or PSYC 522 or SOWK 606. Consult with your advisor for clarification.

³ Course options include, but are not limited to: STAT 573, STAT 575, STAT 579, EDPY 530, EDPY 604, EDPY 631, IT 695, SOCI 640, or CCI 643. Consult with your advisor for clarification.

⁴ Cognate hours must include at least 3 hours at the 600 level.

⁵ A graduate-level course that will help develop students' instructional capabilities: such as BUAD 610.

Formerly:

Requirements	Credit Hours
¹ Required Courses	12
² Research Methods	6
³ Statistics	12
⁴ Cognate Area	9
⁵ Instructional Methods	2
Electives	21
Dissertation	<u>24</u>
Total Credit Hours	86

¹ [RHTM 614](#), [RHTM 615](#), [RHTM 625](#), [RHTM 641](#).

² [RHTM 590](#), [RHTM 616](#).

³ [STAT 537](#) or [BZAN 535](#) or [PSYC 521](#) or [SOWK 605](#), [STAT 579](#) and elective OR

^{3a} [STAT 538](#) or [PSYC 522](#) or [SOWK 606](#), [STAT 579](#) and elective.

⁴ Cognate credit hours must include at least 3 credit hours at the 600 level.

⁵ Graduate level courses that will help develop students' instructional capabilities.

Rationale: (1) The required 21 hours for electives will be removed because most students admitted to the RHTM Ph.D. program apply course work hours from their master's program to fill the elective requirement. The following statement is added in the description text for those who have not completed RHTM-related coursework in their master's degree: "Students who have not attained a master's degree from a RHTM-related area are required to take 21 credit hours of electives. These courses must be approved by DGS." (2) Qualitative research methods (RHTM 604) is added to RHTM required courses to enhance students' academic ability and understanding of the important research method. In addition, a previous requirement of 12 hours of statistics will be changed to a 6-hour requirement of statistics and another 6-hour requirement of methods-intensive courses so that students can select courses that strengthen research skills of their focus.

Impact on Other Units: No impact on other units is expected. Financial Impact: There is no financial impact expected on the department or college. Additional Documentation: The revision reflects changing needs of the RHTM graduate program.

HASLAM COLLEGE OF BUSINESS

All Changes Effective Fall 2019

II. PROGRAM CHANGES

DEPARTMENT OF SUPPLY CHAIN MANAGEMENT

Learning Goals and Objectives for the Master of Science in Supply Chain Management (both concentrations):

1. Demonstrate an understanding of the concepts and principles that are essential for managing and controlling the five main supply chain processes: planning, sourcing, making, delivering, and returning.
2. Demonstrate the ability to assess and solve a real business problem through a capstone project.
3. Demonstrate the ability to articulate how supply chain management processes create value for the businesses they serve.

ADD CONCENTRATIONS – SUPPLY CHAIN MANAGEMENT, MS

Integrated Supply Chain concentration

Tri-Continent Supply Chain concentration

In the 2018-2019 Graduate Catalog, add heading, text, and requirements for the Integrated Supply Chain concentration.

Supply Chain Management major, MS Integrated Supply Chain concentration

Delivery Method: Distance Learning

The Haslam College of Business (HCB) at The University of Tennessee, Knoxville (UTK) offers the Master of Science degree with a major in Supply Chain Management (MSSCM) to prepare students for careers in supply chain management. Integrated supply chain management has emerged as a critical strategic priority for many firms over the past decade, but the talent pool that can properly conceptualize and drive supply chain from this new strategic perspective is currently lacking. This Integrated Supply Chain (ISC) concentration provides the strategic, integrative, and analytical skills that businesses desire. The concentration takes a truly integrative approach that encompasses sales, procurement, operations, logistics, customer service, and other functions of the overall process. This approach develops talent that can effect change across an integrated supply chain and, ultimately, the entire organization.

Completion of SCM 580 may require students to participate in a short residence period, typically one week, on the University of Tennessee campus or at another announced location. The location will be noted with each offered section of SCM 580.

Admission Requirements

The Graduate and Executive Education department at the HCB, along with the faculty director from the Department of Supply Chain Management, will review student application files. The following admission standards will guide the process for admission to the program and concentration.

- Meet UTK Graduate School requirements for admission.
- Applicants who hold an undergraduate degree in business, engineering, or related fields will be given preference for admission, as will those with supply chain management work experience.
- Applicants from international programs will be reviewed on an individual basis.
- For non-UTK undergraduate students, additional evaluation material may be required.
- Students must adhere to all UTK ethical and professional standards (see Hilltopics).

Procedure for Application to the Program and concentration

- Complete online application through UT Office of Graduate Admissions.
- Adhere to application deadlines and other requirements as posted on the Haslam College of Business website.
- Students will be admitted for start in a particular semester. However, students can defer admission by up to one calendar year before needing to reapply through the UTK Office of Graduate Admissions.

Course requirements for the MSSCM with the Integrated Supply Chain concentration

Core and sub-core requirements for the Integrated Supply Chain concentration total 30 credit hours as shown below. This is a course-only option without a comprehensive exam but with a culminating capstone experience in SCM 580.

Course	Credit Hours
SCM 545* Supply Chain Strategy	3
SCM 555 Supply Chain Finance	3
SCM 564 Supply Chain Data Modeling and Analysis	3
SCM 565 Supply Chain Information Management	3
SCM 547 Supply Chain Planning and Analysis	3
SCM 571 Strategic Supply and Cost Management	3
SCM 548 Global Supply Chain Management	3
SCM 563 Supply Chain Operations	3
SCM 573 Distribution, Logistics and Network Management	3
SCM 580** Integrated Supply Chain Management Capstone	3
Total credit hours	30

*SCM 545 must be taken in the first semester of study.

**SCM 580 must be taken in the final semester of study.

An introductory course and a capstone course add some order to program progression. However, students otherwise can take coursework in a manner that best fits their schedule. No formal course electives are offered in this concentration. This concentration does not strictly use a cohort system, so students can complete the concentration as their schedule and finances allow. This flexibility would allow students to complete the concentration in as little as 18 months or more slowly based upon individual situations.

Retention Standard

A minimum grade of C in all HCB courses and a 3.00 cumulative GPA is required for continuation in the program. Students must adhere to ethical and professional standards.

Graduation Requirements

To be eligible for graduation, students must:

- Complete the entire curriculum plan per UTK Graduate School policies as specified by the University of Tennessee.
- A cumulative GPA of at least 3.0 is required for graduation.

SUPPORTING INFORMATION: Rationale: Overview

The Haslam College of Business (HCB) currently offers a Master of Science (degree) in Supply Chain Management (major) (MSSCM). The MSSCM Tri-Continent Supply Chain concentration (MSSCM_TSC) is a 39-credit hour concentration delivered with two international partner schools using a single annual intake each Fall semester. This concentration, MSSCM Integrated Supply Chain (MSSCM_ISC), would be a second concentration that will be delivered entirely online by the Haslam College of Business. This new concentration will complement the MSSCM_TSC and allow greater access, increase the number of graduate students, and increase the HCB impact/brand. UTK is an internationally recognized leader in Supply Chain Management (SCM) research and education, and the addition of the MSSCM_ISC concentration would further extend the University's impact in this high-growth area of business. SCM is a rapidly growing field of strategic importance to the state, national, and global economies, and this concentration would provide a source for top talent to support even greater growth in this vital economic sector. The purpose of this concentration would be to provide additional education for working supply chain professionals, thereby facilitating their continued career growth. Given the rapid growth and development of the supply chain management field, there is a strong and documented demand for this type of program. The MSSCM_ISC curriculum would consist of 30 credit hours (10 3-hour classes, further details below). This concentration would not strictly use a cohort system, so students could complete the program as their schedule and finances allow. This flexibility would allow students to complete the program in as little as 18 months or more slowly based upon their individual situations. The concentration would begin with a single annual intake but expand up to three intakes per year based upon enrollment, ensuring reasonable class size, and efficiency in delivery. Finally, this concentration would complement the existing MSSCM concentration by offering an option for those students who cannot commit to a traditional full-time residential concentration involving mandatory study abroad semesters. Students in the existing MSSCM_TSC concentration place high value on the international experience that comes from studying in a cohort in three global locations, so the MSSCM_ISC concentration is not expected to substantially impact enrollment in the existing MSSCM_TSC concentration.

SUPPORTING INFORMATION: Rationale: The current MSSCM Tri-Continent Supply Chain (MSSCM_TSC) concentration is designed for traditional students who desire to further their education in both supply chain management and international business. It is delivered as a cohort concentration and requires two years of full-time student residency including two mandatory semesters abroad at partner universities in Germany and China. The typical student demographic for this concentration includes 0-3 years of professional experience.

The proposed MSSCM Integrated Supply Chain (ISC) concentration is designed for professionals who desire to continue their education in supply chain management. Given the growing popularity of supply chain management, significant demand exists for further education in this field. UTK is regularly recognized as one of the top three programs nationally in this field, and both of the other peer schools have successful graduate programs in SCM. This concentration would significantly increase the impact of UTK supply chain programs, and it is a significant negative that UTK does not currently offer this degree option.

The difference in credit hours between the concentrations (39 hours for the Tri-Continent Supply Chain concentration and 30 hours for the Integrated Supply Chain concentration) should not be construed as a quality difference. The 39-hour Tri-Continent concentration includes a heavy focus on international business in addition to supply chain management and was jointly developed in conjunction with international partner universities. Both of these factors drove the increase in required semester credit hours to 39. If a residential MSSCM concentration were proposed, it would be a 30-hour concentration, which is typical for programs of this type.

Staffing Impact:

Early in the first development year, we will hire a non-tenure track (NTT) faculty in Supply Chain Management to assist us in course development and preparation. Later in the first development year or early in the second year, we will hire a manager to oversee the concentration under the direction of the faculty director. Also, later in this second year, we will add a second NTT faculty. While the faculty

hired will likely be primarily assigned to teach in the MSSCM_ISC concentration, they also may be assigned other teaching duties to free other faculty to teach in the MSSCM_ISC concentration. The medium range plan is to add an additional tenure-track faculty in the third year of the concentration to help accommodate additional sections.

Additional Information about Concentration Needs.

Academic/Institutional Need. The MSSCM_ISC concentration is consistent with the goals and priorities of UTK. In addition, so far as we are aware, the UTK concentration is the only MS in supply chain management concentration offered in the State of Tennessee, and it will be offered by one of the highest rated programs in the country. This proposed MSSCM_ISC concentration will be a concentration focused on developing deep expertise in SCM for students who already have basic preparation via either an undergraduate in business, engineering or related fields. SCM has rapidly evolved into a broad and complex field, and employers are demanding graduates who are well prepared across the discipline. This concentration would offer 30 hours of credit dedicated to SCM and key related topics.

Student Demand. HCB's graduate programs in SCM are ranked in the Top 10 by various ranking entities including Gartner, SCM World, and U.S. News. The Gartner VP who leads their talent and education practice regularly refers to the "Big 3" programs as including Michigan State University, Penn State University, and the University of Tennessee. Penn State University has a large online program in SCM (approximately 400 active students) through its World Campus arm. We believe the large alumni base of SCM professionals produced by this program to be one of the primary reasons that Penn State University is perennially ranked as the #1 SCM program. Michigan State University converted its MSSCM to a fully online program approximately two years ago. They use an external provider (University Alliance/Bisk) to perform recruiting and program management functions and have seen dramatic success with their program, which now enrolls 80-100 students per year. A number of other schools, including Rutgers University, Arizona State University, and Indiana University also offer successful online Masters programs in SCM. Based on the forecasted trends, the introduction of a graduate program is increasingly important if UTK is to maintain top-tier status in this field. Several online program management firms have forecasted that we could get to a steady state of up to 150 graduate students per year (after three years).

Employer Need. According to the Bureau of Labor Statistics, supply chain management will continue to be one of the fastest growing industries for jobs over the next decade. In fact, supply chain management jobs are expected to grow by 22% through 2020, compared to just 11% for all occupations. Yet despite this demand, the supply of skilled, formally trained supply chain professionals possessing the combination of technical know-how, management training, and a global mindset remains low. As previously stated, 43% of supply chain executives believe that it is more difficult to find supply chain talent than it was two years ago, and 26% of those executives describe the situation as "extremely challenging." The situation is likely to get worse without new programs to satisfy the demand for supply chain professionals.

In a 2014 Supply Chain Management Review article, Christopher Craighead and Kusumal Ruamsook suggest that the industry is in the midst of a talent "perfect storm" based on current and emerging trends in the supply chain talent pool. Their analysis focuses on four factors creating this crisis:

Industry Demand for New Supply Chain Talent – Demand for talent is estimated to exceed supply by a ratio of 6 to 1.

Supply Chain Talent Gaps – Talent shortages resulting from Baby Boomers' retirements will be more pronounced for the supply chain area given industry demand, especially at the mid-management level.

Supply Chain Profession Dynamics – A growing skills gap exists with the transition from an industrial economy to an information/services economy.

Potential Business Faculty Shortages – Full-time business faculty in supply chain management comprise 1.5% of overall business faculty, thereby limiting formal supply chain course offerings.

ADD HEADING, TEXT, AND REQUIREMENTS FOR THE TRI-CONTINENT SUPPLY CHAIN CONCENTRATION

In the 2018-2019 Graduate Catalog, remove current text for the Supply Chain Management major and replace with the heading, text, and requirements for the Tri-Continent Supply Chain concentration.

**Supply Chain Management, MS
Tri-Continent Supply Chain concentration**

Delivery Method: Traditional

The Haslam College of Business (HCB) at The University of Tennessee, Knoxville (UTK) offers the Master of Science degree with a major in Supply Chain Management (MSSCM) to prepare students for careers in supply chain management. This Tri-Continent Supply Chain concentration offers the opportunity to study for one semester at both Kühne Logistics University (KLU), Hamburg, Germany, and Tongji University (Tongji), Shanghai, China. This concentration is a cohort group where students from all three universities study together on each of the three campuses for one semester before returning to their home institutions for the final semester and graduation at their respective universities. A majority of credit hours for UTK students will be earned at the University of Tennessee, Knoxville and the degree will be solely from the University of Tennessee.

The purpose of this concentration is to prepare students with an undergraduate degree in business, engineering or related fields for a career in supply chain management. Supply chain management has emerged as a critical strategic priority for many firms over the past decade, but the talent pool that can properly conceptualize and drive supply chain from this new strategic perspective is currently lacking. This concentration will provide the strategic, integrative, and analytical skills that businesses desire in new talent and prepare students for the day-to-day problems they will face on the job. The structure of this concentration would approach the subject with a truly integrative approach that encompasses sales, procurement, operations, logistics, customer service, and other functions of the overall process, all of which develop talent that can effect change across an

integrated supply chain and, ultimately, the entire organization. This approach is innovative, global in outlook, and will be prized by both students and the business community.

Admission Requirements

The Graduate and Executive Education department at the HCB, along with the faculty director from the Department of Supply Chain Management, will review student application files. The following admission standards will guide the process for admission to the program and concentration.

- Meet UTK Graduate School requirements for admission.
- Hold an undergraduate's degree in business (or equivalent).
- Applicants from international programs will be reviewed on an individual basis.
- For non-UTK undergraduate students, additional evaluation material may be required.
- Students must adhere to all UTK ethical and professional standards (see Hilltopics).

Procedure for Application to Program and Concentration

- Complete online application through the UTK Office of Graduate Admissions;
- Adhere to application deadlines and other requirements as posted on the Haslam College of Business website; and
- Students will be admitted in cohorts. Should students be unable to continue the sequence of courses with their admitted cohort, they will be able to continue their course work with the next available course of studies for the subsequent cohort.

Course Requirements for MSSCM Tri-Continent Supply Chain concentration

Core and sub-core requirements for the Tri-Continent concentration total 39 credit hours. The concentration requires completion of 39 credit hours distributed as follows (for semester-by-semester schedule see Curriculum for One Concentration Cycle below). This concentration is a course-only option without a comprehensive exam but with a culminating capstone experience in SCM 575.

Required Courses	Credit Hours
SCM 551 Master's Program Core I (KLU)	9
SCM 552 Supply Chain Simulation (UT)	3
SCM 561 Master's Program Core II (Tongji)	9
SCM 571 Strategic Supply and Cost Management (UT)	3
SCM 572 Innovation & Risk Management (UT)	3
SCM 573 Distribution, Logistics and Network Management (UT)	3
SCM 574 Integrated Global Supply Chain Management (UT)	3
SCM 575 Capstone Integrative (UT)	6
Total Credit Hours	39

No formal course electives are offered, as this is a cohort-based concentration. During the first semester of the program, students can choose to direct their focus in SCM 551 toward either Strategic Issues in Supply Chain Management or Demand Planning and Inventory Management. Further, optional exercises and visits focused on conducting business in that particular part of the world, e.g., Europe, China, and the United States will be offered at key points throughout the program.

Retention Standards

A minimum grade of C in all HCB courses and a 3.00 cumulative GPA is required for continuation in the program. Students must adhere to ethical and professional standards.

Graduation Requirements

To be eligible for graduation, students must:

- Complete the entire curriculum plan per UTK Graduate School policies as specified by the University of Tennessee.
- A cumulative GPA of at least 3.0 is required for graduation.

Curriculum for One Program Cycle

The proposed concentration requires completion of 39 credit hours distributed as follows:

Prerequisites*

SCM 553 Applied Research Methods (KLU Faculty), 3 credit hours
(prerequisite for SCM 575).

SCM 554 Transportation and Distribution (KLU Faculty), 3 credit hours
(prerequisite for SCM 573)

*SCM 553 and SCM 554 are prerequisite requirements for coursework taken in the second year of the program. As most students (particularly UT students) will not have taken these courses, KLU will offer them in a shortened session between the first and second semesters of the concentration to ensure that all students have the opportunity to complete the coursework.

Fall I Term – Courses Delivered at Kuhne Logistics University, Hamburg, Germany

SCM 551 Master's Program Core I (KLU Faculty), 9 credit hours

Includes Business Strategy, Leadership and Organizational Behavior, Business Logistics, Demand Planning and Inventory Management or Strategic SCM Issues, European SCM

SCM 552 Supply Chain Simulation (UT Faculty**), 3 credit hours

**UT Faculty will teach the majority of this course in a compressed format at KLU at the beginning of the first semester. Some aspects of the web-based simulation activity will utilize distance education delivery. Faculty will ensure ample opportunity for student access during both face-to-face and distance portions of the course.

Spring I Term - Tongji University, Shanghai, China

SCM 561 Master's Program Core II (Tongji Faculty), 9 credit hours

Includes Operations Research, Operations Management, Information Systems, Statistics, Chinese SCM

Fall II Term - UTK, Knoxville

SCM 571 Strategic Supply and Cost Management (UTK), 3 credit hours

SCM 572 Innovation and Risk Management (UTK), 3 credit hours

SCM 573 Distribution, Logistics and Network Management, 3 credit hours

SCM 574 Integrated Global Supply Chain Management, 3 credit hours

Spring II Term - UTK, Knoxville

SCM 575 Capstone Integrative, 6 credit hours

Total program credit hours = 39