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**Department of Marketing & Supply Chain Management (MSCM)**

**Strategic Plan**

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## **MISSION STATEMENT**

We strive to positively impact society by leading in knowledge creation and dissemination across the Marketing and Supply Chain disciplines.

## **STATEMENT OF CULTURE AND VALUES**

### ***Innovation***

The MSCM Department is driven by innovation--from its entrepreneurial spirit in developing curricula and new programs to the encouragement of ground-breaking research that is theoretically rich and data-driven. We are a department that thinks strategically so as to chart its way to a successful and sustainable future.

### ***Leadership***

The MSCM Department takes pride in assuming a leadership position within the college, university, state, and global business community. Our faculty take leadership roles through publications, outreach, curriculum development, and guiding top professional organizations.

### ***Rigor and Relevance***

The MSCM Department believes that while rigor is a given in all we do, relevance is equally important to direct our endeavors. Our curricula provide students with tools and critical thinking skills that can be directly applied to help advance their organizations, and our research remains rooted in real-world problems.

### ***Collegiality***

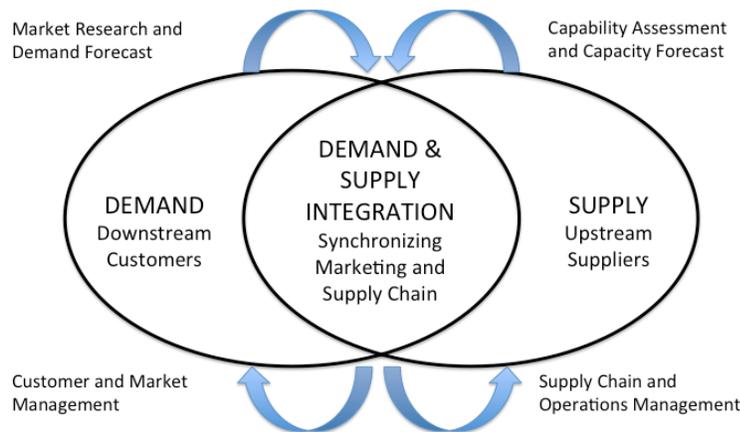
The MSCM Department values and fosters collegiality and mutual respect; this entails an inclusiveness of diverse perspectives, an appreciation of personal diversity and a generally constructive attitude when presented with opportunities and challenges.

### ***Shared Governance***

The MSCM Department follows a shared governance model for decision-making. A shared governance orientation provides transparency and allows each participant to have an equal voice in discussions. This fosters an environment of openness, inclusion, and full participation.

### ***Integrated Thinking***

Our department recognizes and respects that our work often takes a multidisciplinary focus and occurs in three significant domains: Marketing, Supply Chain Management, and at the confluence that is Demand-Supply Integration (DSI). Our unique perspective emphasizes the integration of demand-side and supply-side thinking in our approach to research, pedagogy and interactions with the business community. The DSI framework (below) highlights the unique and differentiated place our department holds in the academy, and suggests both future research opportunities and contributions to practice.



The Department of Marketing & Supply Chain Management  
 Haslam College of Business  
 University of Tennessee

## GOALS

In order to fulfill our mission we have identified three separate but related goals.

- #1 To positively influence the scholarly academy***
- #2 To positively influence business practice***
- #3 To positively influence society through the development of exceptional student-leaders***

## RELATED STRATEGIES

- 1, 2, 3, 4, 5, 7**
- 2, 3, 5, 6, 7, 8**
- 2, 3, 5, 6, 7, 8, 9, 10**

## STRATEGIES

- Strategy #1: Continue to improve the department’s research environment to advance knowledge and thought leadership
- Strategy #2: Continue to attract and retain excellent faculty and staff
- Strategy #3: Enhance the general visibility of the department
- Strategy #4: Grow and better manage department resources
- Strategy #5: Elevate the ranking of the Marketing group
- Strategy #6: Solidify and improve the ranking of the Supply Chain group
- Strategy #7: Enhance undergraduate and MBA training for both short-term placement and longer-term leadership in their organizations
- Strategy #8: Improve doctoral programs and placement
- Strategy #9: Enhance contributions to business practice
- Strategy #10: Enhance contributions to society

Details of each strategy are outlined on the following pages.

**Strategy #1: Continue to improve the department’s research environment to advance knowledge and thought leadership**

**Overview** With initiatives like “Top 25” and the adoption of selective journal lists, one of the major goals of the university, college, and department is clearly to enhance the quantity of high quality research output. The environment can be made more conducive to this output in several ways.

**Supports Goal** #1) *To positively influence the scholarly academy*

- Implementation**
- Encourage faculty to pursue premier and excellent journals as identified across departments in the college, with an emphasis on the highest tier outlets
  - Fund rigorous and relevant research
  - Encourage external grant submissions to fund research
  - Continue to explore new secondary data sources with broad appeal
  - Develop a more consistent program of visiting scholars to interact with faculty and doctoral students
  - Acknowledge “Revise and Resubmits” as part of the publication progression process

- Metrics**
- Increase both internal and external funding for research
  - Make existing databases “owned” by Haslam College of Business more visible to faculty and students
  - Identify additional databases that can enhance research productivity
  - Support at least two outside visiting scholars each year

## **Strategy #2: Continue to Attract and Retain Excellent Faculty and Staff**

- Overview** As the Department and the Haslam College of Business seek to grow in stature, the attraction and retention of the highest quality tenure track and non-tenure track personnel, as well as support staff, is essential for success. Thus, this needs to be a focused part of the department's strategic plan.
- Supports Goal**
- #1 To positively influence the scholarly academy*
  - #2 To positively influence business practice*
  - #3 To positively influence society, through the development of exceptional student-leaders*
- Implementation**
- Enhance “efficiency” in the daily lives of faculty by considering appropriate service loads for various roles, and the processes used in the department to make decisions and get work done
  - Emphasize retention and rewards for faculty publishing in "premier" journals in their respective disciplines
  - Enhance summer support programs
  - Provide time and resources for productive research output
  - Provide Research Assistance support for active researchers
  - Strive for the most efficient possible teaching assignments (e.g., few preps)
  - Develop a mid-tenure clock, one semester teaching release for research-oriented faculty
  - Benchmark hiring packages (including summer and research support) against peer and aspirant schools
  - Provide teaching assistants for faculty with demanding courses
  - Provide training, support and feedback for staff to efficiently and effectively manage daily activities in pursuit of departmental goals
  - Improve mentoring programs for faculty and staff
- Metrics**
- Benchmark the credentials of our hires against peer and aspirant schools
  - Track the productivity of our new hires versus peer and aspirant schools
  - Enhance summer and other forms of short-term financial support
  - Track our tenure success and faculty retention rates (all ranks) over time
  - Demonstrate that staff are advancing in responsibility and rank

### **Strategy #3: Enhance the General Visibility of the Department**

- Overview** Beyond the specific measure of things like research productivity and teaching outcomes, enhancing the general visibility of the department has value. Visibility can enhance our ability to secure outside funding, attract the best students, and cement our position as a leading department in the college and university.
- Supports Goal**
- #1 To positively influence the scholarly academy**
  - #2 To positively influence business practice**
  - #3 To positively influence society, through the development of exceptional student-leaders**
- Implementation**
- Coordinate marketing efforts through the Haslam College of Business communications group to promote student successes, faculty successes, program successes, etc.
  - Encourage editorships of leading journals; special issue guest editorships; conference leadership roles then acknowledge these activities in annual reviews
  - Encourage leadership in professional/academic organizations (focus on key organizations)
  - Encourage involvement as visiting scholars or fellows at international universities
  - Provide travel funding to high profile engagements
  - Encourage participation in practitioner organizations (e.g., Product Development and Management Association (PDMA); Council of Supply Chain Management Professionals (CSCMP); American Marketing Association (AMA) (practitioner); American Production and Inventory Control Society (APICS))
- Metrics**
- Track mentions of the department and its faculty in the popular press
  - Track involvement in professional and academic organizations
  - Create a departmental newsletter that highlights the scholarly and professional accomplishments of faculty and students

## **Strategy #4: Grow and Better Manage Department Resources**

- Overview***                      Achieving our goals requires resources, and not all of those resources can be expected to come from central, internal sources. Historically, the department has had a highly entrepreneurial culture which should continue.
- Supports Goal***                ***#1 To positively influence the scholarly academy***  
***#2 To positively influence business practice***  
***#3 To positively influence society, through the development of exceptional student-leaders***
- Implementation***
  - Continue to maximize faculty involvement in the success of the Supply Chain Forums
  - Explore new funding opportunities, particularly those that leverage the talents of the Marketing group in the department
  - Develop stronger and more transparent guidelines for the allocation of department-generated resources, e.g., ensuring that funding awards (e.g., research grants, course development grants) are made to further strategic department goals rather than operating expenses
- Metrics***
  - Increase both department-generated income and financial reserves
  - Demonstrate that a higher percentage of resources are being applied to strategic priorities

## **Strategy #5: Elevate the Ranking of the Marketing Group**

- Overview***                      The objective of this strategy is to elevate the ranking of the Marketing group. Marketing is a ubiquitous department across business schools globally. Commonly recognized rankings in this discipline are generally based almost exclusively on research productivity in top-tier publications.
- Supports Goal***                ***#1 To positively influence the scholarly academy***  
***#2 To positively influence business practice***  
***#3 To positively influence society, through the development of exceptional student-leaders***
- Implementation***
  - Work towards attracting a Haslam Chair in Marketing to increase prestige
  - Explore the viability of a research-practice center to gain prominence in a Marketing-related area
  - Continue to place the highest weight on the potential for top-tier publications when recruiting
  - Consider whether the group should have an identified area of scholarly focus within each of the three arenas of teaching, research, and outreach
- Metrics***
  - Improve rankings of Marketing Group productivity

## **Strategy #6: Solidify and Improve the Ranking of the Supply Chain group**

- Overview** The Supply Chain group is globally ranked in the Top 5 as an overall program. Given the threat of new and emerging competitors, the quest for continuous improvement and even higher status should guide decisions.
- Supports Goal**
- #1 To positively influence the scholarly academy**
  - #2 To positively influence business practice**
  - #3 To positively influence society, through the development of exceptional student-leaders**
- Implementation**
- Carefully align resources according to group priorities
  - Work towards attracting a Haslam Chair in Supply Chain Management to increase prestige
  - Reconsider the value of all outside teaching engagements and assess the extent to which other kinds of faculty could support these efforts
  - Rethink service loads and administrative processes to free more time for research
  - Consider other ways to communicate value to the practitioner and academic communities (journal articles; white papers; other kinds of publications; Global Supply Chain Institute relationships)
  - Be cognizant of the assessment criteria of the various ranking agencies
- Metrics**
- Improve rankings of Supply Chain Management productivity

## **Strategy #7: Enhance Undergraduate and MBA Training for Both Short-term Placement and Longer-term Leadership in Their Organizations**

**Overview** Educating remains the core of what we do. This strategy recognizes that we need to not only help students obtain a strong entry-level position, but also prepare them to be future industry and societal leaders.

**Supports Goal** *#2 To positively influence business practice*  
*#3 To positively influence society, through the development of exceptional student-leaders*

**Implementation**

- Emphasize critical thinking in undergraduate curriculum
- Provide leadership development courses
- Provide electives/collaterals that promote integrative thinking, e.g.
  - Supply Chain Management/Business Analytics and Statistics
  - Supply Chain Management/Industrial Engineering
  - Marketing/Supply Chain Management
- Develop experiential learning classes
- Promote internships, hands-on learning, study abroad
- Use the undergraduate Alumni Advisory Board more broadly, such as to ensure curriculum is aligned with market needs

**Metrics**

- Engage more with hiring companies to better understand how to enhance the marketability of our students
- Establish a regular curriculum review cycle for all programs

## **Strategy #8: Improve Doctoral Programs and Placement**

<i>Overview</i>	Enhancing the quantity and quality of high impact research output requires a strong Ph.D. program.
<i>Supports Goal</i>	<i>#1 To positively influence the scholarly academy</i> <i>#2 To positively influence business practice</i> <i>#3) To positively influence society, through the development of exceptional student-leaders</i>
<i>Implementation</i>	<ul style="list-style-type: none"><li>• Emphasize “R1” placement goals during recruitment and throughout a student’s tenure in the program</li><li>• Align annual expectations and rewards to ensure candidates on the market are competitive with R1-level schools’ hiring expectations</li><li>• Continue moving towards five years as the standard doctoral program length</li><li>• Reduce Ph.D. student teaching to a maximum of three times after first year Teaching Assistant work</li><li>• Ensure Ph.D. Research Assistants are working on faculty-driven research, so both faculty and students succeed with publications</li><li>• Reconsider the desired background of entering PhD students</li><li>• Reconsider strategies for Research Assistant assignments (e.g., more than one for highly productive faculty? Or making program-long assignments?)</li></ul>
<i>Metrics</i>	<ul style="list-style-type: none"><li>• Track placements of students upon graduation.</li></ul>

## **Strategy #9: Enhance Contributions to Business Practice**

- Overview*** The MSCM Department has focused on creating and disseminating knowledge for practitioners. Despite the increasing focus on traditional scholarly output, interactions with the practitioner community provide valuable opportunities to share ideas, and potentially strike new research collaborations.
- Supports Goal*** *#2 To positively influence business practice*  
*#3 To positively influence society, through the development of exceptional student-leaders*
- Implementation***
- Repackage academic output for practitioner output (needs to be rewarded)
  - Include top managerial publications (e.g., Harvard Business Review; MIT Sloan Management Review; California Management Review) on journal list
  - Hire a writer to translate academic publications to managerial publications (this will also help our overall brand visibility which will then impact our rankings)
- Metrics***
- Track and celebrate practitioner-targeted output
  - Develop a mechanism to promote this kind of output to our practitioner constituencies and mailing lists

## **Strategy #10: Enhance Contributions to Society**

- Overview*** Our deepest calling as a department is to not only to serve our students, our university, and our disciplines, but to also benefit broader society. To maintain sight of this part of our mission, we need a focused strategy.
- Supports Goal*** ***#3 To positively influence society, through the development of exceptional student-leaders***
- Implementation***
- Incorporate CSR and sustainability into coursework
  - Expand our treatment of ethics in the curriculum
  - Consider ways to better serve the State of Tennessee
- Metrics***
- Document how CSR, sustainability and ethics are incorporated into the curriculum
  - Document and promote how we interact with government, civic groups, and local communities to create value