PROPOSAL FOR A MASTER OF Supply Chain & Logistics Management

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GRADUATE DEGREE PROGRAM PROPOSAL

Proposers:
- The faculty of the School of Business Administration and the A. Gary Anderson Graduate School of Management
- The faculty members in the area of Operations and Supply Chain Management (OSCM) and the faculty chair
- Mohsen Elhafsi, OSCM area coordinator
- Long Gao
- Elodie Goodman
- Peter Chung, Faculty Chair
- Adem Orsdemir

Contact Information:
Mohsen Elhafsi (Lead Proposer)
Professor of Operations and Supply Chain Management
School of Business Administration
University of California Riverside
Riverside, CA 92521
Tel: 951.827.4557
Email: mohsen.elhafsi@ucr.edu
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PROPOSAL FOR A MASTER OF SUPPLY CHAIN & LOGISTICS MANAGEMENT

§ 1.0 INTRODUCTION

The UCR School of Business Administration (SoBA) proposes to offer a new Master of Supply Chain & Logistics Management (MSCLM) degree program to address the substantial unmet demand for trained Supply Chain Management (SCM) and logistics professionals. The new degree program will require sixteen months (four academic quarters plus a summer internship) of full-time study or its equivalent on a part-time basis. The program will be a self-supporting program. While the program is structured as self-supporting, it is designed to leverage the existing capacity of the School’s current MBA and MS self-supporting programs and is expected to be cash-flow-positive from the first term it is offered.

SoBA offers a Bachelor of Science in Business Administration where an undergraduate student may choose to concentrate in a specialized area such as SCM. However, coursework culminating in a baccalaureate degree with a concentration in SCM is not usually sufficient for advanced SCM and logistics professionals. A student may also earn an MBA with a concentration in SCM; however, by design, an MBA is a generalist degree, and is perceived as such by employing firms.

The MSCLM program is designed to provide students with a rigorous understanding of and the ability to apply core principals within the field of Supply Chain Management and logistics using powerful quantitative and Business Analytics tools. Today’s supply chains are truly global. Effective supply chain management is crucial and solves many of the problems encountered by businesses today. A thorough knowledge of this discipline and the execution of a sound supply chain strategy are necessary in today’s global economy to be competitive, efficient and maximize a firm’s profitability. Supply chain and logistics professionals are sought after in all industries today, with new and growing opportunities in biotech, cyber-security – even disaster and famine logistics.

The proposed MSCLM degree will bring greater visibility to UCR, the Graduate School, and SoBA; contribute positively to the reputation of the school nationally and internationally; and serve the growing needs of the region for well-educated SCM and logistics professionals. The program is consistent with the UCR and SoBA strategic plans; will give us an important edge over our competition as we move to take advantage of the fact that our geographical area is underserved in this sphere; and will elevate our national and international visibility as we do our part to meet the growing demand for SCM professionals. The program is also an ideal path for some of our students to pursue PhD programs in supply chain management and Logistics. Several former students who graduated from our MBA program, who either have pursued a Ph.D. degree in supply chain management or expressed the desire to do so, encountered difficulties due to the lack of foundation in the SCM concentration. Having a program focusing on Supply Chain and Logistics Management will likely improve the marketability of our students seeking to pursue a PhD specializing in supply chain management or the like.
This proposal describes the rationale for the degree program, outlines how the program advances our strategic plan, and provides background on the market for the degree. The proposal includes information comparing the proposed program to those offered by other schools nationally and internationally, and includes details of the curriculum of the sixteen-month degree program. The program requires only a small frontend investment because most of the courses in the curriculum are already offered routinely by SoBA.

1.1 Aims and Objectives

Business schools are undergoing a significant shift in the applicant pool for Master’s degree programs. Applications for traditional MBA programs that provide a general management focus have seen a sustained decline nationwide. Coincidentally, more students are seeking Master’s degrees that specialize in various business fields, including supply chain management and logistics. Logistics alone accounts for more than 9.5% of the U.S. Gross Domestic Product with over $1.3 trillion in spending on transportation, inventory, and related logistics activities. The Bureau of Labor Statistics projects a 25.5% increase in logisticians during the period 2010-2020. According to the U.S. Department of Labor Occupational Outlook Handbook (2010-11), for five typical occupations within supply chain management, the projected growth rate through 2018 ranged from 7% to 24% with salaries ranging from $69,000 to $89,000.

The development of professionally oriented masters programs in SCM and Logistics is in direct response to the recognition that students who aspire to work in the field of SCM need more specialized education than is available through standard undergraduate or masters-level degree programs. Advanced SCM education has developed along a general structure. Students normally take more quantitative courses such as Management Science, Operations, Logistics, Procurement, and Inventory Management, focused on supply chain and logistics applications. These programs are normally called Master’s in Supply Chain Management, Master’s in Global Supply Chain Management, or Master of Arts or Master of Science in Global Logistics. This line is the focus of the proposed Master of Supply Chain & Logistics Management program of UCR. Institutions such University of Southern California (very recently), Ohio State University, Arizona State University, Washington University, MIT, Penn State University and Michigan State University have similarly launched Master's degree programs in supply chain management within the last five years. The programs offered by Penn State and Arizona State are online programs. Numerous institutions nationwide are planning to enter this market and launch their own Master of Science in Supply Chain Management programs.

The SoBA Master of SCLM program will meet the needs of two types of students: international students who are seeking a master’s degree with an emphasis in SCLM and domestic students who generally have work experience and wish to strengthen their experience via attaining a master’s degree in SCLM for future professional growth in the work environment. Work experience is not required, nor is it essential to succeed in the SoBA MSCLM program. However, inclusion of some students with experience in the supply chain and logistics sector can contribute to the quality of the experience of others, help connect the school to the SCM community, and enrich classroom discussion. Students with experience tend to come from the U.S. and may choose to pursue the degree on a part-time basis.
Supply chain management offers a wide variety of job options for entry-level managers and beyond. We expect that students will find employment as “Supply Chain Analyst”, “Purchasing Manager”, “Warehouse Operations Manager”, “Supply Chain Software Manager”, “Transportation Manager”, and “Vice President of SCM” among others.

Based on the experience of faculty involved with the proposed program, it is possible to develop a strong sense of esprit de corps among the students, even with substantial variations in prior experience, and to build lasting relationships with recent graduates that are useful to current students, other alums, and the School.

The following are among our main aims and objectives for the program:

- The program will enable supply chain management and logistics executives to gain the specialized expertise required for professional advancement.
- The regional market for supply chain and logistics professionals is underserved by institutions of higher education. The program will enable UCR to address the regional market need for professional education in supply chain & logistics management.
- The program will enable us to maintain and build critical mass of faculty in supply chain management and related fields.
- The program is expected, to advance the research mission of the School, and to fund well-qualified Ph.D. students with emphasis in supply chain management (to be launched in the future).
- The program is congruent with the UCR and SoBA strategic plans.
- Graduates of the program can be of immediate value in helping the School to place its graduates in attractive professional employment and supply chain and logistics alums can quickly become important prospects for campus development efforts.
- The particular strengths of UCR will enable the program to help bring greater socioeconomic diversity to the profession.

1.2 Historical Development of the Field and Department Strengths

Before the 1950s, logistics was thought of in military terms. It had to do with procurement, maintenance, and transportation of military facilities, materiel, and personnel. The study and practice of physical distribution and logistics emerged in the 1960s and 1970s. Logistics costs were high. On a national level, it was estimated that logistics cost in the U.S. accounted for 15 percent of the gross national product (Heskett et al., 1973). On an individual firm level, they could be as high as 32 percent of sales (LaLonde and Zinszer, 1976). Physical distribution with its outbound orientation was first to emerge, since it represents about two thirds of logistics costs and it was considered a component of the marketing mix (product, place or physical distribution, promotion, and price) of essential elements. Business logistics, with its broader scope that includes inbound movement, was soon to follow.

The first college course (Michigan State University) and textbook (Smykay et al., 1961) appeared around 1960. Within the context of the total cost approach, activities such as transportation, inventory control, warehousing, and facility location were discussed. The emphasis was on a firm’s outbound movement of goods and dealt little with inbound movements. In 1964, the scope of physical distribution was expanded to include physical supply and was called business logistics. Using the descriptive name of business logistics was not only
an attempt to distinguish the name from military logistics but to focus on logistics activities that took place within the business firm.

Although physical distribution is usually associated with outbound product movements from a firm, this definition indicates a broader concept that includes both inbound and outbound movements. Heskett et al. (Heskett et al., 1964) described business logistics in terms of both physical supply and physical distribution, but they also recognized that logistics takes place throughout the supply channel, from producer to end consumer. They suggested that there needs to be coordination of the product flows throughout the entire channel. These concepts are similar to what is currently described as supply chain management and, at that time, physical distribution and logistics were somewhat synonymous terms.

In the 1990s, a new name emerges: Supply Chain Management. This name took the logistics area by storm since so many in various business fields seemed to embrace it and saw activities of their areas imbedded in it. The origin of the name seems a mystery and exactly what supply chain management is, compared with physical distribution and logistics, is being debated. Some are saying that it is a fulfillment of the activity integration promise implied in early definitions while others think it is a new and bold concept. Those believing that supply chain management is evolutionary claim that supply chain management is not new and they recognize that the logistics pioneers had many of the ideas promoted by current supply chain enthusiasts.

Recently, the Council of Supply Chain Management Professionals (CSCMP), which is the premier organization of supply chain practitioners, researchers, and academics, has defined supply chain management as: “Supply Chain Management encompasses the planning and management of all activities involved in sourcing and procurement, conversion, and all Logistics Management activities. Importantly, it also includes coordination and collaboration with channel partners, which can be suppliers, intermediaries, third-party service providers, and customers. In essence, Supply Chain Management integrates supply and demand management within and across companies.” Whereas, CSCMP defines logistics to be: “Logistics Management is that part of SCM that plans, implements, and controls the efficient forward and reverse flow and storage of goods, services, and related information between the point of origin and point of consumption in order to meet customer requirements.” Therefore, SCM is viewed as managing product flows across multiple enterprises whereas logistics is seen as managing the product flow activities just within the firm. This is a deviation from the view that the early visionaries had for logistics. A contemporary view of SCM is to think of it as managing a set of processes, where a process is a group of activities relevant to achieving a defined objective, such as filling orders.

The trend toward increased globalization, free trade, and outsourcing all contribute to a continued and growing interest in logistics/SCM. According to a McKinsey & Company study, “by the year 2020, 80% of the goods in the world will be manufactured in a country different from where they are consumed compared with 20% now.” There will be a tremendous shift in the movement and consumption of goods, all of which will require ever better management of the associated supply chain processes.

The contemporary view is that SCM is a new frontier for demand generation – a competitive weapon. Both views will be important, but the new emphasis will be on designing and operating
the supply chain to enhance the revenues of the firm in such a way as to maximize contribution to profit. This view replaces the often-used strategic objective of minimizing supply chain costs, subject to meeting given customer service requirements, and it will elevate SCM in the eyes of top management. Collaboration and coordination will be the keys to achieving the benefits of SCM. When both parties in a supply chain relationship win equally due to their cooperative actions in the supply channel, the benefits are likely to be realized and the relationship remains intact.

The increasing importance of analytics and planning to the success of a company’s business strategy cannot be ignored. A Gartner study shows that several companies gave analytics and planning a high importance score (8.3 out of 10), however the need was not being achieved in performance [6.3 out of 10] as was evident in the ensuing gap. According to HFS Research in 2011, over 40% of buy-side organizations are planning to increase analytics investments in the next year, with much of that investment targeted toward the supply chain function because it holds the greatest potential for innovation and competitive advantage. In the last decade, business analytics have evolved significantly, and now offer decision support for critical tactical and strategic supply chain activities. The insights from these activities are helping companies optimize their supply chain functions and close the gaps to manage market pressures and contribute to financial performance.

The SoBA faculty is well-positioned to meet the needs of students in the proposed Master of Supply Chain & Logistics Management program. Our Operations and Supply Chain Management (OSCM) faculty, while currently small, is intended to grow over the next few years, partly in anticipation of the needs of the program. The current OSCM faculty members are all involved in research areas that are appropriate for students in the MSCLM program. In addition, some courses that are appropriate for students in the program are currently offered by the Finance faculty and the Accounting and Information Systems faculty of SoBA. Consistent with the orientation of this program, the School has identified Supply Chain Management as one of its five “spires of excellence,” the area has restructured its curriculum at both the graduate and undergraduate levels to infuse supply chain analysis into the curriculum, and three new courses are being developed for the proposed MSCLM program. Faculty hiring has focused on supply chain management and is expected to continue to do so.

1.3 Timetable

The School seeks to launch the program in the fall of 2017 or sooner, if feasible. Most courses in the program are already offered either as MBA core or electives. Four new courses focused more specifically on the needs of the program are being developed and will be offered when the program is launched. We will initiate the program with a faculty director and existing SoBA administrative staff. We have conservatively projected enrollments at 5 students in the first year and gradually increasing to a projected maximum of 25 students by the fifth year. These enrollment projections are well below those achieved by other schools offering similar programs. The UCR campus strategic plan provides for growth of professional and self-supporting programs, however does not define enrollment goals for self-supporting programs.
1.4 Relation to Existing Programs and Campus Academic Plan

The program fits the overall strategic plans of UCR and SoBA to increase its presence and reputation regionally, nationally, and internationally. The graduate degree in Supply Chain & Logistics Management is a part of the portfolio of offerings at many major business schools, and such graduate master’s degree supply chain management programs are routinely ranked in such publications as *US News*, *Business Week*, and the *Financial Times*. The program will engage professional students in supply chain and logistics research, connect the campus more firmly with the professional supply chain management and logistics community, and strengthen our ability to place our students in significant professional positions.

The proposed Master of Supply Chain & Logistics Management degree program advances the objectives of UCR as reflected in its recently developed strategic plan, *UCR 2020: The Path to Preeminence*. This strategic plan places significant emphasis on increased focus on “professional and graduate education that will benefit a region that is in dire need of practitioners in a variety of professional fields.” The plan notes that UCR’s most successful graduate programs are those that integrate graduate education with academic research and creative activity, and that to achieve the profile of an AAU institution, UCR must increase its proportion of graduate and professional students. The plan points to the potential for professional programs to provide revenue enhancements to the campus.

The strategic plan calls for relative growth of graduate education, including professional education; serving the region by preparing students well for professional employment; reducing dependence on public funds through development of self-supporting graduate programs; connecting professional education to academic research; connecting more closely to the region; and developing the profile of an AAU university.

The proposed Master of Supply Chain & Logistics Management program is also consistent with the strategic goals of the School of Business Administration. The SoBA strategic plan identifies “supply chain management” as one of five spires of excellence. The term, supply chain management, implies that students will have hands on opportunities to learn advanced methods relevant to supply chain analysis and logistics using data analytics and quantitative tools, and that there will be significant complementarities between teaching and research in supply chain management.

We are in an environment where specialized post-graduate education is increasingly demanded. No longer is specialization just for academic Ph.D.s. Appropriate education for supply chain and logistics professionals is similar to that of supply chain management Ph.D.s. In fact, many of the technological advances in supply chain and logistics have come not from the universities, but from the private sector. Supply chain professionals working in the Riverside/San Bernardino area need to be dynamic and innovative because the economy of the region is destined to be the most rapidly growing portion of the California economy in the foreseeable future, and that growth is closely tied with the development and increasing professionalism of the logistics and warehousing sector in the region.

We expect that the Master of Supply Chain & Logistics Management program will positively impact the existing programs of SoBA:
Because we plan to offer the degree initially using the capacity of existing courses, there will be no reduction in the capacity of the existing faculty to serve the teaching missions of the existing graduate and undergraduate degree programs.

As the program grows, it may be necessary to add additional faculty in OSCM. The program will provide sufficient sustainable free cash flow to support the addition of lines.

Faculty hired in response to growth of the program will help build critical mass in the school, help to advance the school’s research mission, and help to support the eventual launch of the supply chain component of the Ph.D. in Management.

While the program may be attractive to some students who otherwise would apply to the school’s MBA program, it will also generate its own stream of applicants. Based on experience of other schools, the net effect is substantially positive for recruitment to the MBA program.

Students admitted to the MSCLM program will be strong quantitatively and will contribute positively to the classroom experience and learning of MBA and other specialized Master students.

Students of the MSCLM program are frequently interested in pursuit of the Ph.D. so that the program will provide a means of attracting and screening future Ph.D. candidates.

The MSCLM program is not expected to impact the undergraduate program offered by the school. The balance of staffing undergraduate courses will be maintained or enhanced when new faculties are added as the program grows.

The experience of other universities that offer similar specialized degrees in supply chain and logistics shows that additional degree offerings in supply chain and logistics tend to complement and ultimately augment the MBA programs of the school, bringing dividends of additional prestige to the school, as well as benefits of networking with the firms in the industry. While the MSCLM degree program will share resources with the MBA program, it will attract its own pool of applicants. Because we can achieve sustainability at a very low level of students, and because MBA staff will also be involved in the MSCLM admissions, we can control the admission of students to the appropriate programs. Overall, the MSCLM program is expected to have a positive impact on the web traffic from students who are interested in the UCR MBA.

There is ample evidence in the experience of other schools that those who apply for Master’s degrees in supply chain management tend to have stronger quantitative background than MBA applicants. Therefore, not just the market but the selection criteria for admission to the MBA and MSCLM programs will differ. The marketing efforts for attracting students to the MSCLM program will result in a boost to the profile of the school as a whole. Students in the two programs will attend several courses together, and the presence of students with stronger quantitative background will tend to elevate the experience of both sets of students.

The effort to place graduates of the MSCLM program, coordinated with the placement effort for MBAs will help us to better place students into the cohorts that best suit them.

1.5 Interrelationships with the Programs of other Institutions, Market and Competition

Southern California is greatly underserved in graduate supply chain management education.

- The University of Southern California (USC) is the only other school in Southern California that currently offers advanced degree in supply chain management.
• Schools on the East Coast and east of the Mississippi are in the forefront of development and introduction of specialized graduate degrees in supply chain management and logistics.
• The USC program, Master’s in Global Supply Chain Management, is a joint program between the Vitebri school of Engineering and the Marshal School of Business. It is fundamentally different from the proposed program and targets a different market.
• It is only a matter of time before our local competitors will introduce such programs, making UCR’s introduction of the program at this time partly defensive.

The Master of Supply Chain & Logistics Management will provide a comprehensive overview of the entire field of supply chain management, with an emphasis on analytical methods and applications using business analytics tools.

1.6 Administration

The program will be administered by a faculty director within the OSCM area of the UCR School of Business. The School will establish a faculty admissions committee that will operate similarly to the current MBA program admissions committee. These admissions committees will collaborate and work with SoBA staff to establish clear distinctions in admissions criteria. Among other considerations, the MSCLM will place less emphasis on work experience and more on evidence of quantitative aptitude, ability and interest. Because of the importance of participative learning, the admissions committee will make selective use of interviews for foreign students, in addition to standardized tests of English proficiency.

Initially, the program will be marketed almost exclusively on the School’s website, through local information sessions, and through promotion to faculty and administration of likely feeder schools. Information about the program will be distributed at MBA forums whenever the School decides to participate in such forums for the purpose of MBA recruiting.

Course staffing will be administered mainly by the OSCM area coordinator (faculty), in conjunction with their normal staffing responsibilities for MBA and other MS courses. Performance reviews of lecturers are the shared responsibility of faculty members in the discipline, and a formal annual review process for lecturers is already in place and is working well. Formal student advising will be administered through faculty-led advising/information sessions, with informal advising by faculty on an as-needed/as-requested basis.

Initial administrative support will be provided by existing SoBA staff in conjunction with their existing responsibilities for program administration.

As the program grows, it may become important to add dedicated staff and to formally allocate a portion of faculty time to program administration. Based on prior experience and conversations with directors of other programs, once the program reaches a scale sufficient to justify a full complement of course offerings, the program could need up to one faculty FTE fully committed to administration of this program and at least one dedicated administrative staff member who would be involved with recruiting, advising, and placement. The faculty FTE can be spread over several individuals and can include LSOE.
1.7 Plan for Evaluation

Within the School, the program will be continuously evaluated based on attainment of student FTE projections, the quality of applicants and matriculated students, curriculum effectiveness relative to learning objectives, placement success, and continuing involvement of program alums.

Campus policy is to evaluate new programs after three years and routinely thereafter, following established Graduate Program review procedures.

§ 2.0 PROGRAM

2.1 Undergraduate Preparation for Admission

Eligibility for admission depends on having completed a four-year undergraduate degree or equivalent. Based on experience of other schools, appropriate undergraduate majors include business, engineering, economics, mathematics, statistics, and physics, among others. Students with less quantitative backgrounds may also apply, but should expect to use electives to develop quantitative background or take additional courses if admitted to the program. Because classroom participation requirements in the program are high, international students will need to demonstrate competency in written and spoken English.

Students admitted to the program will have an academic profile somewhat different from those likely to be admitted to other master's level programs in SoBA. In particular, the MSCLM places substantially greater emphasis on quantitative background as reflected in undergraduate degree, courses taken, and scores on quantitative portions of admissions tests. In comparison to the MBA, the MSCLM places less emphasis on work experience. However, over time we expect that the cohort will include individuals with significant relevant work experience.

To be qualified for admission, an applicant to this program must have completed a Bachelor's degree or its approved equivalent from an accredited institution and attained an undergraduate record that satisfies the standards established by the Graduate Division and University Graduate Council. Applications are accepted for fall term. All applicants must submit scores from the Graduate Management Admissions Test (GMAT) or Graduate Record Exam, General Test (GRE). Applicants whose first language is not English are required to submit acceptable scores from the Test of English as a Foreign Language (TOEFL) or the International English Language Testing System (IELTS) unless they have a degree from an institution where English is the exclusive language of instruction. In some cases, an interview may be required to assess English language ability. Additionally each applicant must submit at least two letters of recommendation, including at least two academic references. All other application requirements are specified in the graduate application or in the General UCR catalog.

The admissions criteria to the Supply Chain and Logistics Management program will be aligned with current admissions practices in all SoBA’s graduate programs. These criteria use a holistic assessment of eligibility and potential for success. This holistic process includes both quantitative criteria (GPA, GMAT score), and qualitative criteria (including quantitative background, work experience, the quality of undergraduate institution attended, and the rigor of the undergraduate major) in the overall assessment of an applicant’s eligibility for admission to the Supply Chain and Logistics Management Program.
The recommended Academic Index Score of \((200 \times \text{GPA}) + \text{GMAT} + \text{Qualitative Index}\), is currently used by all SoBA’s graduate programs to inform their admissions decisions, as well as for determination of eligibility for merit scholarships. The Qualitative Index will range from 0-100 and will be assigned by Graduate program staff and reviewed by the Graduate Advisor. An applicant with an Academic Index Score \(\geq 1000\) may be recommended to the Graduate Division for admission by the Graduate Advisor in consultation with the program director. Those applicants with lower scores will be placed on a waiting list, advised to retake the GMAT, or rejected, as appropriate. For those qualified students with lower scores, a request for an exception from the UCR’s Graduate Division will be sought.

As presented in Exhibit III, in the first quarter of the Master of Supply Chain & Logistics Management degree program, students will be expected to take core courses in data models and decisions, quantitative methods, and operations management. This grounding is sufficient to expose students, in the second quarter, to the main field of Supply Chain Management. In the third quarter, the students are expected to build on what they learned in the second quarter by taking more advanced courses in the area, such as Logistics and Transportation and Procurement and strategic sourcing. In the summer quarter, students are expected to intern with local and global companies. The purpose of the summer internship is to expose students to real supply chain issues and apply the knowledge they acquired in the first three quarters of the curriculum. Ideally, we would like the students to do the internship in the summer after taking the foundation and necessary courses to take better advantage of the internship. However, although the program does not encourage it, students will be allowed to do the internship starting their second quarter provided the internship is at the quality level the program requires. In their final quarter, students take a capstone course. In the capstone course, students undertake a team-based project where they apply their acquired knowledge from prior courses as well as the experience gained in their summer internship.

Students should be able to complete the coursework for this program in 16 months. Admission is intended to be primarily in the fall quarter in order to match graduation timing with the normal recruiting cycle. However, the current offerings of SoBA do enable us to consider students for admission beginning in other terms or on a part time-basis. Required courses and sufficient elective courses will be offered every year.

2.2 Foreign Language

The program has no foreign language requirement.

2.3 Program of Study

2.3. A Field of emphasis

The specific field of emphasis is Supply Chain Management. Within this field, students can use elective offerings to tailor the curriculum to their own objectives.

2.3. B Plan(s)

*Plan I (Thesis)* will not be an option for the Master of Supply Chain & Logistics Management program. Given this would be typically a four-quarter program it is unlikely that a Plan I (Thesis) option will be feasible for students.
Plan II (Comprehensive Examination) requires that at least 18 units be in graduate level courses taken at a UC campus. None of these may be in courses numbered 297 or 299. Every candidate must take a comprehensive examination, the content of which is determined by the department or program. In most cases, units from courses numbered 291 cannot be used. Candidates for the degree are required to complete all of the general requirements specified by Graduate Studies. The program conforms to Plan II.

2.3. C Unit requirement
The Master of Supply Chain & Logistics Management will be offered as a four-quarter program (64 units) for graduates of a baccalaureate degree in a field that provides sufficient quantitative background to enable successful completion of the program.

2.3. D Required and recommended courses, including teaching requirement
Of the 64 units, 32 units (8 courses) are required courses; 4 units are a required summer internship course; 4 units are a required capstone course; and 24 units (6 courses) are elective courses must be selected from a list of elective courses designated by the Operations and Supply Chain Management area.

Required courses currently offered to MBA students
- MGT 201 Quantitative Analysis
- MGT 207 Operations Management for Competitive Advantage
- MGT 203 Economics for Management
- MGT 258 Logistics and Supply Chain Management
- MGT 256 Applied Business Analytics

Required courses not currently offered (new courses) to MBA students
- MGT 271 Quantitative Decision Making and Analysis (new course)
- MGT 275 Transportation and Logistics Management (new course)
- MGT 255 Procurement and Strategic Sourcing (new course)
- MGT ??? Supply Chain Integration (new course, capstone)

Elective courses currently offered to MBA students
- MGT 221 Decision Making Under Uncertainty
- MGT 224 Managing for Quality Improvement
- MGT 230 Databases for Management
- MGT 236 Decision Making under Certainty
- MGT 239 Simulation for Business
- MGT 259 Production Planning and Scheduling (to be reinstated)
- MGT 266 Project Management
- MGT 267 Applied Business Forecasting
- MGT 280 Business Issues in Electronic Commerce

Exhibit I contains current catalog copy for the required courses currently being offered to MBA students and for selected electives. All elective courses are currently regularly offered at least annually. During the first year or two of the program, with MBA enrollments at current levels, there is sufficient capacity in these classes to accommodate the needs of the Master of Supply Chain and Logistics students. Upon approval of the program, the new courses will be offered at
least annually and will require staffing. Planned operations and supply chain management hiring is expected to meet the additional staffing needs.

2.4 Sample Program (full time)

Quarter 1
- MGT 271 Quantitative Decision Making and Analysis
- MGT 201 Quantitative Analysis
- MGT 207 Operations Management for Competitive Advantage
- Elective

Quarter 2
- MGT 203 Economics for Management
- MGT 258 Logistics and Supply Chain Management
- Elective
- Elective

Quarter 3
- MGT 256 Applied Business Analytics
- MGT 275 Transportation and Logistics Management
- Elective
- Elective

Summer Internship

Quarter 4
- MGT 255 Procurement and Strategic Sourcing
- MGT ??? Supply Chain Integration
- MGT 298I Internship (retroactive credit)
- Elective

2.4 Normative time from matriculation to degree (full-time)

Plan II students should be able to complete the coursework for this program in four academic quarters in addition to the summer quarter (16 months from beginning). Required courses and sufficient elective courses will be offered every year. The minimum academic residence in the UC is three quarters, two of which must be spent at the Riverside campus. Only courses in which grades of B- or above or “S” are received may be counted toward satisfying graduate degree requirements. To continue in good standing and obtain an advanced degree, students must maintain a minimum GPA of 3.00. In addition, students must demonstrate acceptable progress toward their degree objectives. This entails the acceptable completion of all course work and other degree requirements in a timely fashion. Students are considered to be making unacceptable progress and become subject to dismissal when

1. They have 12 or more units of “I” grades (incomplete course work) outstanding
2. The quarterly GPA falls below 3.00 for two consecutive quarters
4. They fail to fulfill program requirements in a timely and satisfactory manner, or
5. They have not completed their degree within 2 years for full-time students or within 5 years for part-time students.

§ 3.0 PROJECTED NEED

3.1 Student Demand for the Program

Business schools are undergoing a significant shift in the applicant pool for Master’s degree programs. Applications for traditional MBA programs that provide a general management focus have seen a sustained decline nationwide. Coincidentally, more students are seeking Master’s degrees that specialize in various business fields, including supply chain management and logistics. Institutions such as Ohio State University, Arizona State University, Washington University, MIT, Penn State University, Michigan State University, and University of Southern California have similarly launched Master’s degree programs in supply chain management within the last five years. Numerous institutions nationwide are planning to enter this market and launch their own Master of Science in Supply Chain Management programs, in traditional classroom and/or online distance learning formats. Such degrees are becoming an increasingly common offering at peer and aspirational institutions. This enduring strength of nationwide demand for an advanced master’s degree in supply chain management and logistics and an underserved market here in Southern California offer an opportunity to gain an advantage over other universities in the area. While we seek to serve the firms in our geographical area by making available to them a pool of trained supply chain and logistics professionals, we shall not restrict ourselves to admitting only those from Southern California. Expanding the potential market to the pool of students beyond California to the national arena, and beyond US borders to the international arena will ensure that we are able to recruit students who are well qualified to stand the rigors of the proposed program.

We anticipate that the tuition, fees, and other costs of the program will be comparable to other highly regarded supply chain management programs. USC’s tuition for 2015-2016 is $46,170 with an additional program fee ranging between $3500 and $4500. Our intent is to develop the Master of Supply Chain & Logistics Management as a full-time program and we expect that initial enrollments will be of full-time students. As local demand from supply chain and logistics professionals increases, we anticipate an increasing but low percentage of part-time students. Evidence from other programs indicates that students with supply chain management masters degrees are able to command materially higher compensation than undergraduates and often higher than MBA students. Generally, the cost of the degree to the student is normally justified based on anticipated impact on compensation. Given that there is a ready market for supply chain management masters students, scholarship aid in these programs is quite limited, normally around 10 to 15% of total tuition and fees. Scholarship aid is normally awarded competitively. Students who are not employer-sponsored or state-sponsored and who need funding can generally borrow much of the cost of the degree. In addition, because we do not currently have a supply chain management track in our Ph.D. program, we expect that a number of the students will be able to work on campus as teaching assistants, graders, and research assists. Students who take the program on a part-time basis normally do not receive scholarship aid, and usually are working full time and can cover the cost of the program from their compensation.
3.2 Opportunities for Placement of Graduates

**Supply Chain executives require increasingly high levels of specialized expertise for professional advancement:** A master’s degree or a doctorate is a prerequisite in several specialized fields such as medicine and law for example. As a result of an exponential increase in the knowledge and skills needed for successful discharge of professional responsibilities in the field of supply chain management, industry has come to expect potential entrants to the supply chain management profession to have a command of supply chain management as a structured body of knowledge with its own paradigms that can only be acquired by pursuing an advanced degree in the field.

**The regional market is underserved:** The Master of Supply Chain & Logistics Management program will meet an untapped and growing demand for graduate supply chain management education in the region served by UCR. Riverside and the Inland Empire sit at the hub of the western United States logistics and supply chain industry, connecting two of the world’s largest ports, Los Angeles and Long Beach, to the rest of North America. Southern California, specifically the eight county region comprised of Los Angeles, San Diego, Riverside, Orange, San Bernardino, Kern, Imperial and Ventura counties is home to approximately eight hundred and fifty thousand businesses (ESRI, 2009). Several thousands of these businesses require, supply, and/or produce raw materials, semi-finished or finished products, assemblies and sub-assemblies, etc. in various shapes and form. The role of warehouses and storage facilities for storing the goods, merchandise, etc. worth millions of dollars and keeping them secure is extremely crucial. In order to facilitate the movement and distribution of goods and/or products along a supply chain, warehouses and storage facilities provide a range of logistics services related to the distribution of goods. Logistics services can include “labeling, breaking bulk, inventory control and management, light assembly, order entry and fulfillment, packaging, pick and pack, price marking and ticketing, and transportation arrangement”. Thus the region has a significant population of professionals who are involved in supply chain and logistics management, and other fields, who could benefit from a specialized Master of Supply Chain & Logistics Management degree. Moreover, it is expected to experience the most rapid population growth in the state. SoBA/AGSM is the only graduate school of management affiliated with a major research university in Riverside and San Bernardino Counties.

**Diversity in the Profession:** The Program will meet an untapped demand for under-represented minority graduates. Many firms that recruit our graduates have inclusiveness initiatives with a goal of attracting individuals with diverse backgrounds and experiences. UCR has one of the most diverse campuses in the country and is in a unique position to meet the demands of these firms.

3.3 Importance of the Discipline

**SCM is Globally Necessary:** Basically, the world is one big supply chain. Supply chain management –the acquisition of parts and raw materials, from purchasing to delivery– touches major issues, including the rapid growth of multinational corporations and strategic partnerships; global expansion and sourcing; fluctuating gas prices and environmental concerns, each of these issues dramatically affects corporate strategy and bottom line. Because of these emerging trends, supply chain management is the most critical business discipline in the world today.
Until recently, supply chain management was not one of the classic B-school majors, for either undergraduates or MBAs. But job openings, comfortable salaries, and the prospect for advancement have caused the academic community to take notice, with more students majoring in the subject and more programs offering courses and concentrations in it. Today, business schools are undergoing a significant shift in the applicant pool for Master’s degree programs. Applications for traditional MBA programs that provide a general management focus have seen a sustained decline nationwide. Coincidentally, more students are seeking Master’s degrees that specialize in various business fields, including supply chain management and logistics. With such companies as H.J. Heinz and AnnTaylor Stores creating C-level supply chain positions in the past few years, more students are seeing career possibilities in the major. According to the Association to Advance Collegiate Schools of Business (AACSB), the number of undergraduate SCM programs has increased 25 percent since 2006. Almost half that jump happened during the 2009-10 school year.

The development of professionally oriented masters programs in SCM and Logistics is in direct response to the recognition that students who aspire to work in the field of SCM need more specialized education than is available through standard undergraduate or broad masters-level degree programs.

The importance of logistics in the economy is attributed to the fact that logistics alone accounts for more than 9.5% of the U.S. Gross Domestic Product with over $1.3 trillion in spending on transportation, inventory, and related logistics activities. The Bureau of Labor Statistics projects a 25.5% increase in logisticians during the period 2010-2020. Furthermore, according to the U.S. Department of Labor Occupational Outlook Handbook (2010-11), for five typical occupations within supply chain management, the projected growth rate through 2018 ranged from 7% to 24% with salaries from $69,000 to $89,000.

3.4 Ways in Which the Program Will Meet the Needs of Society

SCM is necessary to the foundation and infrastructure within societies: SCM within a well-functioning society creates jobs, decreases pollution, decreases energy use and increases the standard of living. Two examples of the effect of SCM within societies include:

- **Hurricane Katrina – 2005.** In 2005, Hurricane Katrina flooded New Orleans, LA, leaving residents without access to food or clean water. As a result, a massive rescue of the inhabitants had to be made. During the first weekend of the rescue effort, 1.9 million meals and 6.7 million liters of water were delivered.

- **Foundation for Economic Growth.** A society with a highly developed supply chain infrastructure that includes interstate highways, a large railroad network, ports and airports is able to trade many goods at low cost. Business and consumers are able to obtain these goods quickly, resulting in economic growth.

MBA students, while they have a more holistic education, often do not have enough training to understand the supply chain and logistics issues a business organization deals with. Students in the UCR Master of Supply Chain & Logistics program will acquire the knowledge and tools necessary to effectively manage their organization and will have the ability to understand the importance of a global view of the supply chain within which their organization operates. They
will understand that effective supply chains give businesses a competitive advantage in the marketplace and help mitigate risks associated with acquiring raw materials and delivering products or services. They will learn that by implementing supply chain management systems, businesses are able to reduce waste, overhead costs and shipping delays in a scientific way and that the benefits of this systematic approach impacts areas ranging from product quality to order turn-around times. Students will also learn that there are costs involved in every process of the product life cycle, and it is the responsibility of management to ensure that these costs are kept low, so the company can continue to pass along these savings to the consumer.

By moving rapidly we can help UCR graduates to reap the benefits of this expanding demand. The Master of Supply Chain & Logistics Management program will address an unmet need for graduate supply chain management education in Southern California in general and specifically Inland Southern California and is therefore consistent with the School of Business Administration’s mission to service the educational needs of businesses in the region. The program will contribute to our developing a reputation for leadership in U.S. higher education, to recruiting outstanding faculty, and to the diversification of our sources of revenue, which will help the School of Business Administration maintain financial stability and independence and reduce dependence on state funding. The program also fits well with the School of Business Administration’s strategies for building reputation by hiring high quality faculty who demonstrate excellence in both research and teaching.

It is remarkable that apart from the University of Southern California is the only other school in Southern California that currently offers an advanced degree in supply chain management. Southern California is greatly underserved. It is only a matter of time before our local competitors will introduce such programs.

3.5 Relationship of the Program to Research and/or Professional Interests of the Faculty

The emphasis, in the SoBA strategic plan was developed partly on the basis of the quantitative orientation of the Operations and Supply Chain Management faculty and partly on the value that the faculty recognizes in making sure that graduates of our programs are quantitatively well-trained in supply chain management and are capable of quantitative analysis at appropriate levels for their degrees. The Master of Supply Chain & Logistics program fits well with the strategic plan and with the quantitative orientation of our faculty.

Moreover, the quantitative nature of the supply chain management degree will provide competent research assistants, and will help to provide funding for the eventual launch of the supply chain management track of the management Ph.D. program.

§ 4.0 FACULTY

Quantitative supply chain and logistics management is one of the strengths of UCR Faculty, and we propose to position our degree offering accordingly. The Master of Supply Chain & Logistics Management that SoBA will offer is designed to provide overview of the entire field of supply chain and logistics management, with an emphasis on quantitative methods and applications, and with elective offerings that draw upon the strengths of our faculty.
BRIEF BIOGRAPHY OF THE FINANCE FACULTY

1. Mohsen Elhafsi (Professor) received both Ph.D. and M.S. in Operations Research from the industrial and systems engineering department at the University of Florida and was ΦΚΦ Honor Graduate. He received the Diplôme d’Ingénieur Principal from the Ecole Nationale d'Ingénieurs de Tunis, Tunisia, in 1988. He joined SoBA as a tenure-track faculty member in 1997. He was promoted to associate professor in 2002 and to Full professor in 2009. He was awarded the prestigious Fulbright Fellowship for the 2006 to 2007 academic year to spend his sabbatical year in France at the Ecole Centrale de Lille, one of France's elite engineering schools. There he worked with host researchers at the Industrial and Logistics Laboratory on supply chain management issues ranging from coordination to performance measures and assessment. In 2007, he was awarded a $10,000 COR Research Fellowship (a fellowship program administered by the Academic Senate Committee on Research) for his proposal to work on supply chain issues related to contract manufacturing. His tenure at SoBA includes a number of administrative and faculty governance assignments, including: department chair (2004-2005), associate dean for graduate program (2007-2010), and area coordinator (2011-present). His areas of research include operations and supply chain management, manufacturing and service operations, and production and inventory systems. He is the author of numerous articles that have been published in peer-reviewed journals such as: Management Science, IIE Transactions, European Journal of Operational Research, Production and Operations Management, and Global Optimization.

2. Long Gao (Assistant Professor) earned his Ph.D. in business administration and operations research from Penn State University, and his M.E. and B.E. in engineering physics from Tsinghua University in Beijing, China. His research interests include supply chain management, stochastic modeling of manufacturing and service systems, Markov decision processes, and simulation. He has published in journals such as Management Science, Production and Operations Management, and European Journal of Operational Research.

3. Elodie Goodman (Assistant Professor) joined the School of Business Administration of the University of California at Riverside as an assistant professor of management science in 2012. Previously, she was assistant professor of industrial engineering at the University of Illinois at Chicago from 2006 to 2012. She holds a Diplôme d’Ingénieur from Ecole Centrale Paris, France (2002) and a Ph.D. in operations research from MIT (2006). Her research interests are on the modeling and solution of optimization problems in a variety of areas, in particular those involving game theory. Her recent work includes supply chain, influenza vaccine supply chain, pricing and inventory management and disaster planning.

4. Adem Orzdemir (assistant Professor) is an assistant professor of operation and supply chain management. He received his BS degree from Bilkent University in electrical engineering and his MS from University of Rochester in electrical and computer engineering. He is also holding an MS degree from UNC in statistics and operations research. He received his PhD from UNC in operations management. He studies the profitability and environmental benefits of green operations driven by the environmental wave and market competition. His research also includes supply chain management in the context of corporate social responsibility.

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1 Exhibit VII contains full C.V’s.
5. Yunzeng Wang (Professor) joined the faculty of the UCR School of Business Administration (SoBA) in July 2008 as the Dean’s Distinguished Scholar in Supply Chain Management and Professor of Finance and Management Science. He is currently the dean of the SoBA. Dean Wang obtained a Ph.D. degree in Operations Research from the Wharton School at the University of Pennsylvania in 1997. Prior to moving to the United States in 1993, he studied at the University of Waterloo in Canada, and obtained a master's degree in management sciences. He also holds a bachelor’s degree in electrical engineering from Shandong University in China, and a master’s degree in engineering management from the Harbin Institute of Technology in China. Dean Wang’s research interests include supply chain management, technology acquisition and adoption strategy, US-China economic development and trade, stochastic optimization, and game theory. He has published over 30 academic journal articles and invited book chapters.

§ 5.0 COURSES

As presented in Exhibit III, in the first quarter of the Master of Supply Chain & Logistics Management degree program, students will be expected to take core courses in data models and decisions, quantitative methods, and operations management. This grounding is sufficient to expose students, in the second quarter, to the main field of Supply Chain Management. In the third quarter, the students are expected to build on what they learned in the second quarter by taking more advanced courses in the area, such as Logistics and Transportation and Procurement and Strategic Sourcing. In the summer quarter, students are expected to intern with local and global companies. The purpose of the summer internship is to expose students to real supply chain issues and apply the knowledge they acquired in the first three quarters of the curriculum. In their final quarter, students take a capstone course. In the capstone course, students undertake a team-based project where they apply their acquired knowledge from prior courses as well as the experience gained in their summer internship.

The students are expected to choose 6 elective courses from an extensive range of relevant courses, such as Decision Making under Uncertainty, Databases for Management, Project Management, Business Issues in Electronic Commerce, Simulation for Business, Applied Business Forecasting, as well as other courses from other disciplines in Business.

Students should be able to complete the coursework for this program in 16 months. Admission is intended to be primarily in the fall quarter in order to match graduation timing with the normal recruiting cycle. However, the current offerings of SoBA do enable us to consider students for admission beginning in other terms or on a part-time basis. Required courses and sufficient elective courses will be offered every year.

§ 6.0 RESOURCE REQUIREMENTS

The School of Business Administration currently has a reserve that will allow it to launch and market this program without having to reduce funds allocated to existing programs, hiring initiatives or request start-up funds from the university. To launch the program, time will be required from current faculty for program development. The majority of the courses that will be offered are already developed and most are currently taught in SoBA’s MBA program. There is sufficient excess capacity in the classes that are currently offered to absorb the start-up enrollment without adding sections.
The School of Business Administration has developed financial projections for the proposed Master of Supply Chain & Logistics Management program based on conservative assumptions. We plan to offer this program using the self-supporting model with a per credit fee. The Financial Projection shown in Exhibit II conservatively assumes an initial class size of 5 and a steady growth at a rate of 5 students per year. We believe that we can deliver a high quality program to as many as 40 students per year utilizing current resources.

**Assumptions regarding marketing costs and incremental costs of instruction are detailed in our Financial Projection shown in Exhibit II.**

Based on the experience of other specialized masters programs in supply chain management, the Master of Supply Chain & Logistics Management program is expected to grow steadily. In the Financial Projection shown in Exhibit II, we have projected steady growth at a rate of about 5 students per year. While student FTE growth is always subject to uncertainty, the program is structured to be cash flow positive even if the growth targets are not achieved as quickly as projected. Moreover, there is significant potential that these projections will be exceeded due to the high demand for specialized master’s degrees in supply chain management and the near absence of significant local competition.

As presented in detail in the Financial Projection, the Master of Supply Chain & Logistics degree program can be launched at minimal expense including direct costs of $20,000 stipend for the Academic Program Director and $25,000 for marketing. Existing staff at SoBA are expected to have the capacity to contribute to the administrative and recruitment effort for the new degree at the initial launching stage. However, to follow the UC Policy on *Self-Supporting Graduate Degree Programs* the financial projection has allocated indirect costs based on student credit hours of all programs offered at UCR in the School of Business.

The Operations and Supply Chain Management faculty already offers a comprehensive range of required and elective courses in operations, supply chain management, and statistics to MBA students. As discussed in Exhibit III (Courses), the curriculum of the new degree will be fashioned out of the existing menu of course offerings with the addition of three new courses. We plan to add special Master of Supply Chain & Logistics Management sections to these courses only as we are justified in doing so by demand and constraints on the capacity of the MBA and other Master programs.

Because we initially can leverage the staff support of the existing MBA and other Master programs, the Master of Supply Chain & Logistics Management program is expected to generate a positive cash flow from its inception. As the program grows and begins to generate its own revenue stream, it is envisaged that additional support staff will be hired to accommodate the growth, including student recruitment and application oversight. The Master of Supply Chain & Logistics Management program will incur direct expenses for marketing, stipend for the Academic Program Director, UCOP overhead assessment and UCR overhead assessment (after 3 years). In addition, a minimum of 15% of gross revenue will be allocated for financial aid to Master of Supply Chain & Logistics Management students. As the program grows we anticipate increasing the allocation to financial aid as shown in the Financial Projections. In addition, indirect costs will be allocated based on student credit hours of all programs offered at SoBA. This allocation of indirect costs is to comply with the UC Policy on Self-Supporting Graduate
Degree Programs. As all SoBA graduate programs grow, additional faculty and staff will be hired to accommodate the growth and provide a quality education. These costs will be allocated to all UCR School of Business programs, as well as additional classroom support, instructional software, program operations and administrative costs (as displayed in the Financial Projections). The Supply Chain & Logistics Management program will be subject to continuous review by the faculty of the School of Business Administration. Reasons for deviations between projected and actual enrollments will be examined and revisions to the program and to financial projections will be made as appropriate.

The Master of Supply Chain & Logistics Management program will enhance SoBA’s net revenues, help build the resource base, diversify existing sources of revenue, and reduce dependence on state funding. In the long term, the program revenues will contribute to improvement of the educational experience of students in all of the degree offerings of the School.

Alumni and Development: Graduates of the Master of Supply Chain & Logistics Management program have the potential to become influential and supportive alumni soon after they complete their degree. Based on the experience of similar programs at other schools, including the experience of some of our own faculty, recent graduates tend to become important contributors and resources for the programs within months of completion of their graduate degrees. The Master of Supply Chain & Logistics Management program will facilitate development of stronger relationships with the corporate and professional communities. It is anticipated that most students in the program will be recruited for important positions after graduation.

§ 7.0 GRADUATE STUDENT SUPPORT

The Master of Supply Chain & Logistics Management program will offer graduate student support by reserving 15% of the gross fee revenue for student financial aid. As the program grows we anticipate increasing the allocation to financial aid as shown in the Financial Projection in Exhibit II. In addition, the SoBA Development officers will strive to attain donor commitments for scholarships for the Master of Supply Chain & Logistics Management graduate students.

§ 8.0 GOVERNANCE

The program will be directed by the Faculty of the School of Business Administration through its Executive Committee and a Graduate Programs Committee, which have oversight responsibility for all Graduate Programs offered by SoBA. Several firms in the sector in our geographical area have expressed keen interest in working together with the school. We can harness this interest by inviting senior executives of prominent firms in the area to serve on the advisory board for the program. The resulting coordination will lead to a closer relationship with future employers of graduates of the program. These senior executives serving on the advisory board will be available for events such as formal talks, and occasional classroom visit for a case discussion or select topic on real-world experience. These events will enrich the experience of students in all programs offered at the school.
§ 9.0 CHANGES IN SENATE REGULATIONS

The Master of Supply Chain & Logistics Management program will require adding the new degree objective to the Senate bylaws.
EXHIBIT I
COURSE DESCRIPTIONS OF REQUIRED AND SELECTED ELECTIVE COURSES

**Required Courses available to Master of Supply Chain & Logistics and MBA students:**

**MGT 201. Quantitative Analysis (4)** Lecture, 3 hours; discussion, 1 hour. Prerequisite(s): MGT 403 or equivalent; familiarity with Microsoft's Excel spreadsheet software. Addresses the process of generating decision-making information from data and solving management problems using common computer tools. Covers problem identification and formulation, model selection and use, and interpretation of the results of statistical analysis. Topics include estimation, hypothesis testing, analysis of variance, simple and multiple regression, time series, and forecasting. May not be taken for degree credit by students in statistics undergraduate or graduate programs.

**MGT 207 Operations Management for Competitive Advantage (4)** Lecture, 3 hours; outside projects and extra reading, 3 hours per week. Prerequisite(s): MGT 201, spreadsheet skills. Focuses on managing the activities involved directly in the creation of products and services, such as design, production, and distribution. Provides managers with the skills and tools to analyze, optimize, and improve production processes for competitive advantage. Explores issues through lectures, cases, and videos pertaining to various industries.

**MGT 203 Economics for Management (4)** Lecture, 3 hours; individual study, 3 hours. Prerequisite(s): MGT 403 or equivalent. A study of the use of microeconomics and macroeconomics in managerial decision making. Topics include demand and supply, production and cost functions, competition, labor supply, national income accounting, aggregate output, interest rates, fiscal and monetary policy, inflation, economic growth, and business cycles.

**MGT 258 Logistics and Supply Chain Management (4)** Lecture, 3 hours; individual study, 3 hours. Prerequisite(s): MGT 207 or consent of instructor. Studies the integration of value-creating elements in supply, procurement, manufacturing, distribution, and logistics processes, using information technologies as a main enabler. Topics include distribution networks, demand management, sourcing, transportation, pricing, supply chain coordination, information technology, and e-business.

**MGT 256 Business Analytics for Management (4)** Lecture, 3 hours; written work, 1 hour; extra reading, 1 hour; practicum, 1 hour. Prerequisite(s): MGT 201 or consent of instructor. Provides the fundamental concepts and tools needed to understand the emerging role of business analytics in organizations and apply basic business analytics tools in a spreadsheet environment. Makes extensive use of data, statistical and quantitative analysis, exploratory and predictive models, and fact-based management to drive decisions and actions.

**Required Courses to be developed or reinstated for the Master of Supply Chain & Logistics and MBA students:**

**MGT 271 Quantitative Decision Making and Analysis (4)** Lecture, 3 hours; discussion, 1 hour. This course covers many approaches to solving business problems from managerial point
of view. Various optimization techniques are surveyed with an emphasis on the why and how of these types of models. Spreadsheet Solvers are used to accomplish the mathematical manipulations. Emphasis is placed on input requirements and interpretation of results.

**MGT 275 Transportation and Logistics Management (4)** Lecture, 3 hours; discussion, 1 hour. The course provides deep insight into the key functional areas related to transportation and logistics management within supply chain operations. Focus will include the role of transportation systems; managerial and economic aspects of various transportation modes, transport, storage/handling, and facility location decisions with applications to both domestic and international operations.

**MGT 255 Procurement and Strategic Sourcing (4)** Lecture, 3 hours; discussion, 1 hour. Basic concepts and processes in purchasing and sourcing management are introduced in this course. It teaches global sourcing techniques and the application of various management tools and quality tools in purchasing. Focus is on the proactive and planned analysis of supply markets and the selection of suppliers, with the objective of delivering solutions to meet pre-determined and agreed upon organizational needs.

**MGT ??? Supply Chain Integration (4)** Lecture, 3 hours; discussion, 1 hour. This course draws on the concepts, theories and techniques, specifically emphasizing the role of the supply chain manager in implementing and accomplishing project plans and objectives. Students may draw on topics from their workplace or may choose from projects provided by companies in our local area requesting consulting services in developing feasibility studies and project proposals. Note that the ability to assign such a "real world" project depends on the availability of companies interested in such analyses at the time.

**Example Elective Courses**

**MGT 205 Information Systems (4)** Lecture, 3 hours; laboratory, 1 hour; outside projects and extra reading, 2 hours. Prerequisite(s): graduate standing; familiarity with basic computer operations and software packages. Examines the operation and management of information systems as applied to the business environment. Topics include hardware, software, databases, decision support, and systems analysis. Software packages are used to integrate information systems concepts and business applications.

**MGT 209 Marketing Management (4)** Lecture, 3 hours; individual study, 3 hours. Prerequisite(s): MGT 403 or equivalent. Analyzes the marketing process, the environment within which it operates, institutions involved, and the functions performed. Examines the relationships and trends in a market-based economic system. Develops concepts and terms applied to marketing decisions from the perspective of a manager.

**MGT 210 Human Resources Management (4)** Lecture, 3 hours; outside projects and reading, 3 hours. Prerequisite(s): MGT 200. Introduces methods for managing the firm’s human resources within the context of regulatory and economic conditions and changing workforce demographics. Topics include recruitment and selection, compensation and reward systems, employee development and appraisal, and information systems for meeting HRM objectives.
MGT 215 International Comparative Management (4) Lecture, 3 hours; outside projects and readings, 3 hours. Prerequisite(s): graduate standing. Comparative analysis of significant management practices. The impacts of cultural, political, social, and economic factors on decision making within the international arena are examined.

MGT 221 Decision Making Under Uncertainty (4) Lecture, 3 hours; outside projects and extra reading, 3 hours. Prerequisite(s): MGT 207 or consent of instructor. Introduces basic tools for using data to make informed managerial decisions under uncertainty. Addresses modeling, performance evaluation, and optimization of systems with uncertain parameters. Topics include Markov chains, Markov decision processes, and probabilistic linear and dynamic programming. Applications are drawn from operations, finance, marketing, and other management fields.

MGT 224 Managing for Quality Improvement (4) Lecture, 3 hours; outside research, 3 hours. Prerequisite(s): MGT 201 or consent of instructor. Discusses the operational aspects of quality improvement in manufacturing and service organizations. Focuses on the broader issues of total quality management, statistical process control, and the difficulties in implementing quality efforts in organizations.

MGT 230 Databases for Management (4) Lecture, 3 hours; outside projects and readings, 3 hours. Prerequisite(s): MGT 205. Examines the features and capabilities of database management systems, including database classification, data structures, file organizations, evaluation, and management of database systems.

MGT 231 Corporate Finance (4) Lecture, 3 hours; extra reading, 1.5 hours; outside problem sets, 1.5 hours. Prerequisite(s): MGT 202. An intensive analysis of the effects of corporate financial policy decisions on firm value. Examines the interrelation of firm value, financing policy, investment decisions, and other considerations. Provides an understanding of the theoretical issues involved in the choice of these policies.

MGT 233 Marketing Research (4) Lecture, 3 hours; outside projects and extra reading, 3 hours. Prerequisite(s): MGT 201, MGT 209; or consent of instructor. Examines how marketing-related data is gathered from individuals and organizations. Explores the importance of integrating problem formulation, research design, questionnaire construction, and sampling so as to yield the most valuable information. Also studies the proper use of statistical methods and the use of computers for data analysis.

MGT 236 Decision Making Under Certainty (4) Lecture, 3 hours; outside projects and extra reading, 3 hours. Prerequisite(s): MGT 207 or consent of instructor. Introduces basic tools for using data to make informed managerial decisions under certainty. Covers modeling and solution methods in network optimization, integer and nonlinear programming, and multiple criteria decision analysis. Examines applications and case studies in operations, logistics, finance, and marketing.

MGT 239 Simulation for Business (4) Lecture, 3 hours; outside projects and extra reading, 3 hours. Prerequisite(s): MGT 201, MGT 205. Introduces computer simulation as a tool for analyzing complex decision problems. Analyzes and discusses the theory and practice of
modeling through simulation. Topics include modeling uncertainty and collecting input data, basic simulation principles, Monte Carlo simulation techniques, model verification and validation, and analysis of simulation output. Examines applications in manufacturing, finance, health services, and public policy.

**MGT 250 Marketing Channels and Sales Force (4)** Lecture, 3 hours; outside project, 3 hours. Prerequisite(s): MGT 209. Examines decisions related to distribution channels and sales force. Discusses how to select the most appropriate marketing channel. Channel management topics include distribution intensity, power, control, and channel conflict. Covers issues in sales-force management, compensation, structure, and size.

**MGT 266 Project Management (4)** Seminar, 3 hours; extra reading and project, 3 hours. Prerequisite(s): MGT 207 or equivalent. Addresses issues of project planning and control. Topics include differences between projects and production systems; project selection; project teams; breakdown structures of organization and work; scheduling and budgeting; resources management; project control and evaluation; and current project management software.

**MGT 267 Applied Business Forecasting (4)** Seminar, 3 hours; outside project, 3 hours. Prerequisite(s): MGT 201 or equivalent. Provides experience in developing forecasting models and applying them to problems in marketing, production, inventory management, business economics, and other fields. Discusses issues in data acquisition, data analysis, modeling of relations between variables, trend analysis, and seasonal forecasting. Uses case studies and applications from a variety of management areas.

**MGT 280 Business Issues in Electronic Commerce (4)** Seminar, 3 hours; outside project, 3 hours. Prerequisite(s): MGT 205 or consent of instructor. Provides an understanding of the various business strategies, management issues, and pertinent technologies related to electronic commerce. Explores several of the problems surrounding electronic commerce including security issues, privacy, encryption, safeguarding of intellectual property rights, acceptable use policies, and legal issues.
## EXHIBIT II: FINANCIAL PLANNING

### Budget Projection

<table>
<thead>
<tr>
<th></th>
<th>Year 1 2017-2018</th>
<th>Year 2 2018-2019</th>
<th>Year 3 2019-2020</th>
<th>Year 4 2020-2021</th>
<th>Year 5 2021-2022</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>NUMBER OF COURSES</strong></td>
<td>16</td>
<td>16</td>
<td>16</td>
<td>16</td>
<td>16</td>
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<tr>
<td><strong>NUMBER OF UNITS PER YEAR</strong></td>
<td>64</td>
<td>64</td>
<td>64</td>
<td>64</td>
<td>64</td>
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<tr>
<td>Year 1</td>
<td>48</td>
<td>48</td>
<td>48</td>
<td>48</td>
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<tr>
<td>Year 2</td>
<td>16</td>
<td>16</td>
<td>16</td>
<td>16</td>
<td>16</td>
</tr>
<tr>
<td><strong>ENROLLMENT</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Year 1</td>
<td>5</td>
<td>$319,200</td>
<td>10</td>
<td>$444,800</td>
<td>15</td>
</tr>
<tr>
<td>Year 2</td>
<td>5</td>
<td>$1,330</td>
<td>5</td>
<td>$333,600</td>
<td>10</td>
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<tr>
<td><strong>Total Revenue</strong></td>
<td>$319,200</td>
<td>$444,800</td>
<td>$817,600</td>
<td>$985,600</td>
<td>$1,416,800</td>
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<tr>
<td><strong>EXPENSES</strong></td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>UCR OVERHEAD CHARGE</td>
<td>$0</td>
<td>$0</td>
<td>$0</td>
<td>$49,280</td>
<td>$70,840</td>
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<td>UCOP ASSESSMENT</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1.70%</td>
<td>$5,420</td>
<td>$7,560</td>
<td>$13,890</td>
<td>$16,750</td>
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<tr>
<td>INSTRUCTIONAL SUPPORT</td>
<td>$130,000</td>
<td>$136,500</td>
<td>$143,300</td>
<td>$157,960</td>
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<tr>
<td>Faculty w/benefits</td>
<td>$120,000</td>
<td>$126,000</td>
<td>$132,300</td>
<td>$138,900</td>
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<tr>
<td>Classroom Support - Readers</td>
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<td>$11,000</td>
<td>$11,550</td>
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<tr>
<td>DIRECT PROGRAM INFRASTRUCTURE</td>
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<td>$111,000</td>
<td>$177,050</td>
<td>$163,150</td>
<td>$189,300</td>
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<tr>
<td>Academic Program Director w/benefits</td>
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<td>$21,000</td>
<td>$22,050</td>
<td>$23,150</td>
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<tr>
<td>Program Staff w/benefits</td>
<td>$20,000</td>
<td>$40,000</td>
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<td>$100,000</td>
</tr>
<tr>
<td>Program Operations</td>
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<td>$25,000</td>
<td>$30,000</td>
<td>$35,000</td>
<td>$40,000</td>
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<td>Marketing</td>
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<td>$25,000</td>
<td>$25,000</td>
<td>$25,000</td>
<td>$25,000</td>
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<tr>
<td>PROGRAM-BASED STUDENT SUPPORT</td>
<td>$47,880</td>
<td>$66,720</td>
<td>$122,640</td>
<td>$147,840</td>
<td>$222,520</td>
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<tr>
<td>FINANCIAL AID $2</td>
<td>15%</td>
<td>15%</td>
<td>15%</td>
<td>15%</td>
<td>15%</td>
</tr>
<tr>
<td>15%</td>
<td>$47,880</td>
<td>$66,720</td>
<td>$122,640</td>
<td>$147,840</td>
<td>$222,520</td>
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<tr>
<td>TOTAL EXPENSES</td>
<td>$262,880</td>
<td>$319,640</td>
<td>$410,550</td>
<td>$524,610</td>
<td>$647,370</td>
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<tr>
<td>BALANCE</td>
<td>$56,320</td>
<td>$125,160</td>
<td>$407,050</td>
<td>$469,990</td>
<td>$769,430</td>
</tr>
</tbody>
</table>

**Indirect Costs** are allocated based on School of Business FY15 projected expenditures and allocated by projected student credit hours in each program.

**Direct Costs** to Programs:

1. UCR Overhead waived Yrs 1-3 per campus policy. Year 4 and beyond @5% of gross fee revenue.
2. Financial Aid @10% of tuition per student
3. UCOP Assessment: 1 Per proposal, the Master of Supply Chain and Logistics Management Program will be a 64-credit unit curriculum.
4. Normal student will complete in 16 months.
EXHIBIT III
COURSE SCHEDULE AND COURSE STATUS

Sample Program (full-time)

Quarter 1
MGT 271 Quantitative Decision Making and Analysis  MSCLM Core Course
MGT 201 Quantitative Analysis  MBA Core Course
MGT 207 Operations Management for Competitive Advantage  MBA Core Course

Quarter 2
MGT 203 Economics for Management  MBA Core Course
MGT 258 Logistics and Supply Chain Management  MBA Core Course
Elective
Elective

Quarter 3
MGT 256 Applied Business Analytics  MBA Course
MGT 275 Transportation and Logistics Management  MSCLM Core Course
Elective
Elective

Summer Internship

Quarter 4
MGT 255 Procurement and Strategic Sourcing  MSCLM Core Course
MGT ??? Supply Chain Integration  MSCLM Core Course
MGT 298I Internship (retroactive credit)  MBA Core Course
Elective
EXHIBIT IV
ACADEMIC DEGREE PROGRAM PROPOSALS: INFORMATION REQUIRED BY CPEC

1. Name of Program:
   Master of Supply Chain & Logistics Management

2. Campus:
   University of California Riverside

3. Degree/Certificate:
   Master's Degree

4. CIP Classification: (to be completed by the Office of the President)

5. Date to be started:
   September 1, 2017 or sooner, if feasible

6. If modification of existing program, identify that program & explain changes.
   Not Applicable.

7. Purpose (academic or professional training) and distinctive features (how does this program differ from others, if any, in California?)

   Program Differentiation

   There is a large and increasing demand and professional need for specialized masters programs in Supply Chain & Logistics Management. Southern California is greatly underserved in graduate supply chain management education. Whereas Schools on the East Coast and east of the Mississippi are in the forefront of development and introduction of specialized graduate degrees in supply chain management & logistics, the University of Southern California (USC) is the only school in Southern California that currently offers an advanced degree in supply chain management. The USC program, Master’s in Global Supply Chain Management, is a joint program between the Vitebri school of Engineering and the Marshal School of Business. It is fundamentally different from the proposed program and targets a different market. It is only a matter of time before our local competitors will introduce such programs, making UCR’s introduction of the program at this time partly defensive. UCR will be unique in the UC system in offering a Master of Supply Chain & Logistics Management. The Master of Supply Chain & Logistics Management will provide a comprehensive overview of the entire field of supply chain management, with an emphasis on analytical methods and applications using business analytics tools. The specific positioning of this degree is for students who desire a more specialized graduate education than is provided by an MBA, with substantially more depth in supply chain and logistics management. The program is designed to develop sophisticated supply chain and logistics management expertise including modeling, analysis, decision making, and supply chain planning.

8. Type(s) of students to be served:

   The Master of Supply Chain & Logistics Management will be offered as a 16-month program (64 units) for graduates of a baccalaureate degree in a field that provides sufficient quantitative background to enable successful completion of the program. Appropriate undergraduate majors include business, economics, engineering, mathematics, statistics, and physics, among others.
Students admitted to the program will have an academic profile somewhat different from those likely to be admitted to other master's level programs in the Anderson Graduate School of Management. In particular, the Master’s in Supply Chain and Logistics Management places substantially greater emphasis on quantitative background as reflected in undergraduate degree, courses taken, and scores on quantitative portions of admissions tests. Compared to the MBA, the Master of Supply Chain & Logistics Management places less emphasis on work experience, though over time we expect that the cohort will include individuals with significant relevant work experience.

9. **If program is not in current campus academic plan give reasons for proposing program now:**

There are at least eight compelling reasons why the School of Business Administration and the Anderson School should launch this new degree program at this time:

- Supply Chain and Logistics executives require increasingly high levels of specialized expertise for professional advancement.
- The regional market is underserved.
- The Master of Supply Chain & Logistics Management will be an immediate source of net revenue.
- The program will enable us to build critical mass in the faculty.
- The program will increase the prospects for earning supply chain management accreditation from The Association to Advance Collegiate Schools of Business (AACSB International).
- The program is consistent with the UCR and SoBA strategic plans.
- Graduates of the Master of Supply Chain & Logistics Management program have the potential to become influential and supportive alumni soon after they complete their degree.
- The Program will meet an untapped demand for under-represented minority graduates.

10. **If program requires approval of licensure board, what is the status of such approval?**

Not Applicable

11. **Please list special features of the program:**

- Specialized graduate level supply Chain management and logistics education
- Significant complementarities with existing programs of SoBA

12. **List all courses required:**

The majority of the courses are currently offered by the SoBA

**Quarter 1**

MGT 271 Quantitative Decision Making and Analysis (new course)
MGT 201 Quantitative Analysis
MGT 207 Operations Management for Competitive Advantage
Elective
Quarter 2
MGT 203 Economics for Management
MGT 258 Logistics and Supply Chain Management
Elective
Elective

Quarter 3
MGT 256 Applied Business Analytics
MGT 275 Transportation and Logistics Management (new course)
Elective
Elective
Summer Internship

Quarter 4
MGT 255 Procurement and Strategic Sourcing (new course)
MGT ??? Supply Chain Integration (new course)
MGT 298I Internship
Elective

15. List any related program offered by the proposing institution and explain relationship.
We anticipate that the program will help us to attract good candidates to the School’s Ph.D. program in management.

16. Summarize employment prospects for graduates of the proposed program.
The program will educate individuals for employment in all types of organizations in particular the logistics and supply chain sector. The experience of our faculty with other programs is that opportunities for professional employment are excellent and that it is possible to develop a virtuous cycle where recent graduates who are placed become ambassadors for the program, helping to place subsequent graduates.

17. Give estimated enrollment for the first 5 years and state basis for estimate.
We project 5 students in the first year, increasing by 5 per year to reach 25 in five years.

18. Give estimates of the additional cost of the program by year in each of the following categories: FTE Faculty, Library Acquisitions, Computing, Other Facilities, Equipment. Provide brief explanation of any of the costs where necessary.
Exhibit II of the full proposal (reproduced below) contains our financial projections. FTE Faculty, Library Acquisitions, Computing, Facilities and Equipment are considered by SoBA to be “in-direct costs” and are allocated across all graduate programs and the undergraduate program based on the projected student credit hours in each program. The projected budget uses the current 90% undergraduate student credit hours, with the remaining 10% graduate student credit hours allocated over the individual graduate program.

Page | 30
An increase in faculty FTE is shown by the increase in costs allocated to the Master of Supply Chain & Logistics Management, however, it is not possible to state an accurate FTE proration since the faculty teach in all area. Library acquisitions and computing are allocated in the line “Instructional Databases, IT & Course Materials. There will be no facilities cost as we will use available capacity in existing classrooms. Also we do not have specific equipment needs for the Master of Supply Chain & Logistics Management program.

Direct costs for the Master of Supply Chain & Logistics Management program include: UCOP Assessment at 1.7% of gross revenue, stipend for the Academic Program Director (faculty), marketing and financial aid at 15% of gross revenue.

19. How and by what agencies will the program be evaluated.

The program will be evaluated by the AACSB at UCR's next accreditation review. An initial campus level review will occur after 3 years and normal campus-level reviews will occur periodically thereafter.
EXHIBIT V

LETTER FROM SCHOOL OF BUSINESS ADMINISTRATION DEAN
September 17, 2015

Courses and Programs Sub Committee of the Graduate Council
University of California, Riverside
Riverside, CA 92521

RE: Master in Supply Chain and Logistics Management

Dear Committee Members:

I am writing to endorse the proposed Master in Supply Chain and Logistics Management. This is a well-designed program to expand SoBA's self-supporting program offerings. Over the last decade, the industry demand for business graduates has been shifting from the general Master for Business Administration (MBA) to specialized Masters. By offering the Master in Supply Chain and Logistics Management, SoBA will continue to build up capacity to meet the industry demand. The program will provide a stream of revenue to strengthen the School’s financial stability.

Like our faculty, I enthusiastically support the program.

Sincerely

Yunzeng Wang
Dean
EXHIBIT VI
LETTERS FROM LOCAL LOGISTICS COMMUNITY REPRESENTATIVES
July 24, 2015

Yunzeng Wang, Ph.D.
University of California, Riverside
School of Business Administration
Anderson Hall 0122
Riverside, California 92521

Dear Dr. Wong,

Please accept this letter in support of a proposed Master’s Degree Program in Supply Chain and Logistics Management at the University of California, Riverside.

I have been diligently working with individuals responsible for educational endeavors within the grocery industry for the past year in an attempt to get support for such a program as there is a real need in our area for it. There are numerous programs for individuals seeking to advance their education in Retail Management, but not such a program for individuals involved in Supply Chain and Logistics Management.

The Inland Empire is a hub of supply chain and logistics for the entire Southern California region. It makes a great deal of sense that the University of Riverside would lead the way in developing and offering a Master’s Degree program in this area.

Our company would be supportive of this program and would have several individuals who we would encourage to attend in furtherance of their careers with Stater Bros. Markets.

Sincerely,

STATER BROS. MARKETS

George A. Frahm
Executive Vice President
Administration/Distribution

GAF/amz
July 6, 2015  
Dean Yunzeng Wang  
Dean UCR School of Business Administration (SoBA)  
Anderson Hall 0122  
Riverside, CA 92521

Dear Dean Wang:

This letter is sent in support of the proposed Master of Supply Chain and Logistics Management at the University of California, Riverside. The logistics industry needs programs like this to enable us to provide better services through better trained professionals. We endorse the program and would look forward to the potential long term benefit to our industry.

As a senior Logistics executive in the inland southern California region, I would be pleased to hire Supply Chain and Logistics professionals graduating from the Master degree program at the University of California, Riverside.

Sincerely,

James Lin  
CEO  
Logistics Team
July 16, 2015

Yunzeng Wang, Ph.D.
Dean, University of California, Riverside School of Business Administration
Anderson Hall 0122
Riverside, CA 92521

Dear Dean Wang:

I am writing to offer my support for the proposed Master’s Degree of Supply Chain and Logistics Management at the University of California, Riverside. Our industry is in need of qualified professionals who have demonstrated their skills and understanding by achieving a master’s degree in this field.

Our organization would welcome the opportunity to hire a future graduate of this program. I anticipate the continued growth of the logistics industry in the Southern California region, and your program would be instrumental in supporting that growth through the education of highly trained logistics professionals.

Best Regards,

George Hynes
President
Logistic Edge, LLC
July 30, 2015

Yunzeng Wang, Ph.D.
Dean
School of Business Administration
University of California, Riverside
900 University Avenue
Riverside, California 92521

Dear Dean Wang,

On behalf of Yamato Transport U.S.A., Inc. (Secaucus, NJ)—a fully owned subsidiary of Yamato Holdings Co., Ltd., the number one company in the parcel express home delivery service in Japan—I support and endorse the proposed Master of Arts in Supply Chain and Logistics program in the School of Business Administration at the University of California, Riverside.

The Inland Southern California region’s economy is driven to a significant degree by the supply chain and logistics industries. A large component of the area’s working population are involved in the various sectors that make up supply chain and logistics, from transportation to commercial real estate to the Long Beach and L.A. ports, and would benefit from a specialized degree in supply chain and logistics.

Also, the Southern California region is underserved in graduate supply chain and logistics education and this new program will enable the University of California, Riverside to address a regional market need. In addition, the program will allow existing supply chain and logistics executives to gain the specialized training required for professional advancement.

As a senior supply chain and logistics executive located in the Southern California region, I would welcome high-quality professionals graduating from the Master of Arts degree program at UC Riverside.

Sincerely,

Koji Ogura
President and Chief Executive Officer,
Yamato Transport U.S.A., Inc.
EXHIBIT VII
CURRICULUM VITA OF SELECTED PARTICIPATING FACULTY
My research interest is in the general area of Operations and Supply Chain Management. It includes using optimization in the design, planning and control of large-scale industrial processes and service operations. My focus is on developing analytical models of complicated systems, developing solution procedures using quantitative techniques, and drawing managerial insights from the analysis of these models.

EDUCATION

<table>
<thead>
<tr>
<th>Degree</th>
<th>Field</th>
<th>Institution</th>
<th>Date</th>
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<tbody>
<tr>
<td>Ph.D.</td>
<td>Industrial Engineering</td>
<td>University of Florida</td>
<td>1995</td>
</tr>
<tr>
<td>M.S.</td>
<td>Industrial Engineering</td>
<td>University of Florida</td>
<td>1995</td>
</tr>
<tr>
<td>M.E./B.Sc.</td>
<td>Industrial Engineering</td>
<td>Ecole National d'Ingénieurs de Tunis</td>
<td>1988</td>
</tr>
</tbody>
</table>

PROFESSIONAL EXPERIENCE

- **2009 – present** Full Professor A. Gary Anderson Graduate School of Management, University of California, Riverside
- **2007 – 2010** Associate Dean of MBA Program & Graduate Advisor A. Gary Anderson Graduate School of Management, University of California, Riverside
- **2002 – 2008** Associate Professor A. Gary Anderson Graduate School of Management, University of California, Riverside
- **2006 – 2007** Visiting Professor Ecole Centrale de Lille, France Fulbright Fellow
- **1997 – 2002** Assistant Professor A. Gary Anderson Graduate School of Management, University of California, Riverside
- **1996 – 1997** Visiting Professor A. Gary Anderson Graduate School of Management, University of California, Riverside
- **1995 – 1996** Post Doctoral fellow Dept. of Industrial and Systems Engineering, University of Florida
1988 – 1990 Project Manager Institut Regional des Science
Informatiques et des Télécommunication, Tunisia

FIELDS OF INTEREST

Operations and Supply Chain Management
Design and Management of Manufacturing and Service Systems
Mathematical Modeling and Operations Research

COURSES TAUGHT

*Undergraduate Level*
- Production and Operations Management
- Decision Analysis & Management Science
- Supply Chain Management
- Practical Business Forecasting

*Graduate Level*
- Operations Management for Competitive Advantage
- Logistics and Supply Chain Management
- Introduction to Management Science
- Statistics for Management
- Applied Business Forecasting
- Operations Planning and Control
- Management Synthesis

AWARDS AND HONORS

First $10,000 Committee on Research (COR) Fellowship Award, University of California, Riverside, 2007-2008
Fulbright Fellowship Award (Ecole Centrale de Lille, France), 2006-07
Regents Faculty Fellowship Award: University of California, Riverside, 2000-01
ΦΚΦ Honor Graduate, 1995
Teaching Assistantship: ISE Department, the University of Florida, 1994 –95
Research Assistantship: ISE Department, the University of Florida, 1991 – 94
High Honors Qualified Engineer Diploma: IE Department, Ecole Nationale d’Ingénieurs de Tunis, 1988
High honors Baccalaureate Diploma, 1982

LANGUAGES

English (Fluent)
French (Fluent, education language)
Russian (Two-year Certificate)

SERVICES AND PROFESSIONAL ACTIVITIES

School and Campus Wide Services
Elected Member: Senate Committee on Committees, 2014-2017
Elected Member: SoBA Executive Committee, 2014-2016
Member: Finance Recruiting Committee, 2014-2015
Member: Steffy Chair Marketing Recruiting Committee, 2013-2014, 2014-2015
Member: SoBA Undergraduate Committee, 2014-2016
Chair: OSCM Recruiting Committee, 2013-2014
Member: Academic Senate Research Committee (09/2013-09/2014)
Member: SoBA Committee on Research (01/2012-01/2014)
Member: Special Committee on International Activities (03/2009-09/2010)
Member: SoBA Executive Committee (09/2010-09-2012)
Member: Academic Senate Graduate Council (2010-2013)
Member: Courses and Programs Subcommittee (2010-2013)
Chair: MS/OM Recruiting Committee, 2010-2011
Member: Academic Senate Courses Committee (2009-2010)
Chair: Research Committee (2010)
Graduate Advisor: 2007-2010
Chair: Graduate Program Committee, 9/2007-9/2010
Chair: Recruiting Committee (two senior positions in Supply Chain Management), 2007-2008
Member: Internal Strategic Planning Steering Committee, 2007-2008
Member: Academic Senate Research Committee, 2007-2008
Member: Interdisciplinary Teams and Networks Grants Program Committee 09/2007-09/2010
Chair: Recruiting Committee for Dean’s Academic Appointment, 2004-2005
Chair: “Management Department: The Economic Approach”, 2003-04
Member: Strategic Planning Committee, 2003-04
Chair: MS/OM Recruiting Committee, 2002-03
Member: Steffy Chair Recruiting Committee, 2002-03
Member: Graduate Program Committee, 1997-2000, 2002-03
Member: Research Committee, 2000-2001
Member: MIS Recruiting Committee, 1997-1998
Member: Center for Research in Intelligent Systems (CRIS), 1996-present
Member: Ad hoc committee for 5th year appraisal evaluation 2002-2003
Member: Several Ph.D. Oral Examination, Statistics Department, 1999-2006

Editorial Board Membership

Member of the IFAC (International Federation of Automatic Control) Technical Committee on Manufacturing Modeling for Management and Control (since 2015)
Asia Pacific Journal of Mathematics (since 2014)
Statistics, Optimization & Information Computing (since 2013)
Open Journal of Optimization (since 2012)
The International Journal of Mathematics in Operational Research (since 2008)
International Journal of Commerce and Management (since 2009)

Session Chair
2013 INFORMS Annual Conference, Minneapolis, October 6-9, 2013.


2002 33rd Annual DSI Meeting, San Diego, California, Nov. 23-26, 2002

2001 National INFORMS Meeting, Miami, FL, November 4-7, 2001

2001 International Conference, Academy of Business and Administrative Sciences, Brussels, Belgium

2000 International Conference, Academy of Business and Administrative Sciences, Prague, Czech Republic


5th Industrial Engineering Research Conference, Minneapolis, MN, May 18-21, 1996

Proposal Assessor

"Information and Decision Dynamics in Manufacturing", Executive Board of the Austrian Science Fund, 2014

Hong Kong Research Grants Council (RGC), 2000

Grants to Enhance and Advance Research (GEAR) Program, University of Houston, 2006.

Journals Refereed


PROFESSIONAL AFFILIATIONS
The Institute for Operations Research and Management Science, since 1991
The Manufacturing and Service Operations Society, since 1997
The Production and Operations Management Society, since 1993
The Institute of Industrial Engineering, since 1992
The Honor Society of Phi Kappa Phi, since 1995
The Fulbright Association, since 2007

PUBLICATIONS

ARTICLES IN JOURNALS (TECHNICAL, REFEREED)


**ARTICLES IN PROCEEDINGS (TECHNICAL, REFEREED)**


Submitted ARTICLES (TECHNICAL, REFEREED)


Working Papers

42. M. Elhafsi, W. Zhou, and S. Benjaafar, “Optimal Production and Inventory Control of a Multi-Class Demand, Assemble-to-Order System with Backorders” To be submitted to Productions and Operations Management.

43. S. Benjaafar and M. Elhafsi “Optimal Dynamic Pricing for a Multi-Product Nested ATO system with Heterogeneous Demand” To be submitted to Manufacturing & Service Operations Management.

44. M. Elhafsi, "Efficient Heuristics for Managing Multi-Product ATO Systems" To be submitted to Computers and OR.

INVITED TALKS AT UNIVERSITIES

ESSEC Business School, Operations Management Area, Paris, France, 2014
University of Waterloo, Management Science Department, Canada, 2009
University of Geneva, College of Business (HEC), Switzerland, 2006
Ecole Centrale de Lille, France, 2006 (1)
Ecole Centrale de Lille, France, 2006 (2)
University of Neuchâtel, College of Business (HEC), Switzerland, 2006
University of Montreal, Business School (HEC), Canada, 2005
CONFERENCE PARTICIPATION-PAPER PRESENTATIONS


20th Conference of the International Federation of Operational Research Societies – IFORS (Managing an Assemble-to-Order System with After Sales Market for Components), Barcelona, Spain, July 13-18, 2014

POMS Annual Meeting (An Assemble to Order System with Product and Components Demand with Lost Sales), Atlanta Georgia, May 9-12, 2014

INFORMS Annual Meeting (Optimal Control of an Inventory System with Stochastic Leadtimes), Minneapolis Minnesota, October 6-9, 2013

POMS Annual Meeting (Managing an Integrated Production-Inventory System with Multiple Production Facilities), Denver Colorado, May 3-6, 2013

INFORMS Annual Meeting (Optimal Control of Production-Inventory Systems with Multiple Facilities), Phoenix Arizona, October 14-17, 2012

International Annual Conference of the German OR Society (A Production-Inventory System with both Patient and Impatient Demand Classes), Hanover Germany, September 4-7, 2012

23rd Production and Operations Management Society Annual Conference (Managing an Integrated Production Inventory System with Information on the Production and Demand Status), Chicago Illinois, April 20 – 23, 2012

22nd Production and Operations Management Society Annual Conference (A Production-Inventory System with both Patient and Impatient Demand Classes), Reno Nevada, April 29 – May 02, 2011

International Annual Conference of the German OR Society, (Managing a Production System with Information on the Production and Demand Status and Multiple Non-Unitary Demand Classes), Munich, Germany, September 1-3, 2010

2010, 11th Workshop on Optimal Control, Dynamic Games and Nonlinear Dynamics (Optimal Control of a Production-Inventory System with both Backorders and Lost Sales), University of Amsterdam, May 31 – June 2, 2010

2008, 15th International Annual EUROMA Conference, (Production and Inventory Control of a System with Multiple Sources of Supply), University of Groningen, the Netherlands, June 15 – 18, 2008

2008, Production and Operations Management Society (POMS) Conference (Optimal Control of a Production-Inventory System with both Backorders and Lost Sales), San Diego, CA, May 9 – 12, 2008

2007 National INFORMS Conference (Optimal Control of a Production-Inventory System with both Backorders and Lost Sales), Seattle, WA, Nov. 3 – 7, 2007
2007, Production and Operations Management Society (POMS) Conference (Optimal Control of an Assembly Systems with Multiple Stages and Multiple Demand Classes), Dallas, TX, May 4 – 7, 2007

International Conference on Service Systems and Service Management (ICSSSM’06), (Optimal Control of Inventory Systems with Multiple Supply Sources”, University of Technology of Troys-France. October 25 – 27, 2006

2005 National INFORMS Conference (Optimal Control of Inventory Systems with Multiple Supply Sources), San Francisco, CA, Nov. 13-16, 2005

Operations Research 2005, International Scientific Annual Conference (Optimal Production and Inventory Control of Assemble-to-Order Systems with Multiple Customer Classes), Bremen, Germany, September 7-9, 2005

2005, Production and Operations Management Society (POMS) Conference (Optimal Control of an Assemble-to-order Systems), Chicago, IL, April 29-May 3, 2005


2004, 2nd World Conference and 15th Annual POMS Conference (Demand Allocation in Multiple-Product, Multiple-Facility Make-To-Stock Production Systems), Cancun, Mexico, April 30- May3, 2004

OR2003 - SYMPOSIUM ON OPERATIONS RESEARCH (Assignment and Loading of Liquid Chemicals to Ship Compartments), University of Heidelberg, Germany, September 3 - 5, 2003

Eighth Vienna Workshop on Optimal Control, Dynamic Games and Nonlinear Dynamics: Theory and Applications in Economics and OR/MS Vienna (Dynamic Loading of Liquid Chemicals to Ship Compartments), Austria, May 14-16, 2003

OR2002 - International Conference on Operations Research (Demand Allocation in Multiple-Product, Multiple-Facility Make-To-Stock Production Systems), University of Klagenfurt, Austria, September 2 - 5, 2002

2001 National INFORMS meeting (Transporting and Managing Inventories of Liquid Chemical products Using Oceangoing Vessels” and Demand Allocation in Multiple-Product, Multiple-Facility Make-To-Stock Production Systems), Miami Beach, Florida, Nov. 4-7, 2001

2001 International Conference, Academy of Business and Administrative Sciences, Brussels (Demand Allocation in Multiple-Product, Multiple-Facility Make-To-Stock Production Systems), Belgium, July 23-25, 2001


17th European Conference on Operational Research (Assignment and Loading of Liquid Chemicals to Oceangoing Vessels), Budapest, Hungary, July 16-19, 2000
2000 International Conference, Academy of Business and Administrative Sciences (Optimal Lead-Time Planning in Serial Production Systems with Earliness and Tardiness Costs), Prague, Czech Republic, July 10-12, 2000

National INFORMS Meeting (“Assignment and Loading of Liquid Chemicals to Oceangoing Vessels” and “The Use of Flowlines to Simplify Routing Complexity in Two-Stage Flowshops”), Salt Lake City, UT, May 7-10, 2000

11th Annual Meeting of the Production Operations Management Society (Scheduling of a Multi-Item-Single-Facility System with Time Varying Demands and Inventory and Backorder Costs), San Antonio, TX, April 1-4, 2000

National INFORMS Meeting (Scheduling of a Multi-Item-Single-Facility System with Time Varying Demands and Inventory and Backorder Costs), Philadelphia, PA, November 7-10, 1999

9th International Conference on Flexible Automation and Intelligent Manufacturing, Tilburg University, The Netherlands, (A Production Planning Model for an Unreliable Production Facility: Case of Finite Horizon and Single Demand) June 23-25, 1999

National INFORMS Meeting, (A Production Planning Model for an Unreliable Production Facility: Case of Finite Horizon and Single Demand), Cincinnati, OH, May 2-5, 1999


National INFORMS Meeting (Optimal and Near Optimal Control of a Two-Part-Type Stochastic Manufacturing System with Dynamic Setups), Dallas, TX, October 26-29, 1997

National INFORMS Meeting (Multi-Period Production Planning and Control with Demand and Cost Fluctuations), San Diego, CA, May 4-7, 1997

Production and Operations Management Society, Eighth Annual Meeting (Scheduling of an Unreliable Manufacturing System with Nonresumable Setup Changes), Miami, FL, April 12-15, 1997

National INFORMS Meeting (The Common Cycle Economic Lot Scheduling Problem with Backorders: Benefits of a Controllable Production Rate), Atlanta, GA, November 3-6, 1996

5th Industrial Engineering Research Conference (Production and Setup Control in a Stochastic Manufacturing System), Minneapolis, MN, May 18-21, 1996

National INFORMS Meeting (Production Scheduling in a Price Competition) New Orleans, LO, October 29 – November 1, 1995
National INFORMS Meeting (Optimal Production and Setup Control of a Dynamic Two-Product Manufacturing System: Analytical Solution), Los Angeles, CA, April 23-26, 1995

National ORSA/TIMS Meeting (Optimal Production Control of a Dynamic Two-Product Manufacturing System with Setup Costs and Setup Times), Boston, MA, April 24-27, 1994
Research Interests
Revenue Management, Inventory Control, Supply Risk, Contracting, Transportation Mechanism Design, Dynamic Programming

Education
- M.S. in Engineering Physics, TSINGHUA UNIVERSITY, CHINA 2000-2002
- B.S. in Engineering Physics, TSINGHUA UNIVERSITY, CHINA 1996-2000

Academic Appointments
- Assistant Professor, AGSM, UC, Riverside July '08-Present
- Assistant Professor, University of Dayton August '07- May '08
- Visiting Scholar, The University of Sydney June '11
- Visiting Scholar, Tsinghua University June '08
- Research Assistant, Penn State University Spring '05- Summer '07

Journal Publications

Other Publications

Invited Seminars
3. “Managing an Available-to-Promise Assembly System with Dynamic Short-Term Pseudo Order Forecast,” The University of Sydney, June 10, 2011.

Conference Presentations


### Teaching Experience

<table>
<thead>
<tr>
<th>Course</th>
<th>Semester Details</th>
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<tbody>
<tr>
<td>MGT 201: Quantitative Analysis (MBA core)</td>
<td>Winter '09, '10, '11, '12, '14</td>
</tr>
<tr>
<td>MGT 207: Operations Management (MBA core)</td>
<td>Spring '12, '14</td>
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<tr>
<td>MGT 239: Simulation for Business (MBA elective)</td>
<td>Spring, Fall '09, Fall '10, '11, '12, '13, Spring '14</td>
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<tr>
<td>MGT 291: Simulation for Business, UCR</td>
<td>Winter, Spring '10, Spring '11</td>
</tr>
<tr>
<td>BUS 125: Simulation for Business, UCR</td>
<td>Winter, Spring '10, Spring '10</td>
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<table>
<thead>
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<th>Course</th>
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<tbody>
<tr>
<td>DSC 210: Statistics for Business I, University of Dayton</td>
<td>Fall '07, Spring '08</td>
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<table>
<thead>
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<th>Course</th>
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<tr>
<td>Introduction to Statistics for Business</td>
<td>Summer '05</td>
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<tr>
<td>Demand Fulfillment (MBA), TA</td>
<td>Spring '06</td>
</tr>
<tr>
<td>Introduction to Statistics for Business, TA</td>
<td>Fall '04, Spring '05, Fall '05, Fall '06</td>
</tr>
</tbody>
</table>

### Honors & Grants

- SoBA’s favorite Professor list, Highlander Guide, UCR, 2014
- Academic Senate Regents Award, UCR, 2012
- Finalist, Dilwyn Paiste, III Teaching Award, 2005
- Smeal Dissertation Research Award, 2005
- Smeal Graduate Fellowship, Pennsylvania State University, 2002
- Guanghua Scholarship, Tsinghua University, 2001
- Academic Excellence Scholarship, Tsinghua University, 1998, 1999

### Professional Activities

- Member, Graduate Program Committee, AGSM, UCR, 2013-Present
- Member, Recruiting Committee, AGSM, UCR, 2012, 2014
- Member, Seminar Committee, AGSM, UCR, 2009-Present
- Chair, Scholarship Committee, AGSM, UCR, 2009, 2011
- Member, Doctoral Committee, Statistics, UCR, 2010
- Vice president, Penn State University INFORMS student chapter, 2005-2007
- Member, The Institute of Operations Research and Management Sciences (INFORMS)
- Member, Manufacturing and Service Operations Management Society (M&SOM)
- Member, Production and Operations Management Society (POMS)
- Member, Applied Probability Society (APS)
Elodie Adida (Goodman)

School of Business Administration
University of California at Riverside
Anderson Hall Room 225
900 University Ave., Riverside, CA 92521

Professional Appointments
2012 – present  University of California at Riverside, School of Business Administration, Riverside CA
  Assistant Professor of Operations and Supply Chain Management

2006 – 2012  University of Illinois at Chicago, Mechanical and Industrial Engineering, Chicago IL
  Assistant Professor of Industrial Engineering

Education
  Ph.D. in Operations Research.
  Dissertation: Dynamic Pricing and Inventory Control: Uncertainty and Competition
  Advisor: Dr. Georgia Perakis

1999 – 2001  Ecole Centrale Paris, France
  MS in Engineering (Diplôme d’ingénieur)

Publications
Published Peer-Reviewed Journal Articles


Submitted Peer-Reviewed Journal Articles


Working Papers

Other – Refereed Conference Proceedings

Adida, E., N. Bakshi, V. DeMiguel. 2013. Supply Chain Intermediation when Retailers Lead. Proceedings of MSOM Supply Chain Special Interest Group (SIG), INSEAD.


Adida, E., V. DeMiguel. 2009. Efficiency and Coordination in a Supply Chain with Competing Manufacturers and Retailers. Proceedings of MSOM, MIT.


Other – Book Publication

Invited Talks
University College London, Management Science and Innovation, 2012, London UK.
University of California - Riverside, Anderson Graduate School of Management, 2012, Riverside CA.
San José State University, College of Business, 2012, San José CA.
Illinois Institute of Technology, Stuart School of Business, 2012, Chicago IL.
Illinois Institute of Technology, Stuart School of Business, 2011, Chicago IL.
Massachusetts Institute of Technology, Sloan School of Management, 2011, Cambridge MA.
Northwestern University, Industrial Engineering and Management Sciences, 2010, Evanston IL.
University of California at Irvine, The Paul Merage School of Business, 2009, Irvine CA.
University of Chicago, Graduate School of Business, 2007, Chicago IL.
Purdue University, Biomedical Engineering, 2007, West Lafayette IN.
Northwestern University, Kellogg School of Management and Industrial Engineering and Management Sciences, 2007, Evanston IL.
University of Illinois at Chicago, Mechanical and Industrial Engineering, 2006, Chicago IL.
University of Washington in St. Louis, Olin School of Business, 2006, St. Louis MO.
University of Texas at Dallas, School of Management, 2006, Dallas TX.
IBM Research T.J. Watson Labs, 2004, Hawthorne NY.

Conference Presentations
“Bundled Payments vs. Fee-for-Service: Impact of Medicare’s Payment Scheme on Treatment Level, Participation and Social Welfare”
INFORMS Healthcare Conference, Nashville TN, July 2015
MSOM Annual Conference, University of Washington Seattle, June 2014.

“Competition and Coordination in a Two-Channel Supply Chain.”
IFORS Conference, Barcelona, Spain, July 2014.
POMS Annual Conference, Atlanta GA, May 2014.
INFORMS Annual Meeting, Minneapolis MN, October 2013.
INFORMS Annual Meeting, Phoenix AZ, October 2012.

“Managing Long-Term Supplier Relationship under Changing Productivity.”
POMS Annual Conference, Atlanta GA, May 2014.
INFORMS Annual Meeting, Minneapolis MN, October 2013.

“Supply Chain Intermediation When Retailers Lead.”
MSOM Annual Conference, Supply Chain Management SIG, INSEAD, France, July 2013.
INFORMS Annual Meeting, Phoenix AZ, October 2012.
MSOM Annual Conference, Columbia University, June 2012.
POMS Annual Conference, Chicago IL, April 2012.

January 2015
“Operational Issues and Network Effects in Vaccine Markets.”
INFORMS Annual Meeting, Phoenix AZ, October 2012.
MSOM Annual Conference, Columbia University, June 2012.
POMS Annual Conference, Chicago IL, April 2012.

“Consignment Contracts with Retail Competition.”
POMS Annual Conference, Chicago IL, April 2012.
INFORMS Annual Meeting, Charlotte NC, November 2011.

“Public Policy Implications for a Vaccine Supply Chain: Operational Issues and Negative Network Effects.”
INFORMS Annual Meeting, Charlotte NC, November 2011.

“Supply Chain Intermediation: A Three-Tier Competition Model.”
INFORMS Annual Meeting, Charlotte NC, November 2011.

“Vaccine Market: Operational Issues and Externality Effect.”
INFORMS Annual Meeting, Charlotte NC, November 2011.
INFORMS Healthcare Conference, Montreal, Canada, June 2011.

“An Investigation in Real-Time Bus Holding Policy.”
Hong Kong Society for Transportation Studies Conference, Hong-Kong, December 2010.

“Economics of Vaccine Coverage and Public Policy Implications.”
INFORMS Annual Meeting, Austin TX, November 2010.

“Integrating Exposure and Epidemiological Models to Select Non-Pharmaceutical Interventions for Influenza”
Joint Conference of International Society of Exposure Science & International Society for Environmental Epidemiology (poster), Seoul, Korea, August 2010.

“Hospital stockpiling for disaster preparedness.”
IIE Annual Conference, Cancún, Mexico, June 2010.

“Efficiency and Coordination in a Supply Chain with Competing Manufacturers and Retailers.”
Behavioral and Quantitative Game Theory Conference, Newport Beach CA, May 2010.
International Symposium on Mathematical Programming, Chicago IL, August 2009.
MSOM Annual Conference, MIT, June 2009.
INFORMS Revenue Management and Pricing Conference, Northwestern University, June 2009.
Optimization Applications in Engineering and Applied Sciences Conference, UIUC, March 2009.

“Hospital Stockpiling for Influenza Pandemics with Pre-set Response Levels.”
IEEE Conference on Service Operations, Logistics and Informatics (SOLI), Chicago IL, July 2009.

“Inventory Stockpiling and Sharing for Disaster Preparedness.”

“A Game Theoretical Approach for Hospital Stockpile in Preparation for Pandemics.”
“The Strategic Role of Capacity in a Joint Inventory Management and Pricing Game.”
INFORMS Midwest Regional Conference, Northwestern University, August 2007.

“Dynamic Pricing and Inventory Control under Uncertainty.”
EURO XXI, Prague, Czech Republic, July 2007.
INFORMS Annual Meeting, Pittsburgh PA, November 2006.

“Dynamic Pricing and Inventory Control: Uncertainty and Competition through Robust Optimization and Quasi-Variational Inequalities.”
International Symposium on Mathematical Programming, Rio de Janeiro, Brazil, August 2006.

“A Robust Nonlinear Fluid Model of Dynamic Pricing and Inventory Control with no Backorder.”
IFORS Triennial, Honolulu HI, July 2005.

Awards and Distinctions

Research awards
UCR Research and Travel Award: $1700, 2014–15
UCR Academic Senate Regents Fellowship: $4400, 2013–14
UCR Research and Travel Award: $1650, 2013–14

First author of the IIE Transactions article Hospital Stockpiling for Disaster Planning selected to be highlighted in the IE Magazine of May 2011.

UIC STEM Education Research Grant: $5,000, 2010–11
UIC Faculty Scholarship Support award: $1,000, 2012
UIC Faculty Scholarship Support award: $1,000, 2011
UIC Faculty Scholarship Support award: $1,000, 2010
UIC Faculty Scholarship Support award: $1,000, 2009
UIC Women in Science and Engineering Research award: $6,000, 2010
UIC Women in Science and Engineering Research award: $1,000, 2009
UIC Women in Science and Engineering Research award: $5,000, 2008

Service awards
IIE Regional Outstanding Faculty Advisor Award, 2012
Outstanding reviewer for the journal IEEE Transactions on Automatic Control, 2007

Other
Participant, INFORMS Doctoral Colloquium, Pittsburgh PA, 2006
Georges Besse Foundation Fellowship, 2001
Jean Gaillard Memorial Fellowship, 2001
Hoschet Prize, 2000–01

Teaching

Decision-Making Under Uncertainty MGT 221, UCR, Spring 2013, Spring 2014, Fall 2014
Elective MBA course. Introduces computer-based models for business decision-making under

January 2015

Quantitative Analysis MGT 201, UCR, Winter 2013, Fall 2014, Winter 2015
Core MBA / Master of Finance course. Introduces statistics for management. Introduces fundamental statistical tools for managerial decision-making. Basics of data analysis, probability, sampling theory, estimation, hypothesis testing, regression analysis. Enrollment: 1 or 2 sections of 50-60.

Operations Research I IE 471, UIC, Fall 2008, Fall 2009, Fall 2010, Fall 2011
Undergraduate and Masters course. Introduction to operations research, formulation of linear programming problems, simplex methods, duality theory, sensitivity analysis, network models, and integer linear programming formulations. Enrollment: 15-30.

Probability and Statistics for Engineers IE 342, UIC, Fall 2006, Spring 2007, Summer 2010, Fall 2010, Spring 2012

Undergraduate course. Principles and techniques of economic analysis in engineering and management science. Time value of money, interest rates, present worth analysis, rate of return analysis. Enrollment: 100.

Nonlinear Optimization IE 576, UIC, Fall 2009, Fall 2011
Masters and PhD course. Convex analysis, line search techniques, unconstrained and constrained optimization, optimality conditions, duality, convex and non-convex optimization, interior point methods, and real-world applications. Enrollment: 14-17.

Professional Service
Panel participation
Invited panelist at INFORMS 2014 Doctoral Student Colloquium, 2014

Organization of Sponsored/Invited Sessions in International Conferences
Session Chair, INFORMS, 2014
Session Chair, IFORS, 2014
Session Chair, INFORMS, 2013
Session Chair, INFORMS, 2009
Session Chair, OptimA, 2009
Session Chair, INFORMS, 2008
Session Chair, EURO XXII, 2007
Session Chair, ICCOPT/MOPTA, 2007
Session Chair, INFORMS, 2007

Judging service for paper competitions
Judge of POMS College of Healthcare Operations Management Best Paper Competition, 2012
Judge of MSOM Student Paper Competition, 2009

Refereeing service for conferences
Reviewer for ISB-POM Workshop paper submissions, 2014
Reviewer for MSOM Conference paper submissions, 2014
Reviewer for MSOM Conference paper submissions, 2012
Reviewer for MSOM Conference paper submissions, 2011

Refereeing service for grant proposals
Panel Reviewer for National Science Foundation, Service Enterprise Systems program, 2011
Panel Reviewer for National Science Foundation, Service Enterprise Systems program, 2010

January 2015
Refereeing service for journals

Other
Affiliated Faculty Member of the Transportation Center at Northwestern University, 2010 – present.
Faculty Advisor, UIC Student Chapter of the Institute of Industrial Engineers, 2009–12.

Academic Service
UCR SoBA School Research Committee member, 2014–present
UCR SoBA Graduate Academic Committee member, 2014–present
UCR SoBA Management Faculty Search Committee member, 2014–present
UCR SoBA Interdepartmental Graduate Program in Management Faculty member, 2012 – present
UCR SoBA School Research Committee Chair, 2014
UCR SoBA Undergraduate Academic Committee member, 2012–14
UCR SoBA Operations and Supply Chain Management Faculty Search Committee member, 2013–14
UCR SoBA Finance and Marketing Endowed Chairs Search Committee member, 2013–14
UIC Honors College Fellow, 2010–12
UIC Honors students Faculty Advisor, 2010–12
UIC MIE Department Advisory Committee member 2010–11
UIC MIE Department IE Recruiting Committee member, 2009–10, 2011–12
UIC MIE Department Outreach and Publicity Committee member, 2009–11
UIC MIE Department Faculty Secretary, 2006–08
UIC IE Seminar coordinator, 2008–09
UIC IE thesis committee member of 8 Masters/PhD students, 2006–12
UIC IE undergraduate recruiting committee, 2007–12

Graduate student advising
MBA Thesis Committee member for Kevin Straight, UCR, 2013–14
PhD Thesis committee Chair for Amy David, UIC, 2010–12 (2014 placement: Purdue University, Krannert School of Management)
PhD Thesis committee Chair for Nantaporn Ratisoontorn, UIC, 2009–12 (placement: UIC, MIE)
PhD co-advisor, Qin Chen, UIC, 2009–12
Undergraduate advisor for 4 undergraduate students, UIC, 2007–09
Masters advisor, Pradnya Joshi, UIC, 2007–08

Memberships
Institute for Operations Research and the Management Sciences (INFORMS)
Health Applications Society
MSOM Society
Women In ORMS Forum

January 2015
Adem Orsdemir
University of California Riverside
School of Business Administration
Anderson Hall
Riverside, CA 92521

Curriculum Vitae, January, 2015
919.928.3353
E-mail: orsdemiradem@gmail.com

Research Interests
○ Sustainable Operations Management
○ Operations/Marketing Interface

Education
○ PhD Business Administration, 2014
  Kenan-Flagler Business School: Operations Area
  University of North Carolina at Chapel Hill
○ MS in Statistics and Operations Research, 2014
  University of Rochester
○ MS in Electrical and Computer Engineering, 2009
  University of Rochester
○ BS in Electrical and Electronics Engineering, 2006
  Bilkent University, Turkey

Professional Experience
Asistant Professor, 2014-Present
University of California Riverside
○ Research Assistant, 2009-2014
  University of North Carolina at Chapel Hill
○ Research Assistant, 2006-2009
  University of Rochester
○ Summer Intern, 2005
  Ohio State University

Research
*Presented at MSOM Sustainable Operations Special Interest Group 2012
Orsdemir, A., B. Hu, V. Deshpande. Responsible Sourcing via Vertical Integration. (Working Paper)

Other Research (Engineering)
On the Security and Robustness of Encryption via Compressed Sensing, A. Orsdemir, O. Altun, G. Sharma, and M. Bocko, in Military Communications Conference (MILCOM), Nov. 17-19, 2008, San Diego, CA


Seminars & Talks


Teaching Experience

Instructor, University of North Carolina (Fall 2013)
Busi 403 Operations Management
Class Enrollment: 39
Overall Rating: 4.2/5

Teaching Assistant, University of North Carolina (Fall 2011, Fall 2012)
For Courses: Busi 403, Busi 410. Conducted recitations, held office hours, designed and graded problem sets.

Teaching Assistant, University of Rochester (Fall 2006, Spring 2007)
For Courses: Signals and Systems, Circuits and Signals. Conducted recitations, held office hours, designed and graded problem sets and laboratory projects

Service

Reviewer: Decision Sciences, Naval Research Logistics

Honors & Awards

INFORMS 2013 Future Academician Colloquium Participant
Awarded full-tuitionship for graduate studies by University of Rochester
Listed as high honor student at Bilkent University
Ranked 309th at University Entrance Examinations in Turkey

Personal Info

Languages: Turkish (native), English (fluent), German (beginner)

Activities

Student Reviewer: IEEE ICIP, IEEE ICASSP, EUSIPCO
Clubs: President of Turkish Students Association in University of Rochester
Education

Ph.D., Business Economics, University of California, Los Angeles, 1979
(Award for Outstanding Graduate in Management).


Professional Employment

Professor of Finance and Philip L. Boyd Chair in Finance, A. Gary Anderson Graduate School of Management, University of California, Riverside, 2008-present (Chair of Department of Finance and Management Science, 2008-present).

Professor and Ralph Leatherby Chair of Entrepreneurship and Private Equity, Argyros School of Business and Economics, Chapman University, 2007-08.


Professor of Finance, Arizona State University, Tempe, Arizona, College of Business, 1989-95 (Associate Professor of Finance, 1985-88) (Assistant Professor of Finance, 1981-84) (on leave 1995).

Chair, Department of Finance, Arizona State University, Tempe, Arizona, College of Business, 1986-91.

Visiting Associate Professor of Business Economics, University of California, Los Angeles, Graduate School of Management, 1985-86.

Visiting Assistant Professor of Finance and Business Economics, University of Oregon, Eugene, 1982.

Visiting Assistant Professor of Business Economics, University of California, Los Angeles, Graduate School of Management, 1980-81.

Visiting Assistant Professor of Finance and Business Economics, University of California, Irvine, Graduate School of Management, 1981.

Assistant Professor of Economics, Case Western Reserve University, Cleveland, Ohio, 1979-80.
Research Assistant, Research Program in Competition and Business Policy, Los Angeles, Professor J. Fred Weston, Director, 1976-79.

Manager of Marketing Research, United Bank of Arizona, Phoenix, Arizona, 1973-76.


**Directorship and Advisory Committee Positions**

- Investment Committee of the Board of Trustees, Claremont Graduate University, 1997-00, 2004-2006 (directs investment of the CGU endowment).
- Budget Committee of the Board, 1995-96.

**Fields of Concentration**


**Teaching:**

**Finance**
- Asset Management Practicum – MBA
- Corporate Finance – MBA
- Entrepreneurial Finance – MBA, Undergraduate
- Financial Entrepreneurship – MBA, Executive MBA
- Financial Policy and Strategy – MBA, Executive MBA
- Mergers, Acquisitions, and Corporate Control Executive MBA
- Risk Management and Derivatives - MBA
- Strategic Risk Management – MBA and EMBA
- Theory of Finance - Ph.D.

**Economics**
- Industrial Organization
- Microeconomics
- Managerial Economics – MBA, Executive MBA

**Editorial:**

- *Journal of Applied Corporate Finance*, Editor, 2012-present
- Strategic Change: Briefings in Entrepreneurial Finance, Associate Editor, 2008-present
- *Management Science*, Referee
- *Journal of Applied Finance*, Referee
- *Journal of Banking and Finance*, Referee
Selected Publications

Books and Articles in Books


Chinese (simplified) translation (2006)


Research Papers


Abstracted in CFO Europe, July 1999.


**Work in Progress**


Ivalina Kalcheva
Assistant Professor of Finance
School of Business Administration
University of California, Riverside
Anderson Hall, Office 137, ANDH-N,
900 University Avenue, Riverside, CA 92521
E-mail: ivalina.kalcheva@ucr.edu
Website
Google Scholar Citations
ResearchGate Profile
SSRN Page

Academic Employment

The University of California, Riverside, SoBA, 2014–present.

Education

Ph.D., Business Administration, David Eccles School of Business, University of Utah, 2007.
M.B.A., College of Business and Management, Saginaw Valley State University, 2001.

Publications


*, **, *** = More than 50, 120 or 420 citations per scholar.google.com, respectively, July 2015.
Working Papers

“Make and Take Fees in the U.S. Equity Market”, with Laura Cardella and Jia Hao.
- Winner of 2012 FMA Best Competitive Paper Award in Market Microstructure Sponsored by NASDAQ.

- Winner of 2011 FMA Best Competitive Paper Award in Market Microstructure Sponsored by NASDAQ.


“On the Road to Innovation: The Role of Venture Capital”, with Ping McLemore and Shagun Pant.

Work in Progress

“Market Efficiency and Fragility of the U.S. Equity Market”, with Laura Cardella and Danjue Shang.

Honors, Awards, and Grants

- Omnibus Travel Grant 2015-2016
- Nominated for Outstanding Mentor of Graduate Students Award Spring 2012
- Invited to the Kappa Alpha’s Faculty of the Year Award Spring 2011
- Appreciation Award, The Eller College Student Council Fall 2009
- Appreciation Award, The Eller College Student Council Spring 2009
- Appreciation Award, The Eller College Student Council Fall 2008
- Appreciation Award, The Eller College Student Council Spring 2008
- WRDS Award for Best Paper, Frank Batten Young Scholars Conference 2007
- University of Utah Graduate Research Fellow 2006-2007
- Graduate Travel Award - FMA, Chicago, IL - University of Utah 2005
- Graduate Travel Award - FMA, New Orleans, LO - University of Utah 2004
- Graduate Travel Award - FMA, Denver, CO - University of Utah 2003
- Academic Excellence Award - SVSU, MI 2001
- Faculty Association Endowed Scholarship - SVSU, MI 2000
- Don C. Memorial Scholarship - SVSU, MI 2000
- Graduate Assistantship Award - SVSU, MI 1999-2001
Professional Activities

Presentations

• “On the Road to Innovation: The Role of Venture Capital” Citrus Finance Conference, University of California, Riverside, April 2015
• “Make and Take Fees in the U.S. Equity Market,” Conference on Market Fragmentation, Fragility and Fees, FINRA and Center for Financial Policy at the Robert H. Smith School of Business, University of Maryland, Washington, D.C., September 2014
• “Make and Take Fees in the U.S. Equity Market” EFMA Annual Meeting, Rome, Italy, June 2014
• “Information Technology and Fragility of the U.S. Equity Market” University of Arizona, May 2014
• “Financial Development and Genetic Diversity” University of Arizona, March 2014
• “Make and Take Fees in the U.S. Equity Market” Chapman University, January 2014
• “Make and Take Fees in the U.S. Equity Market” University of California, Riverside, November 2013
• “Competition in Make-Take Fees in the U.S. Equity Market” Top Ten Session, FMA Annual Meeting, Atlanta, GA, October 2012
• “Competition in Make-Take Fees in the U.S. Equity Market” Santa Clara University, January 2012
• “Competition in Make-Take Fees in the U.S. Equity Market” Texas Tech University, November 2011
• “Short-Selling, Uptick Rule, and Market Quality: Evidence from High-Frequency Data on Hong Kong Stock Exchange”, FMA Annual Meeting, Denver, CO, October 2011
• “Noisy Prices and Inference Regarding Returns” FMA Annual Meeting, New York, NY, October 2010
• “Do Asset Pricing Regularities Reflect Microstructure Noise?” University of Arizona, April 2010
• “Do Asset Pricing Regularities Reflect Microstructure Noise?” Texas A&M University, April 2010
• “Liquidity Biases in Asset Pricing Tests” Frank Batten Young Conference, June 2007
• “Liquidity Biases in Asset Pricing Tests” Georgia Institute of Technology, January 2007
• “Liquidity Biases in Asset Pricing Tests” University of Arizona, January 2007
• “Liquidity Biases in Asset Pricing Tests” Georgia State University, December 2006
• “Liquidity Biases in Asset Pricing Tests” University of South Carolina, December 2006
• “Liquidity Biases in Asset Pricing Tests” Fordham University, December 2006
• “Liquidity Biases in Asset Pricing Tests” NBER Market Microstructure Meeting, Cambridge, MA, October 2006
• “Liquidity Biases in Asset Pricing Tests” University of Utah Finance Seminar, June 2006
• “Endogenous Non-trading and the Measurement of Systematic Risk” FMA Doctoral Seminar and Special PhD Sessions, Chicago, IL, October 2005
• “International Evidence on Cash Holdings and Expected Managerial Agency Problems” FMA Annual Meeting, New Orleans, LA, October 2004
• “International Evidence on Cash Holdings and Expected Managerial Agency Problems” University of Utah Finance Seminar, October 2003
Discussions

- EFMA Annual Meeting, Rome, Italy, June 2014
- FMA Annual Meeting, Chicago, IL, October 2013 - Session Chair
- FMA Annual Meeting, Denver, CO, October 2011
- FMA Annual Meeting, New York, NY, October 2010
- FMA Annual Meeting, Reno, NV, October 2009
- WFA Annual Meeting, San Diego, CA, June 2009
- FMA Annual Meeting, Salt Lake City, UT, October 2006 (2 sessions)
- FMA Annual Meeting, New Orleans, LA, October 2004
- FMA Annual Meeting, Denver, CO, October 2003

Invited Participation/Attendance

- Conference on Market Fragmentation, Fragility and Fees, FINRA and Center for Financial Policy at the Robert H. Smith School of Business, University of Maryland, Washington, D.C., September 2014
- Napa Conference on Financial Research, April 2014
- Napa Conference on Financial Research, April 2012
- ASU Sonoran Winter Finance Conference, February 2012
- Eighth Annual Frank Batten Young Scholars Conference in Finance, College of William and Mary, June 2007
- FMA Doctoral Seminar and Special PhD Sessions, Chicago, IL, October 2005
- CIBER 4th Doctoral Internalization Consortium in Finance, the UCLA Anderson School of Management, September 2004

Referee

- Review of Financial Studies
- Journal of Financial and Quantitative Analysis
- Financial Management
- Journal of Financial Research
- Journal of Corporate Finance
- Journal of Empirical Finance
- The Quarterly Review of Economics and Finance
- Corporate Governance: An International Review
- International Review of Finance
- Finance Research Letters
- The Review of Corporate Finance Studies
- The Financial Review
- Journal of International Business Studies
- Review of Finance
- European Financial Management Journal
- Journal of Banking and Finance
- Management Science
Service Activities

• Citrus Finance Conference 2014-2015, University of California, Riverside
• Citrus Finance Seminar Series (organizer) 2014-2015, University of California, Riverside
• Faculty Search Committee 2014-2015, University of California, Riverside
• Undergraduate Studies Committee 2013-2014, University of Arizona
• Jim and Gail Peyton Finance Seminar Series 2008-2009 (organizer), University of Arizona
• Jim and Gail Peyton Finance Seminar Series 2009-2010 (organizer), University of Arizona
• Recruiting Scheduling 2010-2011, University of Arizona
• Outstanding Senior Award Committee 2012, University of Arizona
• Honors Course Spring 2012, University of Arizona
• Member of the 2013 FMA Annual Meeting Program Committee

Research and Teaching Interests

Research
Theoretical and empirical research on the overlap between market microstructure and classical fields in finance: asset pricing, corporate finance.

Teaching
Investments, Corporate finance, Institutions, International finance.

Teaching Experience

University of Arizona
Finance 525 Empirical Methods in Finance (Master of Finance)
Finance 421 Investments (Undergraduate)
Finance 391 Preceptorship (Undergraduate)

University of California, Riverside
MGT 252, Investment and Portfolio Management (Graduate)
BUS 136, Security Analysis & Portfolio Management (Undergraduate)
PERSONAL DATA

Naturalized U.S. Citizen Born in Seoul, Korea
Married - Two Children (both at grad school)

EDUCATION

Ph.D. Finance, August 1989
The Ohio State University, Columbus
Dissertation: "A Transaction Data Test of Stock Index Futures
Market Efficiency and Index Arbitrage Profitability," (Supervisor:
Rene Stulz)

California State University, Los Angeles

B.S., International Trade, February 1982
B.S., Foreign Service, February 1979
Sogang University, Seoul, Korea

WORK EXPERIENCE


Daewoo Corporation, International Trade Representative (1981-1982)

ACADEMIC EXPERIENCE

University of California, Riverside
Chair, Department of Finance and Management Science (2006-2008)
Senior Associate Dean (2004)
Interim Dean (July 2002- December 2003)
Associate Dean for Graduate Affairs (1998-2002)
Y. Peter Chung

Chair of the MBA Program (1998-2002)
Professor of Finance (2002-Present)
Associate Professor of Finance (Tenured) (1996-2002)
Assistant Professor of Finance (1989-1996)

Taught Undergraduate financial management (BUS 106), investments
(BSAD 136), financial institutions and markets (BUS 140E), MBA financial
management (MGT 202), EMBA financial management (MGT 202), Master
of Finance financial management (MGT 202), MBA investments (MGT
252A), Executive Education financial management (non-degree), and Ph.D.
seminar in empirical analysis (MGT 279K).

The Ohio State University
Teaching Associate (1985-1989)
Independently taught personal finance (9 quarters), business
finance (3 quarters), and corporate finance (3 quarters).

RESEARCH INTERESTS

Contingency Claim Valuation, Continuous-Time Modeling, Market
Microstructure, International Finance, Emerging Capital Markets, and
Investments

JOURNAL PUBLICATIONS

"A Transaction Data Test of Stock Index Futures Market Efficiency and Index

"Intraday Relationships Among Index Arbitrage, Spot and Futures Price
Volatility, and Spot Market Volume: A Transactions Data Test," with Kalok

"Why Option Prices Lag Stock Prices: A Trading-Based Explanation," with
Kalok Chan and Herb Johnson, *Journal of Finance* 48, December 1993, 1957-
1967.

"Vector Autoregression or Simultaneous Equations Model?: The Intraday
Relationship between Index Arbitrage and Market Volatility," with Kalok Chan,

"The Predictability of Stock Returns: A Nonparametric Approach," with Zhong-
the *Journal of Finance* 50, 1995, 963, and in *Book of Abstracts: Econometric
Society 7th World Congress*, 1995, 375.)


**OTHER PUBLICATIONS**


**CONFERENCE PROCEEDINGS PUBLICATION**


**WORKING PAPERS**

Y. Peter Chung

“Tail Risk, Herding of Trades, and Stock Returns,” with Thomas Kim.

“Asset Returns, Asymmetric Correlation, Skewness, and Suppressor Variables,” with Herb Johnson and Thomas Kim.

“Riba and the Demand for Money,” with Herb Johnson and Thomas Kim.


WORKS-IN-PROGRESS


"Good Intentions, Bad Results: An Option-Trading Regulation," with Herb Johnson.


“Persistence and Momentum for Dot Com Stocks, Are they Real?” with Warren Bailey.

“Informational Role of Trading Volume in the Futures Market,” with Chunsheng Zhou and Guojun Wu.


Y. Peter Chung

PRESENTATIONS


"Index-Futures Arbitrage in Japan," paper presented at Arizona State University, Boston University, City University of Hong Kong, Hitotsubashi University, Korea Securities Research Institute, University of Rhode Island, the 1993 Western Finance Association Annual Meeting, Whistler, British Columbia, Canada (June 1993), the Fall 1993 ORSA/TIMS meetings, Phoenix (November 1993), the 1994 Derivative Securities Conference at Cornell University (May 1994), the International Business & Economics Research Conference, Reno (October 2001).


"Intraday Behavior of Bid-Ask Spreads for NYSE Stocks and CBOE Options," paper presented at Arizona State University (November 1993), University of California, Riverside (February 1994), Hong Kong University of Science and Technology (June 1994), and the American Stock Exchange Options and Derivatives Colloquium XIV (March 1995).


“Why Do Stocks Move Together?: Evidence from Commonality in Order Imbalances,” to be presented at Korea Advanced Institute of Science and Technology (December 2010), Sogang University (December 2010), the Fifth International Conference on Asia-Pacific Financial Markets, Seoul, Korea (December 2010), the 2011 Annual Meeting of the Midwest Finance Association, Chicago (March 2011), and Cornell University (May 2013).
Y. Peter Chung

“Performance Distribution of Components and Fund Manager’s Stock Picking Ability,” paper presented at University of California, Riverside (May 2010 at AGSM and January 2011 at the Econ Dept.), the 2011 Annual Meeting of the Midwest Finance Association, Chicago (March 2011), and National Chengchi University in Taiwan (December 2014).


“Asymmetric Price Distribution and Bid-Ask Quotes in the Stock Options Markets,” paper presented at Arizona State University, Chinese University of Hong Kong, National University of Singapore, University of Arizona, and the Sixth International Conference on Asia-Pacific Financial Markets, Seoul, Korea (December 2011)

OTHER SCHOLARLY ACTIVITIES


Ad hoc External Evaluator for the Ph.d. thesis, Hong Kong University of Science and Technology and National University of Singapore, 1997-Current.


Presenter and Discussant for the 2011 Annual Meeting of the Midwest Finance Association, Chicago, March 2011.
Y. Peter Chung


Discussant in the 2006 Ohio State Alumni Finance Conference, Columbus, July 2006


Discussant in the Asia-Pacific Finance Association Annual Conference, Hong Kong, July 1995.


PROFESSIONAL ASSOCIATIONS

American Finance Association
Western Finance Association
Financial Management Association

AWARDS AND HONORS

Winner of a UC MEXUS Small Grant, University of California, August 1995.

Winner of the Affirmative Action Faculty Development Award, University of California, June 1994.

Winner of a Seed Grant from UCR-MEXICO, University of California, May 1991.

Winner of the Graduate Student Alumni Research Award, Ohio State University, December 1988.
Y. Peter Chung


ADMINISTRATIVE EXPERIENCE

Committees of the System-wide Academic Senate, University of California

Member, UC Committee on Planning and Budget (2010-2011)
Member, UC Education Abroad Program Governing Committee (2010-2013)

Committees of the Academic Senate, University of California, Riverside

Member, Student Conduct Committee (1992-1993)
Member, Strategic Planning Committee (1993)
Member, AGSM Dean Search Committee (1993-1994, 2006-2007)
Member, Undergraduate Council (1993-1996)
Member, Early Academic Outreach Task Group (1995-1996)
Member, Early Academic Outreach Task Group (1995-1996)
Member, Committee on University Extension (1997-2000)
Member, Committee on Educational Policy (2006-2008)
Member, Committee on Planning and Budget (2008-2011)
Chair, Committee on Planning and Budget (2010-2011)
Member, Committee on Committees (2011-2014)
Member, Committee on Charges (2014-Current)

Committees of the Anderson Graduate School of Management, University of California, Riverside

Member, Computer Committee (1989-1990)
Member, Business Administration Program Committee (1990-1991, 1995-1996)
Member, MBA Program Committee (1990-1995)
Member, MBA Admission Committee (1990-1997)
Member, Assistant Professor of Accounting Search Committee (1993-1994)
Member, Assistant Professor of Finance Search Committee (1994-1995)
Member, Philip Boyd Endowed Chair in Finance Search Committee (1994-1995)
Member, Assistant Professor of Finance Search Committee (1995-1997)
Member, Executive Committee (1996-Present)
Member, Administrative Executive Committee (2001-Present)
Member, Assistant Professor of Accounting Search Committee (1999-2000)
Member, Assistant Professor of Finance Search Committee (2001-2003)
Member, Associate Professor of Finance Search Committee (2003-Present)
Member, Dean’s Planning Committee (1999-2000)
Member, Accreditation Planning Committee (1999-2003)
Y. Peter Chung

Chair, Research Committee (1997-1998)
Chair, Ad hoc Committee on Teaching Credits (1999)
Chair, MBA Program (1998-2002)
Chair, MBA Admission Committee (1998-2002)
Associate Dean, Graduate Affairs (1998-2002)
Interim Dean (July 2002- December 2003)
Senior Associate Dean (2004)
Chair, Department of Finance and Management Science (2006-2008)
Chair, Open Rank Professor of Finance Search Committees (2012-Current)
Chair, Graduate Program Committee (2012-2014)
Member, Executive Committee (2014-Current)
AHMAD SOHRABIAN

2715 Steeplechase
Diamond Bar, CA 91765
(909) 861-1867

Department of Finance, Real Estate and Law
College of Business Administration
California State Polytechnic University, Pomona
3801 West Temple Avenue
Pomona, CA  91768
(909) 869-3795
Email: asohrabian@csupomona.edu

EDUCATION:

3/84
Ph.D. Economics: University of California, Santa Barbara, CA

6/79
M.A. Economics: University of California, Santa Barbara, CA

CURRENT POSITION:

9/86 - present
Professor
Department of Finance, Real Estate and Law.
California State Polytechnic University, Pomona.

Teaching undergraduate and graduate courses in International Finance, Corporate Finance, Derivatives, and Econometrics.

TEACHING EXPERIENCE:

1/12 - Present
Visiting Professor
School of Business Administration, UCR
Teaching Corporate Finance, Financial derivatives, International Finance, and Financial Econometrics

1/97- Present
Visiting Professor
The Paul Merage School of Business, and Department of economics at UCI
8/04-5/05  Visiting Professor
Claremont Graduate School of Management
Taught Corporate Finance

5/98-7/03  Visiting Professor
Department of Finance and Business Economics at USC
Taught Corporate Finance, and International Finance

9/95-6/97  Visiting Professor
Claremont McKenna College
Taught Econometrics, Investments, and Statistics.

9/89 - 6/90  Visiting Associate Professor
Department of Economics at UCLA.
Taught International Finance, and Macroeconomics

9/85 - 9/86  Assistant Professor
Department of Accounting & Finance, Northeastern Illinois University.
Taught courses in International Finance, Financial Institutions, Investment, and Corporate Finance.

9/84 - 8/85  Visiting Assistant Professor
Department of Finance, University of Massachusetts at Amherst.
Taught Senior/Graduate level courses in International Finance, and Financial Markets and Institutions.

RESEARCH & PUBLICATIONS:


"Stock Prices and the Effective Exchange Rate of the Dollar." Applied
PRESENTATION:


PROFESSIONAL ASSOCIATION AND MEMBERSHIPS:

Member of the Program Committee for the 2005 Eastern Finance Association’s Annual Meeting.

Finance Track-Chair for The International Business Association Meeting (May 1999)

Conference Chair for the International Business Association Meeting and The Editor of the Conference Proceedings (April, 1998).

Member of the Executive Committee of The International Business Association and Vice President for the Programs (1998-2002).


Member of the American Finance Association, Financial Management
BOOK REVIEWS:

- Reviewed "The Financial Market Place" by Cooper and Fraser.
- Reviewed "International Financial Markets" by Evans.
- Reviewed "International Financial Management" by Jeff Madura.
- Reviewed "Financial Institutions and Market" by Jeff Madura.
- Reviewed "Business Forecasting" by Hanke & Reitsch

CHAIRMANSHP OF MBA’s THESIS COMMITTEE

Have been Chair of more than twenty MBA Thesis.

COMMITTEE SERVICE:

- Chair of CBA Faculty Development Committee 2003-2005.
- Finance Department Assistant Chair, 1991-2006.
- Chairman of the Department Recruitment Committee (2002-Present).
- Department's Representative at the College of Business Retention, Tenure, and Promotion Committee, 1992-95.
- Educational Policies Committee for Undergraduate Studies, 1987-88.

PERSONAL INFORMATION:

- Birthdate: 9/15/52
- Visa: U.S. Citizen
- Status: Married

REFERENCES:

Available upon request.
YAWEN JIAO

Anderson Hall 0129
School of Business Administration
University of California, Riverside
900 University Avenue
Riverside, CA 92521
Tel: (951) 827-3653
Email: yawenj@ucr.edu
Website: http://faculty.ucr.edu/~yawenj

EDUCATION

MS in Economics, University of Western Ontario, Canada, 9/1999 - 7/2001
BS in Accounting, Renmin University of China, China, 9/1995 – 7/1999

AREA OF SPECIALIZATION

Information transmission in capital markets; mutual funds; hedge funds; individual investors
Corporate finance; corporate governance; corporate disclosure and financial analysts

CURRENT AND PAST ACADEMIC APPOINTMENTS

University of California, Riverside
Assistant Professor of Finance, July 2013 - present

Rensselaer Polytechnic Institute (RPI)
Assistant Professor of Finance, August 2006 - June 2013

Boston College
Instructor of Finance, September 2005 - December 2005

PUBLICATIONS


**WORKING PAPERS**

1. “Stocks as Lotteries: Evidence from Corporate Earnings Announcements.”

2. “Business Ties and Information Advantage: Evidence from Mutual Fund Trading” with Ying Duan (University of Alberta) and Edith Hotchkiss (Boston College).

3. “Corporate Pensions and Financial Distress” with Ying Duan (University of Alberta) and Edith Hotchkiss (Boston College).

4. “Short Selling Meets Hedge Fund 13F: An Anatomy of Informed Trading” with Massimo Massa (INSEAD) and Hong Zhang (INSEAD).

5. “Investor Competition over Information, Stock Returns, and Corporate Performance.”

6. “Why Do IPO Issuers Grant Overallotment Options to Underwriters?” with Kenji Kutsuna (Kobe University) and Rick Smith (University of California, Riverside).


**HONORS AND AWARDS**

*Academic Senate Regents Faculty Fellowship*, University of California, Riverside, 2014-2015

*Academic Senate Omnibus Travel Grant*, University of California, Riverside, 2014-2015

*Social Sciences and Humanities Research Council of Canada (SSHRC) Award*, “The Effects of Conflicts of Interest on Institutional Investors,” with Ying Duan, March 2010-March 2012

Semi-finalist for the best paper award in investment, Financial Management Association annual meetings, Denver, CO, 2011

*Best Paper Award in Managerial Finance*, Northern Finance Association annual meetings, Toronto, Canada, 2007

*Early Career Research Award*, Rensselaer Polytechnic Institute, January 2007

Financial Management Association (FMA), selected to participate in the *Doctoral Student Consortium*, 2005
Graduate Student Fellowship, Department of Finance, Boston College, 2001 – 2006
Graduate Student Fellowship, Department of Economics, University of Western Ontario, Canada, 1999 – 2001
Special University Scholarship, University of Western Ontario, Canada, 1999 – 2001
Renmin University of China Outstanding Student Award, Beijing, China, 1996 - 1999

AUTHORED PAPERS PRESENTED AT CONFERENCES

American Finance Association Annual Meeting (AFA), 2015 (scheduled)
California Corporate Finance Conference (CCFC), 2014
Financial Management Association Annual Meeting (FMA), 2014
European Finance Association Annual Meeting (EFA), 2014
FMA Applied Finance Conference, 2014
Midwest Finance Association Annual Meeting (MFA), 2014
The Financial Intermediation Research Society Conference on Banking, Corporate Finance and Intermediation (FIRS), 2012
The Financial Intermediation Research Society Conference on Banking, Corporate Finance and Intermediation (FIRS), 2011
Financial Management Association Annual Meeting (FMA), 2011
Northern Finance Association Annual Meeting (NFA), 2011
The Triple Crown Conference, 2011
China International Conference in Finance (CICF), 2011
The Triple Crown Conference, 2010
Western Finance Association Annual Meeting (WFA), 2009
The Burridge Center Conference, 2009
China International Conference in Finance (CICF), 2008
The Financial Intermediation Research Society Conference on Banking, Corporate Finance and Intermediation (FIRS), 2008
Financial Management Association Annual Meeting (FMA), 2008
European Finance Association Annual Meeting (EFA), 2007
Northern Finance Association Annual Meeting (NFA), 2007
Eastern Finance Association Annual Meeting (EFA), 2007
Financial Management Association Annual Meeting (FMA), 2007
The Financial Intermediation Research Society Conference on Banking, Corporate Finance and Intermediation (FIRS), 2006
Conference on Corporate Governance in Family/Unlisted Firms, 2006
Financial Management Association Annual Meeting (FMA), 2005
Washington Area Finance Association Conference (WAFA), 2005
4th Asian Corporate Governance Conference, 2005
13th Conference on Pacific Basin Finance, Economics and Accounting, 2005

SEMINAR PRESENTATIONS

Boston College
Rensselaer Polytechnic Institute
University of Alabama
Baruch College
Fordham University
University of North Carolina at Charlotte
University of Arkansas
Renmin University of China
York University
University of Northern British Columbia
University of Waterloo
University of Colorado at Colorado Springs
John Hopkins University
University at Albany
DePaul University
University of Northern British Columbia

TEACHING EXPERIENCE

University of California, Riverside
  Foundations of Finance (Undergraduate Level)

Rensselaer Polytechnic Institute (RPI)
  Managerial Finance (Undergraduate Level)
  Accounting for Decision Making (Undergraduate Level)
  Economics and Institutions (MBA Level)
  Financial Theory (PhD level)

Boston College
  Corporate Finance (Undergraduate Level)
STUDENT SUPERVISION

Dissertation Committees
Lining He, 2006-2007
Robert Wuebker, 2007-2009
Ran Zhang, 2007-2009
Brian Clark, 2009-2011
Mel Kullu, 2010-2012
Yinqiao Fan, 2013-present

ACADEMIC SERVICE AND AFFILIATIONS

Editorial Board
Journal of Business Venturing

Program Committee
Eastern Finance Association meetings
Financial Management Association meetings
Midwest Finance Association meetings

Ad Hoc Referee
Financial Management
Journal of Corporate Finance
Journal of Banking & Finance
Financial Review
Journal of Business Venturing
Review of Quantitative Finance and Accounting
Asia-Pacific Journal of Financial Studies
Quarterly Journal of Finance

Professional Affiliations
American Finance Association (AFA)
Western Finance Association (WFA)
Financial Management Association (FMA)
European Finance Association (EFA)
American Accounting Association (AAA)
Northern Finance Association (NFA)
Midwest Finance Association (MFA)
Discussant
California Corporate Finance Conference (CCFC), 2014
European Finance Association Annual Meeting (EFA), 2014
Midwest Finance Association Annual Meeting (MFA), 2014
Financial Management Association Annual Meeting (FMA), 2007
European Finance Association Annual Meeting (EFA) 2007

Other Services
Undergraduate Committee (RPI)
China Task Force (RPI)
Finance Recruiting Committee (School of Business Administration, UC Riverside)
Accounting Recruiting Committee (School of Business Administration, UC Riverside)
Database Committee (School of Business Administration, UC Riverside)
Undergraduate Committee (School of Business Administration, UC Riverside)
Committee on Research (UC Riverside Academic Senate)

OTHER PROFESSIONAL EXPERIENCE
Staff Accountant, Arthur Anderson, Assurance and Business Advisory Division, Beijing, China, 1999
Assistant Manager, Cathay International HK Limited Beijing Office, Beijing, China, 1998-1999

OTHER PUBLICATIONS