

ADDENDUM to the
BOARD OF GOVERNORS OPEN SESSION AGENDA
 Tuesday, June 23, 2020 at 4:00 p.m.

AGENDA **Presenter** **Page** **Est. Time**

| | | | | |
|------------|--|------------------|----|------------------|
| 1. | UNANIMOUS CONSENT AGENDA | Chair | | |
| 1.1 | <u>FROM SENATE (for approval)</u> | | | |
| 1.1.1 | Proposal to Establish a Professorship in Anesthesiology | <i>President</i> | 2 | <i>(consent)</i> |
| 1.2 | <u>FROM SENATE (for information)</u> | | | |
| 1.2.1 | <i>Implementation of a Bachelor of Midwifery Program</i> | <i>President</i> | 12 | <i>(consent)</i> |
| 1.2.2 | <i>Approval of Increases to Admission Targets, Bachelor of Kinesiology and Bachelor of Social Work, and Extension of Suspension of Admissions, Bachelor of Human Ecology in Family Social Sciences, including After Degree Program</i> | <i>President</i> | 17 | <i>(consent)</i> |

FOR APPROVAL

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|-----------|--|-----------|----|--|
| 2. | FROM SENATE | | | |
| 2.1 | Proposal for a Master of Supply Chain Management and Logistics, Asper School of Business | President | 23 | |



AGENDA ITEM:

Proposal to Establish a Professorship in Anesthesiology

RECOMMENDED RESOLUTION:

THAT the Board of Governors approve the establishment of an endowed research Professorship in Anesthesiology [as recommended by Senate, May 13, 2020].

CONTEXT AND BACKGROUND:

The establishment of Professorships at the University is governed by the policy on *Chairs and Professorships*. The policy states that:

- Chairs and Professorships are established to advance the University's academic goals and objectives. (Section 2.3)
- A Professorship normally must, at its establishment, be partially funded from sources outside of the University's operating budget. The funding for a Professorship normally must be sufficient to cover at least 20 percent of the salary and benefits of the incumbent and an appropriate level of unrestricted research/scholarly support. (Section 2.4(b))
- For... Professorships, funds may be provided by way of an endowment or through a schedule of annual expendable gifts for a defined period of not less than five years, or by an appropriate combination of endowment and annual expendable gifts. (Section 2.5)

The Rady Faculty of Health Sciences is proposing to establish an endowed Professorship in Anesthesiology. The appointment would be held in the Department of Anesthesiology, Perioperative and Pain Medicine, Max Rady College of Medicine. The appointment would be at the level of Assistant Professor, Associate Professor, or Professor, consistent with the policy on *Chairs and Professorships*. The term of the appointment would be for five years, with renewal for additional terms conditional upon available funds and subject to performance, as outlined in the proposal.

RESOURCE REQUIREMENTS:

The Professorship will be supported by an endowment fund of \$1.1 million established at the University with contributions from James and Doreen Beckstead, the Health Sciences Centre Anesthesiologists Group, and the Health Sciences Centre Foundation. Annual income from the endowment will be used for salary and research support, as deemed appropriate based on a candidate's needs.

CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:

N/A

IMPLICATIONS:

The purpose and objectives of the Professorship in Anesthesiology would be to provide research, scholarship, innovation, leadership, and mentorship in support of knowledge creation. Establishment of the Professorship would allow the Department to:

- promote clinical, translational, basic and epidemiological research in anesthesiology subject areas;

- recruit or retain a clinician scientist with an interest in developing a collaborative research program within the Department and with external stakeholders in the Max Rady College of Medicine and other local, national, and international research organizations;
- foster a team science approach to building and sustaining a departmental research program;
- enhance grant funding competitiveness at the local and national levels;
- support the supervision and mentorship of learners (students, residents, Fellows) interested in pursuing research activities within the Department;
- research knowledge translation to improve and enhance the care of patients in Manitoba, Canada, and, potentially, globally.

ALTERNATIVES:

N/A

CONSULTATION:

In accordance with the University policy on *Chairs and Professorships*, this proposal has been endorsed by the Provost and Vice-President (Academic) and by the Senate Committee on University Research. The proposal was approved by Senate at its meeting on May 13, 2020.

April 2, 2020

Report of the Senate Committee on University Research Re: Proposal to Establish a Professorship in Anesthesiology

Preamble:

1. The terms of reference for the Senate Committee on University Research (SCUR) can be found at:
http://umanitoba.ca/admin/governance/governing_documents/governance/sen_committees/510.html
2. At its meeting on March 26, 2020, SCUR received for review, a proposal to establish a Professorship in Anesthesiology.
3. The University of Manitoba Policy for Chairs and Professorships specifies (section 2.14) “In the case of proposals for Chairs and Professorships that are primarily intended to enhance the University’s research programs, the Senate Committee on University Research shall recommend to Senate.”

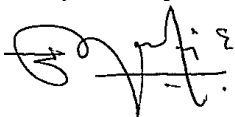
Observations:

1. The Rady Faculty of Health Sciences has proposed a Professorship in Anesthesiology.
2. The purpose of the Professorship is to provide research, scholarship, innovation, leadership and mentorship in support of knowledge creation.
3. The Chair will be funded through an endowment fund from contributions from Dr. James Beckstead and his wife Doreen and the Health Science Centre Anesthesiologists Group, as well as a contribution from the Health Science Centre Foundation.

Recommendation:

The Senate Committee on University Research recommends THAT: the Professorship in Anesthesiology be approved by Senate.

Respectfully submitted,



Digvir Jayas, Chair
Senate Committee on University Research.



Date: February 24, 2020

To: Digvir Jayas, Vice-President (Research and International)

From: Janice Ristock, Provost and Vice-President (Academic)

Re: Proposal to Create a Professorship in Anesthesiology

On behalf of the Max Rady College of Medicine, Rady Faculty of Health Sciences, Dr. Brian Postl has submitted a proposal to create a Professorship in Anesthesiology. This Professorship aligns with the priorities of the College, the Faculty, and the University and will support research in the areas of anesthesiology, and perioperative and pain medicine.

The policy on Chairs and Professorships specifies that:

- (1) Professorships are established to advance the University's academic goals and objectives;
- (2) Professorships be funded by way of an endowment or through annual expendable gifts for at least five years, or by a combination of endowment and annual expendable gifts;
- (3) Professorships shall normally be attached to a department, faculty, school, college, centre or institute and the goals of the Professorship shall be consistent with that unit;
- (4) The establishment of a Professorship normally shall not be tied to the appointment of a particular person;
- (5) Individuals appointed to the Professorship shall normally have the academic qualifications commensurate with an appointment at the rank of Assistant Professor, Associate Professor, or Professor; and
- (6) The initial term of the appointment of the Professorship shall be 3 to 5 years, and if renewal is permitted, such renewal shall be subject to a successful performance review and the availability of funds.

The proposed Professorship satisfies the above requirements. Funding will be derived from an endowment from Dr. James Beckstead and his wife Doreen, the Health Sciences Centre Anesthesiologists group, and the Health Sciences Centre Foundation totaling almost \$1,100,000.

I support this proposal from the Rady Faculty of Health Sciences and request that you present it to the Senate Committee on University Research for consideration and recommendation to Senate and, in turn, the Board of Governors.

If you have any questions or concerns, I would be pleased to meet with you.

Memorandum

Date: Nov 19 2019

To: Janice Ristock
Provost & Vice-President (Academic)

From: Dr. Brian Postl, Dean and Chair of the Max Rady College of Medicine Council

Re: Senate Approval



The Max Rady College Council is requesting initiation of the Senate approval process for the following:

- 1) Proposal/ToR for a Professorship in Anesthesiology
- ~~2) Proposal/ToR for a Professorship in Diabetes~~

The above motions were approved unanimously at the Max Rady College Council meeting on Nov 18 2019.

Attached is one file in pdf format that includes this cover memo and the proposal.

Please let me know if you require additional information or clarification.

Copy: Diane Hiebert-Murphy

**PROPOSAL TO ESTABLISH A
PROFESSORSHIP IN
ANESTHESIOLOGY AT THE
UNIVERSITY OF MANITOBA**

EXECUTIVE SUMMARY:

In accordance with the procedures and mechanisms for establishing Chairs and Professorships at the University of Manitoba, the Department of Anesthesiology, Perioperative and Pain Medicine, Max Rady College of Medicine requests approval for the establishment of a Professorship in Anesthesiology.

TYPE OF APPOINTMENT:

Professorship

AREA OF PROFESSORSHIP:

Anesthesiology, Perioperative and Pain Medicine

PURPOSE AND OBJECTIVES OF THE PROFESSORSHIP:

The purpose of the endowed Professorship in Anesthesiology will be to provide research, scholarship, innovation, leadership and mentorship in support of knowledge creation. The benefits of the establishment of this professorship within the Department of Anesthesiology, Perioperative and Pain Medicine are as follows:

- The promotion of clinical, translational, basic and epidemiologic research in Anesthesiology subject areas.
- Recruitment or retention of a clinician scientist with an interest in developing a collaborative research program within the Department and with external stakeholders in the Max Rady College of Medicine and other local, national and international research organizations.
- Foster a team science approach to building and sustaining a Departmental research program.
- Enhanced grant funding competitiveness at the local and national levels.
- Support the supervision and mentorship of learners (students, residents, Fellows) interested in pursuing research activities within the department.
- Research knowledge translation to improve and enhance the care of patients in Manitoba, Canada and potentially globally.

RELATIONSHIP AND PROPOSING UNIT:

The Department of Anesthesiology, Perioperative and Pain Medicine, in the Max Rady College of Medicine is well positioned to support and foster research both locally and nationally. The development of an Anesthesia Research Office, Anesthesia Oversight and Advisory Committee coupled with robust internal grant systems for Faculty well over a decade ago has resulted in a very significant increase in research and academic productivity. The financial support provided by the Faculty members has

been instrumental in fostering and supporting the academic mission. The global knowledge creation mission in the Department has led to a substantial number of excellent publications in national and international Anesthesiology and related field journals. Faculty members have been able to leverage the lessons learned from the submission of internal grant applications with associated peer review to enable success at local and national granting agency competitions (Canadian Anesthesiologists Society Research Awards). Three of our Faculty members have been part of highly successful collaborative grant awards from the Canadian Institutes of Health Research within the past two years. The Perioperative Anesthesia Clinical Trials Group (PACT) secretariat was successfully relocated to our Department from Dalhousie University. This is the largest and most successful Anesthesia clinical trials group in Canada with a track record of grant application success totaling several million dollars. The Chair of PACT is Dr. Eric Jacobsohn (former Department Head and Associate Dean, Professionalism in the Max Rady College of Medicine).

METHOD BY WHICH THE PROFESSORSHIP WILL BE FUNDED:

The Professorship will be funded by an endowment fund created through extremely generous contributions by longtime Department and Faculty member, Dr. James Beckstead and his wife Doreen and the Health Sciences Centre Anesthesiologists group. The endowment fund has a balance of \$974,464 and the Health Sciences Centre Foundation has made a further commitment of \$115,000 to be fulfilled once the professorship is approved, bringing the total value of the endowment fund to over \$1 million. The annual spending allocation will be divided between salary and operating research support as deemed appropriate based on a candidate's need. The appointee will also have the ability to compete for research grants managed by the Department of Anesthesiology, Perioperative and Pain Medicine Oversight and Advisory Committee.

GENERAL AND SPECIFIC ACADEMIC REQUIREMENTS FOR THE PROFESSORSHIP:

In accordance with the Procedures and Mechanisms for establishing Chairs and Professorships at the University of Manitoba, individuals appointed to the “Professorship in Anesthesiology” shall have the following qualifications:

- Canadian Citizen or permanent resident.
- M.D. (Royal College certified in Anesthesiology).
- Holding a current academic appointment at the rank of Assistant Professor, Associate Professor or Professor.
- Hold a full-time academic appointment in the Department of Anesthesiology, Perioperative and Pain Medicine, Max Rady College of Medicine and maintain their primary clinical practice at the Health Sciences Centre, Winnipeg.
- History of excellence in research as evidenced in high quality research output, successful and promising research projects and programs, and significant contributions to the academic and clinical community at the local, national and/or international level.
- History of mentoring students, junior colleagues and investigators.
- History of effective and productive collaboration with intramural and extramural investigators and institutions.

Selection of candidate:

- The selection and appointment of an individual to the proposed Professorship shall be conducted in accordance with the University Policy and Procedures on Chairs and Professorships.
- The professorship award recipient will be selected by a committee comprising the following members of the Department of Anesthesiology, Perioperative and Pain Medicine:
 - Head of Department (Chair).
 - Vice-Dean Research or delegate, Rady Faculty of Health Sciences.
 - Associate Head, Research and Academics.
 - Associate Head, Education.
 - Three Members-at-large (2 - Department Oversight and Advisory Committee, 1-Faculty).
 - External member of the Max Rady College of Medicine (at the Discretion of the Chair).

TERM OF THE APPOINTMENT:

The initial term of the appointment will be for 5 years and renewable based on performance and the availability of funds per University policy.

- The incumbent will acknowledge that she or he holds the Professorship in Anesthesiology in the Department of Anesthesiology, Perioperative and Pain Medicine at the University of Manitoba in all publications, lectures, and any other activity supported by the fund.
- Annual reporting requirements shall also be in accordance with the University Policy on Chairs and Professorships. In addition to the reporting requirements stipulated in this policy, the incumbent shall provide an annual report of research and teaching activities to the Head of the Department of Anesthesiology, Perioperative and Pain Medicine, Associate Head - Research and Academics of the Department and the Dean of the Max Rady College of Medicine, Rady Faculty of Health Sciences. In turn, the Dean shall provide a copy of the said report to individuals that have specifically requested this information, or it may be used for reporting to donors in university communications.
- The appointee in collaboration with the Associate Head, Research and Academics and or delegate will provide an annual written report to the donor on the year's activities, and offer an annual opportunity for a face-to-face meeting to discuss their research activities.
- The appointee to the Professorship will participate in an annual research performance review that will include the Associate Head, Research and Academics and the Head, Department of Anesthesiology, Perioperative and Pain Medicine.
- The incumbent will also provide an annual written progress report to the Department of Anesthesiology, Perioperative and Pain Medicine Oversight and Advisory Committee. The appointee will be expected to provide updates to Faculty regarding research activities using Grand Rounds or Research-In-Progress presentation formats.
- The renewal of the appointment for an additional term will be subject to a successful review of the incumbent's performance by the Associate Head, Research and Academics and the Head of the Department of Anesthesiology, Perioperative and Pain Medicine with feedback from the Department of Anesthesiology, Perioperative and Pain Medicine Oversight and Advisory Committee.

A successful performance review will provide evidence of the following:

Program of Research, Scholarly Work and Creative Activities:

The Professorship holder is developing or has an established program either individually and/or as a team. There is evidence of leadership.

Knowledge Generation/Communication:

1. Publications – There is evidence of sustained dissemination of new knowledge that is directed towards the academic and/or healthcare community.

2. Presentations – There is evidence of communication of research findings to the academic, professional, or stakeholder community on a regular basis.

Funding:

1. Operating – There is evidence that the Professorship holder plays a leading role in successful applications to competitive funding organizations individually or as a member of a team.

2. Student Funding – The Professorship holder is expected to assist research trainees under their supervision with funding applications.

Student Supervision:

The Professorship holder is expected to be involved in the supervision of research trainees.

Other Provisions:

- The duties and responsibilities of the individual appointed to the proposed Professorship will be in accordance with the University Policy and Procedures on Chairs and Professorships.
- Cross appointment to an appropriate basic science department may also be considered.
- The incumbent will participate in an appropriate amount of teaching activity, including undergraduate students, residents, Fellows and graduate students, where appropriate.



AGENDA ITEM:

Implementation of Bachelor of Midwifery

RECOMMENDED RESOLUTION:

For information only.

CONTEXT AND BACKGROUND:

- The Bachelor of Midwifery was approved by the Board of Governors at its meeting of January 29, 2019. The University received notification on March 12, 2020 that the program had been approved by Manitoba Economic Development and Training.
- The Provost and Vice-President (Academic) has authorized the implementation of the program effective for the Fall 2021, which would allow students to complete the requirements for the pre-professional year over the 2020 - 2021 academic year.

RESOURCE REQUIREMENTS:

- A request to the province for on-going funding for \$693,000 was not approved and there would be no new one-time or on-going funding provided in support of the program. The deficiency in resources required to deliver the program will be addressed by the reallocation of resources within the Rady Faculty of Health Sciences, as well as through tuition revenue and clinical fees.
- Tuition for the program will be based on the per credit hour tuition rate for the College of Nursing, as approved by the Board of Governors, and subject to provincial legislation. Bachelor of Midwifery students will be assessed an annual clinical fee of \$1,700.
- Maximum enrolment in the program, defined as first-year enrolment in the program, is six students.

CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:

N/A

IMPLICATIONS:

N/A

ALTERNATIVES:

N/A

CONSULTATION:

N/A



**University
of Manitoba**

Office of Provost and Vice-President (Academic)

208 Administration Building
Winnipeg, Manitoba
Canada R3T 2N2
Telephone (204) 480-1408
Fax (204) 275-1160

Date: March 30, 2020

To: Dr. Brian Postl, Dean, Rady Faculty of Health Sciences and Vice-Provost (Health Sciences)
Dr. Netha Dyck, Dean, College of Nursing

From: Dr. Janice Ristock, Provost and Vice-President (Academic)

Re: Implementation of Bachelor of Midwifery Program

On March 12, 2020, the University received formal notification from the Assistant Deputy Minister (ADM), Manitoba Economic Development and Training, that the proposal to establish a Bachelor of Midwifery (B.Mid.) program has been approved (see attached). The province recognizes the program as important in bringing Midwifery training back into the province.

I hereby approve the implementation of the Bachelor of Midwifery program commencing Fall 2021, the timing of which allows for students to complete the requirements of the pre-professional year over the 2020-2021 academic year.

In implementing the program, please note the following:

- A request from the province of on-going funding for \$ 693,000 was not approved with no new one-time, or on-going, funding provided in support of the program. The deficiency in resources required to deliver the program will be addressed by the reallocation of resources within the Rady Faculty of Health Sciences, as well as through tuition revenue and clinical fees.
- Tuition for the program will be based on the per credit hour tuition rate for the College of Nursing, as approved by the Board of Governors, and subject to provincial legislation. Bachelor of Midwifery students will be further assessed an annual clinical fee of \$ 1,700.00.
- The maximum enrolment in the program, defined as first-year enrolment in the program, is six (6) students.
- The majority of the program will be delivered in-person, with some elements being delivered online. This is subject to change with the availability and development of online and virtual program delivery supports.

Consistent with Section 9.7(1) of the Advanced Education Administration Act, should you wish to make any significant modifications to, or cease to provide the program in the future, you are required to seek and receive approval from the province. In this respect, the program is and will be subject to any regulations prescribed under Section 9.7(1) of the Act.

On behalf of the University of Manitoba, I extend my congratulations to all those who have worked so hard to design this exciting new program.

Cc.: Todd Mondor, Deputy Provost (Academic Planning and Programs)
Jeff Leclerc, University Secretary
Neil Marnoch, Registrar
Jeff Adams, Executive Director, Enrolment Services
Randy Roller, Executive Director, Institutional Analysis
Giselle Martel, Executive Director, Financial Planning
Cassandra Davidson, Academic Programs Specialist



Economic Development and Training

Assistant Deputy Minister, Advanced Education and Skills
405 – 800 Portage Avenue, Winnipeg, Manitoba, Canada R3G 0N4
T 204-945-3047 F 204-948-1557
www.manitoba.ca

March 12, 2020

Dr. David Barnard
President and Vice-Chancellor
The University of Manitoba
david.barnard@umanitoba.ca

Dear Dr. Barnard:

Thank you for submitting a proposal to establish a new Bachelor of Midwifery program at the University of Manitoba. As has been discussed, the Department of Economic Development and Training has approved the proposal without additional funding.

I want to commend the University for its recent work in establishing and delivering an interim Midwifery Education Program in partnership with McMaster University. The work ensured that Manitoba students had a pathway to completion and has undoubtedly set the foundation for the future success of a permanent Bachelor of Midwifery program at the University.

It is understood that the establishment of the new program will bring permanent midwifery training back to the province. I trust that this program will provide great educational opportunities for students, and wish the University and students success.

Should you have any questions regarding this approval, please contact Ms Sonya Penner, Executive Director of Post-Secondary Education and Labour Market Outcomes at 204-945-1839 or at Sonya.Penner@gov.mb.ca.

Sincerely,

Colleen Kachulak

- c. Dr. Todd Mondor, Vice-Provost, University of Manitoba
Ms Sonya Penner, Executive Director, Post-Secondary Education and Labour Market Outcomes, Manitoba Education and Training



AGENDA ITEM: **Approval of Increases to Admission Targets, Bachelor of Kinesiology and Bachelor of Social Work, and Extension of Suspension of Admissions, Bachelor of Human Ecology in Family Social Sciences, including After Degree Program**

RECOMMENDED RESOLUTION:

For information.

Action Requested: Approval Discussion/Advice Information

CONTEXT AND BACKGROUND:

- The Board policy on *Admission Targets* specifies that it is the President who has authority to approve changes to, or the introduction of, admission targets following consultation and discussion with the dean or director, with Senate and with the Board of Governors, subject to the provisions of the provincial Programs of Study Regulation.
- The President has approved an increase to the admission target for the Bachelor of Kinesiology program, in the Faculty of Kinesiology and Recreation Management. The admission target has been increased from 65 to 100 students, effective for the Fall 2021 intake, pending approval by the province. The President previously consulted with Senate (December 4, 2019) and with the Board of Governors (February 3, 2020) regarding a request to increase admissions to the program.
- The President has approved a temporary reallocation of seats and increase to the admission target for the Bachelor of Social Work, in the Faculty of Social Work. The President previously consulted with Senate Executive (March 18, 2020) and with the Board of Governors (March 24, 2020) regarding the request from the Faculty.
- The President has approved a request to extend the suspension of admissions to the Bachelor of Human Ecology in Family Social Sciences, including the After-Degree program, for the Fall 2021 intake, for a period of two years, pending approval by the province. The President previously consulted with Senate (February 5, 2020) and with the Board of Governors (March 24, 2020) regarding the request.

RESOURCE REQUIREMENTS:

N/A

CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:

N/A


IMPLICATIONS:

- The increased admission target for the B.Kin. degree responds to increased demand from students and demand for graduates, as reflected in the Province of Manitoba Occupational Forecasts, which shows increasing demand for graduates through 2024.
- Changes to the admission targets for the B.S.W. will allow the Faculty of Social Work to accommodate the enrolment of two cohorts of students at the Northern site, effective for the Fall 2020.
- The extension to the temporary suspension of admissions to the B.H.Ecol. in Family Social Sciences, including the After-Degree, will allow the Rady Faculty of Health Sciences to continue to promote the recently revised B.H.St. degree to potential students with an interest in family social sciences and, where appropriate, will facilitate the transfer of students remaining in the B.H.Ecol. in Family Social Sciences into the B.H.St. program.
- A request to formally close the B.H.Ecol. in Family Social Sciences, including the After-Degree program, will be brought forward in future, with an estimated timeline for 2028, after students currently enrolled had completed their programs.

CONSULTATION:

The President's decisions to increase the admission target for the Bachelor of Kinesiology program and to extend the suspension of admissions to the Bachelor of Human Ecology in Family Social Sciences, including the After-Degree program, was reported to Senate at its meeting on May 13, 2020.



Date: February 5, 2020
To: Jeff Leclerc
University Secretary
From: Dr. David Barnard, O.M., Ph.D., FRSC 
President and Vice-Chancellor
Re: Increase to Admission Targets, Bachelor of Kinesiology (B.Kin.)

The Faculty of Kinesiology and Recreation Management has requested an increase to the undergraduate admission target for the Bachelor of Kinesiology (B.Kin.) program due to increasing and sustained demand. No new resources would be required to support this increase. The recommendation to allow this increase was forwarded for consultation to Senate on December 4, 2019, and the Board of Governors on February 3, 2020.

Under the Admission Targets Policy, the President approves changes to, and the introduction of, enrolment limits following consultation and discussion with the relevant Dean or Director, Senate, and the Board of Governors, subject to the provisions of the provincial Program of Study Regulations.

In accordance with this policy, I approve an increase to the undergraduate admission target to the Bachelor of Kinesiology (B.Kin.) to 100 students from the current target of 65 students, effective for the Fall 2021 intake pending approval by the Province.

Please proceed accordingly.

Cc: Dr. Janice Ristock, Provost and Vice-President (Academic)
Dr. Todd Mondor, Deputy Provost (Academic Planning and Programs)
Dr. Douglas Brown, Dean, Faculty of Kinesiology and Recreation Management
Mr. Jeff Adams, Executive Director, Enrolment Services
Mr. Neil Marnoch, Registrar
Mr. Randy Roller, Executive Director, Office of Institutional Analysis
Ms. Cassandra Davidson, Academic Programs Specialist



DATE: April 23, 2020

TO: Jeff Leclerc
University Secretary

FROM: David T. Barnard, O.M., Ph.D., FRSC
President and Vice-Chancellor

RE: Temporary Reallocation and Increase to Admission Targets, Bachelor of Social Work

The recommendation for a temporary reallocation of seats and a corresponding one-time increase to the admission targets for the Bachelor of Social Work, was brought forward for consultation with Senate Executive on March 18, 2020 and the Board of Governors on March 24, 2020. The Faculty has requested the changes to the targets to accommodate the enrollment of two cohorts of students at the Northern site effective Fall 2020.

Under the Admission Targets Policy, it is the President who approves changes to, or the introduction of, enrolment limits following consultation and discussion with the Dean or Director, Senate and the Board of Governors. In this instance, Senate Executive was consulted due to the cancellation of the April 1, 2020 Senate meeting and in order to accommodate the timelines required for the cohort start date of Fall 2020.


As no significant concerns have been raised, I approve the request to temporarily reallocate unfilled seats associated with Social Work's two sites of delivery (Inner-city and Distance) and any remaining unfilled seats from the Fort Garry site to the Northern site for Fall 2020. As well, in support of this reallocation, I approve a temporary increase of up to five additional seats be made available for the Northern site, as needed.

Please proceed accordingly.

C: Janice Ristock, Provost and Vice-President (Academic)
Todd Mondor, Deputy Provost (Academic Planning and Programs)
Laurie Schnarr, Vice-Provost (Students)
Michael Yellow Bird, Dean, Faculty of Social Work
Jeff Adams, Executive Director, Enrolment Services
Neil Marnoch, Registrar
Randy Roller, Executive Director, Office of Institutional Analysis
Cassandra Davidson, Academic Programs Specialist

Date: April 16, 2020

To: Jeff Leclerc
University Secretary

From: David T. Barnard, O.M., Ph.D., FRSC 
President and Vice-Chancellor

Re: Extension of the Suspension of Admissions, Bachelor of Human Ecology (Family Social Sciences) and Family Social Sciences, After-Degree Program

The recommendation to extend the suspension of admissions to the Bachelor of Human Ecology (Family Social Sciences) and Family Social Sciences, After-Degree Program was brought forward for consultation with Senate on February 5, 2020 and the Board of Governors on March 24, 2020 with no significant concerns being raised.

Under the Admission Targets Policy, the President may suspend admissions to a program following consultation and discussion with the applicable Dean or Director, Senate, and the Board of Governors, subject to the provisions of the provincial Program of Study Regulation.

Accordingly, the suspension of admissions to these programs should be extended for the Fall 2021 intake for a period of two years, pending approval by the province.

Please proceed accordingly.

Cc: Janice Ristock, Provost and Vice-President (Academic)
Todd Mondor, Deputy Provost (Academic Planning and Programs)
Laurie Schnarr, Vice-Provost (Students)
Brian Postl, Dean, Max Rady College of Medicine and Rady Faculty of Health Sciences
Jeff Adams, Executive Director, Enrolment Services
Neil Marnoch, Registrar
Randy Roller, Executive Director, Office of Institutional Analysis
Cassandra Davidson, Academic Programs Specialist



AGENDA ITEM:

Proposal for a Master of Supply Chain Management and Logistics

RECOMMENDED RESOLUTION:

THAT the Board of Governors approve a proposal to establish a Master of Supply Chain Management and Logistics [as recommended by Senate, May 13, 2020].

CONTEXT AND BACKGROUND:

The purpose of the proposed Master of Finance would be to provide high-quality, ethics-based professional and academic training, to prepare graduates to pursue leadership positions in careers in the field of supply chain management and logistics.

The two-year program would require students to complete 48 credit hours of coursework, including 15 courses and one four-month practicum component (3 credit hours) that could be completed as either a co-operative education option or an applied project. Students would also be required to complete preparatory math and information technology boot camps and career development workshops at the start of the program.

The maximum seat capacity would be 50 students. Projected enrolment for the first intake would be seven students, with annual enrolment increasing each year until the maximum enrolment target was met in Year 10.

RESOURCE REQUIREMENTS:

The Asper School of Business would not require new resources to fund the program, which would be fully funded by tuition and would be self-financing by Year 6, provided enrolment projections described in the proposal were met. The Faculty has sufficient student services, computer facilities, and physical space to house and offer the program. The Asper School would cover any costs associated with launching the program.

Establishment of the program would require the introduction of seven courses totaling 21 credit hours, as described in the proposal. Otherwise, the program would make use of existing courses.

The total cost of delivering the program would be \$633,315, in Year 4. Revenue to support the program would be derived from the following sources (as of Year 4):

- tuition and course fees, which would generate \$508,213 and \$73,725, respectively, assuming an enrolment of 28 students (22 domestic and 6 international);
- existing resources in the Faculty (salaries and benefits for existing faculty and staff; \$48,480);
- current/prior year's surplus (\$2,897).

Revenues identified above would be allocated to the items indicated below (figures are for Year 4):

- salary and benefits for new academic staff (\$177,426), including 1.0 FTE tenure-track faculty to teach OPM 7120 plus three SCM courses introduced with the M.S.C.M. degree, and 0.25 FTE Sessional Instructors, who would teach two of the SCM course introductions;
- salary and benefits for existing academic staff (\$23,138), including 0.38 FTE Associate or Assistant Professors or Senior Instructors, who teach existing graduate courses currently used in the M.B.A. and/or M.Fin. degrees, that would also be required in the M.S.C.M. program;

- salary and benefits for new (\$26,867) (0.33 FTE) and existing professional and support staff (\$25,342) (0.15 FTE);
- student support (\$29,097);
- operating expenses (\$210,416); and
- administrative overhead (\$141,029).

University Libraries can support the seven new courses with existing resources. Where a required resource is not held by the Libraries, it can be requested through document delivery or a Librarian will assist in identifying alternative resources.

CONNECTION TO THE UNIVERSITY PLANNING FRAMEWORK:

The proposal is consistent with (i) the University's mission to create, preserve, communicate and apply knowledge, contributing to the cultural, social and economic well-being of the people of Manitoba, Canada and the world; (ii) the University's values, including excellence, innovation, and sustainability; and (iii) the strategic priorities of the Asper School of Business and the University to increase graduate enrolment.

IMPLICATIONS:

The program would prepare graduates for careers in many manufacturing or service industries, including the agricultural, manufacturing, transportation, forestry, mining, and hospitality sectors, as well as public service, infrastructure, and education sectors, and Crown corporations. The proposal describes the ongoing need for graduates with specialized skills in supply chain management and logistics in the province and nationally.

Three other Canadian postsecondary institutions offer a professional Master's degree in the area of supply chain management, including two in Ontario (University of Windsor; York University) and one in Quebec (Concordia University).

ALTERNATIVES:

N/A

CONSULTATION:

This proposal is forwarded to the Board of Governors by Senate following consultation with the Faculty Council of Graduate Studies, the Senate Planning and Priorities Committee, and Senate Executive.

Report of the Faculty Council of Graduate Studies on Course, Curriculum and Regulation Changes

Preamble

1. The Faculty of Graduate Studies (FGS) has responsibility for all matters relating to the submission of graduate course, curriculum, program and regulation changes. Recommendations for such are submitted by the Faculty Council of Graduate Studies for the approval of Senate.
2. The Faculty Council of Graduate Studies met on the above date to consider a proposal from the Asper School of Business.

Observations

1. The **Asper School of Business** proposes a new program: Master of Supply Chain Management & Logistics. See attached proposal, reviewers' report and unit response.

The Master in Supply Chain Management & Logistics (MSCM) is a professional program designed to be a 24-month, course-based degree with built-in flexibility for a part-time option. This professional master's program is a hands-on degree with a heavy practical component, which gives students the skills and knowledge needed to work professionally in supply chain management and logistics fields. Specifically, the primary objective of the MSCM is to prepare students for leadership positions within the broad field of Supply Chain Management and Logistics. Full time students will study and live in Winnipeg for approximately 24 months and take 48 credit hours in course work. This includes 15 prescribed courses (45 credit hours) completed over five academic terms, plus a four-month practicum component (i.e., either a Graduate Co-op Term or an Applied Project – equivalent to three credit hours), where students will apply the knowledge acquired during the program to real-life problems in the context of organizations and supply chains operating in the Province of Manitoba and in other parts of Canada.

Course Introductions

SCM 7040 Logistics Management

+3

Logistics Management is the part of supply chain management that plans, implements, and controls the efficient, effective forward and reverse flow and storage of goods, services, and related information between the point of origin and the point of consumption in order to meet customers' requirements. This course provides a practical, management perspective of the following areas of logistics: distribution, transportation, international logistics, inventory control, sustainable logistics practices, key performance indicators, supply chain finance, leadership in a supply chain role, and an introduction to logistics technology including RFID and ERP systems.

SCM 7042 Purchasing and Procurement in Supply Chains

+3

Purchasing and procurement functions are about much more than bringing goods and services into an organization. They are the foundation of strong, collaborative relationships with suppliers. Since many companies source products from around the globe more frequently than ever, a procurement manager needs strong capabilities. These skills cannot just be learned on the job: they need to be taught. As well, the value of procurement is now recognized as an integral part of cost control within the organization. In this course, you'll learn the basics of procurement, including what a supply chain looks like, the purchasing cycle, essential tools and strategies for making the best purchasing relationships work, managing bids, and more.

SCM 7044 Supply Relationship Management +3

Successful Supplier Relationship Management (SRM) needs effective contract and performance management in place for the selected suppliers. Also, a successful SRM programme needs full engagement from the key stakeholders across the business. However, engaging internal stakeholders in SRM activities is challenging and the ability to sell internally and externally is essential. Since maximising the value that is captured from major suppliers delivers significant business benefits, this course covers the approaches needed internally and externally to secure value delivery from suppliers.

SCM 7046 Sustainable Supply Chain Management +3

Sustainability efforts can open many opportunities for businesses— product innovation can lead to first-mover advantage, environmental product differentiation can open new markets, green sourcing and waste reduction can reduce operating cost, etc. At the same time, they can present significant challenges—governments and communities are imposing higher standards on pollution, resource exploitation, etc. This course aims to provide students with an understanding of the sustainability challenges and opportunities facing supply chains today. We will look at some of the factors that are contributing to the adoption of sustainability strategies, such as legislations that are penalizing negative environmental and social impacts, and society’s expectations of business in terms of health, human rights, and the environment. The supply chains today cannot be concerned only with creating shareholder value; their performance is also measured in terms of social, environmental and economic impact.

SCM 7048 Advanced Supply Chain Management +3

Advanced Supply Chain Management (ASCM) provides a theoretical basis for multi-disciplinary analysis and improvement of supply chains and networks, focusing especially on supply chain modelling methods to support managerial decision making. Supply chains are often globally interconnected systems with a large variety of complex relationships. This is also affecting the ways in which goods and services are developed, produced, processed and delivered to the market. Prerequisite: MSCI 7140.

SCM 7050 Co-op in Supply Chain Management and Logistics +3

This course aims to provide students with a hands-on experience in Supply Chain Management and Logistics. Students will be placed in positions within organizations operating in the Province of Manitoba and Canada to experience supply chain management and logistics management in practice. A pre-employment training to students without significant work experience in North America may be required. The pre-employment training and placement of students will be performed in coordination with the Asper School of Business Graduate Co-operative Education Program, always striving to match the interests of the student with the interests of the hosting organization. This course is graded pass/fail.

SCM 7052 Applied Project in Supply Chain Management and Logistics +3

This course aims to provide students with a hands-on experience in Supply Chain Management and Logistics. Students will explore and address real issues in the supply chain and logistics sector in the context of the Province of Manitoba and/or Canada under the supervision of a Faculty Member of the Department of Supply Chain Management, Asper School of Business, and in close connection with the target organization. This course is graded pass/fail.

NET CREDIT HOUR CHANGE +21

Recommendations

Faculty Council of Graduate Studies recommends THAT the program changes from the unit listed below be approved by Senate:

Asper School of Business

Respectfully submitted,

Dr. Louise Simard, Chair
Faculty Council of Graduate Studies

/ak

Report of the Senate Planning and Priorities Committee on a proposal for a Master of Supply Chain Management and Logistics, Asper School of Business

Preamble:

1. The [terms of reference](#) of the Senate Planning and Priorities Committee (SPPC), which are found on the University Governance website, charge SPPC with making recommendations to Senate regarding proposed academic programs. The SPPC is further charged with making recommendations to the President and reporting to Senate on matters requiring prioritization including the prioritization of new or modified programs with significant resource requirements.
2. At its meetings on November 25, 2019 and January 27, 2020, the SPPC considered a proposal from the Department of Supply Chain Management, Asper School of Business, to establish a Master of Supply Chain Management and Logistics (M.S.C.M.).
3. The Faculty Council of Graduate Studies endorsed the proposal at its meeting on October 23, 2019.

Observations:

1. The purpose of the Master of Supply Chain Management and Logistics would be to provide high-quality, ethics-based professional and academic training, to prepare graduates to pursue leadership positions in careers in the field of supply chain management and logistics.
2. The program would prepare graduates for careers in many manufacturing or service industries, including the agricultural, manufacturing, transportation, forestry, mining, and hospitality sectors, as well as public service, infrastructure, and education sectors, and Crown corporations. The proposal describes the ongoing need for graduates with specialized skills in supply chain management and logistics in the province and nationally.
3. The M.S.C.M. would be a two-year program that would require students to complete 48 credit hours of course requirements, including fifteen courses and one four-month practicum component (3 credit hours) that could be completed as either a co-operative education option (SCM 7050 – Co-op in supply chain Management and Logistics) or an applied project (SCM 7052 – Applied Project in Supply Chain Management and Logistics). Students would also be required to complete several pass/fail preparatory math and information technology boot camps and career development workshops (IDM 5120 – Career Development Seminar, MSCI 5110 – Basic Quantitative Analysis for Management, MIS 5120 – Spreadsheet Skills for Management; each 1 auxiliary credit hour) at the start of their program.
4. Establishment of the program would require the introduction of seven courses totaling 21 credit hours, as described in the proposal. Otherwise, the program would make use of existing courses.
5. The maximum seat capacity would be 50 students. Projected enrolment for the first intake would be seven students, with annual enrolment increasing each year until the maximum enrolment target was met in Year 10.

6. The total cost of delivering the program would be \$633,315, in Year 4. Revenue to support the program would be derived from the following sources (as of Year 4):
 - tuition and course fees, which would generate \$508,213 and \$73,725, respectively, assuming an enrolment of 28 students (22 domestic and 6 international);
 - existing resources in the Faculty (salaries and benefits for existing faculty and staff; \$48,480);
 - current/prior year's surplus (\$2,897).
7. Revenues identified in observation 6 would be allocated to the items indicated below (figures are for Year 4):
 - salary and benefits for new academic staff (\$177,426), including 1.0 FTE tenure-track faculty to teach OPM 7120 plus three SCM courses introduced with the M.S.C.M. degree, and 0.25 FTE Sessional Instructors, who would teach two of the SCM course introductions;
 - salary and benefits for existing academic staff (\$23,138), including 0.38 FTE Associate or Assistant Professors or Senior Instructors, who teach existing graduate courses currently used in the M.B.A. and/or M.Fin. degrees, that would also be required in the M.S.C.M. program;
 - salary and benefits for new (\$26,867) (0.33 FTE) and existing professional and support staff (\$25,342) (0.15 FTE);
 - student support (\$29,097);
 - operating expenses (\$210,416); and
 - administrative overhead (\$141,029).
8. The Asper School of Business would not require new resources to fund the program, which would be fully funded by tuition and would be self-financing by Year 6, provided enrolment projections described in the proposal were met. The Asper School would cover any costs associated with launching the program.
9. In terms of teaching resources, there are sufficient spaces in existing courses to accommodate additional enrolment through the proposed M.S.C.M. program, with the exception that the Department would need to offer one additional section of OPM 7120 – Operations and Supply Chain Management. The Department would initially employ Sessional Instructors to teach five of the new courses (excluding the practicum courses SCM 7050, SCM 7052). In Year 3, one new tenure-track faculty position would be hired to teach some of these courses.
10. University Libraries indicated it can support the seven new courses with existing resources. Where a required resource is not held by the Libraries, it can be requested through document delivery or a Librarian will assist in identifying alternative resources.
11. The Asper School of Business has sufficient student services, computer facilities, and physical space to house and offer the program.
12. At SPPC, the Asper School was asked to comment on whether the Department's reliance on Sessional Instructors to teach courses in the program raised concerns, including with respect to more limited academic freedom protections for this group of instructors. Faculty representatives responded that its degree programs were accredited by the Association to Advance Collegiate Schools of Business (AACSB), which restricts the number of non-academically prepared instructors who can teach in the programs.

- Programs rely on Sessional Instructors with practical business experience to teach some courses. Typically, individuals hired as Sessional Instructors teach only one course.
13. Some committee members commented on the ten-year time frame for meeting the maximum enrolment target of 50 students and a lack of evidence that the target could be met, given enrolment in Year 1 would be only seven students. The Asper School was confident that enrolment would be at least thirty students.
 14. The SPPC suggested that the Asper School consider establishing the program with higher program tuition fees than indicated in the proposal, given current legislation would limit any future increases to a maximum of 5 percent plus CPI. While recognizing the faculty's concern that the fees should be inline with those for its other professional Master's degree programs, the SPPC suggested there was scope to set higher fees on the bases that (i) the M.S.C.M. would be a 24-month program versus the Master of Business Administration and Master of Finance degrees, which are 12- month programs, and (ii) the program tuition fees for the M.S.C.M. offered at York University, which was identified at the meeting as the closest comparator among the three provided in the proposal, are significantly higher.
 15. On the basis of the SPPC's criteria for assigning priority to new programs / initiatives,¹ the Committee recommended that a high priority level be assigned to the proposal for a Master of Supply Chain Management and Logistics. The proposal is consistent with (i) the University's mission to create, preserve, communicate and apply knowledge, contributing to the cultural, social and economic well-being of the people of Manitoba, Canada and the world; (ii) the University's values, including excellence, innovation, and sustainability; and (iii) the strategic priorities of the Asper School of Business and the University to increase graduate enrolment.

Recommendation:

The Senate Planning and Priorities Committee recommends:

THAT Senate approve and recommend to the Board of Governors that it approve a proposal to establish a Master of Supply Chain Management and Logistics, in the Department of Supply Chain Management, Asper School of Business. The Senate Committee on Planning and Priorities recommends that the Provost and Vice-President (Academic) not implement the program until satisfied that there would be sufficient space and sufficient funding to support the ongoing operation of the program.

Respectfully submitted,

Professor David Watt, Chair
Senate Planning and Priorities Committee

¹ http://umanitoba.ca/admin/governance/media/SPPC_Assigning_Priorities_to_New_Programs-Initiatives.pdf



University
of Manitoba

Asper School of Business
Faculty of Management

David Stangeland
Associate Dean Professional Programs
Professor of Finance
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181 Freedman Crescent
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Telephone (204) 474-6477
Fax (204) 474-7545

August 21, 2019

MEMORANDUM

To: Dr. Louise Simard, Acting Dean, Faculty of Graduate Studies

From: David Stangeland, Associate Dean - Professional Programs *D.A. St*

Re: Response to the Reviewers' Report on the Proposed Master of Supply Chain Management & Logistics (MSCM)

I have now received the external reviewers' report on the proposed Master of Supply Chain Management & Logistics (MSCM) program. We are very pleased with the strong support expressed in the report for the program and the proposed launch date of September 2020. Since the reviewers' report suggests "optional minor recommendations", minor changes were made to the proposal, as follows:

1. We have placed an introductory course in SCM in the first semester (OPM7120). Although this course is named as "OPM", it is fundamentally a SCM course that fulfills the need for an introductory course in the first semester.
2. We have adopted the terminology "Graduate Co-op" in the MSCM proposal to align it with the reviewers' suggestion.

The following considerations and planned actions address the recommendations made by the external reviewers:

1. As per our original discussion, a simulation in SCM and Logistics is planned for the course OPM7300 - Recent Development in Supply Chain Management (3 credit hours), which will work as a capstone course where students consolidate and apply knowledge acquired during the entire program.
2. We have maintained the schedule of SCM7050 (Co-op) in year 2, after further discussions with the Director of the Career Development Centre. This is because of two main reasons: first, students in the first year would not be as well prepared to take a high-level co-op as in their second year (especially international students), which might affect significantly the reputation of the program. Second, since both SCM7050 (Co-op) and SCM7052 (Applied Project) need to happen simultaneously to increase consistency between these two streams, the proposed change will for the Applied Project to be moved to the first year as well. However, as students will require a more solid understanding of the MSCM program to perform well on their Applied Project, this change would significantly impact negatively the SCM7052 (Applied Project) stream.
3. We have maintained a conservative program intake, and we do not believe that enrollment will be far bigger than the forecasted number. However, we are prepared in terms of both infrastructure and



human capital for enrollment that exceeds the forecast. As per the budget details, the recruitment effort will be based on “student recruitment” efforts such as participation in Graduate Program Fairs and presentations nationally and abroad (i.e., \$30,000 in year 1; then \$50,000/annum), and “advertisement and Promotion” such as ad campaigns in newspapers, industry magazines and social media sites (i.e., \$20,000 in year 1; then \$50,000/annum).

4. The admissions criteria for MSCM is aligned with current Asper Graduate Programs (e.g., MFin), which brings consistency to our current and future Graduate Programs. The Asper School of Business has gone through an important learning curve with the launch of MFin, which has been helping us in the launch of MSCM. Therefore, we are confident the proposed admission criteria and the expected student diversity (e.g., origin, age and experience) will not bring any negative impact to the learning experience. On the contrary, we believe it will provide a rich and fruitful learning experience to the students enrolled in the MSCM program, allowing students from different Graduate Programs at Asper School of Business to continue to blend satisfactorily through shared courses, case competitions and joint social events.
5. We envision the MSCM providing human capacity and critical mass for the supply chain and logistics industries not only in the Province of Manitoba, but also nationally and globally. The strong performance of our MBA and MFin alumni allows us to envision a similar success rate with 83% of the students being employed 3 months after graduation (78% in Winnipeg and 93% in Canada) with an average salary increase of 43% after graduation (data from 2018 cohort).
6. The Professional Graduate Programs Committee will perform annual review of all courses in the graduate programs offered by Asper School of Business to assure consistency, minimize overlaps and assurance of learning.
7. Given the strong support of this program from the industry and practitioners (as evidenced by the number and quality of the supporting letters), we plan to put together an industry advisory board, in conjunction with The Associates, which has been instrumental to the strong connection that the Asper School of Business maintains with the local industry.
8. The original MSCM budget indicates that 5% of the total tuition revenue allocated to the Faculty will be reverted to scholarships and bursaries. As the enrollment and revenue grow, the MSCM program will be able to strengthen the scholarships and bursaries available for MSCM students (please see the proposed budget).

We are very excited about the opportunity to start this new program. Please let me know if there is any further information I can provide so that we remain on track for the goal of launching the proposed program in September of 2020.





UNIVERSITY
OF MANITOBA

Asper School of Business
Faculty of Management

Gady Jacoby
Dean and CPA Manitoba Chair in Business
Leadership
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181 Freedman Crescent
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Telephone (204) 474-9209
Fax (204) 474-7545
www.umanitoba.ca/asper

December 4, 2018

MEMORANDUM

To: Dr. Todd Mondor, Dean, Faculty of Graduate Studies

From: Gady Jacoby, Dean and CPA Manitoba Chair in Business Leadership

Re: Subject: Master in Supply Chain Management and Logistics

Enclosed please find a proposal to establish the new Master in Supply Chain Management and Logistics (MSCM) at the Asper School of Business. This program builds on already established strengths within the Asper School of Business and will provide a new graduate degree that is in high demand (evidenced by the robust support this program has from firms, industry associations and student bodies – please see letters of support attached) in this Province, Canada and throughout the world. This professional program will enhance the School's profile locally, nationally and internationally, and has the potential to raise significant revenue for the University of Manitoba and the Asper School of Business.

The two-year Master in Supply Chain Management and Logistics (MSCM) is a specialized professional course-based program designed to offer a unique hands-on practicum component and built-in flexibility for a part-time option. The program consists of 45 credit hours of course work plus a four-month practicum component (i.e., either the Co-op option or the Applied Project option), which is equivalent to 3 credit hours (i.e., 48 credit hours in total). Details are outlined in the attached program proposal. The MSCM aims to provide the skills and knowledge for graduates to work professionally and take leadership positions within the broad field of supply chain management and logistics.

The introduction of this new graduate program fits with both the Asper School's and the University of Manitoba's strategic objectives to increase the number of graduate students. As a professional program, similar to the MBA and our new MFin program, the Master in Supply Chain Management and Logistics is expected to be self-financing. Existing resources within the School will cover any

initial costs for the program (as per estimated budget attached). Hence, we are not asking for any external funding to launch the new program.

A number of courses within the program are already regularly offered each year in the MBA program and will be jointly delivered in this program, thereby reducing implementation costs and building on potential synergies. Besides the practicum component (Co-op and Applied Project), the five new course offerings will be initially taught by industry expert sessional instructors, who will be replaced by a new tenure-track Faculty Member (in Year 3), position fully funded by student tuition. The MSCM will require staff support and funds for marketing. We envision that the tuition revenue will cover any expenses incurred to implement and run the program.

Attached, please find the program proposal, eleven letters of support from logistics, supply chain and manufacturing firms, industry associations and student bodies as well as the new course and practicum component introductions. Dr. David Stangeland, Associate Dean (Professional Programs) at the Asper School will be overseeing the progress of this program through your approval process and will eventually oversee the program once it is established. Please communicate with Dr. Stangeland along the way as needed.

Enclosure



NEW PROGRAM OF STUDY

Under The Advanced Education Administration Act

Universities and colleges requesting approval for a **new** program of study from Education and Training must apply using this application form. This form reflects the requirements set out in the Programs of Study Regulation (MR 134/2015) under The Advanced Education Administration Act.

UM INTERNAL REQUIREMENTS:
**University
of Manitoba**

1. Following unit approval* please submit the complete proposal electronically (.pdf single file) to both the Office of the Provost & Vice-President (Academic) and, for:
 - Undergraduate Programs:** Office of the University Secretary (for Senate submission deadlines visit <http://umanitoba.ca/admin/governance/meetings/index.html>). Please also submit a **hard copy** version to the Office of the Secretary to their office as well.
 - Graduate Programs:** Faculty of Graduate Studies (for timelines visit http://umanitoba.ca/faculties/graduate_studies/admin/program_approval_timeline.html).
 - ALL Programs:** as preparation for submission to ALD, please submit a .docx file of the proposal, an .xlsx file of the Financial Support Form and a .pdf file of all other supporting documents (letters of support, external reviews, etc.). Please date stamp these files for ease of tracking should any changes result from the Senate approval process and submit directly to the Provost's Office.

2. Along with the information requested in the proposal template, please **append** details on the following:
 - a) **ALD /SPPC Financial Support Form** [available through the Office of the Provost & Vice-President (Academic)]
This form requires the signature of the Financial Planning Office. Please contact Kathleen Sobie, Executive Director, Financial Planning, for direction on completion of the form. Approval of the financial support form does not signify approval of any funding requests, either internally or from the province. Confirmation of resource availability and allocation of any new funds will be determined by the Provost at time of implementation.
 - b) **Admission and/or transfer criteria** for the proposed program.
 - c) **Course details** for required coursework, including title, course number, credit hours and calendar description. Highlight any proposed new courses and attach:
 - Undergraduate Programs:* for SCCC Program and Course Change forms, as applicable, visit <http://umanitoba.ca/admin/governance/forms/index.html>
 - Graduate Programs:* for course change forms visit http://umanitoba.ca/faculties/graduate_studies/admin/course_changes.html
 - d) Any **new academic regulations** for the program that are not currently addressed in existing faculty/college/school requirements.
 - e) **Letters of support** from internal units that may be impacted by the proposed new program and any external letters of support as outlined below.
 - f) **Library statement** of support.
 - g) Where applicable, a **transition plan** for current students entering the new program.

3. Please direct questions to Cassandra Davidson, Academic Programs Specialist, at Cassandra.Davidson@umanitoba.ca in the Office of the Provost and Vice-President (Academic).

*Note: the complete proposal, including all appendices, and associated program and course forms, should be submitted to departmental (as appropriate) and faculty/college/school approving bodies for review and approval, prior to submission to the Office of the University Secretary.

Revised December 10, 2017

Revised October 18, 2017.

SECTION A – PROPOSAL DETAILS

Institution: **UNIVERSITY OF MAITOBA**

Applicable faculties/department with responsibility for the program: **Asper School of Business / Department of Supply Chain Management**

If program is a joint program, list all participating institutions and the roles of each in delivering the proposed program:
N/A

Program name: **Master in Supply Chain Management and Logistics**

Credential awarded: **Master in Supply Chain Management and Logistics**

Funding request: **N/A**

Office Use Only

One-time funding: _____

On-going funding: _____

Proposed start date: **September 2020**

List any critical issues that may impact the start date of the program: **Time duration of the approval process**

UM INTERNAL REQUIREMENT: Name of Person(s) responsible for the Program internally (please include contact information):

Gady Jacoby

Dean and CPA Manitoba Chair in Business Leadership, I.H. Asper School of Business

314 Drake Centre, 181 Freedman Crescent, Winnipeg, Manitoba, Canada R3T 5V4

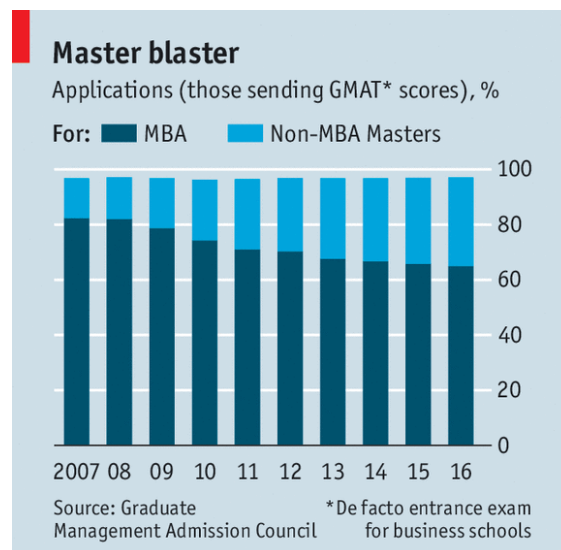
Office: 204.474.9209; Mobile: 204.298.9567; Fax: 204.474.7545

Email: Gady.Jacoby@umanitoba.ca

B-1 Provide a general description of the program and its objectives: *(Include intended purpose, curriculum design, and highlight distinctive attributes)*

The Master in Supply Chain Management & Logistics (MSCM) is a professional program designed to be a 24-month, course-based Degree with built-in flexibility for a part-time option. This professional master program is a hands-on Degree with a heavy practical component, which gives students the skills and knowledge needed to work professionally in supply chain management and logistics fields. Specifically, the primary objective of the MSCM is to prepare students for leadership positions within the broad field of Supply Chain Management and Logistics. Full time students will study and live in Winnipeg for approximately 24 months and take 48 credit-hours in course work. This includes 15 prescribed courses (45 credit hours) completed over five academic terms, plus a four-month practicum component (i.e., either a Graduate Co-op Term or an Applied Project – equivalent to three credit hours), where students will apply the knowledge acquired during the program to real-life problems in the context of organizations and supply chains operating in the Province of Manitoba and in other parts of Canada.

A supply chain is a sequence of value-adding activities performed by manufacturing and service firms that range from sourcing the most basic raw materials from suppliers to delivering goods/services to the final consumer, including post-sale service activities. Due to high levels of complexity and uncertainty, effectively managing the supply chain and logistics represents a central issue for all levels of management in all types of industries. As supply chains increase their reach and complexity, the demand for professionals with the capabilities and skills to manage them will continue to increase domestically and internationally. There is currently strong demand for focused graduate programs in the Province, where students can specialize in their (current or intended) professional area. This trend is also observed globally, where specialized professional master degrees represent a cost-effective practice-based alternative to more general management programs such as the traditional MBA (Figure 1).



According to the Graduate Management Admission Council (GMAC), in its 2017 Application Trends Survey Report, overall, 67% of the specialized professional masters in Canada reported growth in applications. According to Michelle Sparkman-Renz, GMAC's director of research communications, business schools are increasingly expanding their professional master

program offerings to hot emerging fields, such as data analytics, information technology and supply chain management (Bloomberg, 2012).

B-2 Length of Program: *(Define the length of the proposed program using measures appropriate to the schedule and delivery format. This will include total course credits and weeks/months, and, where relevant, hours and semesters of instruction)*

The program will require 24 months of full-time study to be completed. To complete the MSCM degree, students must successfully take 15 prescribed courses (45 credit hours) plus a practicum component, which can be either a four-month optional Graduate Co-op placement or an Applied Project (both equivalent to a three credit-hour course).

B-3 Intended outcomes of the program:

B-3.1 Describe how this program serves and advances the academic, cultural, social and economic needs and interests of students and the province:

The aim of the MSCM program is to provide high-quality ethics-based professional and academic training, thus helping students successfully prepare to pursue careers in the supply chain management and logistic related industries. The program will deliver supply chain management and logistics education and advanced professional skills while guiding students in developing their understanding of and appreciation for the application of ethics, sustainability and professional practices in supply chains. The 24-month professional graduate-degree program will prepare students with or without significant prior background in supply chain management and logistics for a position in the industry.

An important aspect of the MSCM program is that it is cross-sectoral and prepares students for any manufacturing or service industry relevant to the Province of Manitoba, and to Canada or internationally. Graduates of the program will be qualified to pursue job opportunities in multiple industries for which supply chain management and logistics are relevant areas, including Agriculture, Manufacturing, Transportation, Forestry, Mining, Hospitality (accommodation and food services) and in Government-based organizations and public services such as Regional Health Authority, Infrastructure, Education as well as Crown Corporations (e.g., Manitoba Hydro, Manitoba Housing and Manitoba Liquor and Lotteries Corporation).

Graduates of MSCM program will be highly skilled professionals with a strong awareness of and adherence to the ethical/sustainability standards and practices of the supply chain management and logistics field. In terms of learning outcomes, graduates of the program will:

- have demonstrated knowledge of methods and techniques for supply chain and logistics management;
- have the ability to assess supply chain and logistics risks and develop proper strategies for mitigating these risks;
- have the knowledge required to assess and develop an appropriate purchasing plan;
- have the ability to facilitate decision making based on sound quantitative modeling;
- have the ability to determine whether supply chain and logistics practices create value;
- apply sustainability values consistent with the financial, environmental and social dimensions;
- have the capability to engage in applied supply chain management and logistics research; and
- have the ability to communicate effectively in a professional setting, both orally and in writing.

B-3.2 Describe the existing and anticipated post-secondary learning needs of students in Manitoba that this program addresses and responds to:

A well-trained professional workforce in the supply chain and logistics sector is a critical ingredient of a healthy sustainable economy, provincially and nationally. The past two decades marked a surge in the demand for supply chain and logistics professionals with specialized skills due to heightened purchasing, operations, logistics, transportation and global supply chain complexities. The MSCM program will train students who will help satisfy the current demand for such professionals within Manitoba and Canada. Initially the MSCM will be offered only in Winnipeg, but we consider exploring the possibility of offering the MSCM outside Winnipeg and Canada in the long run.

Nationally, according to the Canadian Supply Chain Sector Council, the supply chain and logistics sector employs about 800,000 workers and has added an annual average of 13,681 new jobs between 2006 and 2014. As the continuation of growth in new jobs in the sector is anticipated, the sector is expected to face a vacancy rate of more than 80,000 jobs a year in the next few years due to retirements and turnover (SCMA, 2018).

Provincially, Manitoba has a strong base and demand for the proposed program. Located in the centre of North America, Manitoba has been a continental hub for transportation and logistics with over 4,300 businesses and 40,000 workers directly employed in the transportation and logistics sector (Province of Manitoba, 2018). This workforce covers CentrePort Canada, North America's new 20,000 acre inland port, over 1,000 for-hire trucking companies (including six of Canada's largest trucking companies), Canada's number one airport for scheduled freighter flights (James Armstrong Richardson International Airport) and rail access to North America's only arctic seaport at the Port of Churchill in northern Manitoba (Province of Manitoba, 2018).

B-4 Mode of Delivery

B-4.1 Provide the total program length through **one** of the following measures:

48 Total credit hours

Total contact hours

Total courses

B-4.2 What proportion of the total program length (as indicated above) can be completed through the two following modes of delivery? *(Note that one or both selections can be offered up to the total program length.)*

100% In-person

Online

B-5 Provide an overview of the suggested progression of courses on a year-by-year basis for the program from start to maturity. *(Course level detail is not necessary, however, please include credit hours/contract hours, proportion of upper level courses, clinical placements or practicums, or subject area requirements where applicable)*

Three preparatory boot camps and workshop series will help students to develop the necessary skills to succeed in the MSCM program and in the business world. Challenge exam option is available for the two boot camps (i.e., Math and IT). This auxiliary work is currently available to other ongoing Asper School of Business graduate programs, such as MBA and MFin. These are:

- Math Boot Camp: online number crunching primer (challenge exam option available)
- Information Technology Boot Camp: online course that provides students with the basics of common productivity software packages used in the business world, with particular focus on Excel (challenge exam option available)
- Career Development Workshops: this series of workshops will help students to develop the “soft skills” they need to position and advance their careers, such as business etiquette, networking, resume-building and behaviour-based interview skills

Required courses:

Students of the MSCM program should take three courses on average (9 credit hours in total) in each academic term to complete the program in 24 months. Out of the fifteen prescribed courses, ten of them already exist and are being offered on an ongoing basis by Asper School of Business. Five new courses will be developed. A typical MSCM progression of courses from start to completion can be observed as follows:

Fall 1:

- 1 - GMGT7220 - *Managing People in Organizations (3 credit hours)*
- 2 - OPM 7120 - *Operations and Supply Chain Management (3 credit hours)*
- 3 - IDM7120 - *Executive Leadership and Responsibilities (3 credit hours)*

Winter 1:

- 4 - MSCI 7140 - *Quantitative Analysis (3 credit hours)*
- 5 - OPM 7300 - *Business Processes Management (3 credit hours)*
- 6 - OPM 7170 - *Project Management (3 credit hours)*

Summer 1:

- 7 - GMGT7350 - *Negotiations (3 credit hours)*
- 8 - OPM 7300 - *Global Transportation Principals (3 credit hours)*
- 9 - OPM 7180 - *Sustainable Lean Management (3 credit hours)*

Fall 2:

- 10 - SCM 7040 - *Logistics Management (3 credit hours) - NEW*
- 11 - SCM 7042 - *Purchasing and Procurement in Supply Chains (3 credit hours) - NEW*
- 12 - SCM 7044 - *Supply Relationship Management (3 credit hours) - NEW*

Winter 2:

- 13 – OPM 7300 - *Recent Development in Supply Chain Management (3 credit hours)*
- 14 - SCM 7046 - *Sustainable Supply Chain Management (3 credit hours) – NEW*
- 15 - SCM 7048 - *Advanced Supply Chain Management (3 credit hours) – NEW*

Summer 2 or Fall 3 - practicum component (depending on Graduate Co-op placement availability):

- 16A - SCM 7050 - *Co-op in Supply Chain Management and Logistics (3 credit hours) OR*
- 16B - SCM 7052 - *Applied Project in Supply Chain Management and Logistics (3 credit hours)*

UM INTERNAL REQUIREMENT: please complete the chart below to provide an overview of suggested progression through the program (indicate pre-requisites and related credit hours). Outline options for specializations within this program [minor(s) and/or concentration(s)].

The table below provides an overview of suggested progression through the program based on a full-time student option.

| YEAR 1 | YEAR 2 |
|--|---|
| <ul style="list-style-type: none"> - GMGT7220: Managing People in Organizations (3 cr. hrs) - OPM 7120: Op. & Supply Chain Management (3 cr. hrs) - IDM7120: Executive Leadership & Responsib. (3 cr. hrs) - MSCI 7140: Quantitative Analysis (3 cr. hrs) - OPM 7300: Business Processes Management (3 cr. hrs) - OPM 7170: Project Management (3 cr. hrs) - GMGT7350: Negotiations (3 cr. hrs) - OPM 7300: Global Transportation Principal (3 cr. hrs) - OPM 7180: Sustainable Lean Management (3 cr. hrs) | <ul style="list-style-type: none"> - SCM 7040: Logistics Management (3 cr. hrs) - SCM 7042 - Purchasing and Procurement in SC (3 cr. hrs) - SCM 7044 - Supply Relationship Management (3 cr. hrs) - OPM 7300: Recent Development in SCM (3 cr. hrs) - SCM 7046: Sustainable SCM (3 cr. hrs) - SCM 7048 - Advanced SCM (3 cr. hrs) - SCM 7050: Co-op in SCM & Logistics (3 cr. hrs) OR - SCM 7052: Applied Project in SCM & Logistics (3 cr. hrs) |
| <list electives or number of hours of electives> N/A | |
| TOTAL CR. HRS: 27 | TOTAL CR. HRS: 21 |

B-6 Will the program be available for part-time study?

Yes. The MSCM Degree may be taken on a part-time basis, which can take up to 4 years to complete.

B-7 Indicate if this program will have a cooperative education, work placement, internship or practicum component and provide any relevant details:

The program is designed with a built-in four-month practicum component that can be either a Graduate Co-op option or an Applied Project Option. In the Graduate Co-op option (i.e., SCM 7050 - Co-op in SCM and Logistics), students will work in logistics and supply chain management positions with organizations operating in Manitoba and Canada. Some pre-employment training for students without significant work experience in North America may be required and will be offered through career development workshops delivered by the Asper School of Business Career Development Centre staff. Working students may do their Graduate Co-op by tackling a supply chain/logistic problem in the context of their current employer. The pre-employment training and placement of students will be performed in coordination with the Asper School of Business Graduate Co-operative Education Program, striving to match the interests of the student with the interests of the hosting company.

Students who choose not to pursue a Graduate Co-op opportunity will have the option to develop an Applied Project (SCM 7052 - Applied Project in SCM and Logistics), where they will explore and address real issues in the supply chain and logistics sector in the context of Manitoba and/or Canada under the supervision of a Faculty Member in the Department of Supply Chain Management, Asper School of Business, and in close connection with the target organization.

B-8 Intake Information

B-8.1 Projected enrolment for the first intake: 7 students

B-8.2 Maximum seat capacity (*Defined as first-year enrolment capacity*): 50 students

B-8.3 Anticipated date of maturity: Year 10

UM INTERNAL REQUIREMENT: please indicate the projected enrolment and graduates for the first 5 years of the program.

| | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|------------|--------|--------|--------|--------|--------|
| Enrolments | 7 | 11 | 13 | 15 | 20 |
| Graduates | | | 7 | 11 | 13 |

C-1 Describe how this new program aligns with the strategic plans of your institution:

This program aligns closely with the strategic plans of the Asper School of Business and the University of Manitoba as it represents an opportunity “to educate innovative business leaders who will contribute ethically to the social and economic well-being of Manitoba, Canada and the world” (Asper School of Business’s Mission) and at the same time to contribute “to the cultural, social and economic well-being of the people of Manitoba, Canada and the world” (University of Manitoba’s Mission). It also strongly resonates a set of key values and ideals that guide both the University’s and the School’s activities such as *excellence* in teaching and education, continuous *innovation* in an ever-changing global environment, *community* values, and *sustainability* that encompasses a welcoming and respectful environment that values diversity in all its forms. In addition, this initiative aligns with the University’s Strategic Priorities such as “understanding and communicating information” that is relevant to this Province and focus on providing the sustainable systems and tools for “resilient communities”.

C-2 Outline the internal approval process (i.e. committees, governing bodies) for approving this new program of study within your institution and indicate any dates of decision. (*Governing Council, Board of Governors, Board of Regents, Senate, other*)

UM INTERNAL REQUIREMENTS: Please note date(s) of Faculty/College/School Approval. Approval dates through the governing bodies will be inserted by the Provost’s Office prior to submission to government.

UM Undergraduate Programs:

| <u>Decision-Making Body</u> | <u>Date of Approval</u> |
|--------------------------------|-------------------------|
| Faculty/College/School | _____ |
| SCCCC | _____ |
| SPPC | _____ |
| SCADM (<i>if applicable</i>) | _____ |
| SCIE (<i>if applicable</i>) | _____ |
| Senate Executive | _____ |
| Senate | _____ |
| Board of Governors | _____ |

UM Graduate Programs:

| <u>Decision-Making Body</u> | <u>Date of Approval</u> |
|-----------------------------------|-------------------------|
| APC (<i>preliminary review</i>) | _____ |
| External Review | _____ |
| APC | _____ |
| FGS Executive | _____ |
| FGS Faculty Council | _____ |
| SPPC | _____ |
| Senate Executive | _____ |
| Senate | _____ |
| Board of Governors | _____ |

C-3 Responsibility to consult

c-3.1 If this program subject to mandatory review or approval by organizations external to the institution (*such as regulatory bodies, Apprenticeship Manitoba, etc.*), please describe any consultation processes and provide copies of reports or letter from these organizations providing support:

We have consulted with numerous organizations outside the University of Manitoba, including multiple member-companies of The Associates – Asper School of Business, a unique group of top business leaders from 275 companies operating in the Province of Manitoba who share the Asper School of Business' commitment to excellence in business education. We also consulted with industry bodies and associations (please letters of support attached). The MSCM program has the formal support of the following firms and organizations:

Bison Transport - Bison Transport was incorporated in 1969 and is one of the largest carriers in Canada today, serving Canada and 48 nearby states. As a high-service, dependable and value-creating supply-chain partner, Bison Transport offers full truckload service, full-service logistics, dedicated fleet operations, yard management, and warehousing and distribution with over 1,700 tractors and approximately 2,900 employees.

New Flyer Industries - NFI Group Inc. is North America's largest bus manufacturer specializing in the manufacturing of heavy-duty transit buses and motorcoaches and the distribution of aftermarket parts. Its headquarters are in Winnipeg, Manitoba, with manufacturing, distribution and service centers in both Canada and the United States.

Gardewine - Gardewine Group Inc. has been in business for over 50 years and with over 700 trucks and over 1,500 trailers, it is comprised of 5 distinct transportation divisions: Gardewine North (general and perishable van freight), Northern Cartage (contractual work for Grocery and Retail companies), Northern Bulk (wood chips and iron ore) Northern Deck (flatbed freight) and Northern Logistics (3rd Party Logistics service), which working together or individually provide a comprehensive range of transportation services.

CentrePort - CentrePort Canada is North America's largest inland port, offering 20,000 acres of high-quality, affordable industrial land and unique access to tri-modal transportation, including three Class I railways (Canadian National, Canadian Pacific, and BNSF Railway), a 24/7 global air cargo airport and an international trucking hub.

Magellan Aerospace - Magellan Aerospace is a global, integrated aerospace company that provides complex assemblies and systems solutions to aircraft and engine manufacturers, and defence and space agencies worldwide. In Winnipeg, Magellan Aerospace manufactures and engineers complex aeroengine components and assemblies, such as advanced carbon fibre composite assemblies, and proprietary products; including small satellite buses, propulsion products, and the Wire Strike Protection System (WSPS™), and offers component repair and overhaul services.

Price Industries - Price is a privately held family manufacturing and service company with a deep heritage and commitment to innovation and service. It is the market leader in supplying air distribution, critical controls, and noise control products. Founded in 1946, its long-standing vision, traditional values, and the service excellence are the cornerstones of its leadership position in the non-residential air distribution industry.

Princess Auto - Princess Auto is a manufacturing and service family-owned company founded in 1942, currently employing over 2,500 workers and headquartered in Winnipeg, Manitoba. It serves customers through 46 stores coast-to-coast, a National Call Centre, and online store. Princess Auto offers a vast assortment of hand tools, the largest air tool assortment nationwide, power tools, precision and specialty tools, compressors, welders, metal fabrication equipment, and safety equipment.

APICS - APICS was founded in 1957 and is the leading association for supply chain management and a not-for-profit international education organization, offering certification programs, training tools and networking opportunities to increase workplace performance. It is the leading provider of supply chain, logistics and operations management research, publications, and education and certification programs.

SCMA - The Supply Chain Management Association (SCMA) is Canada's largest association for supply chain management professionals. It represents 7,500 members as well as the wider profession working in roles that cover sourcing, procurement, logistics, inventory, and contract management across the country. SCMA sets the standards for excellence and ethics, and is the principal source of professional development and accreditation in supply chain management in Canada.

c-3.2 What agencies, groups, or institutions have been consulted regarding the development of this program?

Note: this includes any consultation with internal UM units, academic or otherwise.

We consulted with all the faculty members within the Department of Supply Chain Management (multiple departmentally-wide consultations during Department Meetings that happen once a month). We also conducted consultations widely with the Asper School of Business community through multiple Faculty Council meetings (held once a month), including the heads and faculty members of all Departments within the School, the Head of the Albert D. Cohen Management Library as well as the leadership management team from the Dean's Office (i.e., the Dean, Associate Deans, Business Manager, Budget Officer, Co-op Director). Outside the Asper School of Business, we consulted with Office of the Provost & Vice-President Academic (i.e., Cassandra Davidson), Faculty of Graduate Studies (i.e., Todd Mondor), President's Office Financial Officer (i.e., Chester Wojciechowski) and Registrar's Office (i.e., Neil Marnoch).

c-3.3 How have students and faculty been informed of the intent to establish this program?

There is demand for such a program in Manitoba and industry professionals and current students (undergraduate and graduate) often ask about the possibility to have a more applied supply chain management graduate program in our School. Apart from that, monthly meetings in the Department of Supply Chain Management have been held to discuss the design and aims of this program as well as monthly Faculty Council meetings have been a great opportunity to discuss the MSCM program faculty-wide in a monthly basis. The MSCM program conducted consultations with multiple student bodies, and formal letters of support are in place for the most relevant ones to this proposal, as below:

UMSCO - The University of Manitoba Supply Chain Organization (UMSCO) provides information, resources, and networking opportunities to those majoring in Logistics & Supply Chain Management and to individuals interested in the field. Its goal is to help bridge the connection between companies and students looking for career options within the supply chain and logistics fields.

CSA - The Commerce Students Association at Asper School of Business (CSA) serves as a link between the Asper School of Business' student body, the faculty of the I.H. Asper School of Business, and members of the business community. It offers networking events, services and other opportunities for business student and continuously engage with them to enhance their Asper School of Business Bachelor of Commerce degree experience.

C-4 List any similar programs offered in Manitoba: *(Provide such information as institution, programs, and credentials offered in addition to any impacts on these programs, explain rationale for duplication.)*

Note: this includes any programs currently offered at UM.

Outside the UofM, no other similar program exists within the Province of Manitoba.

Internally, unlike the 60-credit hour Asper School of Business' MBA program, which is very broad and covers different general areas, the proposed Master in Supply Chain Management and Logistics (MSCM) program is a highly-focused 48-credit hour (24-month) program offering a unique opportunity for candidates seeking to start or enhance their careers in the supply chain, logistics and related industries. The program will combine academic rigor and real-world relevance.

While the Asper School of Business' MBA is designed to help managers run a business, the MSCM program will focus on the study and practice of supply chain and logistics management. Hence, the curriculum of the proposed program is not as broad as that of the Asper School of Business' MBA. As such, the MSCM is a strong complement to the MBA program. The proposed MSCM program is also very different from the existing two-year M.Sc. in Management (Supply Chain

Management concentration) program, which is essentially a pre-Ph.D. program preparing students for advanced academic research in Supply Chain Management.

C-4.1 Describe any specific laddering, articulation and/or credit transfer options for students that are anticipated in this program in Manitoba.

There is a great opportunity for students finalizing their BComm at University of Manitoba or BBA at University of Winnipeg to pursue their higher degree in supply chain management and logistics. Also, there is an opportunity to partner with industry associations such as the Supply Chain Management Association in Manitoba (SCMA-MB), the American Production and Inventory Control Society of Manitoba (APICS-MB), Canadian Manufacturers and Exporters (CME) and the Canadian Institute of Traffic and Transportation (CITT) to promote the program to their members and give the opportunity to MSCM graduates to pursue their Designation Program within these organizations through credit transfer.

C-5 List any similar programs offered in Canada: *(Provide such information as institution, programs, and credentials offered in addition to any impacts on these programs, explain rationale for duplication.)*

There are currently only three professional Masters on the subject in Canada, two in Ontario and one in Quebec: the “Master of Supply Chain Management” at Concordia University, the “Master of Management - Logistics and Supply Chain Management” at University of Windsor and the recently launched “Master of Supply Chain Management” at York University (please see table below). Although the University of Windsor’s Master has a specialization opportunity in Supply Chain Management (SCM), it is in reality a generalist Master of Management program where most of the courses are related to general business/management disciplines (like MBA programs that offer a SCM specialization). Unlike these three programs, the proposed MSCM Degree combines a highly specialized approach in nature with a strong built-in four-month practicum component, designed for those interested in pursuing or enhancing their management careers where supply chain management and logistics are core areas of knowledge.

| Programs | University | Duration / Credits (full-time) | Co-op | Tuition & Fees* |
|--|-----------------------|---|-------|---|
| Master of Supply Chain Management | Concordia University | 16 months / 45 credits (30 credits from courses and 15 from seminars) | No | Dom: \$ 13,589 [‡] Int: \$ 37,777 |
| Master of Management - Logistics and Supply Chain Management | University of Windsor | 16 months / 39 credits | No | Dom: \$ 32,000 Int: \$ 32,000 |
| Master of Supply Chain Management | York University | 8-12 months / 39 credits | No | Dom: \$ 59,800 Int: \$ 76,400 |

*Information extracted from the Programs’ websites on June 14th, 2018. These are:

<https://www.concordia.ca/jmsb/programs/graduate/master-supply-chain-management.html>

<http://www.uwindsor.ca/professional/425/master-management-logistics-and-supply-chain-management>

<http://schulich.yorku.ca/programs/mscm/>

[‡]Domestic tuition in Quebec is significantly lower than the rest of Canada (including Manitoba). This includes “expensive” programs such as MBA (for example, Concordia MBA domestic tuition is \$13,300 while Asper School of Business’ MBA domestic tuition is \$31,863).

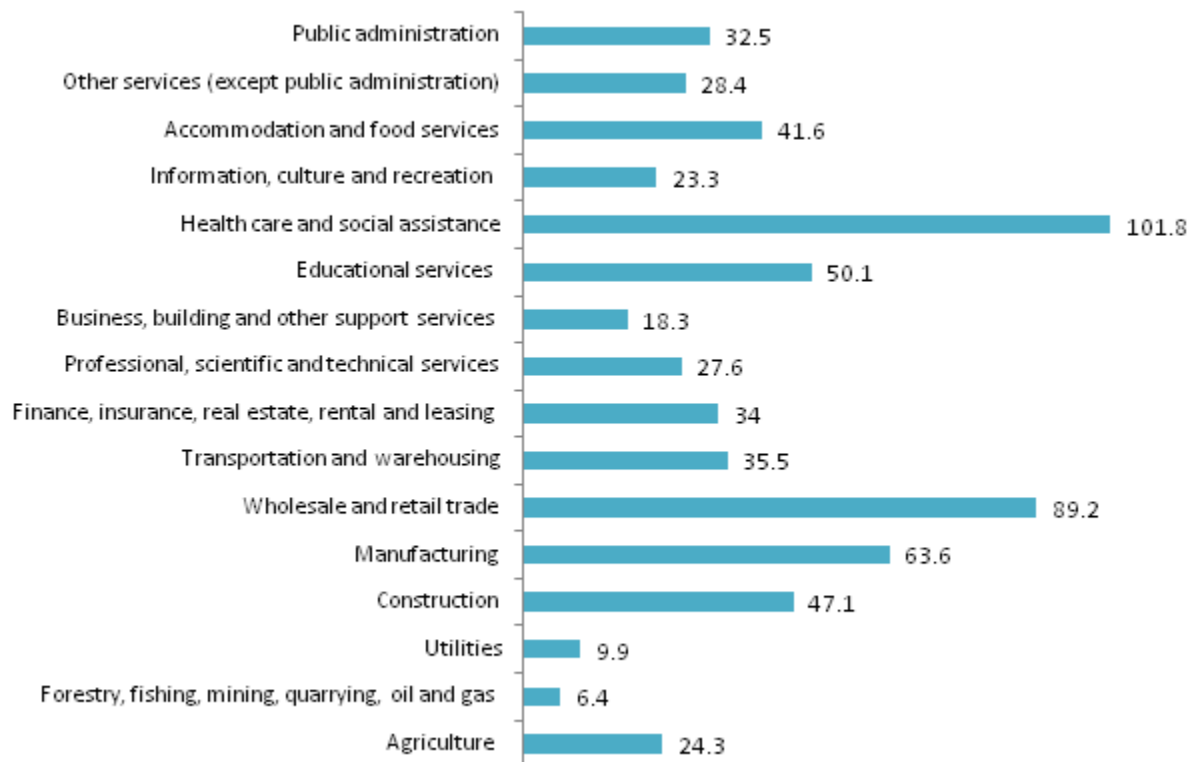
C-5.1 Describe any specific laddering, articulation and/or credit transfer options for students that are anticipated in this program in Canada.

None.

C-6 Describe the current and projected labour market demands in Manitoba for graduates of this Program:

(Provide such information as probable employment destinations or further educational opportunities available to graduates of this new program of study. Attach any formal reports such as those from Associations, Statistics Canada, Sector Councils, Industry or Regulators.)

Apart from the core sector, Manitoba has a diverse and vibrant economy and is home for key industries as can be observed in Figure 2. Graduates of the MSCM program will serve the economic needs of the Province by designing and managing supply chains and logistics operations more efficiently, effectively and sustainably. The MSCM graduates will fulfil the Provincial needs for such professionals in its key economic activities. These economic activities include not only the Transportation and Warehousing industry, but also less obvious sectors such as public and private service operations, health and social assistance, wholesale and retail trade, educational services, and construction.



Source: Statistics Canada, CANSIM table 282-0125

In addition to the demand of established industrial sectors in Manitoba, the MSCM program will also help to address the demand for skilled supply chain and logistics professionals for start-ups and young ventures for which these areas are relevant, helping to fulfill the mandate to boost entrepreneurship in the Province of Manitoba and create a continuing growth cycle for the Province's economy.

C-7 If copies of any internal or peer evaluations with respect to this new program of study are being provided with this proposal, please indicated how any issues identified by these evaluations have been addressed and attach any relevant documents as available:

N/A

SECTION D – REQUIRED RESOURCES AND FINANCIAL IMPLICATIONS

D-1 If one-time or pilot funding are being requested to support this new program of study, please identify the amount of funding being requested:

No pilot funding is being requested as the MSCM will be a financially sustainable self-funded program.

D-2 If ongoing funding being requested to support this new program of study, please identify the amount of funding being requested:

No ongoing funding is being requested as the MSCM will be a financially sustainable self-funded program.

D-3 If new funding is not being requested, how will the program be funded?

The MSCM will be fully funded by student tuition. Therefore, this program is sustainable from the financial stand-point and is likely to generate additional revenue stream for the Department, Faculty and University.

D-4 List any external sources of funding that will be used to support the implementation or delivery of this new program of study: *(Provide such information as agreements for funding from industry or external grants and indicate the anticipated length of time for each agreement.)*

No external sources of funding will be used to support the MSCM program rather than student tuition.

D-5 What are the resource implications to the institution (budget, IT, library, laboratory, computer, space, practicum liability insurance, student services, etc) in delivering this new program of study?

The MSCM will significantly rely on existing courses currently being offered by the School. For example, out of fifteen courses, ten existing courses will be offered to the MSCM students. For those courses there are sufficient number of seats available to accommodate the MSCM students (except OPM7120 that will require a new section). Five new courses will be developed. At the start-up phase these courses will be delivered by sessional instructors including industry professionals on a contract basis. One full-time faculty will be hired in Year 3 to cover for part of the new courses with the remaining courses being taught by sessional instructors (in Year 3 and beyond). The placement of students for the Graduate Co-op Option will be supported by the Asper School of Business Graduate Co-operative Education Program.

As the budget for this program will be entirely funded from student tuition, we envision no budget implications for the School or the University. The current School capacity in terms of IT, library, computer labs, physical space and student services can accommodate a cohort of 50 additional students per year. Although there are some incremental costs for its implementation, the MSCM will be fully funded by student tuition and will be sustainable from the financial stand-point.

D-6 Please describe new and existing staffing resources needed to provide this new program of study. *Include reallocation of existing faculty, hiring of new faculty, administrative and support services and any other considerations.*

The proposed MSCM is a self-financing program, thus tuition revenues generated are expected to cover incremental costs. Although, by and large, the program heavily relies on existing graduate course offerings, there remains a need for a new tenure-track faculty position to teach some of the new course offerings. One existing graduate program support staff will be partly allocated (15%) to manage the admission process as well as provide academic advising (as students will not have a faculty advisor), registration, award processing, statistical analysis and reporting, and graduation processing (among other duties). There is also a need to hire a full-time professional to support the Graduate Co-op program placement. This new position will be shared with the other two existing graduate programs (MBA and MFIN - 33.3% each). Financial resources will also be required for student recruitment, advertising, student professional support (career development), professional accreditation, and tuition support (scholarships and bursaries).

D-7 Provide a program implementation plan for the new program of study by academic year (start to maturity) that includes any elements to be phased in (e.g., new faculty hires, distribution of existing faculty and support staff) from launch to maturity:

- Year 1 - hire one sessional instructor (0.125 FTE or 1/8 FTE) to teach one additional session of OPM7120 for the MSCM students – there is a sufficient number of seats in all other existing courses required in the MSCM to accommodate the MSCM students
 - hire one full-time professional to support the Graduate Co-op program placement (equally shared with MFIN and MBA, i.e., 33.3% each)
 - allocate 15% of the time of one existing graduate program support staff to manage the program

- Year 2 - hire six sessional instructors (0.750 FTE or 6/8 FTE) to teach five new courses and one additional section of OPM7120

- Year 3 - hire a new tenure-track faculty position in the area of Supply Chain Management/Logistics to cover for four MSCM courses (to replace 4 sessional instructors hired in Year 2), i.e., OPM7120 + 3 new courses
 - hire two sessional instructors (0.250 FTE or 2/8 FTE) to teach two new courses

- Year 4 - hire two sessional instructors (0.250 FTE or 2/8 FTE) to teach two new courses

D-8 Please describe the effect of this new program on existing capital infrastructure and equipment:

None.

D-9 If capital funding is being requested to support additional specialized program materials such as infrastructure or equipment required to provide this new program of study, please provide a detailed description of the use of this capital:

No capital funding is being requested as the MSCM will be a financially sustainable self-funded program.

SECTION E– TUITION

E-1 What are the proposed tuition fees?

- Program Tuition Fees: \$27,500, paid 50% in Year 1 and 50% in Year 2 of the Program.
- After the first two years, continuing fees will be assessed every year thereafter until completion
- International students admitted to the MSCM will be assessed Standard International Student Differential Fee, as per University of Manitoba regulations (i.e., \$5,954 per year).

E-2 Please provide a rationale for the tuition fee proposed. (For example, are these tuition fees comparable to tuition for existing programs within the academic unit or to tuition for similar programs offered at other institutions?)

The proposed tuition fee for the MSCM is in line with the three similar existing programs in Canada (as per the Table below). However, none of them offer four-month practicum component (optional as either a Graduate Co-op option or an Applied Project option), which is extremely valuable for both domestic and international students. Also, the proposed tuition fee is aligned with some of Asper School of Business' existing graduate programs such as the MBA (\$31,863 and \$43,592 for domestic and international students respectively) and the MFIN (\$27,271 and \$32,771 for domestic and international students respectively).

| Programs | University | Duration / Credits (full-time) | Co-op | Tuition & Fees* |
|--|-----------------------|---|-------|----------------------------------|
| Master of Supply Chain Management | Concordia University | 16 months / 45 credits (30 credits from courses and 15 from seminars) | No | Dom: \$ 13,589 Int: \$ 37,777 |
| Master of Management - Logistics and Supply Chain Management | University of Windsor | 16 months / 39 credits | No | \$ 32,000 |
| Master of Supply Chain Management | York University | 8-12 months / 39 credits | No | Dom: \$ 59,800 Int: \$ 76,400 |

E-3 Please describe any additional fees that would apply to a student in this program?

UM INTERNAL REQUIREMENTS: Please note any new course-fees proposed in support of this program. Please provide a rationale for any new fees. Are these fees comparable to fees for existing programs within the academic unit or for similar programs offered at other institutions?

In addition to the tuition fee listed above, admitted students will pay a Graduate Co-op fee or Applied Project fee, depending on their choice for the practicum component of the MSCM Program, in the amount of \$5,000. The rationale for these fees are detailed below:

Graduate Co-op Fee: there is a need to hire a full-time professional specialist to work the Asper School of Business' Co-op Education Program exclusive for graduate students (MBA, MFin and now MSCM) due to the fact that these placements will not be related to entry level positions, as students are likely to have multiple years of work experience. This will consequently require a specific professional to play that role. Due to lower job availability and complexity of placements in these programs, the time spent to match employer and students in the Graduate Co-op initiative will be substantially more than the time spent for an undergraduate program co-op placement for example. For each successful placement, we envision the need to connect and negotiate with 5-6 potential employers.

Although the Asper School of Business' graduate co-op program will have fewer students enrolled than its undergraduate co-op program, the program will need to be much more customized and specialized in terms of services provided by the Co-op Education Program to students and employers in order to meet the expectations of both students and employers. As expectations are likely to be much higher due to the student profile and program tuition, we estimate that, in terms of time requirements, one graduate student placement will be equivalent to 5 undergraduate student placements. Due to lower co-op job availability in the market for experienced graduate students, Asper School of Business' graduate programs may need to rely on graduate co-op opportunities outside the Province of Manitoba. This will require annual visits (flights, taxi, accommodation, per diems, incidentals) of the Co-op Director and team to potential employers in other Provinces.

Asper School of Business' graduate students will receive customized support and guidance from the Co-op Education Program during their entire graduate co-op programs on work-related matters. Asper School of Business' graduate students will also receive individualized mentoring from expert Faculty members within the subject matter (i.e., Department of Supply Chain Management for MSCM students) during their entire graduate co-op program.

Applied Project Fee: each student doing the Applied Project option will require one supervisor to work closely with the student during the practicum term. The Applied Project aims to provide students with a hands-on experience in Supply Chain Management and Logistics. Students will explore and address real issues in the supply chain and logistics sector in the context of the Province of Manitoba and/or Canada under the supervision of a Faculty Member of the Department of Supply Chain Management, Asper School of Business, and in close connection with the target organization(s).

The work load to supervise each student will be concentrated in one single term and will require a high level of dedication from the Faculty member supervising each student. Besides all of the regular guidance and frequent meetings between the student and the supervisor (on average 2 meetings of 2 hours per week), the supervision will also require close connection between the Faculty member and the target organization(s). This will include multiple site visits from the supervisor to the target organization(s) to establish the initial connection between student/MSCM and the target organization(s), during the practicum term (to help the student to understand, identify and address the existing supply chain and logistics issues that the organization(s) face(s)), and at the end of the practicum term to present the results to the target organization(s)' team and potentially open the channel for new students to do their Applied Projects within the same organization(s) as well as explore opportunities for future graduate co-op placements and permanent positions for the MSCM students.

As expectations are likely to be very high from both the students' side and target organizations' side, we estimate that, in terms of time requirements, the supervision of one graduate student Applied Project will require a great effort from the supervisor. The intensity of the work and the high responsibility supervisors will face in playing their role will create the need for a significant time commitment and frequent visits to the target organizations (taxi/mileage, per diem, incidentals). In terms of the time commitment, we estimate that the work load to supervise one MSCM student in her/his Applied Project will be equivalent to one 3-hour-credit course taught for the Asper School of Business and may affect the teaching load of Faculty members within the Department of Supply Chain Management. The cost of one 3-hour-credit course at Asper School of Business is approximately \$6,000 (salary plus benefits). However, we see a big benefit to keep the Applied Project fee at the same level as the Graduate Co-op fee. Therefore, we suggest to keep both at \$5,000.

E-4 Please describe any specific supports to encourage affordability and accessibility to the program:

International Graduate Student Entrance Scholarship: International students would be eligible to be considered for the scholarship, according to the University of Manitoba's regulations.

SECTION F – SIGNATURES

(A second signature section is provided for joint programs only)

SUBMITTED BY:

President:

Name:

Signature:

Date:

Vice-President/Academic:

Name:

Signature:

Date:

For use by joint programs only:

President:

Name:

Signature:

Date:

Vice-President/Academic:

Name:

Signature:

Date:

SUBMIT COMPLETED FORM

PROVOST’S OFFICE ONLY Once completed and signed, please submit this application form to Post-Secondary Education and Labour Market Outcomes at PSE-LMO@gov.mb.ca with the following attachments *(double-click to engage check box)*:

| | |
|--------------------------|---|
| <input type="checkbox"/> | Cover letter |
| <input type="checkbox"/> | Program of Study Financial Form |
| <input type="checkbox"/> | Any supporting documentation <i>(reviews, letters of support, etc.)</i> |

If you have any questions or require further information, please contact:

Post-Secondary Education and Labour Market Outcomes

Manitoba Education and Training

400-800 Portage Avenue Winnipeg MB R3C 0C4

(204) 945-1833

PSE-LMO@gov.mb.ca

Master in Supply Chain Management and Logistics (MSCM)

Course details for new and existing courses

GMGT7220: Managing People in Organizations (3 cr. hrs)

This course examines strategies and methods for the management of people in organizations, their implications for organizational effectiveness, and both the challenges and opportunities they present to managers within the Canadian context and beyond.

IDM7120: Executive Leadership & Responsibility (3 cr. hrs)

This course explores the nature of the challenges inherent in senior leadership. After contemplating the generic challenge of responsible executive leadership, students engage in extended dialogues with several executives concerning their experience in leading organizations with special attention to selected program themes. Not to be held with IDM 7060.

GMGT7350: Administration: Selected Topics - Negotiations (3 cr. hrs)

Topics in one of the areas of business administration including human resource management, industrial relations, organizational theory and behaviour, and business policy and strategic management.

MSCI 7140: Quantitative Analysis for Management (3 cr. hrs)

(Formerly 164.607) Introduction to the use of quantitative techniques, and computers to solve management problems. Mathematical optimization models, network analysis, probability models and some multi criteria decision making models.

Prerequisite: MSCI 5100 (or 164.501). Not to be held with 027.607, 164.607, MSCI 6070

OPM 7300: Topics in Advanced Production and Operations Management - Business Processes Management (3 cr. hrs)

A study of recent developments in production systems and management. Topics include systems design, plant location and layout, inventory systems planning and control.

Prerequisite: OPM 7120 (or OPM 6090).

OPM 7170: Project Management (3 cr. hrs)

A study of recent developments in production systems and management. Topics include systems design, plant location and layout, inventory systems planning and control.

OPM 7120: Operations and Supply Chain Management (3 cr. hrs)

Operations and Supply Chain Management focuses on the management of processes that transform inputs into valuable outputs within supply chains. This case method course will allow students to learn systematic ways of seeing, thinking, and managing key related processes.

OPM 7300: Topics in Advanced Production and Operations Management - Global Transportation Principal (3 cr. hrs)

A study of recent developments in production systems and management. Topics include systems design, plant location and layout, inventory systems planning and control.

Prerequisite: OPM 7120 (or OPM 6090).

OPM 7180: Sustainable Lean Management (3 cr. hrs)

A study of recent developments in production systems and management. Topics include systems design, plant location and layout, inventory systems planning and control.

Prerequisite: OPM 7120 (or OPM 6090).

(NEW) SCM 7040: Logistics Management (3 cr. hrs)

Logistics Management is the part of supply chain management that plans, implements, and controls the efficient, effective forward and reverse flow and storage of goods, services, and related information between the point of origin and the point of consumption in order to meet customers' requirements. This course provides a practical, management perspective of the following areas of logistics: distribution, transportation, international logistics, inventory control, sustainable logistics practices, key performance indicators, supply chain finance, leadership in a supply chain role, and an introduction to logistics technology including RFID and ERP systems.

(NEW) SCM 7042 - Purchasing and Procurement in Supply Chains (3 cr. hrs)

Purchasing and procurement functions are about much more than bringing goods and services into an organization. They are the foundation of strong, collaborative relationships with suppliers. Since many companies source products from around the globe more frequently than ever, a procurement manager needs strong capabilities. These skills cannot just be learned on the job: they need to be taught. As well, the value of procurement is now recognized as an integral part of cost control within the organization. In this course, you'll learn the basics of procurement, including what a supply chain looks like, the purchasing cycle, essential tools and strategies for making the best purchasing relationships work, managing bids, and more.

(NEW) SCM 7044 - Supply Relationship Management (3 cr. hrs)

Successful Supplier Relationship Management (SRM) needs effective contract and performance management in place for the selected suppliers. Also, a successful SRM programme needs full engagement from the key stakeholders across the business. However, engaging internal stakeholders in SRM activities is challenging and the ability to sell internally and externally is essential. Since maximising the value that is captured from major suppliers delivers significant business benefits, this course covers the approaches needed internally and externally to secure value delivery from suppliers.

OPM 7300: Topics in Advanced Production and Operations Management - Recent Development in Supply Chain Management (3 cr. hrs)

A study of recent developments in production systems and management. Topics include systems design, plant location and layout, inventory systems planning and control.

Prerequisite: OPM 7120 (or OPM 6090).

(NEW) SCM 7046: Sustainable Supply Chain Management (3 cr. hrs)

Sustainability efforts can open many opportunities for businesses— product innovation can lead to first-mover advantage, environmental product differentiation can open new markets, green sourcing and waste reduction can reduce operating cost, etc. At the same time, they can present significant challenges—governments and communities are imposing higher standards on pollution, resource exploitation, etc. This course aims to provide students with an understanding of the sustainability challenges and opportunities facing supply chains today. We will look at some

of the factors that are contributing to the adoption of sustainability strategies, such as legislations that are penalizing negative environmental and social impacts, and society's expectations of business in terms of health, human rights, and the environment. The supply chains today cannot be concerned only with creating shareholder value; their performance is also measured in terms of social, environmental and economic impact.

(NEW) SCM 7048 - Advanced Supply Chain Management (3 cr. hrs)

Advanced Supply Chain Management (ASCM) provides a theoretical basis for multi-disciplinary analysis and improvement of supply chains and networks, focusing especially on supply chain modelling methods to support managerial decision making. Supply chains are often globally interconnected systems with a large variety of complex relationships. This is also affecting the ways in which goods and services are developed, produced, processed and delivered to the market. Prerequisite: MSCI 7140.

(NEW) SCM 7050: Co-op in Supply Chain Management & Logistics (3 cr. hrs)

This course aims to provide students with a hands-on experience in Supply Chain Management and Logistics. Students will be placed in positions within organizations operating in the Province of Manitoba and Canada to experience supply chain management and logistics management in practice. A pre-employment training to students without significant work experience in North America may be required. The pre-employment training and placement of students will be performed in coordination with the Asper School of Business Graduate Co-operative Education Program, always striving to match the interests of the student with the interests of the hosting organization. This course is graded pass/fail.

(NEW) SCM 7052: Applied Project in Supply Chain Management & Logistics (3 cr. hrs)

This course aims to provide students with a hands-on experience in Supply Chain Management and Logistics. Students will explore and address real issues in the supply chain and logistics sector in the context of the Province of Manitoba and/or Canada under the supervision of a Faculty Member of the Department of Supply Chain Management, Asper School of Business, and in close connection with the target organization. This course is graded pass/fail.



**Post-Secondary Education and Labour Market Outcomes
Program Proposal Financial Form**

Form Instructions:

1. When proposing a new program *Current Fiscal Year* (the first column) should be left blank, with the first year of the program starting in year 1.
2. When proposing a new program expansion *Current Fiscal* should be entered in the first column.
3. If a program reaches maturity prior to *Fiscal Year 4*, remaining fiscal year columns must still be completed so that *Ongoing Program Funding* can be calculated.
4. Fill in line items for revenue, expenditure, and capital as these pertain to the program. Examples are correspondently listed to the right of the table.
5. Ensure that line items account for overhead. For example, include the amount of tuition that the program will receive after administrative overhead.
6. Only fill out areas shaded in green, using cash accounting. The increment, on-going and total will self-populate accordingly.

| Overview | |
|-----------------------------|---|
| Institution: | University of Manitoba |
| Program Name: | Master of Supply Chain Management & Logistics |
| Contact Information: | Bruno Silvestre |
| Date: | 30-Sep-18 |

| | Current Fiscal Year | Fiscal Year 1 | Increment | Fiscal Year 2 | Increment | Fiscal Year 3 | Increment | Fiscal Year 4 | Increment | Ongoing Program Funding |
|---|----------------------------|---------------|--------------------------------------|---------------|--------------------------------|---------------|--------------------------------|---------------|--------------------------------|-------------------------|
| | (Enter 0's if new program) | Budget Yr. 1 | (change from current year to year 1) | Budget Yr. 2 | (change from year 1 to year 2) | Budget Yr. 3 | (change from year 2 to year 3) | Budget Yr. 4 | (change from year 3 to year 4) | |
| REVENUE INFORMATON | | | | | | | | | | |
| Contribution from Institution | | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Tuition | | \$ 108,158 | \$ 108,158 | \$ 295,293 | \$ 187,135 | \$ 414,813 | \$ 119,521 | \$ 508,213 | \$ 93,400 | \$ 508,213 |
| Student Fees | | \$ - | \$ - | \$ 35,000 | \$ 35,000 | \$ 58,575 | \$ 23,575 | \$ 73,725 | \$ 15,150 | \$ 73,725 |
| Other | | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Contribution from Unit (Existing Resources) | | \$ 47,033 | \$ 47,033 | \$ 56,375 | \$ 9,342 | \$ 99,347 | \$ 42,972 | \$ 51,377 | \$ (47,970) | \$ 51,377 |
| | | | \$ - | | \$ - | | \$ - | | \$ - | \$ - |
| | | | \$ - | | \$ - | | \$ - | | \$ - | \$ - |
| | | | \$ - | | \$ - | | \$ - | | \$ - | \$ - |
| Total Revenue (A) | \$ - | \$ 155,191 | \$ 155,191 | \$ 386,667 | \$ 231,477 | \$ 572,735 | \$ 186,068 | \$ 633,315 | \$ 60,580 | \$ 633,315 |

MET Form

| | |
|-----------------------------|---|
| Institution: | University of Manitoba |
| Program Name: | Master of Supply Chain Management & Logistics |
| Contact Information: | Bruno Silvestre |
| Date: | 30-Sep-18 |

| | Current Fiscal Year | Fiscal Year 1 | Increment | Fiscal Year 2 | Increment | Fiscal Year 3 | Increment | Fiscal Year 4 | Increment | Ongoing Program Funding |
|---|----------------------------|---------------|--------------------------------------|---------------|--------------------------------|---------------|--------------------------------|---------------|--------------------------------|-------------------------|
| | (Enter 0's if new program) | Budget Yr. 1 | (change from current year to year 1) | Budget Yr. 2 | (change from year 1 to year 2) | Budget Yr. 3 | (change from year 2 to year 3) | Budget Yr. 4 | (change from year 3 to year 4) | |
| EXPENDITURE INFORMATON | | | | | | | | | | |
| New Academic Salaries - Direct | | \$ 7,200 | \$ 7,200 | \$ 44,712 | \$ 37,512 | \$ 171,426 | \$ 126,714 | \$ 177,426 | \$ 6,000 | \$ 177,426 |
| Existing Academic Salaries - Direct | | \$ - | \$ - | \$ 7,200 | \$ 7,200 | \$ 14,904 | \$ 7,704 | \$ 23,138 | \$ 8,234 | \$ 23,138 |
| New Professional/Support Salaries - Direct | | \$ 24,233 | \$ 24,233 | \$ 25,081 | \$ 848 | \$ 25,959 | \$ 878 | \$ 26,867 | \$ 909 | \$ 26,867 |
| Existing Professional/Support Salaries - Direct | | \$ 22,857 | \$ 22,857 | \$ 23,657 | \$ 800 | \$ 24,485 | \$ 828 | \$ 25,342 | \$ 857 | \$ 25,342 |
| Operating Expenses | | \$ 65,480 | \$ 65,480 | \$ 187,559 | \$ 122,079 | \$ 197,182 | \$ 9,623 | \$ 210,416 | \$ 13,234 | \$ 210,416 |
| Student Support | | \$ 5,408 | \$ 5,408 | \$ 16,515 | \$ 11,107 | \$ 23,669 | \$ 7,155 | \$ 29,097 | \$ 5,427 | \$ 29,097 |
| Indirect Salary Expenses | | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - | \$ - |
| Administrative Overhead | | \$ 30,014 | \$ 30,014 | \$ 81,944 | \$ 51,930 | \$ 115,111 | \$ 33,167 | \$ 141,029 | \$ 25,919 | \$ 141,029 |
| | | | \$ - | | \$ - | | \$ - | | \$ - | \$ - |
| | | | \$ - | | \$ - | | \$ - | | \$ - | \$ - |
| Total Expenditures (B) | \$ - | \$ 155,191 | \$ 155,191 | \$ 386,667 | \$ 231,476 | \$ 572,735 | \$ 186,068 | \$ 633,315 | \$ 60,580 | \$ 633,315 |

**SENATE PLANNING AND PRIORITY COMMITTEE (SPPC)
New Program Approval - Financial Form**

FACULTY / SCHOOL Asper School of Business
PROGRAM Master of Supply Chain Management & Logistics

| 1. STAFFING REQUIREMENTS (FTE) | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|--|---------------|---------------|---------------|---------------|---------------|
| New Academic Positions (FTE) (Appendix A) | 0.13 | 0.75 | 1.25 | 1.25 | 1.25 |
| New Professional and Support Positions (FTE) (Appendix A) | 0.33 | 0.33 | 0.33 | 0.33 | 0.33 |
| New Indirect Staff (FTE) (Appendix A) | - | - | - | - | - |
| Subtotal Staffing Requirements (FTE) | 0 | 1 | 2 | 2 | 2 |

2. PROGRAM COSTS

Direct Program Costs

| | | | | | |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|
| New Academic Salaries (incl bpl) (Appendix A) | \$ 7,200 | \$ 44,712 | \$ 171,426 | \$ 177,426 | \$ 183,635 |
| Existing Academic Salaries (incl bpl) (Appendix A) | - | 7,200 | 14,904 | 23,138 | 23,948 |
| New Professional/Support Salaries (incl bpl) (Appendix A) | 24,233 | 25,081 | 25,959 | 26,867 | 27,808 |
| Existing Professional/Support Salaries (incl bpl) (Appendix A) | 22,857 | 23,657 | 24,485 | 25,342 | 26,229 |
| Operating Expenses (Appendix B) | 65,480 | 187,559 | 197,182 | 210,416 | 217,740 |
| Student (Graduate/Undergraduate) Support (Appendix C) | 5,408 | 16,515 | 23,669 | 29,097 | 38,549 |
| Major Equipment (Appendix D) | - | - | - | - | - |
| Vehicles (Appendix D) | - | - | - | - | - |
| Renovations (Appendix D) | - | - | - | - | - |
| Furniture (Appendix D) | - | - | - | - | - |
| Other Capital (Appendix D) | - | - | - | - | - |
| Subtotal Direct Program Costs | \$ 125,177 | \$ 304,723 | \$ 457,624 | \$ 492,286 | \$ 517,909 |

Indirect Program Costs

| | | | | | |
|--|------------------|------------------|-------------------|-------------------|-------------------|
| New Indirect Salary Expenses (incl bpl) (Appendix A) | \$ - | \$ - | \$ - | \$ - | \$ - |
| Existing Indirect Salary Expenses (incl bpl) (Appendix A) | - | - | - | - | - |
| Tax on Grant and Tuition Revenue | 19,198 | 52,414 | 73,629 | 90,208 | 120,769 |
| Administrative Overhead | 10,816 | 29,529 | 41,481 | 50,821 | 68,039 |
| Subtotal Indirect Program Costs | \$ 30,014 | \$ 81,944 | \$ 115,111 | \$ 141,029 | \$ 188,808 |

| | | | | | |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|
| Total Program Costs (Direct & Indirect) | \$ 155,191 | \$ 386,667 | \$ 572,735 | \$ 633,315 | \$ 706,717 |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|

SPPC Form

| 3. ENROLMENT | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|-----------------------------------|---------------|---------------|---------------|---------------|---------------|
| Expected Enrolment (headcount) | 7 | 18 | 24 | 28 | 35 |
| Expected Enrolment (credit hours) | - | - | - | - | - |

| 4. PROGRAM REVENUE ALLOCATED TO FACULTY/SCHOOL | | | | | |
|---|-------------------|-------------------|-------------------|-------------------|-------------------|
| Operating Grant Revenue (see note) | \$ - | \$ - | \$ - | \$ - | \$ - |
| Tuition Revenue (Appendix E) | | | | | |
| • Credit Hour Based | | | | | |
| Undergraduate | - | - | - | - | - |
| Graduate | - | - | - | - | - |
| • Program Based | 108,158 | 295,293 | 414,813 | 508,213 | 680,389 |
| • Program/Course Specific Fees | - | 35,000 | 58,575 | 73,725 | 90,596 |
| • Other Compulsory Student Fees | - | - | - | - | - |
| Other revenue | - | - | - | - | - |
| Total Program Revenue | \$ 108,158 | \$ 330,293 | \$ 473,388 | \$ 581,938 | \$ 770,985 |

| 5. EXISTING RESOURCES | | | | | |
|--|-----------|-----------|-----------|-----------|-------------|
| From Operations: | | | | | |
| Academic Salaries (Appendix A) | \$ - | \$ 7,200 | \$ 14,904 | \$ 23,138 | \$ 23,948 |
| Professional and Support Salaries (Appendix A) | 22,857 | 23,657 | 24,485 | 25,342 | 26,229 |
| Indirect Salaries (Appendix A) | - | - | - | - | - |
| Current/prior years surplus (carryover) | 24,176 | 25,518 | 59,958 | 2,897 | (114,445) |
| From Other Sources: | | | | | |
| Subtotal Existing Resources | \$ 47,033 | \$ 56,375 | \$ 99,347 | \$ 51,377 | \$ (64,268) |

SPPC Form

| | | | | | |
|---|------|--------|------|--------|------|
| 6. Program shortfall (surplus) (Program Costs - Program Revenue - Existing Resources) | \$ 0 | \$ (0) | \$ 0 | \$ (0) | \$ 0 |
| Internal Funds Requested through Strategic Allocation | | | | | |
| Funds Requested of the Provincial Government | | | | | |
| Balance (should be zero) | \$ 0 | \$ (0) | \$ 0 | \$ (0) | \$ 0 |

[Handwritten signature]

January 3, 2019

Submitted by Faculty/School Budget Officer (signature) *Rick Pelletier*

Date

Reviewed by Graduate Studies Business Manager
(For graduate program submissions only)

Date

Chester Wajciechowski *[Handwritten signature]*

Jan. 3/19

Reviewed by University Budget Officer (signature)

Date

Appendix A - Salary Expenses

**SENATE PLANNING AND PRIORITY COMMITTEE
NEW PROGRAM APPROVAL PROCESS**

| NEW | Year 1 | | Year 2 | | Year 3 | | Year 4 | | Year 5 | |
|---|-------------|------------------|-------------|------------------|-------------|-------------------|-------------|-------------------|-------------|-------------------|
| | FTE | Total Salary | FTE | Total Salary | FTE | Total Salary | FTE | Total Salary | FTE | Total Salary |
| Academic | | | | | | | | | | |
| Excluded Academic Admin | - | \$ - | - | \$ - | - | \$ - | - | \$ - | - | \$ - |
| Professor | - | - | - | - | - | - | - | - | - | - |
| Assoc/Asst Professor or Senior Instructor | - | - | - | - | 1.00 | 130,000 | 1.00 | 134,550 | 1.00 | 139,259 |
| Lecturer/Instructor/Sessionals | 0.125 | 6,000 | 0.750 | 37,260 | 0.250 | 12,855 | 0.250 | 13,305 | 0.250 | 13,770 |
| Librarians | - | - | - | - | - | - | - | - | - | - |
| Teaching Assistants | - | - | - | - | - | - | - | - | - | - |
| Subtotal New Academic Salaries | 0.13 | 6,000 | 0.75 | 37,260 | 1.25 | 142,855 | 1.25 | 147,855 | 1.25 | 153,030 |
| Benefits and Pay Levy | | 1,200 | | 7,452 | | 28,571 | | 29,571 | | 30,606 |
| Total New Academic Salaries (including BPL) | 0.13 | \$ 7,200 | 0.75 | \$ 44,712 | 1.25 | \$ 171,426 | 1.25 | \$ 177,426 | 1.25 | \$ 183,635 |
| Professional and Support Staff | | | | | | | | | | |
| EMAPS | - | \$ - | - | \$ - | - | \$ - | - | \$ - | - | \$ - |
| AESES | 0.33 | 20,194 | 0.33 | 20,901 | 0.33 | 21,632 | 0.33 | 22,389 | 0.33 | 23,173 |
| CUPE TA's | - | - | - | - | - | - | - | - | - | - |
| Subtotal New Professional and Support Staff | 0.33 | 20,194 | 0.33 | 20,901 | 0.33 | 21,632 | 0.33 | 22,389 | 0.33 | 23,173 |
| Benefits and Pay Levy | | 4,039 | | 4,180 | | 4,326 | | 4,478 | | 4,635 |
| Total New Professional and Support Staff (incl. BPL) | 0.33 | \$ 24,233 | 0.33 | \$ 25,081 | 0.33 | \$ 25,959 | 0.33 | \$ 26,867 | 0.33 | \$ 27,808 |
| Indirect Staff (Within your faculty/school) | | | | | | | | | | |
| EMAPS | - | \$ - | - | \$ - | - | \$ - | - | \$ - | - | \$ - |
| AESES | - | \$ - | - | \$ - | - | \$ - | - | \$ - | - | \$ - |
| CUPE TA's | - | - | - | - | - | - | - | - | - | - |
| Subtotal New Indirect Staff | - | - | - | - | - | - | - | - | - | - |
| Benefits and Pay Levy | | - | | - | | - | | - | | - |
| Total New Indirect Staff (including BPL) | - | \$ - | - | \$ - | - | \$ - | - | \$ - | - | \$ - |
| Total New Staff | | \$ 31,433 | | \$ 69,793 | | \$ 197,384 | | \$ 204,293 | | \$ 211,443 |

| EXISTING (Within your faculty/school) | Year 1 | | Year 2 | | Year 3 | | Year 4 | | Year 5 | |
|---|--------|--------------|--------|--------------|--------|--------------|--------|--------------|--------|--------------|
| Academic | FTE | Total Salary | FTE | Total Salary | FTE | Total Salary | FTE | Total Salary | FTE | Total Salary |
| Excluded Academic Admin | - | \$ - | - | \$ - | - | \$ - | - | \$ - | - | \$ - |
| Professor | - | - | - | - | - | - | - | - | - | - |
| Assoc/Asst Professor or Senior Instructor | - | - | 0.13 | 6,000 | 0.25 | 12,420 | 0.38 | 19,282 | 0.38 | 19,957 |
| Lecturer/Instructor/Sessionals | - | - | - | - | - | - | - | - | - | - |
| Librarians | - | - | - | - | - | - | - | - | - | - |

Appendix A - Salary Expenses

**SENATE PLANNING AND PRIORITY COMMITTEE
NEW PROGRAM APPROVAL PROCESS**

| | | | | | | | | | | |
|--|-------------|------------------|-------------|-------------------|-------------|-------------------|-------------|-------------------|-------------|-------------------|
| Teaching Assistants | - | - | - | - | - | - | - | - | - | |
| Subtotal Existing Academic Salaries | - | - | 0.13 | 6,000 | 0.25 | 12,420 | 0.38 | 19,282 | 0.38 | 19,957 |
| Benefits and Pay Levy | - | - | | 1,200 | | 2,484 | | 3,856 | | 3,991 |
| Total Existing Academic Salaries (including BPL) | - | \$ - | 0.13 | \$ 7,200 | 0.25 | \$ 14,904 | 0.38 | \$ 23,138 | 0.38 | \$ 23,948 |
| Professional and Support Staff | | | | | | | | | | |
| EMAPS | - | \$ - | - | \$ - | - | \$ - | - | \$ - | - | \$ - |
| AESES | 0.15 | 19,047 | 0.15 | 19,714 | 0.15 | 20,404 | 0.15 | 21,118 | 0.15 | 21,857 |
| CUPE TA's | - | - | - | - | - | - | - | - | - | - |
| Subtotal Existing Professional and Support Staff | 0.15 | 19,047 | 0.15 | 19,714 | 0.15 | 20,404 | 0.15 | 21,118 | 0.15 | 21,857 |
| Benefits and Pay Levy | | 3,809 | | 3,943 | | 4,081 | | 4,224 | | 4,371 |
| Total Existing Professional and Support Staff (incl. BPL) | 0.15 | \$ 22,857 | 0.15 | \$ 23,657 | 0.15 | \$ 24,485 | 0.15 | \$ 25,342 | 0.15 | \$ 26,229 |
| Indirect Staff | | | | | | | | | | |
| EMAPS | - | \$ - | - | \$ - | - | \$ - | - | \$ - | - | \$ - |
| AESES | - | - | - | - | - | - | - | - | - | - |
| CUPE TA's | - | - | - | - | - | - | - | - | - | - |
| Subtotal Existing Indirect Staff | - | - | - | - | - | - | - | - | - | - |
| Benefits and Pay Levy | | - | | - | | - | | - | | - |
| Total Existing Indirect Staff (including BPL) | - | \$ - | - | \$ - | - | \$ - | - | \$ - | - | \$ - |
| Total Existing Staff | | \$ 22,857 | | \$ 30,857 | | \$ 39,389 | | \$ 48,480 | | \$ 50,177 |
| GRAND TOTAL | | \$ 54,289 | | \$ 100,649 | | \$ 236,773 | | \$ 252,773 | | \$ 261,620 |

App B - Operating Exp.

Appendix B - Operating Expenses

**SENATE PLANNING AND PRIORITY COMMITTEE
NEW PROGRAM APPROVAL PROCESS**

| | <u>Year 1</u> | <u>Year 2</u> | <u>Year 3</u> | <u>Year 4</u> | <u>Year 5</u> |
|--|------------------|-------------------|-------------------|-------------------|-------------------|
| <u>Direct Expenses</u> | | | | | |
| 700BGT Travel - Budget (includes visiting speakers, orientation, research day) | \$ 42,500 | \$ 70,507 | \$ 76,211 | \$ 85,813 | \$ 89,415 |
| 701BGT Hospitality - Budget | \$ - | \$ 42 | \$ 66 | \$ 78 | \$ 90 |
| 704BGT Printing and Duplicating - Budget | \$ 1,050 | \$ 3,750 | \$ 5,250 | \$ 6,750 | \$ 8,250 |
| 706BGT Consumable Materials/Supplies Budget (includes computers) | \$ - | \$ - | \$ - | \$ - | \$ - |
| 708BGT Telecommunications - Budget | \$ - | \$ - | \$ - | \$ - | \$ - |
| 710BGT Other Expenses (Nonconsumable) Budget | \$ 21,930 | \$ 113,260 | \$ 115,655 | \$ 117,775 | \$ 119,985 |
| 713BGT Insurance - Budget | \$ - | \$ - | \$ - | \$ - | \$ - |
| 716BGT Externally Contracted Serv - Budget | \$ - | \$ - | \$ - | \$ - | \$ - |
| 718BGT Professional Fees - Budget | \$ - | \$ - | \$ - | \$ - | \$ - |
| 740BGT Repairs and Maintenance - Budget | \$ - | \$ - | \$ - | \$ - | \$ - |
| Subtotal Direct Operating | \$ 65,480 | \$ 187,559 | \$ 197,182 | \$ 210,416 | \$ 217,740 |

Appendix C - Student Support

**SENATE PLANNING AND PRIORITY COMMITTEE
NEW PROGRAM APPROVAL PROCESS**

| <u>Graduate / Undergraduate Support Expense</u> | | <u>Year 1</u> | <u>Year 2</u> | <u>Year 3</u> | <u>Year 4</u> | <u>Year 5</u> | |
|---|--------------|-----------------|------------------|------------------|------------------|------------------|--|
| 7700 | Scholarships | \$ - | \$ - | \$ - | \$ - | \$ - | |
| 7710 | Bursaries | \$ 5,408 | \$ 16,515 | \$ 23,669 | \$ 29,097 | \$ 38,549 | 5% of the total tuition revenue allocated to the Faculty will be reverted to bursaries |
| 7720 | Awards | | | | | | |
| Subtotal Operating | | \$ 5,408 | \$ 16,515 | \$ 23,669 | \$ 29,097 | \$ 38,549 | |

Appendix D - Capital Costs

**SENATE PLANNING AND PRIORITY COMMITTEE
NEW PROGRAM APPROVAL PROCESS**

| Capital Item | Year 1 | | | Year 2 | | | Year 3 | | | Year 4 | | | Year 5 | | |
|---------------------------|--------|-------------|-------|--------|-------------|-------|--------|-------------|-------|--------|-------------|-------|--------|-------------|-------|
| | QTY | Unit Cost | Total | QTY | Unit Cost | Total | QTY | Unit Cost | Total | QTY | Unit Cost | Total | QTY | Unit Cost | Total |
| Major Equipment | - | \$ - | \$ - | - | \$ - | \$ - | - | \$ - | \$ - | - | \$ - | \$ - | - | \$ - | \$ - |
| Vehicles | - | \$ - | \$ - | - | \$ - | \$ - | - | \$ - | \$ - | - | \$ - | \$ - | - | \$ - | \$ - |
| Renovations | - | \$ - | \$ - | - | \$ - | \$ - | - | \$ - | \$ - | - | \$ - | \$ - | - | \$ - | \$ - |
| Furniture | - | \$ - | \$ - | - | \$ - | \$ - | - | \$ - | \$ - | - | \$ - | \$ - | - | \$ - | \$ - |
| Other (<i>list</i>) | | | - | | | - | | | - | | | - | | | - |
| ... | | | | | | | | | | | | | | | |
| Subtotal Operating | | <u>\$ -</u> | | | <u>\$ -</u> | | | <u>\$ -</u> | | | <u>\$ -</u> | | | <u>\$ -</u> | |

**SENATE PLANNING AND PRIORITY COMMITTEE
NEW PROGRAM APPROVAL PROCESS**

| 1. EXPECTED ENROLMENT | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|--|--------|--------|--------|--------|--------|
| Headcount | | | | | |
| Undergraduate | - | - | - | - | - |
| Graduate - Domestic (1/2 year x + 1/2 year x+1) | 5 | 13 | 18 | 22 | 27 |
| Graduate - International (1/2 year t + 1/2 year t+1) | 2 | 5 | 6 | 6 | 8 |
| Graduate (continuing only) | | | | | |
| Credit Hours | | | | | |
| Undergraduate | - | - | - | - | - |
| Graduate | | | | | |

| 2. TUITION REVENUE GENERATED BY THE PROGRAM | | | | | |
|--|-------------------|-------------------|-------------------|-------------------|-------------------|
| • Credit Hour Based - (enter credit hour rate in yr 1) | \$ - | \$ - | \$ - | \$ - | \$ - |
| Undergraduate | - | - | - | - | - |
| Graduate | - | - | - | - | - |
| • Program Based Dom - (enter annual program fee in yr 1) | \$ 13,750 | \$ 14,644 | \$ 15,596 | \$ 16,609 | \$ 17,689 |
| • Program Based Int'l - (enter annual program fee in yr 1) | \$ 19,704 | \$ 20,985 | \$ 22,349 | \$ 23,801 | \$ 25,349 |
| Undergraduate | - | - | - | - | - |
| Graduate | 108,158 | 295,293 | 414,813 | 508,213 | 680,389 |
| Total Tuition Fees | \$ 108,158 | \$ 295,293 | \$ 414,813 | \$ 508,213 | \$ 680,389 |
| • Continuing Fee - (enter annual continuing fee in yr 2) | | \$ - | \$ - | \$ - | \$ - |
| Graduate | - | - | - | - | - |
| • Program/Course Specific Fees | | | | | |
| Lab Fees - (enter amount in applicable years) | | | | | |
| Field Trip Fees - (enter amount in applicable years) | | | | | |
| (Co-op Term Fee - \$5,000) - 2nd year of program | | 30,000 | 47,925 | 56,711 | 72,477 |
| (Applied Project Fee - \$5,000) - 2nd year of program | | 5,000 | 10,650 | 17,013 | 18,119 |
| (add as required)... | | | | | |
| Total Program/Course Specific Fees | \$ - | \$ 35,000 | \$ 58,575 | \$ 73,725 | \$ 90,596 |

| | | | | | | | | | | |
|--|----|----------------|----|----------------|----|----------------|----|----------------|----|----------------|
| TOTAL TUITION AND FEES GENERATED BY THE PROGRAM | \$ | 108,158 | \$ | 330,293 | \$ | 473,388 | \$ | 581,938 | \$ | 770,985 |
|--|----|----------------|----|----------------|----|----------------|----|----------------|----|----------------|

| 3. TUITION REVENUE ALLOCATED TO THE FACULTY | | | | | | | | | | |
|---|----|----------------|----|----------------|----|----------------|----|----------------|----|----------------|
| • Credit Hour Based - Undergraduate (enter amount) | | | | | | | | | | |
| • Credit Hour Based - Graduate | | - | | - | | - | | - | | - |
| • Program Based | | 108,158 | | 295,293 | | 414,813 | | 508,213 | | 680,389 |
| • Program/Course Specific Fees | | - | | 35,000 | | 58,575 | | 73,725 | | 90,596 |
| • Other Compulsory Student Fees (enter amount) | | | | | | | | | | |
| TOTAL TUITION REVENUE ALLOCATED TO THE FACULTY | \$ | 108,158 | \$ | 330,293 | \$ | 473,388 | \$ | 581,938 | \$ | 770,985 |

Operating Worksheet

| Acct | Expense | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 | |
|---------------|--|------------------|------------------|------------------|------------------|------------------|--|
| 700BGT | Travel and Conferences | \$ 42,500 | \$ 70,549 | \$ 76,277 | \$ 85,891 | \$ 89,505 | |
| 7001 | Travel Academic | 2,500 | 2,600 | 2,700 | 3,900 | 4,000 | -> Case competitions within / outside Canada -> \$1,250 / student advisor / competition x 2 competitions / annum (flights, accomodations, taxis, meals); increase to 3 competitions in years 4 & 5 when new academic is hired |
| 7002 | Travel Administration | | | | | | |
| 7003 | Relocation | | | | | | |
| 7004 | Staff Recruitment | | | | | | |
| 7005 | Field Trips | | | | | | |
| 7006 | Team Travel | 10,000 | 10,200 | 10,400 | 15,600 | 15,900 | -> Case competitions within / outside Canada -> \$1,250 / student / competition x 4 students x 2 competitions / annum (flights, accomodations, taxis, meals); increase to 3 competitions in years 4 & 5 when new academic is hired |
| 7007 | Local Travel | | | | | | |
| 7009 | Student Recruitment | 30,000 | 50,000 | 51,000 | 52,000 | 53,000 | -> \$30,000 in advertising in year 1; then \$50,000 / annum plus inflation at 2% / annum |
| 7010 | Student Travel | | | | | | |
| 7130 | Airfare | - | 350 | 550 | 650 | 750 | -> Coop and Applied Project Site visits outside the province -> estimate \$500/flight x 1 site visit per term x 10% of students in out of province / annum |
| 7131 | Accommodation | - | 175 | 275 | 325 | 375 | -> Coop and Applied Project Site visits outside the province -> estimate \$250/night x 1 site visit per term x 10% of students in out of province / annum |
| 7132 | Meals (Per Diem-No receipts) | - | 42 | 66 | 78 | 90 | -> Coop and Applied Project Site visits outside the province -> estimate \$60/day x 1 site visit per term x 10% of students in out of province / annum |
| 7133 | Meals (with receipts) | | | | | | |
| 7134 | Mileage (Km's) | - | 6,300 | 9,900 | 11,700 | 13,500 | -> Coop and Applied Project Site visits within the province -> based on \$1,000 per student / annum x 90% of students in the province / annum |
| 7135 | Parking | - | 630 | 990 | 1,170 | 1,350 | -> Coop and Applied Project Site visits -> based on \$100 parking per student / annum x 90% of students in the province / annum |
| 7136 | Car Rental | | | | | | |
| 7137 | Conference Registration | | | | | | |
| 7138 | Taxis | - | 210 | 330 | 390 | 450 | -> Coop and Applied Project Site visits outside the province -> estimate \$300/trip (to/from airport in both cities + within site visit city) x 1 site visit per term x 10% of students in out of province / annum |
| 7139 | Misc Travel/Incidentals | - | 42 | 66 | 78 | 90 | -> Coop and Applied Project Site visits outside the province -> estimate \$60/trip (to/return - baggage) x 1 site visit per term x 10% of students in out of province / annum |
| 7676 | Hospitality | | | | | | |
| 704BGT | Printing and Duplicating - Budget | \$ 1,050 | \$ 3,750 | \$ 5,250 | \$ 6,750 | \$ 8,250 | |
| 7040 | Printing | 700 | 2,500 | 3,500 | 4,500 | 5,500 | -> course specific printing; \$100 / student / annum |
| 7041 | Copying | 350 | 1,250 | 1,750 | 2,250 | 2,750 | -> course specific copying; \$50 / student / annum |
| 706BGT | Consumable Materials/Supplies Budgt | \$ - | \$ - | \$ - | \$ - | \$ - | |
| 7060 | Office Supplies | | | | | | |
| 7061 | Lab Supplies | | | | | | |
| 7062 | Audio Visual Supplies | | | | | | |
| 7063 | Agricultural Supplies | | | | | | |
| 7064 | Safety Supplies | | | | | | |
| 7065 | Sports and Athletic Supplies | | | | | | |
| 7066 | Books and Subscriptions | | | | | | |
| 7067 | Other Supplies | | | | | | |
| 7068 | Computing Supplies | | | | | | |
| 7069 | Maintenance and Cleaning Supplies | | | | | | |
| 7070 | Dental Supplies | | | | | | |
| 7071 | Equipment Foreign Operations | | | | | | |
| 7072 | Supplies Foreign Operations | | | | | | |
| 708BGT | Telecommunications - Budget | \$ - | \$ - | \$ - | \$ - | \$ - | |
| 7080 | IST Telecommunications | | | | | | |
| 7082 | Physical Plant Postage | | | | | | |
| 7085 | Departmental Communications | | | | | | |

Operating Worksheet

| Acct | Expense | Year 1 | Year 2 | Year 3 | Year 4 | Year 5 |
|---------------|--|------------------|-------------------|-------------------|-------------------|-------------------|
| 710BGT | Other Expenses (Nonconsumable) Budget | \$ 21,930 | \$ 113,260 | \$ 115,655 | \$ 117,775 | \$ 119,985 |
| 7100 | Affiliated Personnel Costs | | | | | |
| 7101 | Professional Development | | | | | |
| 7102 | Professional Memberships | 1,930 | 2,260 | 2,655 | 2,775 | 2,985 |
| 7103 | Conferences/Events Hosted by U of M | | | | | |
| 7104 | Other Services | | | | | |
| 7106 | Bad Debts | | | | | |
| 7107 | Advertising and Promotion | 20,000 | 50,000 | 51,000 | 52,000 | 53,000 |
| 7108 | Licenses and Permits | - | 61,000 | 62,000 | 63,000 | 64,000 |
| 7109 | Software Maintenance | | | | | |
| 7110 | Staff Benefits | | | | | |
| 7111 | Other Non-Consumable Expenses | | | | | |
| 7114 | Internal Financing Expense | | | | | |
| 7116 | Internal Services Expense | | | | | |
| 718BGT | Professional and External Services | \$ - | \$ - | \$ - | \$ - | \$ - |
| 7160 | Externally Contracted Services | | | | | |
| 7180 | Professional Fees | | | | | |
| 7185 | Investment Management Expenses | | | | | |
| 740BGT | Repairs and Maintenance | \$ - | \$ - | \$ - | \$ - | \$ - |
| 7400 | Equipment Repairs & Maintenance | | | | | |
| 7401 | Building Repairs & Maintenance | | | | | |
| 7402 | Equipment Rental | | | | | |
| 7403 | Grounds Maintenance | | | | | |

-> Supply Management Association of MB annual fees -> estimate \$215 / faculty / annum x 8 faculty + \$30 / student / annum x # of students

-> \$20,000 in advertising in year 1; then \$50,000 / annum plus inflation at 2% / annum

-> In 2nd year adding Supply Chain related databases + percentage of Bloomberg costs (20%) (currently \$180,000 / annum) x 2% inflation / annum

Student & Staffing Forecasts

| | <u>Year 1</u> | <u>Year 2</u> | <u>Year 3</u> | <u>Year 4</u> | <u>Year 5</u> |
|--------------------------------|---------------|---------------|---------------|---------------|---------------|
| Total Student Numbers: | | | | | |
| Graduate - Domestic | 5 | 8 | 10 | 12 | 15 |
| Graduate - International | 2 | 3 | 3 | 3 | 5 |
| Total | <u>7</u> | <u>11</u> | <u>13</u> | <u>15</u> | <u>20</u> |
| | | | | | |
| Total Co-Op Students | <u>6</u> | <u>9</u> | <u>10</u> | <u>12</u> | <u>15</u> |
| Total Applied Project Students | <u>1</u> | <u>2</u> | <u>3</u> | <u>3</u> | <u>5</u> |
| <hr/> | | | | | |
| SCM Staffing Levels | <u>8</u> | <u>8</u> | <u>9</u> | <u>9</u> | <u>9</u> |



Winnipeg Chapter

21 November 2018

Bruno S. Silvestre, PhD

Director, Transport Institute

Associate Professor in Supply Chain Management

Asper School of Business

University of Manitoba

Dear Dr. Silvestre

The Winnipeg Chapter of APICS is very excited to learn about the plans to commence a ‘Master in Supply Chain Management and Logistics’ program at the Asper School of Business. As the local Chapter of the premier Supply Chain Association in North America, we are acutely aware of the dearth of superiorly qualified supply management professionals in the region. We believe this course will effectively fill the void. The unique ‘co-op’ option will make graduates of this program more industry ready and sought after. I congratulate your team on taking the lead to develop this program.

APICS is transitioning to ASCM – The Association for Supply Chain Management. Our focus for over 60 years has been to provide industry leading globally recognized certifications in supply chain management. We would welcome the opportunity to partner with you in this endeavor.

On behalf of my Board, I extend to you our best wishes and total support in the development of this educational offering. Please do not hesitate to contact me if you have any questions or comments

Regards

A handwritten signature in black ink, appearing to read 'Manohar Menon', is written over a horizontal line.

Manohar Menon, CPIM, CSCP, CLTD

President, Instructor – APICS Winnipeg Chapter Inc.

mmapics7@gmail.com

204.292.6898

APICS – Winnipeg Chapter, 161 Grandin Street, Winnipeg, MB, R2H 0A8, e-mail: apics@apics.mb.ca



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403.203.5707 F

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780.416.0961 F

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778.298.4607 F

Dean Gady Jacoby
Asper School of Business
181 Freedman Crescent
University of Manitoba
Winnipeg, MB R3T 5V4 Canada

November 27, 2018

Re: Proposal for a New Master of Supply Chain Management & Logistics (MSCM)

Dear Sir,

I have received and read the Proposal for a New Master of Supply Chain Management & Logistics (MSCM) and am writing today to provide my support for this new program.

Manitoba is home to several of Canada’s largest trucking companies which form a cornerstone to the supply chain within Canada as well as trade between Canada and the USA. As such, we are always looking to hire trained professionals to work within our business in all areas of capacity.

Having grown in the last 25 years from 35 employees to over 2700, we have hired many graduates from the Asper School and always appreciate their contributions to our business. We have also hosted on many occasions, classes from Asper who come out to see in real time the operation of a significant trucking company and get exposed to the many career potentials for them to stay within Manitoba and have a successful growing career. We are proud of our success but recognize it is a direct result of our people.

I believe the expansion of program offerings will enhance the growth and sustainability of your program for many years to come as it continues to grow in National stature and leadership.

On behalf of all of our team at Bison Transport we wish you much continued success.

Regards,

Don Streuber
Executive Chairman

www.BisonTransport.com

BISON CARES...because we're people driven!





Canada's Centre for Global Trade
WINNIPEG, MANITOBA

November 20, 2018

Bruno S. Silvestre, PhD
Director, Transport Institute
Associate Professor in Supply Chain Management
Asper School of Business
University of Manitoba

614 Drake Centre
181 Freedman Crescent
Winnipeg, MB, R3T 5V4, Canada

Dear Dr. Bruno Silvestre,

I am writing in support of the creation of a new Master in Supply Chain Management and Logistics (MSCM) Program in the Department of Supply Chain Management, within the Asper School of Business at the University of Manitoba.

CentrePort Canada Inc. is North America's largest inland port development. At 20,000 acres, it supports the attraction of trade oriented businesses that use multiple modes of transportation to manage their supply chains effectively. Since its inception, CentrePort has become a magnet for new company location with almost 60 facilities being constructed on site and many more to come. The companies locating at CentrePort wish to take advantage of the close proximity of road, airport and rail infrastructure, fast-tracked land development approvals, and the Foreign Trade Zone programming. Fully serviced industrial projects that have been introduced to the market in the past few months have quickly sold out. In addition, in the past twelve months, developers or large companies have acquired over 1,200 acres of land for additional industrial projects within the footprint. When you take into account the Winnipeg Airports Authority's plans for a new west-side campus development and the future CentrePort Canada Rail Park, there is much more development to come.

The attraction of new companies to our footprint is ultimately about job creation. Companies look for highly skilled and motivated employees, which are a critical component to the site selection decision-making process. I would argue that we require a professional Masters-level program in Manitoba, ideally with a heavy practical component, to give students the skills and knowledge required by the supply chain management and logistics sector in support of the companies that locate and grow their companies here.

I sincerely hope that the University of Manitoba will support the creation of a new MSCM to be a key component in the continued growth of our economy and the development of Manitoba's inland port. Should you wish to discuss the position of CentrePort Canada Inc. in detail, please don't hesitate to contact me directly.

Yours truly,

Diane Gray
President and CEO

Suite 100 - 259 Portage Avenue, Winnipeg MB Canada R3B 2A9
Tel: (204) 784-1300 Fax: (204) 784-1308
www.centreportcanada.ca



ASPER SCHOOL OF BUSINESS
COMMERCE STUDENTS' ASSOCIATION
CREATE YOUR LEGACY

November 26, 2018

To Whom It May Concern,

On behalf of the Commerce Students Association, I would like to voice my support for the addition of a Master of Supply Chain & Logistics (MSCM) program here at the Asper School of Business. I believe that the school can greatly benefit in being one of the first business schools in Canada to offer a program of this kind.

In the undergraduate program, the Supply Chain & Logistics major is the third-most popular major amongst students. Students see the value in gaining more knowledge on this topic, especially being in Manitoba. We are located at the continental hub for transportation and logistics, with the job market continuing to grow every year. Having a background in supply chain is increasingly valued among employers and companies domestically and internationally.

This two-year, full-time program sets students up to be leaders in the industry, ready to take on the intricacies and challenges of supply chain management. The MSCM is a more focused program than the MBA, which will appeal to people that value more specialization in their studies.

As mentioned in the program proposal, only three Master of Supply Chain programs currently exist in Canada. All three of these programs exist in the east. As a western school, we have an opportunity to be a first mover. We can increase our school's recognition and enhance our reputation as trailblazers in business education.

In reviewing the resources required to implement this course, only five new courses will need to be created. The majority of resources required to implement this program already exist. In addition, it does not appear that any financial burden will be placed on the school, instead it will be entirely covered by tuition fees.

To summarize, there is immense value in this program. An intensive master's program such as the MSCM will set students up to be confident leaders in the supply chain sector of our country.

Sincerely,

Shona Grewar

President

November 23, 2018

Bruno S. Silvestre, PhD
Director, Transport Institute
Associate Professor in Supply Chain Management
Asper School of Business
University of Manitoba
614 Drake Centre
181 Freedman Cres.
Winnipeg, MB
R3T 5V4

Dear Bruno:

Gardewine is pleased to provide this letter in support of the creation of a "Masters in Supply Chain Management and Logistics" program.

In recent years, the demand for professionals in logistics and supply chain management roles has increased on both a domestic and global stage.

Some of the advantages Gardewine sees to having this program offered through the University of Manitoba/Asper School of Business are:

- More direct access to graduates and graduate related associations which can benefit Gardewine in future years.
- Manitoba's wide variation of industry sectors provides numerous opportunities for graduates to seek employment and conversely keep the educated and skilled talent within the province.
- More qualified talent in Winnipeg and the surrounding area will help solidify the provinces position as a central North American transportation hub (Centreport).
- Will allow the University of Manitoba to further establish the Transport Institute as a leader in supply chain and logistics education programs.

I personally and professionally support the creation of the Masters in Supply Chain Management and Logistics program. It would be a welcome addition to the University and the business community.

Yours truly,



Darin Downey
President and COO



Bruno S. Silvestre, PhD
Director, Transport Institute
Associate Professor in Supply Chain Management
Asper School of Business University of Manitoba
614 Drake Centre - 181 Freedman Cres.
Winnipeg, MB, R3T 5V4, Canada

Dan Pashniak BSc MBA
Magellan Aerospace, Winnipeg
660 Berry Street
Winnipeg, MB
Canada R3C 2S4

T: 204 788 2919
www.magellan.aero

November 30, 2018

Subject: The Master in Supply Chain Management & Logistics (MSCM) Program

Dear Dr. Silvestre,

It is my pleasure to provide support and endorsement for a focused Supply Chain Management and Logistics program at the University of Manitoba. Manitoba needs to be competitive as global competition increases. A program like this is long overdue in the Province.

Manufacturing in Manitoba relies heavily on importing (and exporting) to compete in the global economy. With that, the demand for qualified professionals with formal training in Supply Chain Management and Logistics has never been greater in Manitoba.

Companies like Magellan, which employ over 600 people in the Province, have a presence on a global scale. We bring in Raw Material from around the world, convert it to finished product at very high standards, and ship finished product worldwide all under very tight lead times with a strong focus on JIT and lean manufacturing. JIT and Lean demand skilled professionals to ensure we remain competitive through balancing managing our supply chain. Without these professionals, Magellan would have a difficult time competing.

The talent pool in Manitoba is thinning when it comes to highly trained Supply Chain professionals. The Master in Supply Chain Management & Logistics program at the University of Manitoba would provide focused and much needed education to allow these professionals to work in any sector and thereby contribute directly the growth of the Manitoba economy. In my own experience, my Supply Chain background is quite diverse, coming from several sectors. I have been able to take the good elements from one sector and successfully apply them to another. This program will help formalize that ability.

In closing, as an alumni of the University of Manitoba (BSc 1991) and Asper School (MBA 2012 – magna cum laude), I wish this program was around when I started my second university career. I would have most certainly taken the MSCM program to complement my MBA (focus on supply chain). I strongly endorse the need for the creation of the program for the success of Manitoba. I would most definitely recommend it to future leaders.

Sincerely,

A handwritten signature in black ink, appearing to read "Daniel Pashniak", written over a white background.

Daniel Pashniak BSc MBA
General Manager
Magellan Aerospace, Limited – Winnipeg

NFI Group Inc.

November 23, 2018

Subject: Support for Master in Supply Chain Management and Logistics (MSCM)

Dear Prof. Gady Jacoby, Dean, Asper School of Business:

I have been in contact with Bruno Silvestre the Director of the Transport Institute and an Associate Professor in the Department of Supply Chain Management about a very important initiative at the Asper School of Business, University of Manitoba. The Department of Supply Chain Management, in coordination with the Dean's Office at Asper School of Business, is proposing a new professional/applied master program called Master in Supply Chain Management and Logistics (MSCM).

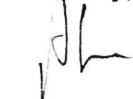
With over 6,000 team members, operating from 31 facilities across Canada and the United States, NFI Group is North America's largest manufacturer of transit buses (New Flyer Industries), motor coach (Motor Coach Industries) and low-floor cutaway vehicles (ARBOC Specialty Vehicles) and the largest aftermarket parts distributor (NFI Parts). We view the enhanced development of the logistics and supply chain management profession as critical to the future of our business and overall competitiveness.

As a leading manufacturing company that has hundreds of suppliers we rely heavily on critical supply chain management and logistics expertise to ensure delivery of over \$1.5 billion of parts, components and material to our production lines.

This professional master program, unique to Manitoba, and with a heavy practical component, will provide students with the skills and knowledge required by the rapidly changing supply chain management and logistics sector. The supply chain management and logistics sector is highly relevant to the Province of Manitoba given our physical location relative to both supplier and end markets and the MSCM program will strengthen the labour force to boost the sector and the local economy.

I have discussed this program with Janice Harper our Executive Vice President of Human Resources and David White our Executive Vice President Supply, both of which enthusiastically support the MSCM. If you require further information or would like to discuss, please don't hesitate to contact us.

Sincerely,



Paul Soubry
President & CEO



nfi.parts



ARBOC

711 Kernaghan Ave. Winnipeg, Manitoba R2C 3T4

November 15, 2018

Bruno S. Silvestre, PhD
Director, Transport Institute
Associate Professor in Supply Chain Management
Asper School of Business
University of Manitoba
614 Drake Centre – 181 Freedman Cres.
Winnipeg, MB, R3T 5V4

Dear Bruno:

**Re: Letter of Support for a new Master in Supply Chain & Logistics (MSCM)
at the Asper School of Business, University of Manitoba**

Supply chain knowhow and expertise is strategic and important to our success as a manufacturer, given our multiple manufacturing facilities in North America supplying products to the US, Canada and a growing international customer base. Accordingly, we at Price Industries Limited are pleased to support and encourage the launch of a new Master in Supply Chain Management and Logistics (MSCM) program at the Asper School of Business, University of Manitoba.

In Manitoba it is challenging to find skilled Supply Chain professionals because the programs currently offered in province are operationally focused and do not prepare students for more senior strategic positions. In the Asper MBA program, supply chain courses do not get deep into the details; associations such as the SCMA (Supply Chain Management Association) or CITT (Canadian Institute of Traffic and Transportation), provide focused operational training without a focus on strategy.

Accordingly, we feel that the MSCM program is an excellent new initiative and we are very pleased that Asper is considering the launch of such a program.

Sincerely,



G.V. Price, FCAE, P.Eng., Ph.D.
Chairman and Chief Executive Officer
Price Industries Limited



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475 Panet Rd
Winnipeg, MB, R3C 2W7
(204) 667-4630
www.princessauto.com

November 20th, 2018

Re: Master in Supply Chain Management and Logistics (MSCM)

To whom it may concern,

Across many industries, the pressure for both improved operating performance and serving increasing customer expectations is critical to a company's long term success. A company's Brand is a promise delivered, and this can only be done when a company is aligned and capable of consistently delivering on its promise to customers.

The Supply Chain is a core, often strategic, discipline to delivering both the operating performance and service elements that are key to the promise made. The Master of Supply Chain Management & Logistics (MSCM) program is an excellent opportunity for people who are interested in a great career that offers real opportunity to continually learn and be challenged while adding real value for people. The MSCM program will give you a great framework that helps to understand the various roles within a Supply Chain, as well as how the Supply Chain fits into a company's broader mission.

I wish I had this 30 years ago,

A handwritten signature in black ink, appearing to read "Geoff Frodsham". The signature is fluid and cursive, with a large loop at the end.

Geoff Frodsham, HBA, MBA, ICD.D, FSCMA
President & CEO
Princess Auto Ltd.



Supply Chain Management Association Manitoba
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November 28th, 2018

Bruno Silvestre, PhD
614 Drake Centre – 181 Freedman Crescent
Winnipeg, MB
R3T 5V4

RE: University of Manitoba Master of Supply Chain Management & Logistics Program

Bruno,

SCMA Manitoba is pleased to support the development of the Master of Supply Chain Management & Logistics Program at the University of Manitoba. SCMA believes in expanding learning initiatives to accelerate transformation and growth of the profession. SCMA also seeks to collaborate with industry, and educational, partners to lead supply chain innovation. We believe this program will help achieve these goals.

With over 6,500 members across Canada, SCMA is the largest supply chain association in the country. SCMA's Supply Chain Management Professional (SCMP) Designation is Canada's most sought-after and widely held designation in supply chain management.

Sincerely,

A handwritten signature in black ink, appearing to read "Reid", written in a cursive style.

Richard Reid
Executive Director
SCMA Manitoba

November 20th, 2018

Professor Bruno Silvestre
181 Freedman Crescent
Winnipeg, MB, R3T 54V

Dear Professor Silvestre,

The University of Manitoba Supply Chain Organization (UMSCO) has carefully reviewed the Master in Supply Chain Management and Logistics (MSCM) program. We are pleased to fully endorse the introduction of this program to the Asper School of Business. Our endorsement is primarily based off three key factors: world demand for highly-trained Supply Chain professionals, degree requirements/boot camps, and global implications.

The proposed MSCM program works towards filling the increasingly wide gap between demand for skilled Supply Chain knowledge workers and the supply. Across Canada, only three similar Master of Supply Chain programs exists. However, none of these contain as broad of a curriculum nor an integrated co-op program. The proposed MSCM program is the lengthiest of its kind in Canada, ensuring students are exposed to the necessary amount of education to complement the complexity of the industry.

We found that the inclusion of mandatory boot camps for math and IT skills to be extremely pertinent. Their usefulness in the industry cannot be understated. Requiring students to pass courses in these given areas is a very well thought-out inclusion to the program. The development of six new courses, along with the nine pre-existing courses, provides an excellent vision of what Supply Chain Management encompasses.

The robust MSCM program will attract those from across the globe to gain knowledge in the Supply Chain industry in a non-metropolitan environment. Simply put, not all students yearn for the big city. It is essential to consider the different tastes of students from across the globe. We feel International students will be quite comfortable with the MSCM program the Asper School of Business is proposing, as some may not be as comfortable searching for post-graduate jobs. The built-in co-op program is a fantastic way to ensure the link between real-world applicability and theoretical concepts for all students.

In conclusion, we give our full support to the introduction of the MSCM program to the Asper School of Business. The MSCM program would greatly benefit all stakeholders involved, and bring more eyes to our great city, province, and country.

Best regards,
Max Block and Kyra Fanning
President and Vice President



**Review of the Master in Supply Chain Management and Logistics (MSCM)
at the Asper School of Business, University of Manitoba**

The Report of the External Review Team

By

Dr. Ian P. McCarthy
Beedie School of Business,
Simon Fraser University

and

Dr. Giovanni da Silveira
Haskayne School of Business
University of Calgary.

9th May 2019

1. INTRODUCTION

The external review team (Dr. Ian McCarthy and Giovani da Silveira) visited the University of Manitoba on the 7th and 8th of May 2019. The schedule of meetings and list of participants are attached as Appendix A. We are grateful for the candor and helpfulness of those with whom we met. We are especially grateful to Dallas Hull who was an excellent coordinator and host for the visit.

The Review focused on the proposal to start a new professional graduate program (Master in Supply Chain Management and Logistics - MSCM) at the Asper School of Business, University of Manitoba, in September 2020. It is important to note that we had probing, useful and open discussions with all those we met, and we did not sense any concerns or disparity in the answers and views around the issues we explored. Based, on these discussions, our knowledge of supply chain management and logistics education, and our awareness of the capabilities and capacity of the School, our review revealed that the University has a proposal that is sensible and desirable in terms of internal fit (i.e. aligns with the School's capabilities and mission) and external fit (i.e., aligns with local and global need for such graduates). We saw no evidence of any significant concerns in terms of the type of courses offered, the content of the courses, or the capacity and desire to teach these courses. In fact, feedback from faculty and staff was very positive in these areas. The faculty who will lead and teach on these courses have appropriate expertise and capabilities, and the staff involved in the admissions, program delivery and student placement aspects of the program expressed that they were happy with the proposed program.

In sum, our Review is very supportive of the proposal and the observations and minor recommendations that follow are provided as optional things to consider in the launch and delivery of this new program.

2. OBSERVATIONS

In this section we outline our core observations. These focus on the schedule and and people we met. The observations provide the context for a number of minor and optional recommendations to be considered.

- ***Societal Need***

The proposed MSCM program will attract and develop students for management roles in building, managing and changing supply chains and associated logistics. Given the continued trends in global trade and outsourcing, and that the economies of Winnipeg, Canada and many other countries are tied to such trends, the program will develop graduates with needed analytical and managerial skills. In our view, there is a healthy demand for supply chain professionals in the areas of logistics, purchasing, operations, modelling, risk management and negotiations. The program is intended to help develop such professionals.

While we are confident there is strong need for the program and Asper is well placed to provide it, ultimately the best way to test and confirm such need is to launch the program. Once launched the School should monitor and learn how well the market reacts to the program, and make adjustments as needed.

- **Strategic Support**

From our meeting with the Dean and Associate Dean at Asper, and the Associate Dean of Faculty of Graduate Studies, it is clear they are very supportive of the program. Not only will this program reduce the School's dependence on the MBA program, it clearly fits with the School's mission. The program courses and associated research will be at the forefront of knowledge creation and so as to help educate innovative business leaders who will contribute to the social and economic well-being of Manitoba, Canada and the world.

- **Faculty Capability and Capacity**

The faculty, in our view, has ample capability and capacity to launch this program. The Supply Chain Department includes eight professors with active research programs in inventory models, transportation and logistics, sustainability and transportation economics, among other fields. Most of the faculty have teaching experience in graduate programs at the University of Manitoba and elsewhere. They also have a significant record of work with or in industry, which includes profit and non-profit sectors.

Since expectations for initial student intake are modest, there should be enough teaching capacity in existing graduate (MBA) courses to accommodate the MSCM intake. Otherwise, there appears to be sufficient support and resources in the School to deliver the five new courses in the program, and for eventual new sections in existing courses as required, for two main reasons. First, the full-time professorial faculty demonstrates willingness and ability to be involved in this program by delivering specific courses according to their expertise. Second, there appears to be available "cushion" in the program vis-a-vis accreditation requirements to hire new sessional Instructors as needed in areas of urgency.

Our positive recommendation is based also on the understanding that no minimal capacity requirements will be placed on required courses whenever a new cohort is admitted in the program. For example, if as planned seven students are admitted in the first year, program-specific courses such as SCM 7040, SCM 7042, etc will be still offered regardless of the number of students registered in each section.

- **Library Services and Resources**

The Albert D. Cohen Management Library provides resources and services to support the program and students. This includes a large collection of books and periodicals, and electronic records. Industry databases include Passport and Mergent, among others. The library provides 24/7 virtual access to electronic resources. The facility is open 70 hours/week (including weekends) during the Fall and Winter terms, and 40 hours/week in the Summer term.

Student support is facilitated by an online booking system for one-to-one meetings with librarians. Library staff should participate in the program orientation week held in late August/early September. We anticipate no issues regarding library resources, services or support to the program. However, we recommend to keep one copy of each required course textbook in reserve to facilitate access by students in the program.

- **Program Admissions, Management and Student Placement**

We asked about the ability of graduate program support staff to provide adequate support to the program (including registration, analysis, reporting, etc.) by working only at 15% allocation. We are satisfied this allocation may be adequate on the first year if the actual student hiring

meets the target ($n = 7$). However, we also understand the school will provide additional staff assistance should the needs of program and students exceed the projected demand.

We also enquired further about the school ability to find co-op placement for students (SCM 7050) particularly as this option may be more popular than the applied project alternative (SCM 7052). Even considering the challenge of placing graduate students in “higher” positions in industry, we anticipate no major issues in this area as the school has a well-established Career Centre, which currently delivers a certified Co-op program with about 350 placements per year for undergraduate students. As indicated in the recommendations below, we follow on the Career Centre Director recommendation that the Co-op would be more effective (and certifiable) if it occurred in the middle rather than end of the program.

- ***IT Resources and Services***

There appears to be good availability of IT resources and services to faculty and students in the proposed program. The school hosts two IT labs. The general lab includes 72 workstations and has been renovated in 2017 to facilitate collaboration and teaching. The Bloomberg lab includes 23 stations that are also offer general workstation programs that are available to all students.

The workstations include a Windows 10 platform with MS Office. Specialized software includes SPSS 25 and R-base for statistical analysis. There appears to be no availability of further applications for SCM teaching and research such as simulation and optimization modeling, and qualitative (content) analysis. However, the IT staff indicated additional specialized software can be licensed and installed upon faculty request.

There appears to be ample access to printers. Students get a predefined printing “quota” which can be increased upon request. There is IT support to connectivity, even for personal computers. The university central IT appears to have robust systems to minimize network fraud and security breaches. In the future, students and faculty may be required to encrypt all data stored even in personal computers used on campus.

3.0 RECOMMENDATIONS

It will be evident from the preceding discussion that while we are very supportive of the proposed program, there are opportunities to consider. These are listed below as recommendations, and could likely involve some trade-offs. The appeal and feasibility of these recommendations should be guided by the mandate and strategic priorities of the University and the School, plus the availability of sufficient resources.

- ***An introductory course on supply chain and logistics in the first semester.***

As currently proposed, the program does not offer a course on supply chain management or logistics until the third semester (Summer 1). Given that this is a specialized master’s program focused on supply chain management and logistics, it seems odd and inappropriate not to have an introductory course about the program in the first semester. As all the courses delivered in the first two semesters will be done so for a number of different programs it is unlikely these courses, even the OPM ones would have a sufficient focus on supply chain management and logistics.

- ***A capstone simulation near the end of the program for AACSB Assurance of Learning Requirements.***

For accreditation purposes and particularly satisfying Assurance of Learning (AOL) requirements, the program may wish to incorporate into one of the existing courses in Fall 2 and Winter 2 one or two comprehensive simulations that could provide learning and testing of learning for AOL. The Harvard Business School Global Supply Chain Management Simulation is one possible simulation.

- ***Change SCM 7050 placement in MSCM schedule.***

We support the recommendation suggested by the Director of the Career Development Centre to move the SCM 7050 (co-op) component from the final term to earlier (e.g. Summer 1) in the program. The rationale for this recommendation includes: (i) the possibility of obtaining certification of the graduate co-op if student placement is moved to earlier in program and (ii) the opportunity to use the co-op experience to better leverage effective learning, particularly in the Fall 2 or Winter 2 terms when all courses will be focused on SCM issues of great practical relevance. The latter argument may apply even more in the case of international students without professional experience in Canadian industry.

- ***Consider the demand and size of the program.***

Forecasted enrollments seem conservative and modest, despite the comment below. We suggest to be prepared for enrollments that far exceed the forecast.

- ***Program recruitment.***

It was not clear how the program would be marketed and students recruited. We did not meet any staff who would lead the recruitment, and thus cannot comment on the recruitment channels, the recruitment budget, and who these will be managed by.

- ***Admissions.***

In addition to academic requirements we suggest you define what the ideal student and student intake profile will be in terms student age, amount and type of work experience, gender, nationality, and even mindset. During our discussions with faculty and staff it seems that the program would accept almost anyone with the right GPA, regardless of differences in age and work experience. For a non-cohort based program this is less of an issue, but still there can be collaboration and learning costs if the differences between students in the same program are too great. For example, consider the group and learning experience mismatch if part of the intake are straight from UG, with an average age of 22 and little or no work experience, and the other part of the intake are mid 30s in age, straight from industry and have 10 years of work experience

- ***Course distinction.***

The MSCM will include various courses with in-depth analysis of supply chain management themes. Because of the high level of integration between those themes, there is a risk of unwanted overlap on problems, methods, and even materials covered in different courses. Thus we recommend to implement a periodic (e.g. annual) review process to compare course outlines and content, and minimize redundancy.

- ***Learning objectives.***

We suggest members of the faculty develop a “quality function deployment” matrix correlating the learning outcomes listed on p.4 of the proposal with the course offerings on p.6. This allows to identify whether all learning objectives can be adequately met by the program courses, as whether specific overlaps should be promoted or avoided.

- ***Envision program success.***

Go beyond listing the number of students who will enroll and the graduates who complete, to specify other desired outcomes such as where graduates will be placed (local vs global, job roles, average exist salaries, etc.). What does program success look like? What does co-op/internship success look like?

- ***An industrial/business advisory board.***

Given the specialism of the program and how it fits with local industry activity, and the letters of support from business leaders that accompany the proposal, we suggest establishing an advisory board for the program. This board would not only advise on the content and delivery of the program, but could be asked to provide guest speakers, projects, co-op/internship opportunities, employment opportunities, scholarships and other forms of funding.

- ***Program blending.***

The students for the MSCM will not be a standalone cohort. They will blend with students from other programs and take existing courses on other existing programs for the first two semesters. The new program courses will also be offered to students on other programs. This blending of programs can present a number risks. First, a lack of cohort and program identity. With program cohorts, students have better shared interests and goals who progress through an educational experience together. Also, compared to non-cohort programs where intakes are based on mixing and blending students from different programs, cohort programs have better completion rates, typically have greater student participation and creativity, and a stronger sense of community and alumni engagement. Second, the School and University should be aware of the risks of cost disparity when students from different programs take the same course but pay different costs for this same course.

- ***Review terminology associated with SCM 7050.***

The term “co-op” in post-secondary education may have a meaning that is either not well understood or is associated with undergraduate programs by international and even national students. We suggest to adopt specific terminology to distinguish the co-op offering (SCM 7050) from other post-secondary initiatives. For example, school faculty and staff could consistently use terms such as “Graduate Co-op” or “Internship” in formal and informal communications with employers and students.

- ***Scholarships for students.***

In line with the strategy and criteria you have for offering scholarships to students across Asper programs, we would suggest detailing a plan for how much funding would be allocated to this program for scholarships over time, and how it might vary from start-up phases to established phases during the program life-cycle.