



ARIZONA STATE UNIVERSITY
PROPOSAL TO ESTABLISH A NEW GRADUATE DEGREE

DEGREE PROGRAM

College/School(s) offering this degree: W. P. Carey School of Business

Unit(s) within college/school responsible for program: W.P. Carey School of Business Dean's Office

If this is for an official joint degree program, list all units and colleges/schools that will be involved in offering the degree program and providing the necessary resources: NA

Proposed Degree Name: Master of Science in Global Logistics

Master's Degree Type: MS-Master of Science

Proposed title of major: Global Logistics

Is a program fee required? Yes No

Is the unit willing and able to implement the program if the fee is denied? Yes No

Requested effective term and year: Fall 2014

(The first semester and year for which students may begin applying to the program.)

PROPOSAL CONTACT INFORMATION

(Person to contact regarding this proposal)

Name: Dr. Arnold Maltz and Dr. John Fowler **Title:** Associate Professor and Professor/Chair

Phone: 965-9768 and 965-4330 **email:** arnie.maltz@asu.edu and john.fowler@asu.edu

DEAN APPROVAL

This proposal has been approved by all necessary unit and College/School levels of review, and the College/School(s) has the resources to offer this degree program. I recommend implementation of the proposed degree program. (Note: An electronic signature, an email from the dean or dean's designee, or a PDF of the signed signature page is acceptable.)

College Dean Name: Amy Hillman
College Dean Signature _____

Date: 10/4/13

College Dean name:
(If more than one college involved)
College Dean Signature _____

Date: _____

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DEGREE PROGRAM INFORMATION

Master's: MS-Master of Science

Proposed title of major: Global Logistics

1. PURPOSE AND NATURE OF PROGRAM

A. Brief program description

The Department of Supply Chain Management proposes a Master of Science in Global Logistics (MSGSL) program that is nine months in duration and has 10, 3 credit hour courses – 8 courses to be taught by the Department of Supply Chain Management and 2 courses already in place from the Management Department. The MSGSL addresses a predicted 26% increase in Logistician jobs from 2010-2020 and a 29% increase in Freight Agent jobs from 2010-2020.¹ In fact, merchandise trade amounted to over 50% of the world's GDP in 2011 and 2012.² Furthermore, the MSGSL complements the globalization strategy for Arizona State University as embodied in the Accelerated Masters Program initiative under the Associate Dean, International Programs.

Students recruited for the initial MSGSL program offerings will be: 1) Recent undergraduates with an interest in international commerce and 2) Career advancers, both foreign and domestic, who are focused on global opportunities and have the ability to commit to full time graduate study delivered during the day. It is anticipated that any product manufacturing, distribution, or retail organization with global aspirations will have a potential interest in graduates of this program. After successful initial offerings, corporate, evening, and online offerings will be considered.

MSGSL curriculum will be delivered using a variety of scheduling formats. Courses that require a longer span to cover content will be semester-long, and others will be consistent with the quarter system of delivery in other W. P. Carey Master's programs. The proposed curriculum is deliberately oriented toward a practical perspective on global operations, with an emphasis on emerging economies as a major differentiator from competitive offerings from other institutions. Important recruiting targets at ASU include programs in supply chain management, global studies, information systems, and other programs with significant offerings in international economic development. There will also be a major effort to recruit foreign students with an interest in serving and facilitating the increasing volume of worldwide trade and

¹ Bureau of Labor Statistics, U. S. Department of Labor, *Occupational Outlook Handbook, 2012-2013 Edition*, Logisticians and Cargo and Freight Agents, on the Internet at <http://www.bls.gov/ooh/business-and-financial/logisticians.html> and <http://www.bls.gov/ooh/office-and-administrative-support/cargo-and-freight-agents.htm> (both visited September 11, 2013).

² World Bank, *Merchandise Trade (% of GDP)*, on the Internet at <http://data.worldbank.org/indicator/TG.VAL.TOTL.GD.ZS/countries?display=graph> (visited September 12, 2013).

the expected growth in U. S. exports. Financial projections show program viability in a first year (including Dean's Office recapture of the entire initial investment) at a single cohort enrollment of 45 students. Multi-cohort on-site, online and corporate platform versions of the MSGSL are expected to follow based on the experiences gained from delivering a first year charter cohort. This will substantially increase the MSGSL program's revenue generation.

A competitor analysis confirms a small but growing number of MSGSL-like programs across the nation with total costs ranging from \$25k at Portland State to \$61k at MIT.

B. Total credit hours required for the program: 30

C. Are any concentrations to be established under this degree program? Yes No

2. PROGRAM NEED

Degree Rationale: The MSGSL will meet a major need for companies operating in the global marketplace, particularly Asia and emerging markets. For example, PWC in 2012 published a major global study on projected talent requirements in the Transportation and Logistics field.³ The study consolidated expert opinion from around the world. This consensus suggested that changing demographics and continued growth in less developed regions will put a premium on well-trained, knowledgeable logistics professionals. In addition, the PWC expert group made it clear that continued efficient transportation and logistics must include improved compensation, a more diverse management group, and better working conditions across the global supply chain. The proposed MSGSL program therefore includes a significant offering in cross-cultural management and leadership, keyed to courses already in place from the ASU Management Department.

Furthermore, the PWC study indicated that there are some 284 undergraduate programs in Logistics in China alone, as well as 58 Logistics Engineering degrees. The proposed MSGSL program is designed to familiarize students with Western best practices as well as prepare students for the continued growth of emerging economies, which will serve both as sources for raw materials and components as well as increasingly important markets for global firms.

Beyond the PWC study and the data from the Bureau of Labor Statistics referenced above, there is virtually unanimous agreement that international trade volumes will continue to increase, both to and from Arizona, to and from the United States, and globally.

- 1) Arizona is either headquarters or a major location for numerous firms that rely on international trade. Amazon, Inc. has four large distribution centers in the Phoenix area, while Target, Walmart, Home Depot, Kroger, and Macy's also have sizable distribution centers on the West Side of Phoenix. Virtually all of these installations are located to take advantage of the import volumes coming through the ports of Los Angeles and Long Beach. In terms of headquarters, both Freeport-McMoran and Avnet do much of their business overseas, while both Swift Transportation and Knight Transportation gain a significant portion of their revenues from import/export traffic. Finally, Intel and other high technology firms in Arizona are typically operating global supply chains with major portions of their business especially in Asia.
- 2) In 2012 the United States exported approximately \$1.5 trillion in goods and imported some \$2.4 trillion (Department of Commerce). Thus trade as a percent of GDP has doubled since 1990.
- 3) If global trade continues on its recent growth path, merchandise trade will double between 2010 and 2030 (as measured in 2005 dollars).⁴ Furthermore, developing economies now account for 47% of world exports and under either neutral or optimistic scenarios their share of world trade will continue to grow.

³ PWC, *Transportation and Logistics 2030-Vol. 5-Winning the Talent Race*, on the Internet at http://www.pwc.com/en_GX/gx/transportation-logistics/pdf/pwc-tl-2030-volume-5.pdf, visited on September 12, 2013.

⁴ World Trade Organization, *World Trade Report 2013*, on the Internet at http://www.wto.org/english/res_e/booksp_e/wtr13-2b_e.pdf, visited September 12, 2013

3. IMPACT ON OTHER PROGRAMS

Minimal. The closest program to this is the MBA with a specialization in Supply Chain Management but the unique trans-disciplinary nature of the degree and the emphasis on the downstream supply chain will likely mean that it will have minimal impact on that program.

4. PROJECTED ENROLLMENT

We anticipate enrolling 45 students into the program the first two years and reaching two modest sized cohorts (40 each) by Year 4.

5-YEAR PROJECTED ANNUAL ENROLLMENT					
	1 st Year	2 nd Year (Yr 1 continuing + new entering)	3 rd Year (Yr 1 & 2 continuing + new entering)	4 th Year (Yrs 1, 2, 3 continuing + new entering)	5 th Year (Yrs 1, 2, 3, 4 continuing + new entering)
Number of Students Majoring (Headcount)	30	40	50	80	80

5. STUDENT LEARNING OUTCOMES AND ASSESSMENT

A. List the knowledge, competencies, and skills students should have when they graduate from the proposed degree program.

Program Foundations: The W. P. Carey School MSGL will provide depth in logistics methods and knowledge, and it will combine that depth with continuous exposure to prominent academics and industry participants. The W. P. Carey School houses the Number 6 US News and World Report ranked graduate program in supply chain management. The unit is strong in quantitative modeling and analysis, global logistics, and global awareness. In addition, the unit has demonstrated expertise in successful graduate education on a global scale through its customized MBA programs with large oil companies, and has also managed student projects for global companies for a number of years. The Supply Chain Management unit has also established a global brand based on outstanding academic publications and editing of two of the leading journals in its subject area.

Program Focus: The primary purpose of the initial program offerings will be to advance the careers of recent undergraduates of logistics and general business programs where their basic logistics skills and knowledge can be enhanced through sustained exposure to global, as opposed to single country, requirements and methodologies. In addition, foreign students and career advancers who can commit to full-time study for one academic year will leverage the degree to adapt their global outlook and experience to an applied business domain where job growth is sustainable. Entering students will be expected to take the GMAT/GRE. Typical undergraduate majors are expected to include SCM, CIS, ECON, MKT, as well as Global Studies and similar BA degrees. The program's courses will quickly level-set requisite global perspectives for all students. The early supply chain and cross-cultural management courses will allow students to obtain and apply operations methods and decision models to real issues immediately. After successful initial offerings, corporate, evening, and online offerings will be considered.

B. Describe the plan and methods to assess whether students have achieved the knowledge, competencies and skills identified in the Learning Outcomes.

As shown in the table below, evaluation of the Master of Science in Global Logistics learning goals and objectives is a process that is ongoing throughout the curriculum. The process provides useful feedback to the business faculty and the MSGL Program Co-Directors.

Learning Outcomes	Outcome measure(s)	Assessment process	Frequency of assessment
Critical Thinking Skills	Student performance on exams, course projects, and presentations.	Faculty committee will meet regularly to determine evaluate learning outcomes and will create a common method and rubric measuring learning for each outcome. They will meet regularly to review the assessment results and determine steps for improvement.	Every course offering
Global Logistics Methodologies and Emerging Market Conditions	Student performance on exams, course projects, and presentations.		Every course offering
Real-World Applications of Global Logistics Methodologies	Student performance in the capstone course.		End of program

In addition, we feel it is equally important to assess/evaluate the program itself. As shown in the table below, evaluation of the Master of Science in Global Logistics program is a process that begins at the end of the first course and continues after graduation. Overall, the process will function effectively and provides useful feedback to the business faculty, MSGL Program Co-Directors, W.P. Carey Associate Dean for MBA Programs, and W.P. Carey Student Services Coordinator. A major strength of the process is that we will continue to obtain feedback from our alumni, via regular alumni surveys, long after graduation.

Program Goals/Objectives	Outcome measure(s)	Assessment process	Frequency of assessment
Quality Curriculum	<ol style="list-style-type: none"> 1. Student satisfaction with instruction 2. Student satisfaction with job placement 3. Consistency/uniformity across courses with respect to rigor and quality of course content 	<ol style="list-style-type: none"> 1. End of semester evaluations 2. Alumni survey 3. Curriculum review 	<ol style="list-style-type: none"> 1. Every course offering 2. Periodic 3. Periodic
Advising and Career Management	<ol style="list-style-type: none"> 1. Student satisfaction with advising 2. Student satisfaction with job/graduate school placement 3. Employer satisfaction with graduates 	<ol style="list-style-type: none"> 1. Exit interview 2. Alumni survey 3. Recruiter survey 	<ol style="list-style-type: none"> 1. At graduation 2. Periodic 3. Periodic

6. ACCREDITATION OR LICENSING REQUIREMENTS (if applicable).

The W. P. Carey School programs are accredited by AACSB International - The Association to Advance Collegiate Schools of Business. As stated in the Accreditation Standards, "Any new business programs begun at the institution will have sufficient resources to satisfy accreditation standards and will result from strategic planning processes of the school and institution. AACSB should be informed whenever new business degree programs are begun. New business programs in the institution will be placed on the list of accredited programs of the institution until they have been

reviewed.” Our next accreditation visit will occur in AY 2013-14 which is prior to when the new MS program will be established. We believe that the program is consistent with the mission and vision of the school, and foresee no negative outcomes to accreditation of such a program.

7. FACULTY, STAFF AND RESOURCE REQUIREMENTS

A. Faculty

i. Current Faculty

The MSGL program will require the development of a limited number of new courses to be offered in the W.P. Carey School of Business. According to US News and World Reports, the Supply Chain Management Department is ranked 6th in the United States. Faculty members from these programs will naturally and seamlessly be involved in the MSGL program. See the Table of Likely MSGL Faculty below for the names, rank, and highest degree earned for faculty likely to teach in the MSGL program.

ii. New Faculty

Current W.P. Carey School of Business faculty should be adequate for this new degree.

TABLE OF LIKELY MSGL FACULTY			
Department	First Name	Last Name	Highest Degree
SCM	Reynold	Byers	PhD
	John	Fowler	PhD
	Mohan	Gopalakrishnan	PhD
	Srimathy	Mohan	PhD
	Arnold	Maltz	PhD
	Elliot	Rabinovich	PhD
	Thomas	Kull	PhD
	Adegoke	Oke	PhD
	Scott	Webster	PhD
	Mahyar	Eftekhar	PhD
Management** (existing classes only)	Peggy	Lee	PhD
	David	Waldman	PhD

iii. Administration of the program

The Faculty Director of the M.S. in Global Logistics program will oversee its operation. Admissions will be handled by a committee of SCM faculty appointed by the Director. Course offerings and curriculum development and review will be handled by the Director and the Senior Associate Dean for the W. P. Carey Graduate Programs. Career advising will be managed by the W.P. Carey School of Business, Graduate Career Management Center (CMC) in collaboration with the Business Career Center. Student services (i.e., matriculation, course registration, graduation coordination, approval of plans of study) will be managed by the W. P. Carey Graduate Programs' student services team.

B . Resource requirements to launch and sustain the program.

Current W.P. Carey School of Business staff and ASU facilities and resources should be adequate for this new degree.

8. COURSES:

A. Course Prefix(es): Provide the following information for the proposed graduate program.

- i. Will a new course prefix(es) be required for this degree program?
Yes No
- ii. If yes, complete the [Course Prefixes / Subjects Form](#) for each new prefix and submit it as part of this proposal submission.

B. New Courses Required for Proposed Degree Program:

No new courses need to be developed for the program.

**APPENDIX
OPERATIONAL INFORMATION FOR GRADUATE PROGRAMS**

(This information is used to populate the [Graduate Programs Search](#)/catalog website.)

1. Provide a brief (catalog type - no more than 150 words) program description.

The Master of Science in Global Logistics is a lock-step, nine month program.. A new cohort will be admitted each academic year in the Fall semester and will graduate in May of the following calendar year. The program will be exclusively full-time and taught during the day. One course will be designated for the Applied Project and will meet the culminating experience requirement for students completing a Master of Science program at Arizona State University.

2. Campus where program will be offered:

ASU Online only (all courses online)

All other campus options (please select all that apply):

Downtown Polytechnic
 Tempe West

Both on-campus and **ASU Online (*) - (Check applicable campus from options listed.)**

(*) Please note: Once students elect a campus option, students will not be able to move back and forth between the on-campus (in-person) or hybrid options and the ASU Online campus option.

3. Admission Requirements:

i. Degree

There are two main audiences for the initial offerings of the MSGSL Program: recent undergraduates from logistics and other programs with an interest in global issues whose skills can be enhanced by exposure to global examples and realities and career advancers who will benefit from applying their skills and experience in a broader context. Career advancers must be able to do the full time, day plan of study; the program format will not cater to working professionals unless their work schedules are extremely flexible.

Typical undergraduate majors are expected to include SCM, CIS, ECON, MKT, as well as Global Studies and similar BA degrees. An important arena for recruiting students will be undergraduate programs with logistics and operations interests who wish to expand to a global context, especially those with an interest in emerging markets. It is anticipated that the program will be of immediate interest to international students, since the U. S. is the global destination of choice for most international manufacturers.

Students must complete the online application form to apply to Graduate Education for admission to the program. They must also submit the following:

- Official transcripts of all coursework completed at institutions other than ASU.
 - GMAT or GRE test scores.
 - One letter of recommendation.
- ii. **GPA** Minimum of a 3.00 cumulative GPA (scale is 4.0=A) in the last 60 hours of a student's first bachelor's degree program. Minimum of 3.00 cumulative GPA (scale is 4.0 = A) in any applicable Master's degree.

iii. **English Proficiency Requirement for International Applicants.**

The English proficiency requirements are the same as the Graduate College requirement. (see Graduate College requirement

http://graduate.asu.edu/admissions/international/english_proficiency): Yes No

iv. **Foreign Language Exam:**

Foreign Language Examination(s) required? Yes No

v. **Required Admission Examinations.**

GRE OR GMAT Millers Analogies None Required

Minimum Qualifications

A Graduate Management Test (GMAT) test score of 600 OR a Graduate Record Examination score of 1200. (All applicants must submit either a GMAT or GRE test score. The GMAT is recommended.)

vi. **Letters of Recommendation:** Yes No

4. **Application Review Terms (if applicable Session):** Indicate all terms for which applications for Admissions are accepted and the corresponding application deadline dates, if any:

Fall (regular) Deadline (month/year): 3/15

5. **Curricular Requirements:**

5A. **Will concentrations be established under this degree program?** Yes No

5B. **Curricular Structure:**

The MSGL curriculum is lock-step, nine months in duration, and it is composed of 10 courses including one course that serves as the Applied Project. The schedule is will follow a combination of ASU scheduling options. Three courses will follow schedule C and will have a semester long duration. The other 7 courses will follow the 7 and ½ week quarterly schedule of the MBA program. Those courses will require some online/extra class time to meet the 40 contact hour standard of AACSB.

Required Core Courses for the Degree			Credit Hours
(Prefix & Number)	(Course Title)	(New Course?) Yes or No?	(Insert Section Sub-total)
SCM 502	Operations and Supply Management	N	3
SCM 515	Decision Models for Supply Chain Management	N	3
SCM 516	Introduction to Applied Analytics	N	3
SCM 520	Strategic Procurement	N	3
SCM 541	Logistics in the Supply Chain	N	3
SCM 542	Logistics, Emerging Markets, and Economic Development	N	3
MGT 400	Cross-Cultural Management	N	3
MGT 411	Leading Organizations	N	3
SCM 545	Cases in Global Logistics	Y	3
Culminating Experience <i>E.g. - Capstone course, applied project, thesis (masters only) – 6 credit hours) or dissertation (doctoral only) – 12 credit hours) as applicable</i>			Credit Hours (Insert Section Sub-total)
SCM 593 Applied Project Project where students generate and evaluate alternative solutions to a real business situation and provide a project report deliverable to the client business.			3
Total required credit hours			30

Sample Course Schedule (shows how the curriculum will be delivered over the nine-month period)

<i>Quarter 1</i>	<i>Quarter 2</i>	<i>Quarter 3</i>	<i>Quarter 4</i>
SCM 502	SCM 515	SCM 516	SCM 545
SCM 541	SCM 542	SCM 520	
<i>Semester 1</i>		<i>Semester 2</i>	
MGT 400		MGT 411	
		SCM 593: Applied Project	

6. Comprehensive Exams:

Master's Comprehensive Exam (when applicable), please select the appropriate box.

No comprehensive exam required – applied project instead

7. Allow 400-level courses: Yes No

8. Committee: Required Number of Thesis or Dissertation Committee Members: N.A.

9. Keywords (List all keywords that could be used to search for this program. Keywords should be specific to the proposed program.) Global Logistics, Emerging Markets, Economic Development, Supply Chain Management

10. Area(s) of Interest

A. Select one (1) primary Area of Interest from the list below that applies to this program.

- Architecture & Construction
- Arts
- Business
- Communication & Media
- Education & Teaching
- Engineering & Technology
- Entrepreneurship
- Health and Wellness
- Humanities

- Interdisciplinary Studies
- Law & Justice
- Mathematics
- Psychology
- STEM
- Science
- Social and Behavioral Sciences
- Sustainability

B. Select one additional Area of Interest that applies to this program from the list below.

- Architecture & Construction
- Arts
- Business
- Communication & Media
- Education & Teaching
- Engineering & Technology
- Entrepreneurship
- Health and Wellness
- Humanities

- Interdisciplinary Studies
- Law & Justice
- Mathematics
- Psychology
- STEM
- Science
- Social and Behavioral Sciences
- Sustainability

W. P. Carey School of Business Official Submission

-----Original Message-----

From: Kay Faris

Sent: Monday, October 07, 2013 2:23 PM

To: Curriculum Planning

Cc: Stacey Whitecotton; Kay Faris

Subject: FW: MS Degrees

Please see the attached program for a Master of Science in Global Logistics that we are proposing for Fall 2014. Please let us know if you have any questions.

Kay A. Faris

Senior Associate Dean

W. P. Carey School of Business

Arizona State University

Tempe, AZ 85287-3406

480-965-7587 (voice)

Department of Management Support

From: Gerry Keim
Sent: Monday, September 16, 2013 5:07 PM
To: John Fowler
Cc: Arnold Maltz; Joseph Carter; Michele Pfund; Eddie Davila
Subject: RE: MGT courses for new SCM programs

I approve John.

Gerry Keim, Professor and Chair, Management Department
W. P. Carey School of Business, Arizona State University
Tempe, AZ 85287-4006

480-965-2832

From: John Fowler
Sent: Monday, September 16, 2013 4:02 PM
To: Gerry Keim
Cc: Arnold Maltz; Joseph Carter; Michele Pfund; Eddie Davila
Subject: MGT courses for new SCM programs

Gerry,

As the Chair of the Department of Management, we would like your approval to include the following Management courses in our two new degrees as delineated below.

BA in Global Logistics
MGT 411

MS in Global Logistics
MGT 400
MGT 411

The students in these programs will benefit greatly from taking the courses mentioned above.

Please let us know if you approve.

Thanks,

John W. Fowler, PhD

Arizona State University | W. P. Carey School of Business | Supply Chain Management
Chair | Motorola Professor | Faculty Director, Executive MBA
Professor of Industrial Engineering | Ira A. Fulton Schools of Engineering
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