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Annual Report

Supply Chain Management Research Center

2007

Annual Report, 2006-2007

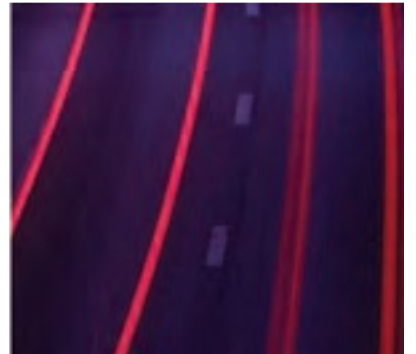
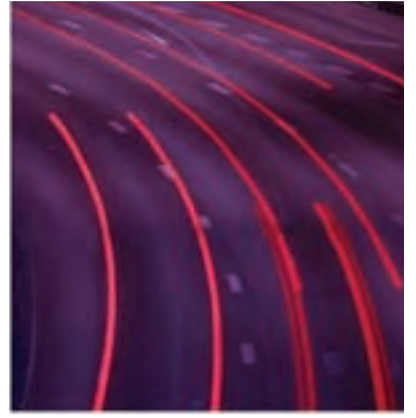
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Supply Chain Management Research Center
2006-2007 Annual Report



SAM M.
WALTON
COLLEGE of BUSINESS

The Supply Chain Management Research Center is a direct link between the private sector and University of Arkansas supply chain resources.

OUR MISSION IS TO:

- *Support initiatives to promote student recruitment, retention, and placement opportunities.*
- *Support seminars and educational programs relevant to supply chain management.*
- *Coordinate and support research relevant to supply chain management.*

Serving as the gateway to supply chain management resources at the University of Arkansas.

Contents:

MESSAGE FROM THE DEAN.....	2
MESSAGE FROM THE DIRECTOR.....	3
FACULTY RESEARCH.....	4
PROFESSIONAL PATHWAYS.....	10
MILESTONES OF AN EXCITING YEAR.....	12
FACULTY AND STAFF PROFILES.....	16
STUDENT SPOTLIGHT.....	18
AFFILIATED FACULTY MEMBERS.....	23
EXECUTIVE BOARD OF DIRECTORS.....	24
EXECUTIVE COMMITTEE MEMBERS.....	25
INDUSTRY SPONSORS.....	27
PROFILE.....	33



A Message from the Dean:

I want to thank each of the Supply Chain Management Research Center board member companies. Because of your support and interest in the activities of the Center, students and faculty have made great advances this year in scholarship and research in the body of supply chain knowledge. In addition, our students have benefited from your networking, internships and ultimately jobs.

We are very excited about the opening of Willard J. Walker Hall graduate business building this summer. The Supply Chain Management Research Center will make its new home in this state-of-the-art building. The 77,000 square-foot building houses the Graduate School of Business, three research centers, Career Development Center, and Global Financial Markets Trading Center. It provides spaces for career fairs, interview rooms, meeting rooms and project rooms to facilitate our students' learning experiences.

We appreciate your investment of time and resources in educational excellence. We invite you to visit the Supply Chain Management Research Center in its new Walker Hall home.

Sincerely,

A handwritten signature in black ink that reads "Dan Worrell". The signature is written in a cursive, slightly slanted style.

Dan Worrell

Dean

Sam M. Walton Leadership Chair



A Message from the Director:

As the director of the Supply Chain Management Research Center for the past six years, I have had the privilege of collectively working with member companies of the Center board. The following pages highlight last year's opportunities and activities for the Center as we pursue new horizons in student development, research and education. Our business and industry alliances represent the direct link with the private sector. On-site student tours of companies, national case competitions, career fairs, executives-in-the-classroom, and logistics leadership speaker series offer a variety of student opportunities. Our annual conference is attended by industry leaders as well as students. These opportunities would not be possible without the dedicated support from faculty, staff and the Center board member companies. We wish to thank our supporters in both the academic and business worlds.

In the spring of 2006, Terry Tremwel joined the Center as our Research Director. With Terry's leadership the Center embarked upon an ambitious and exciting new expansion of our research capabilities. We now have eight affiliate faculty members in the Walton College participating in Center research and activities, alongside the Transportation and Logistics faculty. Terry has worked with several student researchers and co-authored two white papers. He also published his own white paper on environmentally sustainable supply chains and created the first ever sustainability class offered in the Walton College. These and the efforts of many others helped Jon Johnson, Professor of Management in the Walton College, form a new Applied Sustainability Center. We are very excited about the future and certainly very pleased that both the Walton College undergraduate and graduate logistic programs were recently recognized in the top 13 programs in the nation.

We would like to encourage your comments and involvement in the Supply Chain Management Research Center for future initiatives and activities.

Sincerely,

A handwritten signature in black ink, appearing to read "Jim Crowell". The signature is fluid and cursive, written over a white background.

Jim Crowell
Director
Supply Chain Management Research Center

The Supply Chain Management Research Center supports research on a variety of supply chain management topics. The research is important for faculty and students in advancing their educational experiences and scholarship opportunities. Research plays a vital role in member companies by helping advance efficiencies, cost savings, and knowledge enrichment in supply chain activities. The Center welcomes suggestions for research projects.

Articles Under Review

“The Hidden Cost of Filling a Truck: Stochastic Review Intervals Induce Bullwhip Effect”

Under review at *Manufacturing and Service Operations Management*

Matthew L. Waller, University of Arkansas
Cuneyt Eroglu, University of Arkansas
Brent Williams, University of Arkansas

“Replenishment Decision Making in the Beer Distribution Game: An Experimental Study of the Impact of Instructional Training”

Under revision for resubmission

John A. Aloysius, University of Arkansas
Travis Tokar, The Ohio State University
Matthew L. Waller, University of Arkansas

“Instructional Training for Supply Chain Inventory Replenishment: Debiasing Decision Makers”

Manuscript being prepared for second review at *Production and Operations Management* (2007)

Travis Tokar, The Ohio State University
Matthew L. Waller, University of Arkansas
John A. Aloysius, University of Arkansas

“Evaluating and Managing the Risk of Catastrophic Events in Supply Chains”

Under review at *Journal of Operations Management*

Cuneyt Eroglu, University of Arkansas
Walter Zinn, The Ohio State University
Michael Knemeyer, The Ohio State University

“Contingencies in the Effects of Pay Dispersion on Organizational Effectiveness”

Under review at *Personnel Psychology*

Sven Kepes, University of Arkansas
John E. Delery, University of Arkansas
Nina Gupta, University of Arkansas

“A Longitudinal Analysis of Website Usage in the Transportation Industry”

Under review at *Transportation Journal* (2007).

Ronn J. Smith, University of Arkansas
Daniel F. Lynch, Michigan State University

“Tradeoff-induced Decision Anxiety: Unintended Negative Effects on Preferences for Decision Aids”

Under review

John A. Aloysius, University of Arkansas
Fred D. Davis, University of Arkansas
A. Ross Taylor, University of Nebraska
Darryl D. Wilson, Old Dominion University

Refereed Publications

“Determining Important Carrier Attributes: A Fresh Perspective Using the Theory of Reasoned Action”

Transportation Journal.

Volume 45 Issue 3. (2006). 7-19.

M. Douglas Voss, University of Central Arkansas
Thomas J. Page, Jr. Michigan State University
S. B. Keller, University of West Florida
John D. Ozment, University of Arkansas

“Impact of Cross Docking on Inventory in a Decentralized Retail Supply Chain”

Transportation Research: Part E

(*The Logistics and Transportation Review*).

Volume 42 Issue 5. (2006). 359-382.

Matthew L. Waller, University of Arkansas
C.R. Cassady, University of Arkansas
John D. Ozment, University of Arkansas

"Measuring the Impact of Inaccurate Inventory Information on a Retail Outlet"*International Journal of Logistics Management.*

Volume 17 Issue 3. (2006). 355-376.

Matthew L. Waller, University of Arkansas

H. Nachtmann, University of Arkansas,

J. Hunter, Wal-Mart Stores, Inc.

"An Overview and Introduction to the RFID Research Center at the University of Arkansas"*IEEE Applications & Practice*, (1) 1, April 2007, 12-13

J. Patton, University of Arkansas

Bill C. Hardgrave, University of Arkansas

"The Financial Performance Effects of IT-Based Supply Chain Management Systems in Manufacturing Firms"*Journal of Operations Management* 25: 806-824.

June 2007.

Vernon J. Richardson, University of Arkansas

B. Dehning, Chapman University

R. W. Zmud, University of Oklahoma

"Assessing the Impact of Premier Information Systems Research Over Time"*Communications of the Association for Information Systems* 19, 2007

Vernon J. Richardson, University of Arkansas

P. Lowry, Brigham Young University

G. Karuga, University of Kansas

"Empirical Confirmation, Validation and Outcomes of the Internal Marketing Mix"*Journal of Business Logistics*

Volume 27 Issue 1. (2006). 109-137.

S. B. Keller, University of West Florida

Daniel F. Lynch, Michigan State University

A. Ellinger, University of Alabama

John D. Ozment, University of Arkansas

R. Calantone, Michigan State University

"Decision Making in the Short and Long Run: Repeated Gambles and Rationality"*British Journal of Mathematical and Statistical Psychology* (2007), 60(1), 61-69.

John A. Aloysius, University of Arkansas

"Multiple Prospect Framing and Decision Behavior: The Mediation Roles of Perceived Riskiness and Perceived Ambiguity"*Organizational Behavior and Human Decision Processes* (2006), 101(1), 59-73.

Srinivasan Venkatraman, University of Arkansas

John A. Aloysius, University of Arkansas

Fred D. Davis, University of Arkansas

"User Acceptance of Decision Support Systems: The Impact of Preference Elicitation Techniques"*European Journal of Operational Research*

(2006), 169, 273-285.

John A. Aloysius, University of Arkansas

Fred D. Davis, University of Arkansas

Darryl D. Wilson, Old Dominion University

A. Ross Taylor, University of Nebraska

Jeffrey E. Kotteman, Salisbury University

Unrefereed Publications**"Long Term Effects of Rail Abandonment in Arkansas"**

Mack-Blackwell National Rural Transportation Study Center, Report No. 1011, 96 pages. Fayetteville, Ark. (2007)

John Ozment, University of Arkansas

"Is There a Business Case for RFID?"Reference #: ITRI-WP091-0507 <http://itri.uark.edu/research/display.asp?article=ITRI-WP091-0507>

Date: 5/1/2007

Cynthia K. Riemenschneider, University of Arkansas

Bill C. Hardgrave, University of Arkansas

Deborah J. Armstrong, Florida State University

"RFID Assimilation Hierarchy"Reference #: ITRI-WP073-0706 <http://itri.uark.edu/research/display.asp?article=ITRI-WP073-0706>

Date: 1/2007

Bill C. Hardgrave, University of Arkansas

Deborah J. Armstrong, Florida State University

Cynthia K. Riemenschneider, University of Arkansas

Research in Progress

“Fixed Revenue Auctions”

Economic Inquiry, forthcoming

Bart J. Wilson, George Mason University
Cary A. Deck, University of Arkansas

“Experimental Gasoline Markets” (also listed as FTC Working Paper 263)

Journal of Economic Behavior and Organization, forthcoming

Bart J. Wilson, George Mason University
Cary A. Deck, University of Arkansas

“Economic Impact of Rail Abandonment on Manufacturing: A 20-Year Perspective”

John Ozment, University of Arkansas
H. Barry Spraggins, University of Nevada

“Economies of Scale in the U.S. Truckload Industry”

John Ozment, University of Arkansas
H. Barry Spraggins, University of Nevada
Adam G. Bradford, US Army, Transportation Corps

“The Cost of Service: Impacts on Shippers and Carriers”

John Ozment, University of Arkansas
Ahren Johnston, University of Arkansas

“Coordinating Strategy and Corporate Culture: Effects on Motor Carrier Performance”

Michelle Johnson, University of Arkansas
John Ozment, University of Arkansas

“Promotions and the Supply Chain: The Value of Information Sharing”

This paper was presented at INFORMS and SJDM last year, manuscript in preparation for journal submission.

John A. Aloysius, University of Arkansas
Travis Tokar, The Ohio State University
Matthew L. Waller, University of Arkansas

“Examining the Impact of Case Pack Quantity on Retail Market Share at the SKU Level”

Matthew L. Waller, University of Arkansas
Brent Williams, University of Arkansas
Andrea Tangari, University of Arkansas

“Normative and Descriptive Models of Decision Making under Uncertainty: Representational and Psychometric Measures”

Status: This paper is invited to the Decision Analysis track at the INFORMS conference in November 2007.
John A. Aloysius, University of Arkansas
Fred D. Davis, University of Arkansas
Srinivasan Venkatraman, University of Arkansas

“Cracking the Bullwhip: Consequences of Biases”

Status: This paper is invited to the Behavioral Process Management track at INFORMS in November 2007.
John A. Aloysius, University of Arkansas
Travis Tokar, The Ohio State University
Matthew L. Waller, University of Arkansas

“Marketing at the Shelf: Exploring Moderating Effects of Logistics on SKU Market Share among Retailers”

Matthew L. Waller, University of Arkansas
Brent Williams, University of Arkansas
Andrea Tangari, University of Arkansas
Scot Burton, University of Arkansas

“Improving the Retail Order Forecast by Incorporating Changes in Inventory Position through an Error Correction Model”

Matthew L. Waller, University of Arkansas
Brent Williams, University of Arkansas

“Decision Bias in the Beer Distribution Game: Experimental Evidence”

Travis Tokar, The Ohio State University
Matthew L. Waller, University of Arkansas
John A. Aloysius, University of Arkansas

“The Impact of Information Sharing on Supply Chains Facing a Promotion: An Experimental Study”

Travis Tokar, The Ohio State University
Matthew L. Waller, University of Arkansas
John A. Aloysius, University of Arkansas
Brent Williams, University of Arkansas

"An Examination of the External Validity of Beer Distribution Game Experiments"

Travis Tokar, The Ohio State University
 Matthew L. Waller, University of Arkansas
 John A. Aloysius, University of Arkansas

"RFID for Better Supply-Chain Management through Enhanced Information Visibility"

Production and Operations Management, October 2007.

D. Delen, Oklahoma State University
 Bill C. Hardgrave, University of Arkansas
 R. Sharda, Oklahoma State University

"Examination of the Inventory Performance Consequences of a Significant Buyer-Supplier Relationship with Major Retailers"

Vernon J. Richardson, University of Arkansas
 Ronn J. Smith, University of Arkansas
 Matthew L. Waller, University of Arkansas
 Brent Williams, University of Arkansas

"Internet Enabled B-to-B E-Commerce: The Extent of Usage in the Supply Chain"

Daniel F. Lynch, Michigan State University
 Ronn J. Smith, University of Arkansas
 Gilbert Nyaga, Northeastern University

"Escalation in the Alternating Bid All-Pay Auction"

John A. Aloysius, University of Arkansas
 C. Monica Capra, Emory University
 Louis Glorfeld, University of Arkansas
 Ilyas Iyob, University of Texas at Austin

"Fifty Years of Operations Research Models in Oil and Gas Exploration"

Matthew L. Waller, University of Arkansas
 Cuneyt Eroglu, University of Arkansas

"Strategic Bundle Pricing: Complements, Substitutes, and Correlated Values"

Status: This paper is invited to the Behavioral Process Management track at INFORMS in November 2007.
 John A. Aloysius, University of Arkansas
 Cary A. Deck, University of Arkansas

"Amended Final Offer Arbitration is Improved Arbitration: Evidence from the Laboratory"

American Law and Economic Review, forthcoming
 Cary A. Deck, University of Arkansas
 Amy Farmer, University of Arkansas
 Dao-Zhi Zeng, Kagawa University

"Exploring the Potential Effects of Motivational Orientation on Judgmental Adjustments of Statistical Forecasts"

Cuneyt Eroglu, University of Arkansas
 Michael Knemeyer, The Ohio State University

"Opportunities for Controlled Behavioral Experiments in Logistics and Supply Chain Management"

Travis Tokar, The Ohio State University

Presentations

"Keep it real and the driver will stay"

Presented at the annual Truckload Carrier Association meetings, Las Vegas, Nev. (2007).
 John E. Delery, University of Arkansas

"Driver satisfaction: Is it possible?"

Presented at the Commercial Carrier Fall Symposium, Scottsdale, Ariz. (2006).
 John E. Delery, University of Arkansas

"Assessing the impact of premier information systems research over time"

American Accounting Association Annual Meetings, American Accounting Association, Washington, D.C., August 2006.
 Vernon J. Richardson, University of Arkansas

"The distribution of financial performance benefits from supply chain initiatives between buyers and suppliers"

American Accounting Association annual meetings, Washington, D.C.,
 Presented August 2006.
 Vernon J. Richardson, University of Arkansas

Faculty Research

“Corporate sustainability reporting”

Institute of Internal Auditors – North Arkansas
Chapter Meeting, March 27, 2007.
Gary Peters, University of Arkansas

“Performance and value implications of first-time IT outsourcing arrangements”

Invited Presentation, Baylor University, March 2007.
Vernon J. Richardson, University of Arkansas

“Determinants and consequences of firm information technology budgets”

Vernon J. Richardson, University of Arkansas
Presentations:
Invited Presentation, University of Waterloo, October 2006.
Workshop Speaker, University of Waterloo, Waterloo, Calif, Presented October 2006.
Invited Presentation, Korea University, July 2006.
European Conference on Accounting Information Systems, Lisbon, Portugal, April 2007.
American Accounting Association Information Systems Mid-year Meeting, January 2007.

“The financial performance effects of supply chain management initiatives in manufacturing firms”

International Conference on Supply Chain Management and Information Systems, Taichung, Taiwan,
Presented July 2006.
Vernon J. Richardson, University of Arkansas

“Assessing the impact of premier information systems research over time”

American Accounting Association Annual Meeting, August 2006.
Vernon J. Richardson, University of Arkansas

“The distribution of financial performance benefits from supply chain initiatives between buyers and suppliers”

American Accounting Association Annual Meeting, August 2006.
Vernon J. Richardson, University of Arkansas

“The financial performance effects of supply chain management initiatives in manufacturing firms”

International Conference on Supply Chain Management and Information Systems, Taichung, Taiwan, July 2006.
Vernon J. Richardson, University of Arkansas

“Searching for value in supply chain implementations of manufacturing firms”

Institute of Management Accountants Annual Meeting (Phoenix), June 2007.
Vernon J. Richardson, University of Arkansas

“Antecedents and consequences of adopting performance-based budgets”

Research workshop at the University of Tilburg and University of South Carolina
Timothy West, University of Arkansas
Fred D. Davis, University of Arkansas

Scholar in Residence

Dr. Ruyin He is a visiting scholar from Nanjing, China, where he is a professor. He came to the Walton College in November 2006, after meeting Dr. Matt Waller in Beijing, China in May of 2006. Waller was in Beijing with a MBA class. Dr. He is the Supply Chain/Logistics Scholar in Residence at the Walton College through November 2007. He is sponsored by the Chinese national government and his university for a year of research in the United States. He was selected to be one of only 20 government-sponsored researchers in the United States. The Chinese government supports the growth of logistics education in China and has created many new logistics programs. Logistics is a relatively new major in China. Waller and He share research interests and are developing a case study of the Chinese grocery industry's supply chain management. He's students in China are interviewing executives at one of China's largest grocers. He is also studying the impact of errors in perpetual inventory systems and their affect on inventory management. He and Waller plan to continue collaboration after he returns to China.



White Papers on Triple-Play Sustainability Released

As part of an ongoing effort of education and research on triple-play (cultural, financial, and environmental) sustainability, the Supply Chain Management Research Center announced the release of two new white papers:

Sustainability = Beyond Greening + Global Growth at the BOP

The first paper authored by Terry Tremwel, research director for the Supply Chain Management Research Center, — entitled, “Sustainability = Beyond Greening + Global Growth at the BOP” — is more than an opportunity to “just be green.” Triple-play sustainability is the key in that if any of the three elements is absent, the project is not truly sustainable. Tremwel presents the proposition that sustainability, embraced as a corporate strategy, opens up new market opportunities by reducing waste and the costs spent on wasted materials and energy. As a result, sustainability strategies can create profits by serving the lowest income groups, often referred to as the base of the pyramid (BOP). This BOP group is a greenfield market representing 4-5 billion people. Tremwel’s white paper discusses examples already occurring in the global market, personal experiences as an international humanitarian, and opportunities for global supply chain strategies that are both green and highly profitable. The typical mode for profit at the base of the pyramid is low margin, high sales volume, which leads to higher returns on capital employed, relative to previous firm experiences.

Closed Loop Supply Chains for Sustainability and the Environment

The second paper entitled — “Closed Loop Supply Chains for Sustainability and the Environment” — continues to build on the premise that sustainability strategies should be viewed as revenue-generating opportunities, not merely as corporate environmental programs or opportunities for positive public image. The paper discusses the realized benefits from the reverse logistics systems introduced by companies in Europe in response to European Union legislation. A sustainable approach can go beyond regulations to create product and package designs that reduce costs by reducing waste and increasing the cycling and use opportunities of materials, all within an optimized logistics system. This paper was authored by Susanne Ozmert, a third-year student of public policy, under the direction of Tremwel.

Additional sustainability research and educational initiatives of the Supply Chain Management Research Center include a new special topics class offered to all Walton College undergraduate and graduate students in the spring 2007 semester. The class was taught by Tremwel and featured several prominent speakers.

The Supply Chain Management Research Center spring 2007 conference featured a sustainability presentation from Gene Kahn, vice-president of sustainability, General Mills, and an afternoon panel of five industry leaders in sustainability options led by Tremwel.

A complete copy of each white paper can be found at the Supply Chain Management Research Center website: <http://scmr.uark.edu/research/whitepapers.asp>

Environmentally AND Economically Sustainable Supply Chains



The Supply Chain Management Research Center sponsored a one-day conference on April 5 for the supply chain/logistics industry — in conjunction with the Ozark Roundtable of the Council of Supply Chain Management Professionals. The conference, titled “Environmentally AND Economically Sustainable Supply Chains,” was held at the Donald W. Reynolds Center for Enterprise Development on the University of Arkansas campus.

The agenda included:

- **In Search of Sustainability** - Gene Kahn, vice president, Sustainable Development, General Mills
- **2016: The Future Value Chain** - Chrys Tarvin, vice president, Global Supply Chain, Wal-Mart Stores, Inc.
- **Sustainability as Strategy** - Jon Johnson, professor of management, Walton College and Dave Sherman, Blue Skye Sustainability Consulting
- **Carbon Markets and the Triple Bottom Line** - Greg Spencer, Blue Source LLC
- **Sustainability Brings Vitality to Life** - Fred M. Berkheimer, vice president, Logistics, Unilever USA
- **Supply Chain Sustainability Integration of Forward and Reverse Value Chains** - Steven South, president of Reverse Logistics, GENCO
- **A Long-Term View of Energy and Sustainability** - Mark Kerstens, director of Strategic Cooperation, BP-Alternative Energy Group
- **Strategy for Supply Chain Sustainability** - Chuck Thomas, Global Supply Chain leader, Dow Chemical Co.



Gene Kahn of General Mills

Sustainability has progressed from just a “socially responsible environmental idea” to become an important strategy to access new customer markets, supply chain cost savings, and productivity enhancements for some global firms. The focus of the conference included triple-play (cultural, financial, and environmental) sustainability as a key strategy element in supply-chain thinking and processes at many leading companies. The conference speakers offered numerous examples of such existing and planned initiatives with metrics to measure and report progress.

More than 150 industry professionals from 40 companies as well as faculty and students attended the Supply Chain Management Research Center conference. Proceeds from the conference support student scholarships, summer research, travel for student teams to compete in logistics competitions, and other activities.



The Sustainability Panel: Greg Spencer, Mark Kerstens, Chuck Thomas, Fred Berkheimer, and Steven South.

Milestones of an Exciting Year (Activities of 2006-2007)

Annual Board of Directors Symposia

During the fall and spring semesters, members of the Supply Chain Management Research Center Board and invited guests gather for a day of education, sharing and exchanging of ideas. In the sessions, undergraduate, master's and doctoral students are able to network with board members and participate in discussions.

Fall Symposium: Walton College Faculty Advance the Global Supply Chain

The Supply Chain Management Research Center board of directors attended the fall symposium, "Walton College Faculty Advance the Global Supply Chain," on October 5, 2006. Jon Johnson, professor of management, and



Symposium Attendees

Terry Tremwel, research director at the Center, presented "Sustainability as Strategy." Matt Waller, professor of marketing & logistics and Oren Harris Chair in Logistics, presented "Adapting Global Best Practice Supply Chain Strategies inside China: An Academic Perspective." Waller also spoke about his recent trip to China. Vernon Richardson, professor of accounting, Ralph L. McQueen Chair, discussed his research in the presentation, "Reducing Expenses, Increasing Profits."

In the afternoon, six Center-affiliated faculty members discussed their research in two simultaneous tracks. The small groups allowed for dynamic discussions and individual input. Walton College faculty presenters

included: John Delery, Nina Gupta, Tim West, Cary Deck, Ronn Smith, John Aloysius and Scott O'Leary Kelly.

Five outstanding Walton College students were presented with scholarship awards at the Symposium. Martha Walchuk and Stephen Sisti received the Supply Chain Management Research Center Undergraduate TLOG Scholarship. Paul Oliver and Stacy Davis received the Supply Chain Management Research Center Undergraduate Scholarship from General Mills. Matthew Couch received a joint scholarship from the Supply Chain Management Research Center and National Association of Supply Managers – Arkansas chapter.



Student scholarship recipients: Stephen Sisti, Martha Walchuk, Stacy Davis, Paul Oliver and Matt Couch.

Spring Symposium: Supply Chain Sustainability



2007 Walton College Operation Stimulus team: Dustin Mayhall, Levi Harris, Rachel Tarvin, Megan Harris, and Leanne Young.

Harris, and Leanne Young. The team competed at Operation Stimulus in Denver, Colorado in January 2007. The Graduate Case team included Ryan Stearle, Team Captain, Ravi Gunda, Katie Henderson-Grady, Robert Zeiler, Lei Zhao, and Matt Schilb. The team competed at the FedEx Freight International Graduate Case competition in Fayetteville in February 2007.

Guy Lord, senior manager, Special Projects, and Jack Parker, senior manager, Field Marketing, both from FedEx Freight, discussed the 2007 Graduate Case Competition and the future plans. Board members were enthusiastic as Lord and Parker shared plans to expand the competition from 12 to 16 teams in 2008. Parker discussed the group survey feedback from corporate sponsors and judges, academics, and most importantly, the competing students themselves. Virtually every metric indicated improvements over results from the 2006 event.

In the afternoon, conference speakers participated in an open discussion with board members. This year's discussion was opened by the keynote speaker Gene Kahn from General Mills. Terry Tremwel, the Center's research director, facilitated the discussion. The group had a significant interest in carbon trading credits, particularly with regard to motor carriers. The question of what this program would do to previous volunteer programs led to an interesting discussion. The concept of economically and environmentally sustainable supply chain strategies is already a reality for many of the board member companies. Supply chain and logistic professionals understand cost saving tradeoffs and sustainable strategies can be complementary in many instances. With many major retailers joining Wal-Mart's lead at the customer interface, the educational opportunities for consumers' acceptance and support for sustainable practices are significant.

The Supply Chain Management Research Center held its spring board of directors Symposium on April 4. The program focused on students and sustainability. Jim Crowell, Center director, opened the discussion. Heather Sprandel, director of the Walton College Career Development Center, outlined to the board the opportunities to be involved with the students.

Symposium attendees watched presentations from both the Walton College 2007 Undergraduate Case Team and the 2007 International Graduate Case Competition Team. The undergraduate team included: Rachel Tarvin, Team Captain, Levi Harris, Dustin Mayhall, Megan

Milestones of an Exciting Year (Activities of 2006-2007)

FedEx Freight International Graduate Logistics Case Competition



The Walton College Team, Robert Zeiler, Lei Zhao, Ryan Stearle, Katie Henderson-Grady, Matthew Schilb, and Ravi Gunda with Matt Waller, sponsor.

Some of the top logistics students in the world traveled to Fayetteville to compete in the annual FedEx Freight International Graduate Logistics Case Competition Feb. 22-24. The event was managed by the Supply Chain Management Research Center.

Teams from Darmstadt University of Technology, Darmstadt, Germany; Iowa State University, Ames, Iowa; and University of Minnesota, Twin Cities, Minn., captured the top three places respectively. The competition was sponsored in alliance with FedEx Freight and a host of corporate sponsors. The top three finishers were awarded \$3,000, \$2,000 and \$1,000, respectively. The winners were announced at an awards banquet on Feb. 24.

“We are honored to bring together graduate logistics students from 12 major universities across the country and around the world,” said Jim Crowell, director of the Supply Chain Management Research Center. “The case gave them firsthand experience in thinking on their feet and solving a real logistics problem. They had a chance to compete for prizes and prestige as well as network with peers and industry professionals.”

Each team competed as a “supply chain business consultant” presenting to a major company’s executive team. The case involved the immediate aftermath of a 1988 scientific report with proof that chlorofluorocarbons contributed to the “Ozone hole” in the upper atmosphere, the company directors made the decision to withdraw all chlorofluorocarbon products faster than required by the Environmental Protection Agency and international treaty. The students were given 24 hours to review the case and prepare their recommendations to create a supply chain plan for the worldwide phase-out, recall and replacement of all refrigerants, solvents and propellants served by the existing product line in the 10-year time period mandated by the board of directors. The teams presented their solutions to a panel of industry judges, and the three finalists competed before a second group of judges in the championship round. “The supply-chain solutions offered by this year’s teams were thought-provoking and showed that these graduate students have top-notch analytical skills,” said Pat Reed, executive vice president and chief operating officer of FedEx Freight. “FedEx Freight was pleased to sponsor this exchange of knowledge among the logistics professionals of tomorrow. It’s heartening to know that this caliber of student is in the pipeline for the transportation industry.”



Tharangi Ranaginghe, of the Iowa State team, presenting her team’s work.

Milestones of an Exciting Year (Activities of 2006-2007)

Students from the winning teams include:



First Place: Technische Universitat Darmstadt
Stephenie Heitel, Britta Merklingshaus,
Ben Röder, Tobias Schuster, and Martin Voss

Second Place: Iowa State University
D. Tharangi Ranasinghe, Jonathan
Nicanor Greenlee, Brook Anthony Richardson,
Monica Kak, Jason Beichley and Doug Stout

Third Place: University of Minnesota
Russell Needham, Leo Sharkey, Somin Chowdhury,
Urini Limthawornkit, Keejoo Park and Abhitab Jain



The Walton College MBA student team included Ravi Gunda, Katie Henderson-Grady, Robert Zeiler, Lei Zhao, Ryan Stearle and Matthew Schlib.

Participating universities also included Arizona State University, University of Arkansas, University of Maryland, University of Wisconsin-Madison, Michigan State University, The Ohio State University, The Pennsylvania State University, Texas Christian University, and Chalmers University of Technology of Gothenburg, Sweden.



The primary sponsor was FedEx Freight. Platinum sponsor was ABF Freight System Inc. Gold sponsors included E.&J. Gallo Winery, BNSF Logistics, General Mills, Unilever and Wal-Mart Stores Inc. Silver sponsors included J.B. Hunt Transport Services Inc., Procter & Gamble, Transplace and Wyeth Consumer Healthcare. Bronze sponsors were Nestlé Purina, Campbell Soup Co. and the Cosmopolitan Hotel in Fayetteville.

Faculty and Staff Profiles

CENTER STAFF

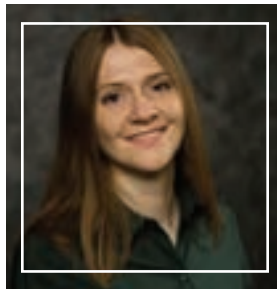
JIM CROWELL

Jim Crowell joined the Center in the fall of 2001 as managing director. He brought over 25 years of experience in logistics planning, procurement, transportation and warehousing. As director, he is responsible for the day-to-day operation of the Center, which supports education and research in supply chain management and serves as a conduit between the academic and business communities. He was selected "Outstanding Educator of the Year" in 2002 by the Colorado Transportation Community. Crowell has an MBA and bachelor's degree in business from the University of Colorado. He is president of the Council of Logistics Management Roundtable of Northwest Arkansas, serves as an academic advisor for Traffic Clubs International, and is a recipient of the Colorado Transportation Community Leadership Award.



MONICA SPRANKELL

Monica Sprankell joined the Center in August 2006 as administrative coordinator. She previously worked for Heifer International in Little Rock, Arkansas. Sprankell graduated from Lyon College, in Batesville, Arkansas, with a BA in English.



TERRY K. TREMWEL

Terry K. Tremwel joined the Supply Chain Management Research Center as research director in April 2006. Previously, he was an industrial engineer with ABF Freight System, Inc. in Fort Smith, Ark. He was also a professional engineer doing hydrologic modeling for the St. Johns River Water Management District in Palatka, Fla. He has worked in civil engineering consulting and international development. He has received four degrees from land-grant universities: a BS in agricultural engineering from the University of California at Davis in 1982; an MS in agricultural engineering from Iowa State University in 1985; a PhD in agricultural engineering from the University of Florida in 1992; and an MBA from the Walton College in 2004. Tremwel heads the research of the Center, working with faculty and students to produce white papers and providing a bridge between member companies of the Center and the resources of the University of Arkansas. His research interests focus on improved efficiencies in the supply network and in profitable global sustainability from field and factory inputs to consumer.



RESEARCH FACULTY

CUNEYT EROGLU

Cuneyt Eroglu joined the Walton College as assistant professor of marketing and logistics in August 2006. He received a PhD in logistics with a minor in marketing from The Ohio State University. He holds an MS in management science from the University of Miami and a BS in industrial engineering from Middle East Technical University in Ankara, Turkey. His research interests focus on logistics, supply chain management and forecasting. He has extensive experience in the logistics field, including positions with Ericsson Telecommunications, Federal Express and Istanbul Gold Exchange in Istanbul, as well as with Ryder Dedicated Logistics Inc. in Miami. He received the University Fellowship while at Ohio State.



THOMAS D. JENSEN

Thomas D. Jensen is the Wal-Mart Lecturer in Retailing and chair of the marketing and logistics department. He holds a BA in psychology and an MA and a PhD in experimental psychology from the University of Arkansas. Jensen teaches in the areas of consumer behavior, buyer behavior, and promotion. His research focuses on consumer behavior in retailing and promotional contexts and has appeared in the *Journal of Consumer Research*, *Journal of Retailing*, *Journal of Business Research* and *Journal of Experimental Social Psychology*. Jensen is a member of the American Marketing Association, Association for Consumer Research, Academy of Marketing Science, and American Psychological Society. He currently serves on the editorial review board of the *Journal of the Academy of Marketing Science*. He was the president of the University's Teaching Academy for 1996-97.



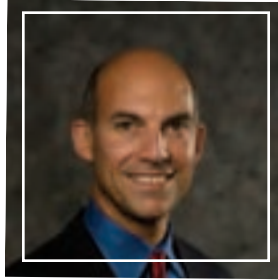
JOHN OZMENT

John Ozment holds the Oren Harris Chair of Transportation and is professor of marketing and logistics. He has a BSBA and an MBA from the University of Tulsa and a PhD in transportation and business logistics from the University of Minnesota. He teaches transportation, carrier management, business logistics, transportation/logistics strategy, business logistics systems, strategic issues in transportation management, and a seminar in transportation/logistics. Research interests include labor related issues in the rail, motor carrier and airline industries, and the effects of logistical service on costs and revenues.



MATTHEW A. WALLER

Matthew A. Waller is a professor in marketing and logistics and holds the Oren Harris Chair in Logistics. He holds a BS in economics from the University of Missouri and an MS in management science and a PhD in business logistics from Pennsylvania State University. He teaches principles of transportation, logistics modeling, business logistics, business logistics systems, and a seminar in transportation and logistics. His research interests include logistics strategy, supply chain management and order fulfillment. Waller has published in *Decision Sciences*, *Journal of Business Logistics*, *Transportation Journal*, *International Journal of Logistics Management*, *Logistics and Transportation Review*, *Journal of the Operational Research Society*, *Journal of Manufacturing Systems*, *International Journal of Production Economics*, and *Supply Chain Management Review*. Waller has served as a management consultant to a number of *Fortune* 100 companies such as Hewlett-Packard, Pillsbury and others. He also has been involved in the supply chain decision support technology industry and has a patent on a related technology.



ADJUNCT FACULTY

DON R. BECHTEL

After a 33-year career with Procter & Gamble, Don Bechtel joined the Supply Chain Management Research Center as its Executive-in-Residence during the spring semester of 2004. He shared his expertise with students by teaching business logistics in the Walton College. He also joined Matthew Waller in teaching strategic retail order forecasting and replenishment offered by the Walton College Center for Management & Executive Development. Participants in this executive course develop plans, action steps and acquire tools and techniques for re-designing their account-level forecasting business process, including how these business processes are integrated with other corporate business processes. Bechtel's 33-year career with Procter & Gamble, primarily in supply chain and logistics roles, has helped him illustrate real-world experience to students. He helped pioneer Procter & Gamble's multi-functional, team-based customer business development organization in the late 1980s. He retired as director of customer service and logistics for the Wal-Mart customer service team where he had global responsibility for the company's customer service and logistics results at Wal-Mart. During his assignment in Northwest Arkansas, Bechtel also served as team leader for Procter & Gamble's SuperCenter team. Bechtel is currently serving as a business strategy and supply chain consultant.



He is on the board of directors for the NWA Council of Logistics Management Roundtable and a past president of the organization. Active in community service, Bechtel is on the board of directors and the executive committee for the United Way of Washington County. He is a past board member and president of the Ozark Food Bank in Lowell, Ark.

SENIOR MANAGING DIRECTOR OF OUTREACH

DON BLAND

Don Bland, the previous chief operating officer of Wal-Mart Canada and president and chief executive officer of Wal-Mart Argentina, was appointed senior managing director of outreach for the Walton College. Bland reports to Dean Dan L. Worrell and is responsible for outreach activities for eight research and outreach centers, including the Supply Chain Management Research Center. In fall 2005, he joined the College as the associate director for the Center for Retailing Excellence and an executive-in-residence in the Walton College marketing and logistics department. Prior to joining the University of Arkansas, Bland had a career in the retail business spanning more than 37 years. His most recent experience was with Wal-Mart Stores, Inc. where he held a variety of executive positions. Upon his retirement from Wal-Mart, he was named to the Wal-Mart International Hall of Fame. Prior to Wal-Mart, he held management positions with Montgomery Ward, Home Quarters Warehouse, and Aikenheads Home Improvement Warehouse in Canada. Before his retail career, Bland taught in the St. Louis, Mo. public schools. He holds a Bachelor of Arts in education from Harris State Teachers College, St. Louis, where he received the Distinguished Alumni Award.



Logistic Leadership Speaker



Levatich with Bill Currington

Matt Levatich, vice president of materials management for Harley-Davidson Inc., spoke on September 29 as the 2006 Speaker for the Logistic Leadership Speakers Series. His speech, “Materials Management at Harley-Davidson; Strategy and Practice,” provided an overview of Harley-Davidson and focused on its supply chain and relationships with suppliers, one of the company’s key stakeholder groups.

Levatich said everyone has a “Harley gene,” the dream of owning a Harley-Davidson motorcycle. The goal of the company is to turn dormant genes active and make that dream attainable. Another key element is keeping interest high in customers who have an active “Harley gene.” The company credits passionate customers as the key to Harley-Davidson’s

success. “The brand is very powerful and distinct,” Levatich said. “It’s a part of everything we do and defines how we do it. We don’t know exactly how the brand got where it is today, but we are very aware of its power.”

Women in Logistics Panel



Chrys Tarvin, Karen Waller, Kelly Boyle and Heather Beene.

The Supply Chain Management Research Center and Women in Logistics sponsored the “Women in Logistics” panel on April 4. The organization is made up of board members and executives from board member companies. The event drew 40 female and male students, who lunched on a Flying Burrito taco bar as they asked questions of the panel. The panel included Chrys Tarvin, Wal-Mart Stores, Inc; Kelly Boyle, General Mills; Karen Waller, ConAgra Foods Inc.; Sherry Harriman, Wal-Mart ; Heather Beene, FedEx Worldwide Services; and Carolyn Wells, Wal-Mart.

The panel discussed such topics as how does logistics play in the overall strategy of a business. All of the participants considered it a key part of a company and an area where efficiency is critical.

Students asked the women what the best part of their job was. One said, “I get to travel the world.” When asked about continuing education, they said continuous learning was important. They advised the students to find a company about which they can be passionate. Each of the panelists said they were all looking for people with problem-solving skills. The theme of their presentations was consistently finding efficiency in the supply chain throughout the organization. They wanted to create an appetite for knowledge about logistics. Women in Logistics also sponsored several events for the Women in Logistics student organization, including an interview workshop, a networking dinner, and an ongoing mentor program. The purpose of the Women in Logistics is to provide information to students who are interested in supply chain/logistics and to spark an interest in those who are unfamiliar with the discipline.

Undergraduate Scholarship Awards

The Supply Chain Management Research Center announced five undergraduate scholarships. The scholarships were presented at the Supply Chain Management Research Center Board Fall Symposium on October 5, 2006.

Martha Walchuk of Conway, Ark. and Stephen Sisti of Fort Smith, Ark. received the Supply Chain Management Research Center Undergraduate Transportation and Logistics Scholarship. Walchuk is currently a Walton College junior, a Chancellor's Scholar and an Honors College Fellow. Sisti is also a Walton College Honor Fellow. He is a senior in the Walton College. He completed a summer internship with ABF Freight System Inc. and is currently interning at Nestle Purina. Both are pursuing transportation and distribution management degrees. Each received a \$3,000 scholarship, with funding provided by the member companies of the center's board.

Paul Oliver of Springdale, Ark. and Stacy Davis of Bentonville, Ark. received the Supply Chain Management Research Center Undergraduate Scholarship from General Mills. Oliver currently works at FedEx in Springdale and is majoring in business administration and transportation and distribution management. Davis is an assistant director at the Pagnozzi Charities in Fayetteville and is pursuing management, transportation and distribution management majors. Each received a \$2,500 scholarship from General Mills.

Matthew Couch of Elkins, Ark. received a joint scholarship from the Supply Chain Management Research Center and National Association of Purchasing Managers – Arkansas chapter. Couch works for J.B. Hunt Transport Services Inc. while pursuing a transportation and distribution management degree. He received a \$1,000 scholarship.

Supply Chain Research Center Presents Doctoral Award

The Supply Chain Management Research Center awarded the 2006 Doctoral Dissertation Proposal Award to Jeremy M. Brann, a fourth year PhD student in the Department of Information and Operations Management at the Mays School of Business at Texas A&M University.



Brann (center) with Dr. Powell Robinson, Jr. of Texas A & M and Jim Crowell

“This award, which includes \$5,000, recognizes hard work and dedication. The purpose of the award is to encourage and reward individuals who are pursuing a doctoral degree in supply chain management,” said Jim Crowell, managing director, Supply Chain Management Research Center. Brann’s dissertation focuses on supply chain design.

The Doctoral Dissertation Proposal Award evaluation process consists of 15 to 20 reviewers from 12 different universities. The evaluation criterion includes: contribution to supply chain management; likelihood of completing dissertation; theoretical basis for research; and appropriateness of research design. Past recipients include PhD candidates from schools such as the University of Tennessee and The Ohio State University.

Brann receives a \$5,000 monetary grant in two equal installments. The first is paid upon receipt of his final research proposal approved by his dissertation committee. The second will be made when his completed, bound dissertation that has been approved by his dissertation committee.

“Brann’s award represents the degree to which leading supply chain management academics felt his dissertation will contribute to supply chain management,” added Crowell.

Student Spotlight

Fall Career Fair:

Companies attending included:

3M; ABF Freight System, Inc.; Acxiom Corporation; Alltel Corporation; Altep; American Airlines; ANB Financial; Arkansas Blue Cross and Blue Shield; Arkansas Department of Information Systems; Arvest Bank; BNSF Logistics; BNSF Railway; C.H. Robinson Worldwide, Inc.; Colgate-Palmolive; Conoco Phillips; Consolidated Electrical Distributors; Con-Way Freight Southern; Data-Tronics Corporation; Deloitte Consulting; Dillard's, Inc.; Dollar General Corporation; Entergy; Epes Carriers, Inc.; FedEx Freight; GDH Consulting, Inc.; General Mills; Hewlett Packard; Hilti, Inc.; J.B. Hunt Transport Services, Inc.; Kimberly Clark Corporation; Knight Transportation, Inc.; Maverick USA, Inc.; Navy Officer Programs; Nestlé USA; Northrop-Grumman Corp.; Novartis; Peace Corps; Smith & Nephew; Southeastern Freight Lines; Staffmark; TEKsystems; The Scotts Company; Therma Tru; Trane Residential Systems; Trinity Transport; Tyson Foods, Inc.; Unilever; USA Truck, Inc.; Wal-Mart Stores, Inc.; Werner Enterprises; and Wyeth.

The Walton College Supply Chain Management Research Center and the Information Technology Research Institute held their fall career fairs on September 20. The record turnout included 129 recruiters, representing 52 companies in the combined fairs. Last fall, the Supply Chain Management Research Center and the Information Technology Research Institute held a separate fair from the Center for Retailing Excellence Retail Rush, making the business events a two-day recruiting experience for students and industry. The arrangement allowed many more companies to recruit.

Over 250 students attended the fairs, representing all business majors as well as other majors throughout the University of Arkansas. Recruiters expressed their satisfaction with the event and the students. They felt the students were well prepared

for the event, showed confidence, and presented themselves more successfully than students from many other universities. The Supply Chain Management Research Center and Information Technology Research Institute were pleased to partner with the participating companies.



Spring Career Fair:

Companies attending included:

3M; ABF Freight System, Inc.; Acxiom Corporation; ANB Financial; Arkansas Blue Cross and Blue Shield; Arkansas Department of Information Systems; Arvest Bank Group; Baxter Healthcare; BNSF Logistics; BNSF Railway; C.H. Robinson Worldwide, Inc.; Colgate-Palmolive; ConAgra Foods, Inc.; Conoco Phillips; Dillard's, Inc.; Epes Carriers, Inc.; FedEx Freight; Frito-Lay, Inc.; Hewlett Packard; Hilti, Inc.; Hope Lumber and Supply; International Paper; J.B. Hunt Transport Services, Inc.; Kimberly Clark Corporation; Knight Transportation, Inc.; Mihlfeld & Associates; Nestlé Purina PetCare; Sara Lee Corporation; Smith & Nephew, Inc.; Southeastern Freight Lines; Swift Transportation; Target Distribution Center; Transplace; Tyson Foods, Inc.; Unilever; USA Truck, Inc.; Wal-Mart Stores, Inc.; and Wyeth Consumer Healthcare.

The Spring 2007 Business Career Fair Days was held on February 6 and 7. The new partnership between the Walton College Career Development Center, the Information Technology Research Institute, Supply Chain Management Research Center, and the Center for Retailing Excellence contributed to the success of the fair. Because of the number of companies wishing to participate, the career fair was held over two days. There was a stronger retail focus on day one and a more specific focus on supply chain and information technology during day two. A record number of more than 400 students attended day one, with 52 companies recruiting. Day two was also very successful with 200 students and 44 companies participating.



Unlike previous career fairs, this semester recruiters were treated to some extra amenities, arranged by the Walton College Career Development Center. An aromatherapy room was set up with a variety of scents to stimulate and relax the recruiters. They could enjoy this room while waiting for their free five-minute massage

from one of the masseuses. Overall, both students and recruiters were very satisfied with the results of the Business Career Fair Days. One recruiter remarked after the event, "We have been to several career fairs around the country, and this is one of the best." The Career Development Center, Center for Retailing Excellence, Supply Chain Management Research Center, and the Information Technology Research Institute are planning for the fall 2007 career fair. Organizers anticipate that with the opening of Willard J. Walker Hall, facilities will be available for a one-day fair that accommodates all of the companies who currently recruit at the Walton College.



FedEx Freight Sponsors Student Scholarships

FedEx Freight sponsored six important scholarships, valued at \$5,000, this past semester for Walton College transportation and logistics students who received awards ranging from \$500 to \$2,000. The Walton College has goals of increasing student diversity, student retention and increasing the transportation and logistics student enrollment. Two of these scholarships were awarded to minority students. The first scholarship for \$2,000 was made to Summer Johnson, a deserving student with a junior class status. A second award for \$1,000 was targeted to a sophomore student, Ashley Toatley.

Another \$2,000 was awarded to four transportation and logistics students for term-paper scholarships. This award encourages student to research in areas impacting the transportation industry and less-than-truckload carriers. Four students each received \$500 scholarships, including: Heather Townsend, Stephanie Bond, Brandon Chandler and Tyrel Henry. These students wrote papers on RFID and trucking.

Calendar of Events 2007 - 2008

September 3 - Supply Chain Doctoral Dissertation Award Applications Due

September 25 - Walton College Career Fair

October 16 - Logistics Leadership Speaker Series

October 17 - Fall Supply Chain Management Research Center Board Member Symposium

October 20-24 - Council of Supply Chain Management Professionals Conference, Philadelphia (Doctoral Dissertation Award winner announced)

November 8 - Undergraduate Mock Case Competition

November 10-14 - National Industrial Transportation League/American Society of Transportation/Logistics Conference in Atlanta

January 24 - 26, 2008 - Undergraduate Case Competition & Operation Stimulus Conference in Denver

February 10-13, 2008 – Retail Industry Leaders Association Conference in Orlando, Florida

February 19, 2008 - Walton College Career Fair

February 27 – March 1, 2008 - FedEx Freight Intl Graduate Case Competition

April 22, 2008 - Half day Spring Supply Chain Management Research Center Symposium and Dinner

April 23, 2008 - Supply Chain Management Research Center Annual Conference

Affiliated Faculty Members

John A. Aloysius

Associate Professor,
Information Systems

Teaching Areas

- Business Analytics
- Data Analysis
- Decision Making
- Decision Support



Jon Johnson

Professor, Management
Teaching Areas

- Strategic Management
- Organization Theory
- Business Ethics
and Corporate Social
Responsibility



Cary A. Deck

Associate Professor,
Economics

Teaching Areas

- Microeconomic Theory
- Experimental Economics
- Industrial Organization



Scott W. O'Leary-Kelly

Business Core Curr. Dir.
Teaching Areas

- Operations Management
- Research Methods



John E. Delery

Professor, Management
Teaching Areas

- Human Resource
Management, Organizational
- Staffing, Seminar in
Strategic Human Resources
Management
- Seminar in Psychometrics



Vernon J. Richardson

Professor
S. Robson Walton Chair in
Accounting, Accounting
Department Chair

- Teaching Areas
- Financial Accounting
 - Information Systems
 - IT Strategy



Nina Gupta

Professor, Raymond F. Orr
Chair in Management

Teaching Areas

- Organizational Rewards and
Compensation
- Organizational Staffing
- Human Resource
Management
- Seminar in Human Resource Management
- Practicum in Research Methods
- Seminar in Research Methods



Ronn J. Smith

Assistant Professor,
Marketing & Logistics
Teaching Areas

- Markets and Consumers



Timothy D. West

Associate Professor,
Accounting

Teaching Areas

- Cost/Managerial Accounting
- Judgment and Decision
making



Executive Board of Directors

Roy Slagle
Senior Vice President Sales
and Marketing
ABF Freight System, Inc.

Wes Kemp
Senior Vice President
Operations
ABF Freight System, Inc.

Todd Olson
Assistant Vice President,
Supply Chain Solutions
BNSF Railway

Shannon Boyd
Director, Integration
BNSF Logistics

Eric Aronowitz
Retail SC Team Leader
BP Lubricants, USA

Daniel Cadigan
Sr. Strategic Project
Leader: Retail Customer
support
BP Lubricants, USA

Joella Hughes Lucas
Customer Logistics Manager
Campbell Soup Company

Scott Anderson
Director of Supply Chain
Campbell Soup Company

Tom Zondlak
Customer Alliance Manager
Colgate-Palmolive

Gus Johnson
Director of Customer Alliance
North America
Colgate-Palmolive

Karen Waller
Director, Customer Service
ConAgra Foods, Inc.

Dave Fair, Jr.
Senior Manager, Customer
Service
ConAgra Foods, Inc.

Doug Reifsteck
Director Supply Chain
Logistics
E. & J. Gallo Winery

Ernie Chachere
Vice President Supply Chain
E. & J. Gallo Winery

Walter Loyd, Jr
Director Supplier Diversity
Entergy Services, Inc.

Asbury Gault
Vice President Supply Chain
Entergy Services, Inc.

Bob Edwards
Managing Director-World
Wide Services
FedEx Services Solutions &
Technology

Glenda Corwin
Vice President, World Wide
Services
FedEx Corporation

Chris Keylon
Vice President, Sales
FedEx Freight

Guy Lord
Sr. Manager, Special Projects
FedEx Freight

Curtis Greve
Sr. Vice President GENCO
Logistics
GENCO

Tim Coats
Vice President, Supply Chain
Logistics
General Mills

Kelly Boyle
Director Customer Supply
Chain Initiatives
General Mills

Gary Whicker
Sr. Vice President Engineering
Services
J.B. Hunt Transport Services,
Inc.

Terry Mathews
Vice President Sales &
Marketing
J.B. Hunt Transport Services,
Inc.

Kyle Kaiser
Vice President Supply Chain
Management
Jarden Consumer Solutions

Jennifer Nelson
Director, Customer
Satisfaction
Jarden Consumer Solutions

Mary Lou McCleese
Global Director of Customer
Logistics
Johnson & Johnson

Andres Lopez
Global Director for Customer
Logistics for Wal-Mart
Johnson & Johnson

Ken Boyd
Director, Global Supply Chain
Development
Kimberly-Clark

Mark Jamison
Vice President Consumer
Logistics
Kimberly-Clark

Tim Kohl
President
Knight Transportation

Glenn Fritschle
Supply Chain Director
Wal-Mart & Sams Club
Nestlé Purina PetCare

Bill Shotwell
Director, Wal-Mart Global
Supply Chain
Nestlé USA

Claudia Miquelon
Associate Director, Customer
Logistics
Procter & Gamble

Juan Carlos Parada
Director Customer Service/
Logistics
Procter & Gamble

Tom Shorb
Director of Sales: Wal-Mart
Business Development Team
The Scotts Company

Eric Kertz
Director of Supply Chain:
Wal-Mart Business
Development Team
The Scotts Company

Matt Connolly
Director, Supply Chain
The Clorox Company

Bill Lynch
Vice President, Planning and
Logistics
The Clorox Company

Scott Coleman
Director of Sales
Transplace

Chad Palmer
Vice President Operations
Transplace

Joey White
Vice President Production
Planning & Inventory
Strategies
Tyson Foods, Inc.

Donnie Smith
Senior Vice President of Fresh
Meats and Margin
Optimization
Tyson Foods, Inc.

Matthew Lindsey
Logistics Director
Unilever

Fred Berkheimer
Vice President Logistics
Unilever

Tom Burgmeier
Strategy Director-Global
Supply Chain Management
Wal-Mart Stores, Inc.

Chrys Tarvin
Vice President Global Supply
Chain
Wal-Mart Stores, Inc.

Sheila Benton
Senior Director Customer
Support Team
Wyeth Consumer Healthcare

Reg Yarbrough
Vice President Commercial
Operations
Wyeth Consumer Healthcare

Executive Committee Members

The Executive Advisory Committee provides direction and leadership for the Center. The committee meets with transportation and logistics faculty periodically throughout the year to ensure activities and objectives support the Center mission. With the committee's dedication, foresight and knowledge the Center is challenged to continue to grow and and pursue new ideas and relationships.



Sheila Benton is Senior Director of Customer Support at Wyeth Consumer Healthcare, where she sets the strategic vision for a team of supply chain professionals responsible for managing customer replenishment, order-to-cash, and logistics activities for Wyeth's mass merchandise business partners. Since joining Wyeth in 1977, Sheila has created a value proposition for Wyeth and its retailers by improving supply chain efficiency, business process, operational performance, and cost-to-serve. Now, she is the business process leader for Wyeth's global SAP sales order design and domestic implementation. She holds a bachelors degree in human resource management from the University of Richmond and an MBA from Averett University.



Fred Berkheimer is Vice President, Logistics Unilever USA and is on the Unilever Supply Chain Leadership Team and US Leadership Team. Fred joined Unilever in 1980 with responsibility for engineering solutions to advance the manufacturing processes and focused improvement of packaging equipment and supply chain systems. Fred received his bachelor's degree of mechanical engineering from Carnegie-Mellon University in Pittsburgh, PA and he is a member of the Council of Supply Chain Management Professionals. Fred works out of the Englewood Cliffs, NJ office and resides in Westwood, NJ with his wife. His married children reside in Charlotte, NC and Richmond, VA.



Ken Boyd, Director of Global Supply for Kimberly-Clark, Corporation, has responsibility for the supply chain relationship between Kimberly-Clark and Wal-Mart, Inc. Boyd is a graduate of The Ohio State University and holds a bachelor degree in transportation and logistics. During his time with Kimberly-Clark he has spent time in transportation, production planning, strategic analysis and managing customer supply chain relationships. Prior to joining Kimberly-Clark, Boyd worked 15 years in the retail food industry.



Kelly S. Boyle is Director of Supply Chain Customer Initiatives at General Mills, a food manufacturer that markets some of the world's best-loved brands including Betty Crocker, Häagen-Dazs, Pillsbury, Green Giant, Old El Paso, Wheaties, and Cheerios. Since February of 1990, she served in various management capacities within General Mills. Kelly holds a bachelors degree in production operations management and materials logistics management from The Ohio State University. Currently, Kelly lives in Minneapolis with her husband and three children. She is actively involved in local city government and Zonta International, an organization of professionals promoting the advancement of women worldwide.

Executive Committe Members



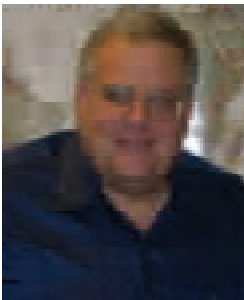
Tom Burgmeier, Director of Global Supply Chain Strategy, joined Wal-Mart Stores, Inc. in 1989. His current responsibilities include development of supply chain strategies to drive efficiency and value for the corporation. During his 17 years with Wal-Mart, Burgmeier has been involved in the logistics startup of international markets; store process improvement; logistics network design; and merchandise logistics. Prior to Wal-Mart, he spent 16 years in the LTL transportation industry in positions from front line supervisor to director of industrial engineering. He holds a bachelor of science in industrial engineering from Purdue University and a MBA from Northwestern University.



Wes Kemp joined ABF Freight System, Inc as a management trainee in 1969 upon graduation from the Walton College. He has held a variety of positions during his 38-year career. Prior to assuming his current duties as Senior Vice President of Operations in 2006, he was Vice President of Terminal Operations and a Regional Vice President in Bristol, Connecticut. Kemp is responsible for the operation of ABF's 290 terminals and line haul network. His responsibilities include securing and disseminating the appropriate assets and labor necessary for the timely and efficient movement of shipments from origin to destination. He oversees the Engineering, Real Estate, Safety & Security, and Industrial Relations departments.



Guy Lord, in his role of Managing Director of Strategic Planning and Analysis at FedEx Freight, leads the HQ Support team that is responsible for coordinating the development of corporate strategy and the implementation of major strategic initiatives for FedEx Freight. Guy joined FedEx Freight in 2001 as a special projects manager and has worked to support the executive leadership teams within FedEx Freight as the organization has shown phenomenal growth. Prior to joining FedEx Freight, Guy held leadership positions with various manufacturing companies in Northwest Arkansas. Guy graduated from Centenary College of Louisiana. He and his wife Corine have two sons – Neil and Robert.



Bill Shotwell is the Director of the Wal-Mart Global Supply Chain for the Nestlé Group. Bill is responsible for the Nestlé Group's logistic training, development and performance with Wal-Mart, as well as a primary Nestlé liaison in Wal-Mart's future development of supply chain best practices and technology. Prior to this assignment, Bill was the Wal-Mart Supply Chain Director for Nestlé Purina PetCare. Bill has been employed with Nestlé for 30 years. He earned his bachelor's degree in business administration from Illinois Wesleyan University in 1977. Bill is a graduate of Michigan States executive program in Logistics Management and the Harvard Business School executive program in Strategic Manufacturing.



Gary Whicker, Senior Vice President of Engineering Services for J.B. Hunt Transport Services, Inc., leads Hunt's Delta Center. The Delta Center creates innovative, integrated customer solutions involving all of J.B. Hunt's service offerings, while working to improve and streamline internal company processes. Whicker is a graduate of Iowa State University with a degree in industrial engineering and holds an MBA from the University of Minnesota. He has spent most of his career in the transportation and logistics field. Prior to joining J.B. Hunt, he worked for Target Corporation and Northwest Airlines.

Members



ABF Freight System, Inc. is firmly positioned as one of the nation's foremost transcontinental carriers, leading the industry with Internet and computer-based services. Our network of 309 U.S. Continental, Alaskan, Hawaiian, Puerto Rican, and Canadian, terminals provide daily direct service to more than 43,000 points and connect worldwide to 130 countries and 230 ports. The heart of ABF's business remains serving both regional and longhaul LTL markets on shipments that average 1,000 pounds and require an average transport of 1,000 miles. ABF's union-skilled distribution network is also well suited to moving both intrastate and international traffic, as well as shipments from minimum weight to full load quantities. Revenues for 2005 exceeded \$1.8 billion. ABF enjoys a declared customer base of over 250,000 accounts.



Every day we serve nearly 13 million customers in more than 100 countries and across six continents. BP products provide the freedom to move, to heat, to see. We believe this freedom is inseparable from our responsibility to produce energy in ways that respect both human rights and the natural environment. Every day more than 100,000 employees combine their energy and innovation to build the BP brand; and define who we are, and what we stand for as a company. The BP brand encompasses all our people, the products we sell, the technologies we develop and the relationships we build.



BNSF Logistics, LLC is an indirect wholly owned subsidiary of Burlington Northern Santa Fe Corporation (NYSE:BNI). In 2002, BNSF acquired specified assets of Clicklogistics, Inc., which formed the initial management infrastructure and customer base. BNSF Logistics is headquartered in Springdale, Ark., and BNSF maintains their corporate offices in Fort Worth, Tex.



Known the world over for its soups ("M'm! M'm! Good!"), the number of brand names under the Campbell banner has also grown, and now includes such well-known products as "Pepperridge Farm" breads, cookies, and crackers, "Franco-American" gravies and pastas, "V8" vegetable juices, "Swanson" broths, and Godiva Chocolates. Today, the Campbell name is sold in over 120 countries worldwide from China, Australia, Argentina, and beyond. While many of the products Americans know are offered internationally, regional varieties like Watercress and Duck-Gizzard Soup in China and a Cream of Chili Poblano soup in Mexico, have been introduced to respond to cultural differences. With a 133-year history and global sales of \$6.1 billion, Campbell Soup Company is the recognized leader in soup products.



Colgate-Palmolive is a global company doing business in over 200 countries. Brand names include Colgate toothpaste and toothbrushes, Palmolive soaps and shampoos, Softsoap liquid hand soap, Mennen deodorants, Ajax and Axion cleaners and Hill's Pet Nutrition products. Colgate People, working around the world, share a commitment to three core corporate values: Caring, Global Teamwork and Continuous Improvement. These values are reflected not only in the quality of their products and the reputation of their Company, but also in their dedication to serving the communities where they do business.

Members



With \$27 billion in sales, ConAgra Foods, Inc. is one of the world's leading food companies. It is North America's number one foodservice manufacturer and the second largest retail food supplier. ConAgra is best known for familiar household brands such as Healthy Choice, Butterball, Hunt's, Slim Jim, and Armour. ConAgra focuses on what America eats whether it be at home with consumer brands, or away from home at places such as restaurants, hotels, or banquet halls. With 80,000 employees worldwide, ConAgra strives to provide their customers with healthy, nutritious, convenient, and enjoyable eating experiences.



Founded in 1933 by Ernest and Julio Gallo, the E & J Gallo Winery currently employs more than 4,600 people and markets its wine throughout the U.S. and over 90 foreign countries, making it one of the largest winemaking operations in the world. The grapes for our wines are grown and harvested in all of California's important wine-producing regions and represent only the very best in quality. The product portfolio is also diverse, encompassing virtually every form of the winemaker's art from the fine table and sparkling wines, to distilled, wine-based spirits and beverage wines.



Entergy Corporation, with annual revenues of nearly \$10 billion, is a major integrated energy company engaged in power production, distribution operations, and related diversified services, with more than 15,000 employees. Entergy owns, manages, or invests in power plants generating more than 30,000 megawatts of electricity, is the second largest U.S. nuclear generator, and delivers electricity to about 2.6 million customers in portions of Arkansas, Louisiana, Mississippi, and Texas. Through Entergy-Koch, L.P., it is also a leading provider of wholesale energy marketing and trading services, as well as an operator of natural gas pipeline and storage facilities.



FedEx is one of the world's great success stories, the start-up that revolutionized the delivery of packages and information. In the past 30 years, we've grown up and grown into a diverse family of companies – a FedEx that's bigger, stronger, better than ever. But one thing hasn't changed. We succeeded only when our customers succeed. The FedEx story is about more than packages; it's about people. The customers we serve with worldwide transportation, e-commerce and supply chain solutions. The shareholders we reward with consistent financial returns. And more than 200,000 FedEx people who have discovered a great place to work.



FedEx Freight is a \$1.9 billion leading provider of next-day and second-day regional less-than-truckload (LTL) freight services. FedEx Freight is comprised of two independent yet complementary operating companies, FedEx Freight East and FedEx Freight West, known for exceptional service, reliability and on-time performance. Through a comprehensive network of service centers and real-time information systems, the two-companies provide award-winning LTL freight services to virtually all U.S. zip codes, including Alaska, Hawaii, and Puerto Rico. Internationally, FedEx Freight East and FedEx Freight West provide service to Canada, Mexico, Central and South America and the Caribbean. FedEx Freight East, formerly American Freightways, was a founding member of the Supply Chain Management Research Center.

Members

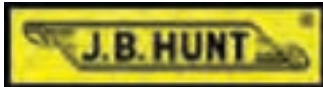


GENCO is a recognized leader in supply chain management serving a diverse range of manufacturing, retail and government customers throughout North America, Australia and the United Kingdom. The company provides a complete range of value-added supply chain solutions, including direct logistics, reverse logistics, pharmaceutical returns, asset recovery, transportation management, supply chain analysis, parcel management, damage research and infrastructure. For more information, visit www.genco.com.



General Mills

General Mills, Inc. is a leading U.S. and international manufacturer and marketer of consumer foods products, with worldwide sales of more than \$7.9 billion annually. Major U.S. businesses include: Big G cereals; Betty Crocker desserts, side dish and dinner mixes; Betty Crocker and Nature Valley snacks; Pillsbury; and Yoplait and Colombo yogurts. Major international businesses include: General Mills Canada, General Mills China, General Mills de Mexico, and the international joint ventures, Cereal Partners Worldwide and Snack Ventures Europe.



J.B. Hunt Transport Service, Inc. is the nation's leading transportation provider. We offer dedicated fleet, over-the-road truck and intermodal service. We also offer comprehensive third party logistics management through Transplace. We use a total systems approach to optimize a shipper's distribution network, deploy industry leading logistics information systems and processes, and assemble the best combination of carrier fleet to help the shipper enhance service and reduce cost. By leveraging industry-leading systems technology, an extensive shipper and carrier network, and our own assets, J.B. Hunt has a proven track record of creating supply chain value that substantially impacts our customers' growth and profitability.



Jarden Consumer Solutions is a leading global provider of market leading branded consumer products used in and around the home marketed under well-known brand names including Ball®, Bee®, Bicycle®, Campingaz®, Coleman®, Crawford®, Diamond®, First Alter®, FoodSaver®, Forster®, Health o meter®, Hoyle®, Kerr®, Lehigh®, Leslie-Locke®, Lowe-Cornell®, Mr. Coffee®, Oster®, Sunbeam® and VillaWare®. Jarden operate through four business segments: Branded Consumables, Consumer Solutions, Outdoor Solutions and Other. Headquartered in Rye, N.Y., Jarden has over 9,000 employees worldwide.



Johnson & Johnson, with approximately 106,100 employees, is the world's most comprehensive and broadly based manufacturer of health care products, as well as a provider of related services, for the consumer, pharmaceutical and medical devices and diagnostics markets. Johnson & Johnson has more than 197 operating companies in 54 countries around the world, selling products in more than 175 countries. Our worldwide family of companies shares this value system in 36 languages spreading across Africa, Asia/Pacific, Eastern Europe, Europe Latin America, Middle East and North America.

Members



Kimberly-Clark

Kimberly-Clark is a leading global health and hygiene company with operations in 37 countries and product sales in more than 150. We're a team of more than 60,000 people, organized into three global segments – Consumer Tissue, Personal Care and Business-to-Business. Although our size and scale has changed dramatically over the years, our founders' values still guide us – manufacturing the best possible products, providing quality service and dealing fairly with employees and customers. Ingrained in our culture is a passion for innovation and leadership. We have invented entire product categories – facial tissue, feminine pads, paper towels, toilet paper on a roll, and disposable training pants. We hold the No. 1 and No. 2 position globally in most of the major consumer products categories in which we compete. Everyday, 1.3 billion people – nearly a quarter of the world's population – trust our brands to enhance their health, hygiene and well-being.



Knight Transportation Inc., based in Phoenix, Arizona, is a truckload carrier offering services to its customers through three complementary businesses, Knight Transportation, Knight Refrigerated, and Knight Brokerage. The principal types of freight transported include consumer staples, paper products, packaging/plastics, manufacturing and import/export commodities. Knight's common stock is traded on the New York Stock Exchange under the symbol KNX.



Nestlé, with headquarters in Vevey, Switzerland, was founded in 1866 by Henri Nestlé and is today the world's biggest food and beverage company. We employ around 250,000 people and have factories or operations in almost every country in the world. The company's strategy is guided by several fundamental principles. Nestlé's existing products grow through innovation and renovation while maintaining a balance in geographic activities and product lines. Long-term potential is never sacrificed for short-term performance. The Company's priority is to bring the best and most relevant products to people, wherever they are, whatever their needs, throughout their lives.



Established in 1837, The Proctor & Gamble Company (P&G) began as a small family operated soap and candle company in Cincinnati, Ohio. From that modest beginning, P&G has grown into a global company. Two billion times a day, P&G brands touch the lives of people around the world. The P&G community consists of nearly 98,000 employees working in almost 80 countries worldwide. In the fiscal year ending June 30, 2005, P&G had worldwide sales of over \$56.7 billion.



The Scotts Company, headquartered in Ohio for over 130 years, is the world's leading supplier and marketer of consumer products for do-it-yourself lawn and garden care, with a full range of products for professional horticulture as well. The company owns what are by far the industry's most recognized brands. In the U.S., consumer awareness of the company's Scotts®, Miracle-Gro®, and Ortho® brands outscores the nearest competitors which is owned by Monsanto, and for which Scotts' is the exclusive marketing agent worldwide. In the U.K., Scotts' brands include Weedol® and Pathclear®, the top-selling consumer herbicides; Evergreen®, the leading lawn fertilizer line; the Levington® line of lawn and garden products; and Miracle-Gro®, the leading plant fertilizer. The company's leading brands in continental Europe include KB® and Fertiligè® in France and Nexa Lotte® and Celaflor® in Germany.

Members



The Clorox Company was established on May 3, 1913. Five Oakland, California entrepreneurs invested \$100 apiece to set up America's first commercial-scale liquid bleach factory on the east side of San Francisco Bay. In the ensuing years, The Clorox Company - as it is now known - has grown into a worldwide producer of household grocery, food and insecticide products, with annual sales totaling \$4.1 billion, and products sold in more than 110 countries. The Clorox Company products consist of many of the best known retail brands in America including K.C. Masterpiece, Glad, Hidden Valley, Brita, and STP.



The Transplace mission is to deliver industry-wide logistics/transportation and procurement synergy to shipping customers, carriers, and suppliers through its Dense Network EfficiencySM (DNE) platform. There are three critical elements in DNE: The first encompasses a critical mass of virtually unlimited shipper freight and carrier capacity combined through Transplace, The second is web-enabled Internet Portal that links shippers and carriers together, facilitating collaboration and supply chain visibility, Finally is the optimization technology, utilizing a systematic and highly automated methodology to identify transportation synergies that reduces cost and improves service.



Tyson Foods, Inc.

Tyson Foods, Inc., founded in 1935 with headquarters in Springdale, Arkansas, is the world's largest processor and marketer of beef, chicken and pork. Tyson produces a wide variety of brand name protein-based prepared food products marketed in the United States and more than 80 countries around the world and is recognized market leader in the retail and food service markets. It has approximately 120,000 team members and 300 facilities and offices in 29 states and 22 countries.



Unilever's mission is to add vitality to life. We meet everyday needs for nutrition, hygiene and personal care with brands that help people feel good, look good and get more out of life.

Unilever is one of the world's leading suppliers of fast moving consumer goods with strong local roots in more than 100 countries across the globe. Its portfolio includes some of the world's best known and most loved brands including twelve €1 billion brands and global leadership in many categories in which the company operates. In the United States these brands include recognized names such as: Axe, "all," Ben & Jerry's, Bertolli, Breyers, Caress, Country Crock, Degree, Dove personal care products, Hellmann's, Knorr, Lipton, Popsicle, Promise, Q-Tips, Skippy, Slim-Fast, Snuggle, Suave, Sunsilk and Vaseline. All of the preceding brand names are registered trademarks of the Unilever Group of Companies

Unilever has around 179,000 employees in approaching 100 countries and generated annual sales of €40 billion in 2006. For more information about Unilever and its brands, please visit www.unilever.com.

Members



Wal-Mart Stores, Inc., is the largest company in the world on the annual Fortune 500, with \$312.4 billion in sales in the fiscal year ending Jan. 31, 2006. The company employs more than 1.6 million associates worldwide through more than 6,100 facilities in the United States and more than 2,400 units in Argentina, Brazil, Canada, China, Costa Rica, Germany, Guatemala, Honduras, Mexico, Nicaragua, Puerto Rico, El Salvador, South Korea and the United Kingdom. More than 138 million customers per week visit Wal-Mart stores worldwide. Sam Walton built Wal-Mart on the revolutionary philosophies of excellence in the workplace, customer service, and always having the lowest prices.



Wyeth Consumer Healthcare is built on strong global brands, including some of the world's most popular and best-known consumer health care products. Three of our well-established product lines – Advil®, Centrum®, and Robitussin® – are among the top 20 non-prescription medicines in the world. Other key brands include ChapStick®, the Caltrate® family of calcium supplements, Alavert®, Preparation H®, and Dimetapp®, Wyeth improves the lives of millions of people around the world with its outstanding products. And other innovative medicines are on the way. With research and development (R&D) programs focused on small molecules, vaccines, and biotechnology, Wyeth is exploring more than 60 new therapies for medical condition such as diabetes, breast cancer, multiple sclerosis, HIV, Alzheimer's disease, and schizophrenia.

A Look at the Sam M. Walton College of Business

VISION

The Sam M. Walton College of Business is a nationally competitive business school that combines excellent student learning experiences with quality research serving Arkansas and the world. We connect people with organizations and scholarship with practice.

Rankings

Top 24

The *U.S. News & World Report 2008 "America's Best Colleges"* ranked the Walton College among the top 24 public undergraduate business programs in the nation. In addition, *U.S. News* ranked the Walton College in the top 41 private and public business schools.

Supply Chain Specialty ranked 13th

The *U.S. News & World Report 2008 "America's Best Colleges"* rated the Supply Chain Management/Logistics specialty 13th among the approximately 100 public and private business schools offering such specialties.

Founded 1926

Accredited by the AACSB since 1931*

Faculty and Staff:

175

Students (Fall 2006):

3,036

Departments:

Accounting

Economics

Finance

Information Systems

Management

Marketing and Logistics

Undergraduate Degrees:

Bachelor of Science

in Business Administration

Bachelor of Science

in International Business

Graduate Degrees:

Master of Business Administration

Master of Accountancy

Master of Economics

Master of Transportation

and Logistics Management

Master of Information Systems

Ph.D. in Business Administration

Ph.D. in Economics

Research and Outreach Centers:

Applied Sustainability Center

Bessie B. Moore Center for Economic Research

Center for Business and Economic Research

Center for Management and

Executive Development

Center for Retailing Excellence

Information Technology Research Institute

Small Business Development Center

Supply Chain Management Research Center

Alumni:

29,000



SAM M.
WALTON
COLLEGE of BUSINESS

Supply Chain Management Research Center
SCMRC-WCOB-WJWH 538
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