

437: GLOBAL SUPPLY CHAIN MANAGEMENT

In Workflow

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3. Mon, 20 Jan 2025 19:17:00 GMT
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4. Tue, 21 Jan 2025 17:14:05 GMT
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6. Thu, 30 Jan 2025 15:32:09 GMT
Derek Hottell (dlhott01): Rollback to Initiator
7. Mon, 17 Mar 2025 23:30:10 GMT
Ryan Quinn (rwquin01): Approved for BUMGMT Chair
8. Tue, 18 Mar 2025 00:19:11 GMT
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10. Mon, 24 Mar 2025 19:33:26 GMT
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11. Tue, 06 May 2025 14:12:35 GMT
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12. Thu, 07 Aug 2025 22:00:40 GMT
Cynthia Forgie (ccschn01): Approved for GSCM 437 Editors
13. Fri, 08 Aug 2025 12:30:07 GMT
Andrew Wright (alwrig01): Approved for BUCIS Chair
14. Fri, 08 Aug 2025 22:50:55 GMT
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Mike Barone (mjbaro02): Approved for BUMKT Chair
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25. 2025-10-28T19:04:04Z
Krista Young (k0youn08): Approved for Provost Program Proposal Review Committee Chair
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New Program Proposal

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Program Title

Global Supply Chain Management

Affiliated Departments

Department(s)

Marketing

Management

Affiliated Colleges

College(s)

College of Business

Is an approval letter from the Education Professional Standards Board (EPSB) required for this program?

No

Attach a copy to this proposal.

LOI approval to establish a BSBA in Global Supply Chain Management from April 17, 2025.pdf

SCM Timeline to Launch Fully Online Program.xlsx

Year 1 Supply Chain Marketing & Outreach Plan.docx

Proposed Start Date

Summer 2026

Effective Catalog Edition

2026-2027

Program Level

Undergraduate

Degree or Certificate Type

Bachelor of Science in Business Administration (BSB)

Current Method of Delivery (Check all that apply).

In-Person

Hybrid

Is there a specialized accrediting agency related to this program?

Yes

Identify the agency.

Association to Advance Collegiate Schools of Business (AACSB)

Do you plan to seek accreditation?

No

If yes, explain your plans for accreditation. If no, explain your rationale for not seeking accreditation.

This major will be included as part of the Association to Advance Collegiate Schools of Business (AACSB) five-year review of the BSBA program scheduled to occur between winter 2028 and spring 2029.

Does this program have a clinical component?

No

Program Abstract/Overview

Supply chain management is a core function of every global, national, and regional business and offers a growing and lucrative career path. Global supply chain management involves active management of an organization's supply chain activities and relationships across international borders to maximize customer value and achieve a sustainable competitive advantage. It involves planning how the entire supply chain will function as an integrated whole, and includes management of the flow of goods, data, and finances related to a product or service, from the procurement of raw materials to the delivery of the product. Supply chain managers are responsible for managing costs, improving efficiency, and mitigating risks throughout the supply chain.

The proposed program is a 4-year Bachelor of Science in Business Administration (BSBA) degree. The major in Global Supply Chain Management empowers students with the critical thinking and business skills necessary to lead businesses and address 21st century global supply chain challenges. The industry-aligned degree program incorporates co-operative experiential learning, a focus on emergent technologies, and the depth of a 27-credit-hour in-person major. The curriculum prepares students to manage supply chains across international borders by understanding how to adapt processes and approaches to incorporate the impact of customs, regulations and cultural differences in business practice. Coursework introduces students to logistics and physical distribution systems; supplier relations, procurement and sourcing strategies; supply chain fundamentals; inventory management; quality management tools and applications in production and process improvement; project management; supply chain analytics, information technology and artificial intelligence.

Program Quality and Student Success

The curriculum should be structured to meet the stated objectives and student learning outcomes of the program.

Will any of these outcomes differ by track?

No

Explain how the curriculum achieves the program-level student learning outcomes by describing the relationship between the overall curriculum or the major curricular components and the program objectives.

Students begin the degree program by completing the Cardinal Core requirement plus the College of Business' standard requirements for all majors. The College of Business core curriculum includes courses at the 100, 200 and 300 level in mathematics, economics, accounting, statistics, information systems and principles courses in the business functions of management, finance and marketing. Collectively, the College core curriculum provides business foundational knowledge on which to specialize in specific business functions.

Students are introduced to the fundamental concepts of supply chain management and their role within the larger Operations function of a business in the introductory courses MKT311 (Supply Chain Management) and MGMT 401 (Operations Management - part of the College of Business Core Business Breadth Requirement).

Next a series of courses dive deeper into specific aspects of managing a global supply chain: MKT412 (Logistics & Physical Distribution), MKT406 (Purchasing & Supply Management), and MGMT404 (Project Management).

CIS344 (Data Analytics) and MGMT403 (Total Quality Management) provide the analytical and quantitative tools to objectively assess and integrate multiple, interrelated supply chain processes.

Finally, in SCM460 (the Culminating Undergraduate Experience capstone course) students develop a holistic supply chain strategy to meet the goals of a specific business situation.

Specific topics required to manage supply chains globally, including cross-cultural communication, differences in business practices and cross-border logistic and customs considerations, are addressed in MGMT 401 Operations Management, MKT 412 Logistics and Physical Distributions and SCM 460 Culminating Undergraduate Experience (CUE) Capstone.

Students may incorporate professional work experience in Supply Chain Management by completing relevant internships and/or co-op experiences. These will count towards a student's program electives, pending review and approval by a program director.

Students may additionally opt to expand their global perspective through participation in a Study Abroad Program and/or by studying a foreign language. The UofL College of Business partners with over 20 exchange locations around the world and offers extensive financial assistance in the form of travel grants for all business majors in good standing. Students can spend as short as ten days or as long as a year in the Study Abroad program. A student's specific course of study while abroad program will determine how many credits apply to program requirements.

Program-Level Learning Outcomes

Program-level Student Learning Outcome	Program Goal/Objective	Outcome addressed in courses or curricular components
Apply concepts of supply chain planning, operations, procurement and distribution to improve organizational performance.	Upon graduation, students possess the foundational business knowledge to understand business situations, make sound decisions, and drive successful outcomes for various supply chain situations.	MKT311 - Supply Chain Management: Explain fundamental supply chain concepts and apply them to basic business scenarios. MGMT401 - Operations Management: Explain the fundamental concepts of operations management & how supply chain fits into this broader business function. MKT412 - Logistics & Physical Distribution: Apply logistics and distribution practices to evaluate and improve the global flow of goods and services. MKT406 - Purchasing & Supply Management: Analyze purchasing decisions and demonstrate vendor management approaches that support organizational goals. MKT403 - Total Quality Management: Design quality management plans and evaluate their effectiveness in improving supply chain performance. MGMT404 - Project Management: Develop project plans using standard methodologies and assess progress to meet business objectives. SCM 460 - CUE Capstone: Evaluate and integrate best practices from multiple supply chain disciplines to achieve specific business objectives.

Communicate and collaborate effectively with cross-functional and non-supply chain partners to develop and present solutions.

Upon graduation, students will be capable of effectively collaborating and communicating with cross functional business partners to resolve supply chain problems and present solutions to senior management in a manner that influences change.

MKT311 - Supply Chain Management: Identify and describe key supply chain issues.

MKT412 - Logistics & Physical Distribution: Identify and describe logistics and distribution issues.

MKT406 - Purchasing & Supply Management: Demonstrate collaboration, communication, and adaptability skills in vendor interactions.

MKT403 - Total Quality Management: Collaborate in teams to develop and effectively communicate quality management plans.

MGMT404 - Project Management: Clearly present project plans and timelines and respond to audience questions.

SCM 460 - CUE Capstone: Collaborate to design and present a supply chain strategy and defend recommendations in response to general-management level inquiries.

Develop and evaluate supply chain strategies that align with corporate objectives and incorporate ethical decision-making.

Upon graduation, students will possess the core skills and broad business understanding that major employers value in candidates for supply chain and operations related positions.

MKT311 - Supply Chain Management: Explain common supply chain best practices and their real-world applications.

MGMT401 - Operations Management: Describe how supply chain management contributes to achieving broader business objectives.

MKT412 - Logistics & Physical Distribution: Apply logistics and distribution best practices to address diverse business scenarios.

MKT406 - Purchasing & Supply Management: Apply purchasing and supplier management best practices to evaluate and respond to diverse business scenarios.

MKT403 - Total Quality Management: Apply Total Quality Management principles to improve operational quality and efficiency in different business contexts.

CIS344 Data Analytics: Apply analytical and statistical techniques to generate evidence-based business recommendations.

SCM 460 - CUE Capstone: Integrate supply chain principles to design a comprehensive strategy that addresses a real-world business problem.

Utilize quantitative methods and AI tools to analyze supply chain data, forecast demand, optimize processes, and manage risk.	Upon graduation, students will be sufficiently experienced with quantitative analysis and the appropriate application of Artificial Intelligence to efficiently contribute objectively grounded insights to employer business problems.	MKT311 - Supply Chain Management: Identify basic quantitative methods and AI tools used in contemporary supply chain management. MGMT401 - Operations Management: Identify and apply basic quantitative models to address operational challenges. MKT412 - Logistics & Physical Distribution: Interpret and apply quantitative methods and AI tools in logistics and distribution decision-making. MKT406 - Purchasing & Supply Management: Interpret and apply quantitative methods and AI tools in purchasing, demand planning and vendor relationship management. MKT403 - Total Quality Management: Analyze business scenarios using Total Quality Management and problem-solving techniques to propose effective solutions. MGMT404 - Project Management: Apply standard project management methodologies to develop project plans and propose useful adjustments. CIS344 Data Analytics: Apply data modeling, analytical, and statistical techniques to interpret and solve business problems. SCM 460 - CUE Capstone: Apply appropriate data analysis and AI-supported problem-solving techniques to quantitatively inform supply chain recommendations.
Adapt supply chain processes to manage effectively across international borders, incorporating customs regulations and cultural considerations.	Upon graduation, students will be equally capable of working on both domestic and international supply chains.	MGMT401 - Operations Management: Recognize key customs regulations and cultural factors that influence international business operations. MKT412 - Logistics & Physical Distribution: Apply international distribution best practices to evaluate and solve global logistics challenges. SCM 460 - CUE Capstone: Integrate international considerations into a holistic, global supply chain strategy.

Attach Curriculum Map

Flight Plan BSBA Global Supply Chain Management 12 March 2025.xlsx
Curriculum Map - Supply Chain Management Major 26 Sept 25.docx
Supply Chain Major Learning Objectives by Course 9-26-25.docx

Describe administrative oversight to ensure the quality of the program.

The administrative oversight of the program will be the responsibility of the program's co-directors. The program co-directors will hold a meeting with all students each Spring semester to solicit feedback and recommendations. Additionally, program co-directors will monitor student performance to ensure all students are appropriately progressing toward degree completion.

An advisory board of regional industry professionals informs the supply chain management curriculum. Program co-directors meet with the advisory board semiannually to discuss industry needs, student success and emerging global trends.

For a program offered in a compressed timeframe (e.g., with 8-week courses), describe the methodology for determining that levels of knowledge and competencies comparable to those required in traditional formats have been achieved. (You must provide an entry.)

The program is not offered in a compressed timeframe

Admission Requirements

The admission requirements for this program are identical to those for other College of Business BSBA majors, as outlined below.

New Students and Transfer Students - Admission to the College of Business ensures admission to the BSBA in Supply Chain Management.

Freshman admission to the College of Business BSBA programs is granted to those meeting the following requirements:

An ACT composite score of 25 or above (SAT 1200 or above), a high school GPA of 3.0 or above, and an ACT Mathematics score of 22 or above (SAT 540 or above)

or

An ACT composite score of 22, 23 or 24 (SAT 1100-1190), a high school GPA of 3.3 or above, and an ACT Mathematics score of 22 or above (SAT 540 or above)

Current Students - Admission in Good Standing

Students must have both:

1. Earned a 2.8 cumulative GPA (students with an established UofL GPA may not include grades for coursework at another institution in consideration for admission); and
2. Completion of MATH 111 College Algebra - QR (or equivalent) or completion of MATH 180 Elements of Calculus - QR

External Transfers - Admission in Good Standing

Students must have the following:

1. A grade point average of 2.8 or better on a 4.0 scale based on all work attempted for college credit. (If previously enrolled at UofL, GPA will be calculated only on UofL work attempted for college credit);
2. Good standing in the institution of last attendance, including eligibility to return to that institution; and
3. Full disclosure of previous attendance in another school or college of UofL and/or any other post-secondary institution.

Transfer applicants to the College of Business with less than 24 transferable credits from another accredited institution will be required to submit college transcripts, a final high school transcript, and ACT or SAT scores. In addition to meeting the 2.8 transfer college GPA, they must meet all new freshmen requirements for COB applicants with the following exception. Students meeting the high school GPA and composite ACT or SAT requirements but not meeting the math score requirement can be admitted if they have successfully completed a college math class at the college algebra level or higher.

Transfer applicants to the College of Business with 24 or more transferable credits from accredited institutions must have a 2.8 college GPA and have completed the following course: MATH 111 College Algebra - QR (or equivalent) or MATH 180 Calculus

Graduation Requirements

In addition to the university-wide policies regarding graduation and degree requirements, each student must earn a minimum of 120 semester hours of credit.

Students are required to successfully complete the following:

- 1) 31 credit hours of General Education (Cardinal Core). Six (6) hours of General Education requirements may be satisfied through coursework required by the College of Business
- 2) 53 credit hours of coursework to fulfill College of Business requirements. Six (6) of the 53 hours also cover General Education requirements. Eighteen (18) of the required 53 hours are business breadth courses.
- 3) 27 hours of Program/Major courses. Twenty-one (21) hours of supply chain core (includes a 3 hour Culminating Undergraduate Experience Capstone) and 6 hours of guided electives.
- 4) 15 hours general electives/supporting courses. Students will be encouraged to fulfill these elective requirements with courses in a foreign language, global diversity or multicultural studies.

To complete the degree in the minimum number of hours listed (120 hours), some hours from the General Education requirements must be satisfied by courses defined by the College of Business Supply Chain Management program. Using other courses to satisfy General Education requirements will require additional hours to complete the degree requirements.

Required hours exclude non-academic credits (all remedial course work including Reading, English, and Math courses numbered 100 or below). At least 48 of the total semester hours, whether required or elective, must be earned in courses numbered 300 or higher. The number of the course, not the student's classification, determines whether or not a course is senior level.

Students must have both a 2.0 cumulative grade point average and a 2.0 expanded grade point average in the major. All courses taken to fulfill the required courses in the major will be used for the major GPA calculation, including transfer courses.

Additional Transfer Student Requirements.

To be eligible for a degree from the College of Business, students transferring must:

1. Complete at least 30 of the final 36 semester hours applicable to the degree as a student enrolled in the University of Louisville.
2. Complete a minimum of 12 credit hours in the declared major at UofL.
3. Complete at least 48 hours of coursework numbered 300 or higher. Work from a two-year or community college will not apply to this requirement. For this reason, students planning to transfer to this College from a community college or two-year college are advised to complete only the lower-level portion of the College's general education requirements prior to transferring.
4. Complete 60 hours at an accredited four-year institution.
5. Must earn a 2.0 University GPA and a 2.0 GPA in the major.

Curriculum

Course Template Form

KPPPS-Course-Template Supply Chain Management.xlsx

List of new courses to be developed

Course Prefix & Number	Course Title	Course Description
SCM 460	Global Supply Chain Strategy - CUE Culminating Undergraduate Experience	An integrative capstone course with focus on the use of critical and analytical thinking to develop and apply effective global supply chain management strategies. Culminating Undergraduate Experience (CUE)

Potential for collaboration with other units at UofL and/or articulation with other institutions

An industry-aligned program focused on supply chain management can be supported with the existing courses offered by the University of Louisville College of Business. The current inventory of courses offered by the Marketing, Management & Entrepreneurship, Accountancy, Information Systems, Analytics & Operations Departments can be integrated into a comprehensive supply chain management program. Courses cover supply chain management fundamentals including supply chain operations, sourcing, transportation and physical distribution, data driven decision making, project management and business process improvement.

The Logistics and Distribution Institute (LODI) at the University of Louisville is a multi-disciplinary research institute under the Office of Vice President of Research and Innovation and housed in the Speed School of Engineering. The strength of LODI is its collaborative structure across disciplines of mathematics, business, engineering, geography, public health, computer science, medicine et al. This interdisciplinary approach could lead to increased research opportunities and collaboration between Speed School and the College of Business students majoring in global supply chain management.

Given sufficient capacity and instructor permission, the following two courses from the Speed School Industrial Engineering Department could satisfy guided elective program requirements:

- IE 421 Facility Location and Layout (prerequisite: IE 240 and instructor permission)
- IE 455 Supply Chain Engineering (prerequisite: IE 240 and instructor permission)

The UofL College of Arts and Sciences currently offers seven courses on topics applicable to a supply chain management program of study. Courses include compliance and regulatory requirements, geographic information systems and sustainability. The following courses will fulfill guided elective program requirements for the supply chain management degree:

- POLS 332 International Law
- POLS 334 The Politics of Global Economic Relations (Occasionally offered)
- CJ 530 Intro to Homeland Security
- GEOG 385 Introduction to Programming for GIS and Spatial Data Analysis
- GEOG 558 Introduction to Geographic Information Systems
- GEOG 361 Sustainable Human Environments
- URBS 331 Sustainable Built Environment

This degree program also offers a new opportunity to partner with the Kentucky Community and Technical College System (KCTCS) through the existing "Pathways" program that facilitates KCTCS students continuing their education at UofL. Currently, KCTCS offers an Associate Degree in Supply Chain Management at the Bluegrass Community and Technical College (Lexington) and an associate degree in Logistics and Operations Management from West Ky Community and Technical College (Paducah). Furthermore, all 16 KCTCS colleges offer an Associate Degree in Business Administration. These Associate Degree programs fulfill many of the core requirements for a BSBA and enable students to seamlessly transition to a 4-year supply chain management course of study at UofL.

Since a baccalaureate degree is the typical level of education needed to enter supply chain occupations (U.S. Bureau of Labor Statistics, Occupational Handbook Logisticians), the Pathways program presents a strong opportunity for recruiting incremental

students into the new major. See attached letters from both Jefferson County and Elizabethtown Technical Colleges expressing their support for this new bachelor's level major.

Linkage with the Mission and Strategic Plan

Describe how the proposed program supports the university and unit mission/strategic plans.

In 2024, the Kentucky Cabinet for Economic Development published the Collaborative Blueprint for the Commonwealth. This publication documents the need for the state to develop a "workforce of the future" skilled in supply chain management and logistics distribution. This document contains a set of priorities and recommended actions to create a process by which local, regional, and state economic developers can work collaboratively to shape actions that best fit locally to build a stronger Team Kentucky. One of the five priority sectors is "Capitalize on what makes Kentucky unique from its lakes and natural resources to distribution and logistics through targeted infrastructure investments and tailored regional strategies." To enable this priority sector and drive growth, the Collaborative Blueprint designated specific enablers including workforce partnerships to develop, energize, and support the workforce of the future and coordinate infrastructure across Kentucky to accelerate growth.

Investing in people through education and skills enhancement is a prominent theme in "Growing Louisville Together," an economic strategic development plan launched in August 2023 by Louisville Mayor Greenberg. The Louisville metropolitan area is a natural hub for logistics. So, to ensure that businesses continue to reinvest and create jobs across the region, UofL, as the preeminent University in the region, has a prominent role in the education and development of workforce ready leaders, empowered with critical thinking and business skills.

Establishing a BSBA in Global Supply Chain Management presents an opportunity to empower students to make a positive impact on the community and provide a better educated workforce to drive economic growth in the region. This degree program will address several goals of the University 2023-2025 Strategic Plan. Specifically, as related to the relevant goals stated in this initiative, a BSBA in Global Supply Chain Management will address:

LEARN Strategic Goal: The University of Louisville is a great place to LEARN because it prepares students for success now and into the future. We accomplish this by supporting the whole student through transformative purpose-driven and engaged learning. Strategy L1: Attract, retain, and graduate a talented, diverse student body through meaningful and structured commitment to student success.; and Strategy L2: Prepare critical thinking, global citizens capable of lifelong, self-directed learning to lead, serve and shape the future.

DISCOVER Strategic Goal: The University of Louisville is a great place to DISCOVER new knowledge that improves lives. We accomplish this through impactful research, innovation, scholarship, and creative activity. Strategy D1: Increase efforts and support in innovation, research, scholarship, and creative activities.; and Strategy D2: Develop strong translational research, innovation, and entrepreneurship programs to maximize societal impact of university research.

CONNECT Strategic Goal: The University of Louisville is a great place with which to CONNECT because of its impact on community and the economic, social, and cultural health and well-being of Louisville, the Commonwealth, and beyond. We accomplish this through principled leadership, responsible stewardship, and engaged partnerships. Strategy C1: Improve awareness, accessibility, value, and impact of community, industry, government, and alumni partnerships.

In addition to these university-wide goals, the Global Supply Chain Management BSBA program will also specifically address several goals outlined in the UofL College of Business 2023-2027 Strategic Plan:

LEARN Strategic Goal L1: Develop innovative curricula that align with student interests and meet regional employer needs. Creating and launching an undergraduate major in Supply Chain Management is one of the tactics that support this goal.

DISCOVER Strategic Goal D1: Maintain/grow academic research in the college. This program will expand applied research and encourage sponsored research in supply chain management.

CONNECT Strategic Goal C1: Build and maintain a strong connection with the business community through engaged partnership. The Global Supply Chain Management BSBA will increase the amount of experiential learning opportunities for undergraduate students.

Market Demand

Program Need

Supply chain management is a core function of every global, national, and regional business and offers a growing and lucrative career path. The U.S. Bureau of Labor Statistics projects a "much faster than average" 18% job growth for logisticians, including supply chain managers, over the next 10 years. The U.S. Bureau of Labor Statistics Occupational Outlook Handbook states that the typical education level for individuals entering supply chain and logistics management profession is a Bachelor's degree (Business and Financial Occupations: Occupational Outlook Handbook (<https://www.bls.gov/ooh/business-and-financial/home.htm>)). The field offers a median annual salary of \$125,319 (salary.com). Within Kentucky, supply chain professionals represent one of the fastest growing career fields with a projected 10-year job increase of 34% (U.S. Bureau of Labor Statistics (<https://www.bls.gov/ooh/business-and-financial/logisticians.htm>)).

Data provided in the Q3 2024 Lightcast Program Overview (Logistics, Materials, and Supply Chain Management) project that demand for supply chain and logistics professionals during the 2024-2029 timeframe will increase regionally at a rate of 13.99%, within the state of KY by 10.6%, and within the Louisville metro area by 11.49%. According to the Q3 2024 Lightcast report, in the state of KY,

from September 2023-August 2024, Louisville had the highest concentration of supply chain employment postings (3,484), followed by Lexington (1,305).

The Q3 2024 Lightcast report documented 2,565 *unique* job postings in the Louisville area (765 employers) and 9,477 postings throughout KY (1401 employers) by employers seeking applicants with specialized supply chain skills. Analysis of employee profiles indicated that only 6% of potential employee resumes included any reference to supply chain skills.

A Q1 2025 Lightcast Program Overview (Logistics, Materials, and Supply Chain Management) of job market data for every county within a 200-mile radius of Louisville indicates that in 2023 there were no graduates with a baccalaureate or associate's degree in Logistics, Materials and Supply Chain Management (CIP code 52.0203) and four with a baccalaureate degree in 2024. The Q1 2025 Lightcast report also documented 2,236 annual openings in the field for individuals with a baccalaureate degree compared to 649 annual openings for individuals with an associate's degree.

UofL's Kentucky Manufacturing Extension Partnership emphasizes the existence of this significant statewide gap of supply chain talent vs. employer need in an attached letter of support for this new program.

Further, attached letters from both Jefferson County and Elizabethtown Technical Colleges highlight their observation of the same need and endorse this new program as a pathway for their students to meet local employer demand by completing a baccalaureate degree on the subject of supply chain management.

Murray State University is the only public school in KY that offers a specific baccalaureate in Supply Chain Management. During the 2023-2024 academic year, Murray State University had 31 students enrolled in the Supply Chain Management BSB/BAB program and awarded 4 degrees in 2024 (<https://dataportal.cpe.ky.gov/KYAcademicProgInventory.aspx>).

Both Northern Kentucky University (NKU) and Eastern Kentucky University (EKU) offer a BS degree in Global Supply Chain Management as part of a broader business management curriculum. Both Universities classify the Supply Chain Management BSB/BAB degree as a General Business Administration and Management program as opposed to the more specific Logistics, Materials and Supply Chain Management instructional program offered by Murray State University. Both the EKU and NKU supply chain management degree programs require 21 credit hours of supply chain concentration courses. In contrast, the Murray State and proposed UofL and degree programs are more academically rigorous, requiring 27 credit hours of coursework from the supply chain management program field of study.

KCTCS schools offer a variety of certificate programs and an Associate Degree program at two locations.

The proposed program at UofL would help mitigate this workforce gap and would be unique amongst Kentucky's state universities and colleges. As part of the program development process, we conducted meetings with supply chain professionals, alumni and business leaders located throughout the regional area. Companies represented included UPS, YUM, GE Appliance Park, Humana, LG&E, AMAZON, DHL, Brown Foreman, GXO Logistics, and Mercer Transportation. The industry representatives provided insight and suggestions on the skills, capabilities and curriculum content necessary to provide work ready graduates for their respective industries. All agreed that there is strong need for this degree program and were willing to support program development by serving in an advisory capacity.

"We are not only interested in hiring graduates, but we have historically had intern programs in the summer, or in some cases other times of year, to develop talent and prepare them for the workforce." -Stacy Richie, Director - Generation Procurement & Warehousing, PPL (parent company of LG&E).

The program will initially be offered as an in-person degree that will leverage blended structures for some of its courses. The development of a parallel online version of the program, targeting a different audience of students (such military service members and adult learners) will be explored after the in-person version is fully operational (see attached "SCM Timeline to Launch Fully Online Program"). After consulting with the Director of Online Teaching and Learning for the College of Business, the Delphi Center for Online Learning team, and the Director of the Center for Military-Connected Students, we believe this approach positions the program for its greatest likelihood of success for the following reasons:

1. A key point of difference between this Supply Chain program and those at other institutions is UofL's ability to integrate partnerships with Louisville-based supply chain-focused corporations into the classroom. This will be accomplished through guest speakers, real world case studies and class projects and internship/cooperative education opportunities, all of which we believe will best be delivered through a primarily in-person format.
2. Industry-requested learning outcomes for this program include elements of quantitative analysis and interpersonal relationship management that we believe are most effectively delivered in-person.
3. This approach is consistent with the College of Business' best practices for online program development, which calls for establishing a positive brand reputation for in-person programs to leverage in the more competitive market for entirely online degrees.
4. An in-person/blended format has proven to be of interest to this program's primary target audience of regional high school juniors & seniors. This format is consistent with the majority of existing BSBA programs in the College of Business, allowing it to be promoted in parallel with other College of Business undergraduate programs.
5. An in-person structure allows the proposed program to minimize course development costs by leveraging several existing College of Business courses that currently are only taught with an in-person modality.
6. Over 25 universities have established online supply chain management baccalaureate degree programs (Find Supply Chain Management and Logistics Degree Programs - SupplyChainGuide.org (https://www.supplychainguide.org/degrees/#Online_and_Hybrid_Degree_Programs)) and at least three (American Military University, Embry-Riddle Aeronautical University, and Upper Iowa University) are focused specifically on military veterans and active-duty service members. This is a highly competitive market that requires a significant marketing budget to reach a national audience. The Director of the Center for Military-Connected Students noted that the more popular online programs offer tuition discounts, compressed schedules, and

articulation agreements as incentives to attract enrollment. Once the UofL in-person program is well established, the feasibility of offering an online program designed to attract military service members will be studied.

Academic Demand

Skills/Programs/Employment

The program will prepare workforce ready graduates empowered with critical thinking and business skills prepared to make immediate contributions in the field of supply chain management. The typical level of education that most workers need to enter this occupation is a baccalaureate degree (U.S. Bureau of Labor Statistics, Occupational Handbook Logisticians). Furthermore, the Q1 2025 Lightcast Program Overview (Logistics, Materials, and Supply Chain Management) of job market data for every county within a 200-mile radius of Louisville documented 2,236 annual openings in the supply chain career field for individuals with a baccalaureate degree compared to 649 annual openings for individuals with an associate's degree.

Careers in supply chain management are available in a broad range of industries with a diverse array of functions. The Association for Supply Chain Management (a global leader in supply chain organizational transformation, innovation and leadership and the largest non-profit association for supply chain) defines four general career paths: (1) Supply Chain Manager, (2) Logistics Manager, (3) Materials Manager and (4) Buyer Planner. Each of these career paths can be further subdivided into specialty areas depending on the needs of the organization. A Lightcast Q3 2024 Data Set Program Overview for Logistics, Materials and Supply Chain Management listed eight target occupations: (1) Managers, (2) Industrial Production Managers, (3) Computer Occupations, (4) Logistician, (5) Transportation, Storage and Distribution Managers, (6) Cargo and Freight managers, (7) Purchasing Managers, and (8) Electronics Engineers (except computer).

In addition to multiple employment choices, upon graduation students are also prepared to pursue advanced degrees such as an MBA, MS in Supply Chain Management, or a Ph.D. Supply Chain Management. Graduates are also prepared to acquire additional certifications including the Planning and Inventory Management, Supply Chain Professional, Logistics, Transportation and Distribution, and Transformation for Supply Chain certificates available through the globally recognized Association for Supply Chain Management.

Will this program replace or enhance any existing programs(s) or tracks, concentrations, or specializations within an existing program? If yes, please specify.

No

Attach Similar Programs Table

CPE Program Duplication Table - CIP 52 0203.pdf
 Jefferson Community and Technical College Letter of Support 2025-02-28.pdf
 ETown Tech College Letter of Support 2025-02-26-09-56-08.pdf
 Template_Program-Duplication-Table (EKU).pdf
 Program-Duplication-Table (Murray).pdf
 Template_Program-Duplication-Table (NKU).pdf
 Student Demand and Revenue Projections Revised 9_24_25.xlsx

Student Demand

Specify evidence of student demand and projected enrollments for the first five years of the program.

Full-Time

Year 1

15

Year 2

35

Year 3

56

Year 4

81

Year 5

93

Part-Time

Year 1

0

Year 2

0

Year 3

0

Year 4

0

Year 5

0

Projected Tuition Revenue (\$\$)**Year 1**

67,914

Year 2

185,563

Year 3

307,671

Year 4

469,224

Year 5

550,172

Provide a description of how the tuition projections were calculated.

All revenue projections are based on forecast incremental student enrollment at UofL as a result of this new major and only reflect revenue generated by the College of Business (projections do not include revenue paid out to other units within the University).

Since the COVID epidemic exposed both the complexity and fragility of global supply chains, Supply Chain Management has become more visibly recognized as a core business function. Consequently, employer demand for work ready graduates with supply chain skills is projected to grow locally, throughout the state of Kentucky and nationally at a rate of 22.3% over the next five years (Lightcast Q3 2024 Program Overview for Logistics, Materials and Supply Chain Management, Sep 2024). As employer demand and job opportunities increase, this subject is likely to be of increased interest to prospective college students seeking a secure return on their investment in college and will be a key element of promotion for the program.

We estimate that after the initial launch and four-year growth period, the BSBA in Supply Chain Management program will attract a minimum of 30 incremental students per year to UofL. We estimate these new students will come from two primary sources: (1) incoming college freshman interested in this new and rapidly growing profession and (2) transfers and/or graduates from KCTCS programs interested in continuing their academic studies and earning a BSBA in global supply chain management. Some current UofL students may change to this degree program, however, we did not include this group of students in these incremental revenue projections.

Data extracted from the Kentucky Post Secondary Education Dashboard (March 2025) reported that the KCTCS system awarded 53 associate degrees in the field of Logistics, Materials and Supply Chain Management (CIP 52.0203) between 2020 - 2024, averaging 14 associate degrees per year. Furthermore, the KCTCS system awarded 2319 associate degrees in business administration and management during the same period for an average of 580 associate degrees per year.

The President/CEO of Elizabethtown Community and Technical College (ECTC) provided a letter of support for the UofL Global Supply Chain Management BSBA program in which they estimate a minimum of 25 students per year will be interested in continuing their education in supply chain management at UofL. The president of Jefferson Community and Technical College (JCTC) also provided a letter of support and noted that the JCTC General Occupational/Technical Studies AAS Degree and the KCTCS Supply Chain Management AAS degree are two examples of the many transfer pathways that support the UofL Global Supply Chain Management degree program (both letters are uploaded to the Academic Demand Section of this LOI). Through collaboration with KCTCS schools, we conservatively estimate that UofL will provide students a pathway to a four-year BSBA in supply chain management for a small but largely incremental annual cohort of KCTCS transfer students.

Since this will be the only BSBA program in the Louisville metro region, we expect growth in freshmen student interest to parallel that of the College of Business BSBA in Management degree program. Data extracted from the UofL Office of Academic Planning & Accountability Cards Analytics Enrollment database reported the following "Total Student Headcounts" for the Management BSBA program: Fall 2020 (37 students); Fall 2021 (79 students); Fall 2022 (89 students); Fall 2023 (103 students). Furthermore, data extracted from the Kentucky Post Secondary Education Dashboard (November 2024) for the Murray State University Supply Chain BSB/BAB programs indicates a steady increase in enrollment from 13 students in 2019 to 31 students in 2023.

Using historical data from UofL and Murray State business programs, supported by enrollment estimates from ECTC, to model demand and growth, together with incrementality assumptions of 50% for new college freshmen and 80% for KCTCS transfers, we believe an annual cohort of at least 30 incremental students within four years of program launch is a realistic estimate.

With marketing and promotional efforts, we anticipate attracting approximately 15 incremental UofL students for the FY27 year group. We estimate a steady growth, reaching our goal of 30 students per year by FY29. Our current enrollment model projects 36 incremental students in FY30 and beyond.

Student enrollment numbers are divided into two subgroups. The first group represents traditional 4-year students starting their college career at UofL. The second group includes students transferring from KCTCS institutions as part of the Pathways program. The total number of students for each year was adjusted for an annual loss of approximately 10% due to normal attrition. Based on these assumptions, the five-year enrollment rate projections are as follows:

FY27

Year Group 1 First Year = 9 students
 Year Group 1 Pathways = 6 students
 Total Students FY27 = 15

FY 28

Year Group 1 First Year = 8 students
 Year Group 1 Pathways = 5 students
 Year Group 2 First Year = 14 students
 Year Group 2 Pathways = 8 students
 Total Students FY28 = 35

FY 29

Year Group 1 First Year = 7 students
 Year Group 1 Pathways Graduated
 Year Group 2 First Year = 12 students
 Year Group 2 Pathways = 7 students
 Year Group 3 First Year = 18 students
 Year Group 3 Pathways = 12 students
 Total Students FY29 = 56

FY 30

Year Group 1 First Year = 7 students
 Year Group 1 Pathways = Graduated
 Year Group 2 First Year = 11 students
 Year Group 2 Pathways = Graduated
 Year Group 3 First Year = 16 students
 Year Group 3 Pathways = 11 students
 Year Group 4 First Year = 20 students
 Year Group 4 Pathways = 16 students
 Total Students FY30 = 81

FY31

Year Group 1 First Year Graduated
 Year Group 1 Pathways Graduated
 Year Group 2 First Year = 10 students
 Year Group 2 Pathways Graduated
 Year Group 3 First Year = 15 students
 Year Group 3 Pathways Graduated
 Year Group 4 First Year = 18 students
 Year Group 4 Pathways = 14 students
 Year Group 5 First Year = 20 students
 Year Group 5 Pathways = 16 students
 Total Students FY31 = 93

Tuition revenue was calculated using the FY 25 rate units receive per credit hour (\$343/ hour) and only includes revenue generated for the College of Business. Revenue Projections are based on number of students in each year group * the number of instructional hours provided by the College of Business * \$343 credit hour. The courseload for a typical 4-year student is:

Year 1: 10 Business credit hours + 19 Other University hours = 29 credit hours
 Year 2: 19 Business credit hours + 12 Other University hours = 31 credit hours
 Year 3: 18 Business credit hours + 12 Other University hours = 30 credit hours

Year 4: 21 Business credit hours + 9 Other University hours = 30 credit hours

Assuming the typical Pathways transfer student has completed years 1 and 2 of their college coursework and enrolls as a Junior, the typical courseload for a 2-year pathways student is:

Year 3: 18 Business credit hours + 12 Other University hours = 30 credit hours

Year 4: 21 Business credit hours + 9 Other University hours = 30 credit hours

The FY27 projected revenue = (number Year Group 1 First Year students * Business Credit Hours in the Year 1 Flight Plan+ number Year Group 1 Pathways students * Business Credit Hours in the Year 3 Flight Plan) * \$343= [(9*10) + (6*18)] *343 = \$67,914.

FY28 projected revenue = [(number Year Group 1 First Year students * Business Credit Hours in the Year 2 Flight Plan+ number Year Group 1 Pathways students * Business Credit Hours in the Year 4 Flight Plan) + (number Year Group 2 First Year students * Business Credit Hours in the Year 1 Flight Plan+ number Year Group 2 Pathways students * Business Credit Hours in the Year 3 Flight Plan)] * \$343 =

[(8*19) + (5*21) + (14*10) + (8*18)] * \$343 = \$185,563

NOTE: Year group 1 Pathways students graduate in Spring FY 28

FY29 projected revenue = [(number Year Group 1 First Year students * Business Credit Hours in the Year 3 Flight Plan) + (number Year Group 2 First Year students * Business Credit Hours in the Year 2 Flight Plan)+ (number Year Group 2 Pathways students * Business Credit Hours in the Year 4 Flight Plan) + (number Year Group 3 First Year students * Business Credit Hours in the Year 1 Flight Plan)+ (number Year Group 3 Pathways students * Business Credit Hours in the Year 3 Flight Plan)] * \$343 =

[(7*18) + (12*19) + (7*21) + (18 * 10) + (12 * 18)] * \$343 = \$307,671

NOTE: Year group 2 Pathways students graduate in Spring FY 29

FY30 projected revenue = [(number Year Group 1 First Year students * Business Credit Hours in the Year 4 Flight Plan) + (number Year Group 2 First Year students * Business Credit Hours in the Year 3 Flight Plan) + (number Year Group 3 First Year students * Business Credit Hours in the Year 2 Flight Plan)+ (number Year Group 3 Pathways students * Business Credit Hours in the Year 4 Flight Plan) + (number Year Group 4 First Year students * Business Credit Hours in the Year 1 Flight Plan)+ (number Year Group 4 Pathways students * Business Credit Hours in the Year 3 Flight Plan)] * \$343 =

[(7*21) +(11*18) + (16 *19) + (11 * 21) + (20 * 10) + (16 * 18)] * \$343 = \$ 469,224

NOTE: Year group 3 Pathways and Year Group 1 First Year students graduate in Spring FY 30

FY31 projected revenue = FY30 projected revenue = [(number Year Group 2 First Year students * Business Credit Hours in the Year 4 Flight Plan) + (number Year Group 3 First Year students * Business Credit Hours in the Year 3 Flight Plan) + (number Year Group 4 First Year students * Business Credit Hours in the Year 2 Flight Plan)+ (number Year Group 4 Pathways students * Business Credit Hours in the Year 4 Flight Plan) + (number Year Group 5 First Year students * Business Credit Hours in the Year 1 Flight Plan)+ (number Year Group 5 Pathways students * Business Credit Hours in the Year 3 Flight Plan)] * \$343 =

[(10*21) + (15*18) + (18 *19) + (14 * 21) + (20 * 10) + (16 * 18)] * \$343 = \$550,172

NOTE: Year group 4 Pathways and Year Group 2 First Year students graduate in Spring FY 31

Please refer to the EXCEL spreadsheet titled "Student Demand and Revenue Projections Revised 9_24_25" for detailed computations. This file was uploaded to the "Academic Demand" section of this proposal.

Employer Demand

Attach Employer Demand Table

Employer-Demand-Table (Supply Chain Management) (19 Nov).docx

Lightcast Report - Employer Demand for BS in Global Supply Chain Management - 52 0203 - Kentucky.pdf

Lightcast Report - Program Development for BS in Global Supply Chain Management - 52 0203 - Regional (IN,TN,IL,OH,WV,VA,KY).pdf

Lightcast Report - Employer Demand for BS in Global Supply Chain Management - 52 0203 - USA.pdf

Lightcast Report - Employer Demand for BS in Global Supply Chain Management - 52 0203 - Louisville Metro Area.pdf

Lightcast Q1 2025 Program Overview at the Bachelors Level.pdf

Lightcast Q1 2025 Program Overview at the Associates Level.pdf

KYMEP Letter of Support - UofL Global Supply Chain Major.pdf

Funding Sources

Additional Faculty

One new full-time term faculty member with subject matter expertise will be required to launch this program and support its projected enrollment.

This hire will be needed at the start of Year 1 (FY27) because:

1. Due to interest from KCTCS graduates (reference letters from the Presidents of Elizabethtown and Jefferson County Community and Technical Colleges) and the likelihood of existing UofL students transferring into this new major, UofL must be prepared to offer MKT 311, the first mandatory course in the supply chain management curriculum in the Fall of FY27, followed by MKT412 - Logistics & Physical Distribution and MKT406 - Purchasing & Supply Management in the Spring of 2027.
2. Four of the courses that will be utilized in this program, including those listed above, have been inactive for several years and require redevelopment to meet the learning objectives called for by modern supply chain management practices.

The salary for this new position will be paid with revenue from the program and initially with support from UofL. Based on the attached enrollment growth projections, UofL support will be required through FY 28. In FY 29, the program is projected to reach its breakeven point of 52 incremental UofL students, at which point it will be self-supporting and no longer require UofL support.

The Office of the Provost, in collaboration with College of Business leadership, has committed to funding this program to its projected breakeven point.

As the programs grows and enrollment surpasses 55 students, there may be a need to hire two part-time lecturers with specific subject matter expertise to teach one course per academic year. Based on our growth projections, this hiring action will occur in FY29. Since the program will be self-sustaining by that time, these salaries will be paid with revenue from the program.

Faculty Workload

The Culminating Undergraduate Experience Capstone course (SCM460) is the only completely new course that requires full development, however, four existing courses (MKT 311 Supply Chain Management, MKT 412 Logistics and Physical Distribution, MKT 406 Purchasing and Supply Management and MNGT 403 Total Quality Management) have not been offered in several years and will require redevelopment to meet program learning objectives.

The workplan for the new full time term faculty member assumes the following:

- Summer/Fall Year 1: Teach 1 course + develop 3 courses
- Spring Year 1: Teach 3 courses + develop 1 course
- Summer/Fall Year 2: Teach 3 courses + develop 1 course
- Spring Year 2 & beyond: Teach 4 courses (standard load for full time College of Business term faculty)

While the addition of a new full-time term faculty position provides the capacity for necessary for course development/redevelopment, the assignment of specific course revision and delivery responsibilities could potentially be distributed across this role and a small number of existing qualified College of Business faculty members, pending the unit's course delivery needs.

Three required courses (MGMT401 Operations Management, MGMT 404 Project Management and CIS344 Data Analytics) are currently offered and staffed by the College of Business. The respective department chairs for these courses have confirmed that they have capacity to meet the program's projected enrollment without requiring additional faculty load.

If enrollment projections are accurate, two part time lecturers would be hired in FY29 to add additional course delivery capacity.

Two existing faculty members will serve as program co-directors in addition to regular teaching duties. Once the program launches, faculty members will have the option of a three-credit hour (one class) buyout in lieu of a full co-director stipend. In FY27 and FY28, the co-director's stipends and/or buyout will be paid with revenue from the program and UofL support. Beginning in FY29, the co-director's stipends and/or buyout will be paid with revenue from the program.

We will monitor growth of the program and reassess course enrollment if program demand increases beyond initial estimates.

Estimate of Marketing and Outreach Expenditures

We estimate a cost of about \$21,000 for publicity and promotion over the first 5 years of the program. Approximately \$10,000 in FY27 to launch the program. Roughly \$5,000 in FY28, and another \$2,000 annually for the following three years (FY29-FY31). These funds will be used to build awareness, consideration and application to the program with qualified audiences through the selective production of promotional materials, content creation for traditional and social media, student recruitment events and limited digital advertising.

An estimated \$5,000 to support program startup promotion/marketing expenses in FY26 will be required. These costs are covered by internal reallocation.

The program will utilize internal University and College of Business promotional resources whenever possible to achieve its marketing goals while minimizing incremental cost to the University.

Budgetary Rationale

There is an expected financial benefit from the BSBA in Global Supply Chain Management program. Since there is no BSBA in Global Supply Chain Management in the Louisville metropolitan area, and this is a fast-growing career field, this degree program is well positioned to attract new students to UofL. The total tuition revenue per new 4-year student (based on 120 credit hours @ \$527 per hour) is \$63,240. The Total Revenue per student to the College of Business is \$23,324 (\$5831 annually) and to other units within the University is \$39,916 (\$9979 annually).

The total tuition revenue for a KCTCS Pathways student (based on 60 credit hours) is \$31,620. The Total Revenue per student to the College of Business is \$13,377 per student (based on 39 instructional hours). Revenue to other UofL departments and central administration is approximately \$18,243 per student (\$31,620 - \$13,377).

Based on enrollment forecasts, the program will be self-sufficient by FY29 and thereafter.

One full-time term faculty and potentially two part time faculty are the new resources to support this proposed program. We are requesting one new full-time term faculty member at the start of Year 1 (FY27), continuing thereafter. In FY27 and FY28, this salary will be paid with revenue from the program and support from UofL administration funds. Based on growth projections, the program will be self-supporting by FY29 and no longer require UofL funding support.

College of Business interim Dean Guan, in collaboration with University Administration, have committed to funding this program to its projected breakeven point.

Based on growth projections, we are requesting two new part-time lecturers in FY29. Each lecturer will deliver one course per semester and salaries will be paid with revenue from the program.

Two existing faculty members will serve as program co-directors in addition to regular teaching duties. Faculty members will have the option of a partial (3 credit hour) buyout in lieu of a co-director stipend. Stipend and/or buyout will be paid by the College of Business and revenue from the program.

The proposed program does not require full time administrative support. We estimated a requirement for .2 full-time equivalent personnel and this requirement will be absorbed by the current College of Business administrative team.

The Supply Chain Industry is expected to grow by more than 30% in the state of KY over the next 10 years and as the industry grows, so will the demand for a skilled, trained workforce. To ensure that businesses continue to reinvest and create jobs across the region, UofL has a prominent role in the education and development of the future workforce needed to support economic strategic development across the region.

Financial Resources and Program Impact

Projected Revenues

Projected Revenues	Year 1	Year 2	Year 3	Year 4	Year 5	Five-Year Total
Other revenues, list each one	174,610	64,161	0	0	0	238,771
Other revenues, list each one	67,914	185,563	307,671	469,224	550,172	1,580,544

New Resource Requirements

Describe your other revenue sources

Other Revenues: UofL Administrative Funds Internal Allocation (Year 1 and Year 2)

Other Revenues: College of Business Projected Tuition & Fees (All Years)

Upload Projected Expenses

New-Resource-Requirements-Table Final (revised 24 Oct 25).docx

Global Supply Chain Management BSBA Revenue and Expenses FY25-FY31 FINAL.xlsx

Library Resources.

While Ekstrom Library adequately supports the College of Business's current inventory of courses, the proposed BSBA in Global Supply Chain Management emphasizes artificial intelligence and emerging technologies, tools, and practices in the supply chain field. The library only has 15 print books published in the past 5 years in subjects related to the program focus. There are hundreds of eBooks on the topic; however, these are not necessarily specifically related to emerging technologies in global supply chain management. The library does provide access to top journals in the field and online databases that provide access to academic articles, technical reports, and other relevant business literature.

University Libraries request \$1,000 in funding to purchase recently published print and electronic books in global supply chain management that focus on artificial intelligence and other emerging technologies and practices in the field.

Please also submit a letter of support from the UofL Libraries.

Letter of Support for a BSBA in Global Supply Chain Management.pdf
ProgramReview_GlobalSupplyChainManagement_BSBA.docx

The unit's lead fiscal officer has reviewed the budget calculations for this proposal.

Yes

The unit dean has approved this proposal and its related financial commitments and endorses the creation of this program as described.

Yes

Proposal

Classification of Instructional Program (CIP) Code

52.0203 - Logistics, Materials, and Supply Chain Management.

Number of Credit Hours required:

27

Anticipated Date for Granting First Degree:

May 2028

A. Overview

A program will adhere to the role and scope of the institution as set forth in its mission statement and as complemented by the institution's strategic plan.

Identify where the program will be offered.

a. Indicate the projected life of the program. (Is the institution intending to offer it for a limited timeframe, or will it be ongoing?)

Ongoing

b. Describe the primary target audience.

The proposed BSBA major in Global Supply Chain Management targets two audiences to drive incremental enrollment to UofL:

1) High school juniors and seniors considering higher education and vocational options for achieving financial security and career versatility;

2) Regional community college students who are seeking to complete a 4-year degree.

Careers in Supply Chain Management are expected to grow by 19% over the next ten years & offer relatively high compensation (median annual salary of \$80,880 vs. \$49,500 for all occupations) - U.S. Bureau of Labor Statistics. Specifically within the greater Louisville region, supply chain professionals are in increasing demand (see attached letters of support from JCTC, ECTC & UofL's Manufacturing Extension Partnership). These facts provide strong and relevant messaging for use in promoting this new major to incremental students.

The program will leverage existing partnerships with regional high schools and community colleges to drive awareness of the benefits it offers - particularly in cases where a pre-bachelor's degree coursework in supply chain management exists.

For example, Eastern High School, a local partner with the Cardinal Bridge Academy, is launching a new supply chain career pathway. The goal of the career pathway program is to create a path for students to facilitate their achievement of a post-secondary credential.

Currently, two KCTCS colleges offer an Associate Degree in Supply Chain Management and all 16 KCTCS colleges offer an Associate Degree in Business Administration. This program will serve as an asset in UofL's Pathways program that seeks to seamlessly transition community college students to a 4-year degree at UofL. The President of Elizabethtown Community and Technical College and Jefferson Community Technical College provided letters of support indicating significant student interest in a UofL Supply Chain Management BSBA degree program.

See attached year 1 marketing plan outlining how the program will go about generating awareness and enrollment.

c. Describe the instructional delivery methods to be used.

The program will initially be offered as an in-person degree that will leverage blended structures for some of its courses. An in-person structure: 1) allows the proposed program to minimize course development costs by leveraging several existing College of Business courses that currently are only taught with an in-person modality and 2) to differentiate itself by leveraging partnerships with Louisville-based companies to integrate unique speakers, real world case studies and networking opportunities into the classroom (see "Program Need" above)

The development of a parallel online version of the program will be explored after the in-person version is fully operational. See attached timeline for launching this program provided that incremental staffing is feasible.

d. Describe the strength of the institution to undertake this new program.

Louisville's geographic location and accessibility by road, river and air has led it to be known nationally as a logistics and transportation hub. As a result, our city serves as a major distribution hub for many large corporations including UPS, Amazon, GE Appliances, and Ford and Louisville International Airport is one of the nation's busiest cargo operations.

This proximity to numerous global-scale employers for whom Supply Chain Management is a prominent function positions UofL to integrate real-world learning into its curriculum at a scale and variety that few universities can.

This program's learning outcomes were developed in partnership with supply chain leaders from UPS, Brown Forman, Amazon, PPL (LG&E's parent company), GXO and DHL. Program leadership is in the process of assembling an advisory board of such regional supply chain leaders to facilitate providing the program's students with: unique, real-world projects & case studies, industry speakers & networking opportunities, facilitated access to internship, co-op and career opportunities.

Describe the rationale and need for the program to include how the institution determined need.

This program represents a timely and strategically addition to the university's academic offerings in response to increasing regional and national demand for supply chain professionals.

Currently, the College of Business does not offer an undergraduate major in Supply Chain Management or any related business function. As recent supply disruptions - including the pandemic and shifts in global trade policy - have underscored the critical role that supply chain, logistics and procurement functions play in the success of organizations across nearly every industry, the absence of such a program creates a clear gap in our undergraduate portfolio.

The Executive Director of UofL's Kentucky Manufacturing Extension Partnership estimates that 25% of Kentucky's 4000 small and mid-sized manufacturers have open roles for new supply chain professionals each year.

Regionally, supply chain leaders from UPS, LG&E, Brown Forman, GE Appliances and more have consistently signaled a need for talent educated in supply chain fundamentals, operations data analysis and vendor relations.

Supply chain programs in other regions (e.g. University of Tennessee Knoxville) have seen double digit enrollment growth in their undergraduate supply chain programs (see evidence of student demand below).

Describe how each program-level student learning outcome will be assessed.

LO1: Apply concepts of supply chain planning, operations, procurement, and distribution to improve organizational performance.
ASSESSMENT: Students will be required to appropriately apply best practices from multiple supply chain disciplines to meet & measure specific business goals in each course's final exam/project and during the capstone course's semester-long project.

LO2: Communicate and collaborate effectively with cross-functional and non-supply chain partners to develop and present solutions.
ASSESSMENT: Multiple courses in the program will utilize group projects and presentations. Collaboration will be evaluated by instructor observation and peer feedback. Communication will be evaluated via project presentations and individual written papers.

LO3: Develop and evaluate supply chain strategies that align with corporate objectives and incorporate ethical decision-making.
ASSESSMENT: The capstone course will require a semester-long project in which students will demonstrate their ability to develop a holistic supply chain strategy in response to a given business case.

LO4: Utilize quantitative methods and AI tools to analyze supply chain data, forecast demand, optimize processes, and manage risk.
ASSESSMENT: Individual course assignments and exams on these topics.

LO5: Adapt supply chain processes to manage effectively across international borders, incorporating customs regulations and cultural considerations.
ASSESSMENT: Capstone course projects will include a global component requiring students to demonstrate their ability to address these issues.

Specify/highlight any distinctive qualities of this proposed program.

As the only Supply Chain program in the greater Louisville region, this program is uniquely able to leverage Louisville's position as a major hub for transportation and logistics to partner with a wide variety of local supply-chain-focused organizations. This allows the program to facilitate student career opportunities and to ensure that its curriculum and course content remains directly in touch with employer needs and real business situations.

In response to employer input, the program places an emphasis on communication and collaboration skills in each course. These skills were identified as differentiating by every employer the team spoke to; as a result, the program seeks to balance education about technical supply chain knowledge with developing students' ability to apply that knowledge together with co-workers.

In further response to employer input, the curriculum seeks to incorporate relevant applications of modern AI within each course.

Finally, the program includes a dedicated course on quantitative analysis that is not present in all supply chain programs nationally.

Will this be a 100% distance learning program?

No

Will this program utilize alternative learning formats (e.g. distance learning, technology-enhanced instruction, evening/weekend classes, accelerated courses)?

Yes

Click all that apply:

Instruction at nontraditional locations, such as employer worksite
Technology-enhanced instruction

Are new or additional faculty needed?

Yes

Please explain, indicating the number and role of each new faculty member and whether they will be part-time or full-time. Specify if part-time faculty or graduate assistants are included in the additional faculty resources needed. Also provide a plan to ensure that appropriate faculty resources are available, either within the institution or externally, to support the program.

One new full-time term faculty member with subject matter expertise will be required to launch this program and support its projected enrollment.

This hire will be needed at the start of Year 1 (FY27) because:

1. Due to interest from KCTCS graduates (reference letters from the Presidents of Elizabethtown and Jefferson County Community and Technical Colleges) and the likelihood of existing UofL students transferring into this new major, UofL must be prepared to offer MKT 311, the first mandatory course in the supply chain management curriculum in the Fall of FY27, followed by MKT412 - Logistics & Physical Distribution and MKT406 - Purchasing & Supply Management in the Spring of 2027.
2. Four of the courses that will be utilized in this program have been inactive for several years and require redevelopment to meet the learning objectives called for by modern supply chain management practices.

The workplan for the new full time term faculty member incorporates capacity for course development/redevelopment before reaching a full-time teaching load (see 'Faculty Workload' section above).

The salary for this new position will be paid with revenue from the program and initially with support from UofL. Based on the growth projections above, UofL support will be required through FY 28. No later than FY 29, the program will reach its breakeven point of 52 incremental UofL students, at which point it will be self-supporting and no longer require UofL support.

University Administration, in collaboration with College of Business leadership, have expressed intent to fund this program to its projected breakeven point. See attached Budget Form for funding projections.

As the programs grows and enrollment surpasses 55 students, there may be a need to hire two part-time lecturers with specific subject matter expertise to teach one course per academic year. Based on our growth projections, this hiring action will occur in FY29. Since the program will be self-sustaining by that time, these salaries will be paid with revenue from the program.

How will the program support or be supported by other programs and/or units within the institution? Please also describe potential for collaboration with other programs within the institution.

The Logistics and Distribution Institute (LODI) at the University of Louisville is a multi-disciplinary research institute housed in the Speed School of Engineering. The strength of LODI is its collaborative structure across disciplines of mathematics, business, engineering, geography, public health, computer science, medicine et al. This interdisciplinary approach could lead to increased

research opportunities and collaboration between Speed School and College of Business students majoring in global supply chain management.

The current inventory of courses offered by the University of Louisville and College of Business can be integrated into a comprehensive supply chain management program. Courses cover general education requirements and supply chain management fundamentals including supply chain operations, sourcing, transportation and physical distribution, data driven decision making, project management and business process improvement.

Given sufficient capacity and instructor permission, the following two courses from the Speed School Industrial Engineering Department could satisfy guided elective program requirements:

- IE 421 Facility Location and Layout
- IE 455 Supply Chain Engineering

The UofL College of Arts and Sciences routinely offers six courses on topics applicable to a supply chain management program of study. Courses include compliance and regulatory requirements, geographic information systems and sustainability. The following courses will fulfill guided elective program requirements for the supply chain management degree:

- POLS 332 International Law
- CJ 530 Intro to Homeland Security
- GEOG 385 Introduction to Programming for GIS and Spatial Data Analysis
- GEOG 558 Introduction to Geographic Information Systems
- GEOG 361 Sustainable Human Environments
- URBS 331 Sustainable Built Environment

Students may additionally opt to expand their global perspective through participation in a Study Abroad Program and/or by studying a foreign language. The UofL College of Business partners with over 20 exchange locations around the world and offers extensive financial assistance in the form of travel grants for all business majors in good standing. Students can spend as short as ten days or as long as a year in the Study Abroad program. A student's specific course of study while abroad program will determine how many credits apply to program requirements.

Will this program replace or enhance any existing program(s) or track(s) within an existing program?

No

Faculty resources shall be demonstrated to be adequate and appropriate for the proposed program. The number of faculty should meet external standards where appropriate. The qualifications of faculty will support the objectives and curriculum of the proposed program.

Attach the SACS Faculty Roster Form.

Supply Chain Management Major Faculty_Roster_8-7-25 .docx

Describe the library resources available to support this program. Access to the qualitative and quantitative library resources must be appropriate for the proposed program and should meet recognized standards for study at a particular level or in a particular field where such standards are available. Adequacy of electronic access, library facilities, and human resources to service the proposed program in terms of students and faculty will be considered.

In December 2024, the University Libraries prepared an analysis of their ability to support the new program. The review indicated that their collections are only marginal in this discipline with adequate journal support but an inadequate book collection.

The proposed BSBA in Global Supply Chain Management emphasizes artificial intelligence and emerging technologies, tools, and practices in the supply chain field. The library only has 15 print books published in the past 5 years in subjects related to the program focus. There are hundreds of eBooks on the topic; however, these are not necessarily specifically related to emerging technologies in global supply chain management. The library does provide access to top journals in the field and online databases that provide access to academic articles, technical reports, and other relevant business literature.

Consequently, they would request \$1,000 from the program in its first year to purchase print and electronic books to support the program.

Describe the physical facilities and instructional equipment available to support this program. Physical facilities and instructional equipment must be adequate to support a high quality program. The proposal must address the availability of classroom, laboratory, and office space as well as any equipment needs.

The College of Business currently has adequate office, computer laboratory, and classroom space to house the proposed incremental faculty and classes.

The College of Business also provides dedicated study space for students and can support the projected enrollment growth. The Ulmer Career Center provides several study rooms for groups in a quiet, closed in area. Also, the newly renovated Texas Roadhouse Student Center provides students a place to congregate, study, or just relax with your friends.

Provide the following information for the program and for each track, concentration, or specialization (some categories may not apply to all programs).

Track

BSBA Global Supply Chain Management

a. Total number of hours required for degree:

120

b. Number of hours in degree program core:

47

c. Number of hours in concentration/track:

21

d. Number of hours in guided electives:

6

e. Number of hours in free electives:

46

C. Program Demand/Unnecessary Duplication

Provide evidence of student demand. Evidence of student demand is typically in the form of surveys of potential students or enrollments in related programs at the institution, but other methods of gauging student demand are acceptable.

There is a clear trend of increasing student interest in supply chain management, with bachelor's degrees being the most popular credential (Encoura.org Program Spotlight: Supply Chain Management).

Nationally, the number of bachelor's degrees conferred in Supply Chain Management (SCM) increased by 126% between 2012 and 2023 (2,697 in 2012 to 6,096 in 2023) (Program Overview Logistics, Materials, and Supply Chain Management, Lightcast Q3 2024 Data Set, September 2024).

At the University of Tennessee-Knoxville (UT-Knoxville), the number of bachelor's degrees conferred in SCM increased by 59% between 2012 and 2023 (from 251 to 399), growing by 15.3% from 2022 to 2023 alone (Program Overview Logistics, Materials, and Supply Chain Management, Lightcast Q3 2024 Data Set, September 2024). 2024 enrollment in UT-Knoxville's SCM program is reported at 1,815 students (University of Tennessee, Knoxville Fact Book).

At Memphis State University, student enrollment in a bachelor's degree in supply chain management increased by 7.4% (121 to 130 students) from 2020 to 2024 (Enrollment by Program - Office of Institutional Research - The University of Memphis).

Additionally, the KCTCS system awarded 53 associate degrees in the field of Logistics, Materials and Supply Chain Management (CIP 52.0203) between 2020 - 2024 (Kentucky Post Secondary Education Dashboard March 2025), indicating potential demand from students seeking to complete a 4-year degree in Supply Chain Management. The President of the Elizabethtown Community & Technical College (ECTC) estimated that at least 25 students annually would be interested in a bachelor's degree in SCM at UofL (see letter of support).

Project estimated student demand for the first five years of the program.

Academic Year	Degrees Conferred	Majors (Headcount) - Fall Semester
2026-2027	0	15
2027-2028	5	35
2028-2029	7	56
2029 -2030	18	81
2030 - 2031	24	93

D. Cost and Funding of the Proposed Program

The resource requirements and planned sources of funding of the proposed program must be detailed in order to assess the adequacy of the resources to support a quality program. This assessment is to ensure that the program will be efficient in its resource utilization and to assess the impact of this proposed program on the institution's overall need for funds.

Will this program require additional resources?

Yes

Provide a brief summary of additional resources that will be needed to implement this program over the next five years.

One new full-time term faculty member with subject matter expertise will be to launch this program and support its projected enrollment.

As the programs grows and enrollment surpasses 55 students, there may be a need to hire two part-time lecturers with specific subject matter expertise to teach one course per academic year. Based on our growth projections, this hiring action will occur in FY29. Since the program will be self-sustaining by that time, these salaries will be paid with revenue from the program.

The UofL Library will need funding (\$1,000) to purchase print and electronic books to support the program.

The cost for these resources will be paid with revenue from the program and initially with support from UofL. Based on the attached enrollment growth projections, UofL support will be required through FY 28. In FY 29, the program is projected to reach its breakeven point of 52 incremental UofL students, at which point it will be self-supporting and no longer require UofL support.

The Office of the Provost, in collaboration with College of Business leadership, has committed to funding this program to its projected breakeven point.

Will this program impact existing programs and/or organizational units within your institution?

Yes

Please describe the impact.

Two of the seven required core courses (MGMT 404 Project Management and CIS344 Data Analytics) are requirements for other degrees within the College of Business. FY 25 enrollment data (<https://louisville.edu/project-orion>) indicates sufficient capacity in both courses to meet the program's initial projected enrollment without requiring additional faculty load.

The remaining core courses are not required by other degree programs within the College of Business. Since the new full-time term faculty member is responsible for development and delivery of the remaining core courses, there no impact on existing College of Business resources. The SCM 460 Global Supply Chain Strategy (Culminating Undergraduate Experience Capstone) is a new course, and the remaining core courses (MKT311 Supply Chain Management, MKT412 Logistics and Physical Distribution, MKT 406 Purchasing and Supply Management and MGMT403 Total Quality Management) have been inactive for several years and require significant revision to maintain relevancy.

Provide adequate documentation to demonstrate sufficient return on investment to the state to offset new costs and justify approval for the proposed program.**Attach Budget Spreadsheet.**

Template_Form--Budget 2023 Final Oct 27 2025.xlsx

Budget Justification

For the typical 4-year student, the Global Supply Chain Management BSBA requires a total of 120 credit hours; 68 hours of instruction from the College of Business (CoB) and 52 hours from other UofL units. Using the FY25 undergraduate tuition rate of \$527 per credit hour, this program generates approximately \$63,240 in revenue per graduate (120 credit hours * \$527 per credit hour).

Using the FY25 tuition revenue share of \$343 per credit hour, revenue to the College of Business is approximately \$23,324 per graduate (68 instructional credit hours * \$343 per credit hour). Revenue to other UofL departments and central administration is approximately \$39,916 per graduate (\$63,240 - \$23,324).

KCTCS Pathways/transfer students will be required to complete an estimated 60 credit hours to complete the Global Supply Chain Management BSBA; 39 hours of instruction from the College of Business (CoB) and 21 hours from other UofL units. Using the FY25 undergraduate tuition rate of \$527 per credit hour, this program generates approximately \$31,620 in revenue per graduate (60 credit hours * \$527 per credit hour).

Using the FY25 tuition revenue share of \$343 per credit hour, revenue to the College of Business is approximately \$13,377 per graduate (39 instructional credit hours * \$343 per credit hour). Revenue to other UofL departments and central administration is approximately \$18,243 per graduate (\$31,620 - \$13,377).

Year 1 of the Budget Spreadsheet begins when the program launches in FY27, so it does not reflect FY25-FY 26 startup costs of \$72,476. Total startup costs include stipends for two Faculty Co-Directors (\$12,850 each or \$25,700 annually), part-time administrative support (\$8,038 annually) and a one-time \$5,000 program promotion/marketing expenditure in FY 26.

Please provide contingency plans in the event that required resources do not materialize.

Continue to offer newly developed courses for which there is demand. Allow courses with low demand to become inactive. If demand is adequate, convert program to a minor in Supply Chain Management.

E. Program Review and Assessment

Describe program evaluation procedures for the proposed program. These procedures may include evaluation of courses and faculty by students, administrators, and departmental personnel as appropriate. Program review procedures shall include standards and guidelines for the assessment of student outcomes implied by the program objectives and consistent with the institutional mission.

What are the plans to evaluate students' post-graduate success?

Program co-directors will meet with an advisory board of regional industry professionals semiannually to discuss industry needs, student success and emerging global trends.

Coordinate with the Office of Institutional Effectiveness to include the SCM program within its Recent Graduate Survey. This survey will focus on graduate's career preparation and satisfaction with their time at UofL.

Review the annual Post-Graduation Education and Employment Reports published by Office of Institutional Effectiveness to track graduates' employment and further education pursuits.

Provide a brief description of institutional assessment processes.

UofL is committed to institutional effectiveness and continuous quality improvement of all academic programs.

The university's mission and strategic planning processes are supported by regular, annual outcomes assessment reporting for academic programs in the form of Student Learning Outcomes (SLO) reports. These reports document that UofL is engaged in evaluative processes that (1) result in continuing improvement in institutional quality and (2) demonstrate the institution is effectively accomplishing its mission.

In their SLO reports programs identify student learning outcomes and measures and targets for the outcomes. Programs review data surrounding their student learning outcomes to determine if their set targets were met and then use this assessment to plan for future improvement in student learning. Course syllabi include course objectives that feed into SLOs and program goals.

The SLO process begins in May when templates and instructions for completing SLO reports are sent to department chairs/heads. The SLO process lags behind by one academic year to enable programs to utilize and report assessment results from the previous academic year. Academic programs submit their completed reports by early November.

The provost's office reviews all SLO reports and returns feedback to assist programs with further development and assessment of their learning outcomes. The feedback suggests changes needed to the SLO process and areas for improvement. The expectation is that these revisions be fully incorporated into the SLO reporting process for the next data collection reporting cycle. Training, workshops, and resources on student learning outcome development are provided to faculty and staff to support their efforts and to assist them in continuous improvement of their SLO reports and assessment process.

Describe how the institution will incorporate the change (program, site, distance education, or other change) into the institution-wide review and assessment processes.

When a new program is created, an "Academic Alert" is sent to responsible parties. This alert is used by the Office of Institutional Effectiveness (IE) to add the new program to the SLO reporting process. With the creation of the new program, IE reaches out to the department head with information about the annual SLO reporting process and to set up an orientation session to familiarize them with the reporting requirements and provide whatever support is needed.

A letter of support from the Dean outlining the rationale or need for the program and affirming any financial commitments listed in the proposal.

Dean's Letter

UofL Supply Chain Major Letter of Support - Dean Henley.docx

Syllabi

Sample SCM 460 Global Supply Chain MGMT CUE Syllabus.docx
Supply Chain Major Learning Objectives by Course 9-26-25.docx

Program Director's CV

Forgie CV April 2025.pdf
Koleba UoL SC Resume 8-4-25.pdf

Have all unit approval processes been completed?

Yes

Please provide a list of unit approval processes with approval dates:

Unit Approval Process	Approval Date
Approval of faculty in departments housing the new program.	November 2024

NEW PROGRAM TO DO SECTION - FOR PROVOST OFFICE USE ONLY (Academic unit faculty/staff: do not enter information below this line.)

Type of Proposal
Edits of Pre Proposal

ADMIN PROGRAM TO DO SECTION - FOR PROVOST OFFICE USE ONLY (Academic unit faculty/staff: do not enter information below this line.)

Reviewer Comments
Krista Young (k0youn08) (Fri, 17 Jan 2025 22:20:10 GMT): Forwarding to Andrew Wright on behalf of Ryan Quinn.
Derek Hottell (dlhott01) (Thu, 30 Jan 2025 15:32:09 GMT): Rollback: LOI revision request from PPPRC. See email correspondence from 1/30/25 for specific revisions.
Derek Hottell (dlhott01) (Tue, 06 May 2025 14:12:02 GMT): LOI approved by PPPRC and provost on 4/17/25.
Krista Young (k0youn08) (2025-09-18T16:28:24Z): Rollback: Rolling back for updates.
Chin Ng (ckng0001) (2025-10-27T15:01:34Z): Rollback: Jeff will modify the budget sections.

Key: 437