

**Submission date: February 7, 2020**

**Program/s in this review: BBA-Global Logistics and Supply Chain Management**

**Specialized accrediting agency (if applicable): Association to Advance Collegiate Schools of Business (AACSB)**

**Campuses where the program is delivered: University of Alaska Anchorage**

**Members of the program review committee:**

- Dr. Darren Prokop, Professor of Logistics, University of Alaska Anchorage

### **1. Centrality of Program Mission and Supporting Role (700 words or less)**

It is no exaggeration--- Alaska's socio-economic fabric lives or dies by logistics and supply chain management. Training Alaska business students in this field is imperative because Alaska is the most expansive, diverse and challenging logistics laboratory in the nation.

**The BBA-GLSCM Website:** contains a high-quality video explaining what logistics and supply chain management means for all businesses. Open a browser and type in the words **UAA Logistics Program** and a wonderful world is at your fingertips.

Anchorage is the main logistics hub for the state and it is a U.S. gateway for U.S.-Asia trade flows. Anchorage is at the heart of a very important business process for the state, the nation, and much of the Pacific Rim.

Logistics is the art and science of managing time, physical space and location. Our students are trained in the real-world of managing constraints when moving goods, raw materials, capital items, people, and information. Supply chain management involves understanding linkages among organizations in order to create a whole that is more valuable than the sum of the individual parts. Linkages could be contractual or through ownership. Students are attracted to the business realism and direct Alaska-based relevancies of our courses.

The BBA-GLSCM was financed in 1999 through seed money from prominent corporate sponsors: Alaska Airlines, FedEx, Horizon Lines (now called Matson), Lynden, TOTE, UPS, and the Municipality of Anchorage. This business degree prepares students who have managerial aspirations in logistics and supply chain management. The six core courses emphasize: current practice in the discipline; and Alaska's prominent role in global trade and in domestic trade with the Lower 48. This field is a crucial area for Alaska's economic development, the success of its businesses and for the health and welfare of every consumer. For just two examples consider these recently published commentaries entitled:

Prokop, D. (Oct. 21, 2019). "Commentary: Port of Alaska's Resiliency Puzzle." FreightWaves. Online.

Prokop, D. (Dec. 30, 2019). "Commentary: Alaska Bypass Makes Every Day Feel Like a Holiday." FreightWaves. Online.

To read these go to the **FreightWaves website** and type in the titles. After reading them, ask yourself:

*Where you aware of just how fragile Alaska's supply chain linkages are? Our BBA-GLSCM graduates certainly are.*

The BBA-GLSCM requires a 3-credit internship in the field--- giving our students practical experience and bringing the Alaska business community into a close working relationship with the faculty. The fact that all of our majors who enroll in the internship course are successfully placed is a strong signal of our connectivity to business and the public sector in Alaska.

**Supporting Other Academic Programs:**

The BBA-GLSCM feeds graduates into the MBA and MS-GSCM degrees. The core courses in the BBA-GLSCM have been used as electives within other BBA degrees and in the B.S. degree offered by the Department of Aviation Technology. The 400-level core courses have also been used as electives by students in the MBA and MPA degrees. These courses are taken by students who wish to fill in a knowledge gap.

LOG A416 may be used for credit in the International Business Minor. Since Dr. Prokop is its coordinator, he has made sure that the minor speaks to the importance of logistics-thinking within international business activity. Visit the **CBPP main page**, click the “Future Students” tab, then “Business Minors” and scroll down to a **professional video** in the section on the International Business Minor.

**Strategic Alliance with the UAA/APU Consortium Library:**

BBA-GLSCM faculty work closely with the librarians on acquisitions related to logistics and supply chain management. The library also hosts several databases that were paid for over the years from the UAA Logistics Foundation.

The **BBA-GLSCM website** has a button called “Research Guide.” Visitors are treated to the best example of knowledge management to be found among all UAA academic programs. BBA-GLSCM faculty leverage this material to inform lectures and create research assignments for students.

**Program Demand:**

To generate external demand the **BBA-GLSCM website** includes downloadable e-brochures and pedagogical tools. Under the “Logistics News and Information” link BBA-GLSCM faculty created a section called “Employment Opportunities”--- which is a way for students to gauge the labor market for their services upon graduation. Several of these job search engines specialize in logistics and supply chain management.

**2. Program Demand (including service to other programs), Efficiency, and Productivity (7 year trend; 1400 words or less)**

The Institutional Research (IR) data that UAA faculty are required to restrict themselves to for this program review tends to be flawed and incomplete. Since this expedited review is being used by UAA administrators to look for budget-savings (i.e., program cuts) first and foremost, the review process is better informed by faculty responding to administrators’ own interpretation of said data--- not the other way around. Why?

Faculty do not know if their particular programs are under scrutiny since UAA has decided to review all programs at once. Faculty do not know the weight administrators are giving to question 2. Does the number of words relative to other questions suggest its weight in budgeting decisions? It is not clear. Also, faculty do not know administrators’ subjective valuations of what constitutes acceptable class sizes, credit hour production per faculty, etc. In other words, there are no shared rules of evaluation that both parties can hold themselves to. The best requests for information/quotes (RFIs and RFQs) spell this out clearly to eliminate unnecessary costs.

It would be better for faculty (in their role of “defendant”) to respond to any administrators’ (in their role of “prosecutor”) specific charge of under-performance in a specific area(s) of a degree program. This promotes the proper division of labor that makes a university like UAA great. BBA-GLSCM faculty occupy themselves with being the best instructors and researchers they can. We bring excellence into the classroom and challenge our students to be the best they can be.

Data-wise, would this high-expectation deter some students from joining the BBA-GLSCM degree? Possibly. Would the fact that no BBA-GLSCM course is required across CBPP majors indicate that GLSCM numbers are lower than other disciplines that *require* students to take their courses? Definitely. Happily, what is also definite is that all BBA-GLSCM majors and others seeking LOG courses as electives choose them on the basis of reputation and quality alone.

### 3. Program Quality, Improvement and Student Success (1500 words or less)

The AACSB-accredited BBA-GLSCM degree is both targeted and innovative.

The major includes five upper-division courses within the CBPP involving management in the field: foundations of logistics/supply chains; transportation; purchasing; materials; and international logistics/transportation. The sixth course is a 3-credit internship with a business/government organization in the field (typically in Alaska). The courses noted above are some of the most critical for Alaska-based businesses and those which trade with them.

#### **Cutting-Edge Program Currency:**

For currency of the curriculum, consider Dr. Prokop's weekly news columns for FreightWaves (the largest publisher of freight, logistics, cargo, and transportation news and data in the world, providing near-time market analytics). To read these go to the **FreightWaves website** and type in "Darren Prokop" in the search bar.

Every one of these "mini-cases" feature into BBA-GLSCM course lectures, assignments, and examinations. Furthermore, several of these columns feature Alaska issues of interest/concern to a national audience of industry experts.

Reviewers still skeptical of the importance--- indeed, urgency--- of logistics and supply chain management education in Alaska should ask themselves if their particular disciplines are conducive to weekly and timely news stories--- let alone ones so impactful to the nation and the Pacific Rim. Alaska is an under-researched state in this discipline. Yet, Dr. Prokop's successful research agenda, spanning 20+ years, is found on the **CBPP website**: Just click on "Directory" and "Faculty."

BBA-GLSCM faculty engage in research appropriate to, and brought into, the classroom. For example, Dr. Prokop's seminal journal publications in air cargo logistics discuss significant activities at Ted Stevens Anchorage International Airport. His books are used in all courses in the major. These are: *The Business of Transportation* (2014; Praeger); *Concepts of Transportation Economics* (2016; World Scientific) and *Supply Chain Security and Management* (2017; Elsevier). Elsevier, a top publisher in the field, has approved his book proposal on the topic of transportation and operations management (forthcoming in 2021). This book will also be used as a main text in BA A377 (Operations Management)--- a core course for every BBA student.

To maintain credibility and a competitive advantage in online and hybrid versions of the BBA-GLSCM core courses, faculty use in-depth video interviews with key industry leaders. A library of these videos is in development (with five completed to date). Dr. Prokop believes that this project will make UAA very competitive in online education and help grow the student pool beyond Alaska in the coming years. Each video is Quality Matters (QM) compliant.

#### **Assurance of Learning (AoL) and "Closing the Loop:"**

AoL is a critical aspect in maintaining CBPP's AACSB accreditation.

The BBA-GLSCM degree has a well-developed culture of AoL. Student learning outcomes (SLOs) are assessed annually. The latest information shared with the ISDS dept. chair and the CBPP Assurance of Learning (AoL) committee is the following which provides evidence of AoL data-driven pedagogy:

Three student learning objectives (SLOs) were assessed within the discipline-specific area (i.e., Learning Goal 1). These covered three of the five courses (excluding our internship course, LOG A495) that comprise the major in supply chain management and logistics.

The SLOs covered writing skills and the accuracy of expressing discipline-related content. The SLOs also covered data-gathering and analysis expressed both in oral presentation and in essay formats.

Assessment of the quantitative results based on the collected student artifacts showed that at least 80% of the students either met or exceeded expectations. As a result, no significant changes to course content guides and are being considered this academic year. However...

SLO 1.3 (i.e., transforming data into information appropriate to LOG/SCM) had 36% of the student population NOT meet the objective's expectation. This was measured in Spring 2018. Dr. Prokop changed his course syllabus in response. He added a second assignment in this area to LOG A416 in Spring 2019 (in place of a qualitative paper) so that the students could have more practice in meeting the expected level of data analysis. The proportion of those not meeting the expectation fell to 15%. Dr. Prokop is happy with the results thus far but wants to see if this pedagogical change will maintain this improved student performance.

Back-up copies of these and 5-years worth of AoL results are available for the AACSB Peer-Review Team (PRT) when they visit CBPP on March 1-3, 2020.

**Student Testimonial:**

I enjoyed the BBA in Global Logistics and Supply Chain Management program at UAA because the course material was interesting and applicable to the real world. I could take what I was learning and use it in the workplace or wherever I went. The professors pushed students to be the best and put out quality work. The professors also pushed us to be knowledgeable and think for ourselves. Receiving this degree has helped me in reaching my career goals by opening the door for employers to take me seriously when applying for jobs. Overall, I would recommend this program to anyone interested in receiving a quality education centered on logistics and supply chain management. This program was definitely worth my time.

BBA-GLSCM Student  
Materials and Services Buyer  
Advanced Supply Chain International

**UAA Global Logistics Association (UAA-GLA):**

Further evidence of the importance of this field, and the dedication of BBA-GLSCM students, is their active participation in their student club--- the UAA-GLA. A sample of their wide-ranging activities may be seen on the website. Just go to the **UAA main page** and type in **"Global Logistics Association"** in the search bar:

Apart from field trips and guest lecturers the club also arranges panel discussions with industry leaders. Their most recent took place on March 22, 2019 featuring three international logistics experts. These were:

- Elizabeth Clayton-Lewis, CEO, Clayton's Customhouse Brokerage
- Jim Szczesniak, Airport Manager, Ted Stevens Anchorage International Airport
- Greg Wolf, Executive Director, World Trade Center Alaska

It should also be noted that our BBA-GLSCM students have been the largest single contingency of CBPP Tom Case Leadership Fellow recipients since the program was founded. Their industry mentors worked for: Alyeska Pipeline Service Company, Fairweather, FedEx, Lynden International, and Northern Air Cargo (NAC).

**Student Testimonial:**

The BBA in Global Logistics and Supply Chain Management at UAA has given me the tools in broadening my scope within the business model. As a former logistician in the United States Army, I thought only of logistics as being one dimensional. However, after in-depth lectures with knowledgeable professors, classroom debates with peers on the economics of supply chain management, and a strong alumni group that deepens the conversation with their own experiences in the field, I can say that logistics is much more than one dimensional.

These are but a few of the resources that I have capitalized on after graduation which assisted me in working with companies like Carlile, Lynden and Carrs-Safeway. The knowledge base I have attained at UAA is credited to the “roll up your sleeves” program that Dr. Darren Prokop has provided. Together, we can keep moving Alaska forward!

BBA-GLSCM Student  
Logistics Manager  
MasTec Network Solutions

#### **BBA-GLSCM Annual Guest Speakers:**

To keep BBA-GLSCM curriculum on the cutting-edge course lectures include the following 19 industry representatives who guest lecture annually. Note that several of them are UAA alumni...

- Jeremy Baldrige, Manager, Alaska Supply Chain, ConocoPhillips **(BBA-GLSCM and MSGSCM Alumnus)**
- Gideon Garcia, General Manager, Northern Air Cargo
- Ed Hendrickson, Senior VP & CFO, Alyeska Pipeline Service Company
- Brewster Jamieson, Transportation Lawyer, Lane Powell LLC
- Paul Johnson, President & CEO, Highliner Consulting Group LLC **(MSGSCM Alumnus)**
- Linda Leary, President, Fairweather; Owner, Fishewear LLC **(MSGSCM Alumna)**
- John Madden, Lead Consultant, Paladin Studies LLC
- Bill O’Leary, President & CEO, Alaska Railroad Corporation
- Dan Perpich, Founder, Vertical Harvest Hydroponics
- Ken Privratsky, Maj. Gen. (US Army, Ret.); Author: *Logistics in the Falklands War*. (2014)
- Steve Ribuffo, Director, Port of Alaska
- Ryan Ruble, Senior Manager, FedEx Express **(MSGSCM Alumnus pending)**
- Todd Santangelo, Purchasing & Logistics Manager, ASRC Construction Holding Co. **(BBA-GLSCM Alumnus)**
- Dr. Jeff Sedlack, General Surgeon and Six Sigma Black Belt, Providence Alaska Medical Center
- Dale Shaw, Managing Director (Alaska and Hawaii), FedEx Express **(MSGSCM Alumnus)**
- Jim Szczesniak, Airport Manager, Ted Stevens Anchorage International Airport
- Aves Thompson, Executive Director, Alaska Trucking Association
- Dale Westerlin, Alaska Sales Manager, TOTE Maritime Alaska
- Greg Wolf, Executive Director, World Trade Center Alaska

#### **Student Testimonial:**

The BBA in Global Logistics and Supply Chain Management program at UAA teams up with several companies in Alaska. As a student you get to meet with possible future employers, tour facilities, and explore real life examples for the principles being taught. This degree has set me and my fellow graduates apart from others in our industries. My BBA GLSCM degree gave me real life preparation for tasks and projects that I am currently working on in my profession. It also gave me the skill set to identify and solve issues before they become problems. Logistics and supply chain issues are present everywhere and in every industry, presenting endless opportunities for graduates in this field.

BBA-GLSCM Student  
Logistics Lead - Alaska  
Schlumberger Technology Corporation

#### 4. Program Duplication / Distinctiveness (300 words or less)

The BBA-GLSCM degree is not duplicated anywhere within the UA system. There are few such AACSB accredited degrees in the Pacific Northwest. Most are graduate degrees.

According to the Institute for Supply Management, similar baccalaureates are offered by: 3 universities in Washington; 1 in Idaho; 1 in Oregon; 1 in Nevada; 2 in Arizona; and 12 in California. Thus, the BBA-GLSCM degree is in a small club within the Western U.S. However, the BBA-GLSCM degree meets the specific business needs of Alaska and its Asia-Pacific trade partners.

A management focus--- our competitive advantage compared to other UA degrees in related areas like aviation and engineering. Our courses bring the constraints of time, physical space, and location directly into managerial theory and practice. And we fulfil the unique requirements of our Alaska business environment.

##### Student Testimonials:

Obtaining my BBA in Global Logistics and Supply Chain Management at UAA has been valuable in developing my career as a supply chain manager. The curriculum and instruction is uniquely focused on the logistics and supply challenges of the Alaska business environment while also providing a global perspective.

BBA-GLSCM Student  
Manager, Alaska Supply Chain  
ConocoPhillips Alaska, Inc.

The breadth and depth of the BBA in Global Logistics and Supply Chain Management at UAA gives students the opportunities to grasp the theoretical foundation of logistics strategies as well as practical experience in preparation for the real world. My time in this program positioned me for success at my internship at ConocoPhillips and at my current position at DHL Express. I am able to put into practice what I learned in the classroom. In sum, Professor Prokop is an exceptional teacher whose dynamic teaching style ensures that all students will be prepared for a career in logistics and supply chain.

BBA-GLSCM Student  
Certified International Specialist  
DHL Express

#### 5. Summary Analysis (500 words or less)

Logistics and supply chain management is the only discipline within CBPP (except for Public Administration) which does not have a course in the BBA core (unlike Business Administration, Economics, etc.). This serves to keep our credit numbers lower than otherwise. Of course, it also means that students who take BBA-GLSCM courses do so because they truly want to and not because they have to.

Because of the vital nature of this discipline (especially for Alaska) it makes sense to build an appropriate LOG course into the BBA core for all major areas. If this were to happen, the BBA-GLSCM numbers would grow noticeably over the next 3-5 years.

Avenues for online courses are opening up given Dr. Prokop's expertise with online content development in tandem with his many connections to industry leaders in Alaska and beyond.

BA A377 is being offered this semester with both in-person and online options. In Fall 2020 Dr. Prokop will be teaching all of his LOG courses in either hybrid or 100% online formats.

Finally, UAA hired *Ruffalo Noel Levitz* in 2017 to redesign some of its websites. Dr. Prokop was asked to collect alumni testimonials for the BBA-GLSCM. Some were listed above. The rest are shown here so that this review gives our students the last word:

**BBA-GLSCM Alumni Testimonials (compiled 12/30/17)**

I cannot emphasize enough the immediate value the BBA in Global Logistics and Supply Chain Management at UAA created for me as a professional. I was well-prepared to start my logistics career. The degree is logistics and supply chain focused, but the program ensured I would emerge as a well-rounded business professional with classes in management, human resources, and negotiations. Dr. Darren Prokop leads a program that provides graduates with immediate career opportunities and he is a direct link to the professional logistics community in Alaska and beyond.

BBA-GLSCM Student  
Materials Manager  
MasTec Network Solutions

Through my logistics and supply chain management courses at UAA I learned multiple perspectives and practical approaches which advanced not only my education but also my career. In studying for the BBA in Global Logistics and Supply Chain Management you will meet talented people from different backgrounds, perspectives, and with abilities to help you explore the exciting world of logistics!

BBA-GLSCM Student  
Global Logistics Coordinator  
SEKO Global Logistics Korea, Inc.

As someone who came into the BBA in Global Logistics and Supply Chain Management degree program without a supply chain educational background--- but with several years of industry experience--- I thought the experience was fabulous. The degree has given me the breadth of supply chain exposure I was looking for to take my career to the next level. The professors, a group of top-notch faculty who are leaders in the supply chain industry, are committed to student success. I am already realizing this degree's tangible benefits outside of the classroom. I give UAA's BBA GLSCM degree nothing but the highest marks.

BBA-GLSCM Student  
Master Data Management Support Lead  
Advanced Supply Chain International