

**REQUEST FOR AUTHORIZATION TO IMPLEMENT A  
MASTER OF SCIENCE IN DIGITAL SUPPLY CHAIN MANAGEMENT  
AT UNIVERSITY OF WISCONSIN-MILWAUKEE  
PREPARED BY UW-MILWAUKEE**

**ABSTRACT**

The Lubar College of Business (LCB) at the University of Wisconsin (UW)–Milwaukee proposes to establish a Master of Science (M.S.) degree in Digital Supply Chain Management (DSC). The development of the program aligns with UW-Milwaukee’s mission to develop and maintain high quality graduate programs to further the professional opportunities for the diverse population served by UW-Milwaukee. It supports the strategic goal of LCB to prepare students from Wisconsin and beyond to be successful business professionals in the global economy. At the master’s level, the Lubar College of Business offers an M.B.A. program and M.S. in Management programs with concentrations in Accounting, Professional Accounting, Financial Analysis, Marketing, and a standalone M.S. in Information Technology Management. The addition of an M.S. degree program in Digital Supply Chain Management will allow students to increase their business knowledge in a graduate program that is specifically designed to examine advanced topics in supply chain management and to understand how emerging digital technologies can improve the performance of supply chains. These technologies include “Internet of Things” (IoT), blockchains, sensors, digital twins, cloud architecture, enterprise resource planning, big data, and analytics. The M.S. in Digital Supply Chain Management is comprised of 30 credits and will include coursework in supply chain modeling, analytics, management, resource planning, and connected systems. Students may tailor their focus with electives in supply chain/operations management, predictive analytics, information technology management, and negotiations. The COVID-19 pandemic underscored the need for high-performing supply chains to support manufacturing, retailing, and service operations including health care. Consequently, national occupational growth is anticipated to exceed 25% over the next decade. The proposed degree addresses this demand for individuals with needed skills to support high-performing supply chains.

**PROGRAM IDENTIFICATION**

**University Name**

University of Wisconsin-Milwaukee

**Title of Proposed Academic Degree Program**

Digital Supply Chain Management

**Degree Designation(s)**

Master of Science

**Mode of Delivery**

Single university. The degree will be based on classes delivered in face-to-face, distance, and hybrid modalities.

**Department or Functional Equivalent**

The Supply Chain/Operations Management & Business Statistics Area, Lubar College of Business

**College, School, or Functional Equivalent**

Lubar College of Business

**Proposed Date of Implementation**

September 2023

**Projected Enrollments and Graduates by Year Five**

Table 1 represents enrollment and graduation projections for students entering the program over the next five years. By the end of Year 5, it is expected 100 students will have enrolled in the program and 65 students will have graduated from the program. The average student retention rate is projected to be 90% based on data from the past 5 years in our other M.S. offerings. Roughly 90% of these students pursued full-time study and would graduate within 1 to 2 years of admission (one year if 15 credits are taken in each semester and two years if ~9 credits are taken in each semester).

**Table 1: Five-Year Academic Degree Program Enrollment Projections**

Students/Year	Year 1	Year 2	Year 3	Year 4	Year 5
New Students	10	15	20	25	30
Continuing Students	-	9	14	18	22
Total Enrollment	10	24	34	43	52
Graduating Students	-	8	14	19	24

**Tuition Structure**

For students enrolled in the Master of Science in Digital Supply Chain Management program, standard Business Graduate tuition and fee rates will apply. For the current academic year, residential tuition, the Business Masters fee, and segregated fees total \$7,456.35 per semester for a full-time student enrolled in 8 or more credits per semester. Of this amount, \$6,692.00 is attributable to tuition and \$764.35 is attributable to segregated fees. For Nonresident tuition, the Business Masters fee and segregated fees total \$14,853.15 per semester for a full-time student enrolled in 8 or

more credits per semester. Of this amount, \$14,088.80 is attributable to tuition and \$764.35 is attributable to segregated fees.

If a student enrolls in courses with online delivery, the student will incur an instructional technology fee of \$30 per credit for each credit of online delivery. Additionally, courses in the College of Engineering and Applied Science have a differential tuition of \$21.63 per credit.

## **DESCRIPTION OF PROGRAM**

### **Overview of the Program**

The M.S. in Digital Supply Chain Management (DSC) is a 30-credit graduate program of the UW-Milwaukee Lubar College of Business. In the context of managing supply chains, the M.S. DSC is uniquely designed for students to explore emerging technologies (such as IoT, blockchains, sensors, digital twins, and cloud architecture), enterprise resource planning, big data, and analytics. Students will have the unique opportunity to take course work and complete projects supported by the Connected Systems Institute (CSI). CSI is a multidisciplinary center of excellence at UW-Milwaukee that facilitates education and thought leadership related to advanced industrial processes.

In a unique feature of this degree, students will have the opportunity to tailor their focus with electives in supply chain/operations management, predictive analytics, information technology management, and negotiations. Students intending to study full-time, working professionals, and international students will find the program very accessible due to its flexible offerings of on-campus, hybrid, and online classes.

### **Student Learning Outcomes and Program Objectives**

The core objective of the M.S. DSC is to prepare students for careers in managing supply chains that are radically transforming due to advances in digital technology. Students graduating from this program will:

- Use various forms of digital technology to transform supply chains.
- Accurately describe how the effective management of digital supply chains can create value for a company.
- Apply analytics to various aspects of the supply chain process.

### **Program Requirements and Curriculum**

Table 2 illustrates the program curriculum for the proposed program. The program requirements are comprised of 30 credits. The core course requirements are for 15 credits. There will be four 3-credit core courses on Global Supply Chain Strategies, Enterprise Resource Planning, Modeling and Analytics in Supply Chains, and Managing Connected Supply Chains. The program will also offer three 1-credit project-

based courses (Digital Supply Chain Management 1, 2 and 3), where the students will have the opportunity to work on lab projects supported by the Connected Systems Institute, visit manufacturing/service sites and/or distribution centers/retail locations, and experience other hands-on practice opportunities.

Additionally, the program will require the students to take five elective courses (3 credits each). The students will choose 2 out of 5 electives from the Supply Chain, Operations Management and Business Statistics area course offerings, which cover topics such as SAP in supply chains, Technology and Simulations in Supply Chains, Project Management and Innovative Solutions, Logistics Management and Service Operations Management. Finally, the program will offer eight additional electives (3 credits each) from various areas (Information Technology Management, Management, and Supply Chain, Operations Management and Business Statistics), where the students will choose 3 out of 8 courses.

**Table 2: Master of Science in Digital Supply Chain Management Program Curriculum**

**Core courses required for graduation (15 credits):**

BUS MGMT 711	Global Supply Chain Strategies	3 credits
BUS MGMT 732	Enterprise Resource Planning	3 credits
BUS ADM 783	Modeling and Analytics in Supply Chains	3 credits
BUS ADM 787	Managing Connected Supply Chains*	3 credits
IND ENG 741	Foundational Technologies for Connected Systems*	1 credit
IND ENG 742	Cloud Architecture for Connected Systems*	1 credit
BUS ADM 788	Digital Supply Chain Management: Tracking and Tracing*	1 credit

**Supply Chain and Operations Management Elective Courses (Choose 2 out of 5 for 6 credits)**

BUS ADM 781	Enabling Supply Chains with SAP	3 credits
BUS ADM 782	Supply Chain Technology and Simulation	3 credits
BUS ADM 785	Project Management and Innovative Operations	3 credits
BUS ADM 786	Supply Chain Logistics Management	3 credits
BUS ADM 789	Service Operations Management*	3 credits

**Other Elective Courses (Choose 3 out of 8 for 9 credits)**

BUS MGMT 709	Predictive Analytics for Managers	3 credits
BUS MGMT 744	R Programming for Business Analytics	3 credits
BUS ADM 742	Big Data in Business	3 credits
BUS ADM 745	Artificial Intelligence for Business	3 credits
BUS ADM 811	Process and Work-Flow Management	3 credits
BUS ADM 812	Machine Learning for Business	3 credits
BUS MGMT 723	Managing and Negotiating Across Cultures	3 credits
BUS ADM 737	Managerial Decisions & Negotiations	3 credits

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**Total Credits**

30 credits

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### **Assessment of Outcomes and Objectives**

The program outcomes and objectives would be assessed using both direct (exam questions, case write-ups, presentations, etc.) and indirect (graduation rates, retention rates, exit surveys, etc.) measures. Faculty teaching the courses will provide assessment data to the coordinator of the program. The results will be analyzed and presented to the program faculty and the Lubar College of Business graduate program committee to identify areas of improvement. Program faculty will develop action plans as part of the continuous improvement plan. The assessment reports will be submitted annually to the Division of Academic Affairs.

### **Diversity**

The development of the M.S. in Digital Supply Chain Management aligns with UW-Milwaukee's mission to further the professional opportunities for the diverse population served by UW-Milwaukee and supports the strategic goal of the Lubar College to prepare students to be successful business professionals in the global economy. Consequently, the Lubar College strives to maintain diversity in all its programs. The Master of Science in Digital Supply Chain Management includes inclusive and diverse content within its curriculum. Local, regional, and international examples within specific courses help towards this objective, specifically considering the global nature of supply chains. Equity and inclusion will be central to student recruitment and student retention. Targeted scholarships will support recruitment efforts and the drive to increase diversity. Once students enroll, the Lubar College of Business has several initiatives that promote success in the overall graduate student body. A mentoring program is in place for graduate students, to ensure ready access to advice and support. Recently, LCB also expanded its tutoring efforts to cover key courses in the graduate programs to help with the retention and success of these students. Finally, LCB opened a Writing Center to ensure that graduate students have access to a writing coach, which will help with advancement and placement. All these efforts are aimed at closing the achievement gaps for student populations while enhancing the academic success of all students. Over time we expect the degree to grow in terms of admitted students. In parallel with greater numbers of participants we will need to augment our teaching faculty. Equity, diversity, and inclusion will be important considerations in hiring, given the diverse content of the program.

### **Collaborative Nature of the Program**

The Master of Science in Digital Supply Chain Management will be primarily housed within the Lubar College of Business, except for two 1-credit courses offered from the College of Engineering and Applied Science. In addition, certain courses might use resources from the UW-Milwaukee Connected Systems Institute to complete required coursework.

### **Projected Time to Degree**

The M.S. in Digital Supply Chain Management can be completed within one to two years on a full-time basis. Part-time students could take longer.

### **Program Review**

The M.S. in Digital Supply Chain Management will be subject to periodic internal and external reviews. At UW-Milwaukee graduate programs are reviewed by the Graduate Faculty Committee (GFC) on a ten-year cycle. New degree programs require a review in the fifth year of implementation. Additionally, GFC may require intermediate reviews based on the results of the regular review. Like other engineering programs at UW-Milwaukee the program review will include eight criteria: students, program educational objectives, student outcomes, continuous improvement, curriculum, faculty, facility, and institutional support. The requirements include monitoring of student progress in attaining seven outcomes, documenting processes for assessing and evaluating the extent to which student outcomes are being attained and using this evaluation for continuous improvement. Students, alumni, and employers are included in the assessment process. An industrial advisory committee is involved for each engineering program.

### **Accreditation**

The Lubar College of Business is accredited by the Association to Advance Collegiate Schools of Business (AACSB). The M.S. DSC program will be included in this accreditation process.

## **JUSTIFICATION**

### **Rationale and Relation to Mission**

The proposed program responds to the following aspects of UW-Milwaukee Select Mission Statement, which can be found at <https://uwm.edu/mission/>:

- *To develop and maintain high quality undergraduate, graduate, and continuing education programs appropriate to a major urban doctoral university.*
- *To attract highly qualified students who demonstrate the potential for intellectual development, innovation, and leadership for their communities.*
- *To further academic and professional opportunities at all levels for women, minority, part-time, and financially or educationally disadvantaged students.*
- *To promote public service and research efforts directed toward meeting the social, economic, and cultural needs of the state of Wisconsin and its metropolitan areas.*
- *To provide educational leadership in meeting future social, cultural, and technological challenges.*

In addition, the proposed program specifically addresses the Lubar College of Business' mission which is to "stimulate innovative and analytical thinking to produce

impactful research and teaching that advance knowledge, drive change, and empower our diverse students to succeed in the global economy, thereby creating value for our students, business partners, and community.”

An M.S. degree program in supply chain management which incorporates an increasing level of digital features also meets several vision attributes of the Lubar College, including being global in our outlook, relevant to our stakeholders, entrepreneurial in our approach, accessible to students from diverse backgrounds, and transformative in our impact. Our unique approach to incorporating the evolving digital aspects of supply chain management will increase the appeal of our graduates to employers in the southeast Wisconsin area, as well as to global employers headquartered both in Milwaukee and other large cities.

This program has been endorsed by the industry leaders of the Business Advisory Council of the Lubar College of Business and supply chain professionals of the Supply Chain Management Institute Advisory Council.

### **University Program Array**

The Master of Science in Digital Supply Chain Management will be an addition to the current master’s degree options within the college. Its impact will be in increased enrollment in the business College.

The degree will leverage existing curricula and faculty. However, in the future, five new courses are planned to be developed as new offerings from the Lubar College of Business and the College of Engineering and Applied Science.

### **Other Programs in the University of Wisconsin System**

There are no M.S. programs in the greater Milwaukee region that are similar to this proposed program. The M.S. in Supply Chain Management at Marquette University, however, does offer an overview course on blockchain.

The proposed program differs from other programs offered at University of Wisconsin institutions. Specifically, the M.S. in Supply Chain Management degrees offered at UW-Madison, UW-Stout, and UW-Platteville do not include courses that cover digital supply chain technologies such as radio frequency identification (RFID), IoT, machine learning, connected systems, multi-echelon inventory optimization, blockchain, robotics, cyber-security, or real-time data analytics. The same can be said for the Supply Chain concentration within the M.B.A. degree offered at UW-Whitewater.

### **Need as Suggested by Current Student Demand**

Supply chains worldwide are being converted from analog operation to being controlled through the analysis of digital signals from the chain itself. Doing so allows the chain to be more responsive to customer demands and be less expensive to

operate. Digital supply chains are intelligent in that they employ in sequence, sensors, data, blockchain-based data sharing, analytics, and ultimately, the use of results from analytics to manage the chain's operation and improve its efficiency. This approach to management is a special case of a broader trend in manufacturing and service operations. This broader trend, called Industry 4.0, centers around the use of data from sensors and social media to improve, through machine learning techniques, the operation of running a business from order delivery and manufacturing to customer service and market identification.

### **Need as Suggested by Market Demand**

In the near future, all supply chain managers will need to understand how to implement such digital signaling technologies and be able to analyze the real-time streams of data generated for purposes of keeping the chain responsive to customer needs and keeping its cost down. Analysts predict strong growth in the demand for digital supply chain managers (please see the link below):

(<https://www.gartner.com/smarterwithgartner/gartner-predicts-the-future-of-supply-chain-technology>).

In another study (please see <https://www.alliedmarketresearch.com/digital-supply-chain-market>), Allied Market Research reported that *"the global digital supply chain market was valued at \$3.91 billion in 2020, and is expected to reach \$13.67 billion by 2030, growing at a CAGR (compound annual growth rate) of 13.2% from 2021 to 2030."* The study also states that *"major growth drivers of the market include rise in demand for reliable, fast, and effective order execution; surge in need for cloud-based supply chain management solutions; and increased use of industrial-grade digital technology."*

The Bureau of Labor Standards Occupational Outlooks Handbook (<https://www.bls.gov/ooh/>) projects a 28% job growth nationally (much faster than average) in the period 2021-31 for logisticians who analyze and coordinate an organization's supply chain. The Wisconsin Long Term Labor Market Projections (<http://wisconsinjobcenter.org/labormarketinfo/>) for supply chain managers projects a 10.42% job growth in the state in the 2020-30 period.

Similar projections are made by EMSI (formerly Burning Glass) indicating a need for both general supply chain management skills as well as specific skills in connected systems, IoT, blockchain, SAP, and analytics. Within the past year, there have been nearly 4,000 unique job postings related to Logistics and Supply Chain Management. Target occupations are projected to grow over 10% through 2031 and include top companies that currently recruit our graduates, such as Johnson Controls, Rockwell Automation, Kohler, SC Johnson, and Northwestern Mutual; these are clustered heavily in the Milwaukee Metropolitan Area. Salary data for employees with graduate degrees suggest a median salary of nearly \$105,000.



Finally, as we are all aware that the COVID-19 pandemic has signified the importance of effectively managing supply chains. The pandemic resulted in a big shift towards digitization of supply chains and led many customers/businesses to complete their transactions online. This shift forced many industries to increase their investments in creating intelligent, connected, and analytics-driven digital supply chains. These trends led to a greater demand for a new breed of students trained in digital supply chain management.

# **COST AND REVENUE PROJECTIONS NARRATIVE**

## **UNIVERSITY OF WISCONSIN-MILWAUKEE**

### **MASTER OF SCIENCE IN DIGITAL SUPPLY CHAIN MANAGEMENT PROGRAM**

#### **Introduction**

The University of Wisconsin-Milwaukee (UWM) Lubar School of Business (LSB) proposes to establish a Master of Science in Digital Supply Chain Management (DSC) program. This is a 30-credit graduate program uniquely designed for students to explore emerging technologies (such as IoT, blockchains, sensors, digital twins, cloud architecture), enterprise resource planning, big data, and analytics.

The proposed program specifically addresses the Lubar School of Business' mission which is to "stimulate innovative and analytical thinking to produce impactful research and teaching that advance knowledge, drive change, and empower our diverse students to succeed in the global economy, thereby creating value for our students, business partners, and community."

#### **Section I – Enrollment**

We anticipate the Master of Science in Digital Supply Chain Management to attract 10 new students in year one with an annual increase of 5 students per year, leading to a projected enrollment of 30 new students by the start of year five. We also assume that we will have a retention rate of 90%. Student FTE assumption is that our student demographic will be comprised of a mix of resident part time (20%), resident full time (30%), and non-resident full time (50%).

#### **Section II – Credit Hours**

The program requirements are comprised of 30 credits. Courses marked with asterisk are to be developed as new offerings for this degree.

#### **Core courses required for graduation (15 credits):**

BUS MGMT 711 - Global Supply Chain Strategies (SCOM & Bus. Stat.) – 3 credits

BUS MGMT 732 - Enterprise Resource Planning (ITM) – 3 credits

BUS ADM 783 - Modeling and Analytics in Supply Chains (SCOM & Bus. Stat.) - 3 credits

BUS ADM 787 - Managing Connected Supply Chains\* (SCOM & Bus. Stat.) - 3 credits

IND ENG 741- Foundational Technologies for Connected Systems\* (College of Eng.) - 1 credit

IND ENG 742- Cloud Architecture for Connected Systems\* (College of Eng.) - 1 credit

BUS ADM 788 - Digital Supply Chain Management: Tracking and Tracing\* (SCOM & Bus. Stat.) - 1 credit

**Elective Courses (Choose 2 out of 5)**

- BUS ADM 781- Enabling Supply Chains with SAP (SCOM & Bus. Stat.) - 3 credits
- BUS ADM 782 - Supply Chain Technology and Simulation (SCOM & Bus. Stat.) - 3 credits
- BUS ADM 785 - Project Management and Innovative Operations (SCOM & Bus. Stat.) - 3 credits
- BUS ADM 786 - Supply Chain Logistics Management (SCOM & Bus. Stat.) - 3 credits
- BUS ADM 789 - Service Operations Management\* (SCOM & Bus. Stat.) - 3 credits

**Elective Courses (Choose 3 out of 8)**

- BUS MGMT 709 - Predictive Analytics for Managers (SCOM & Bus. Stat.) - 3 credits
- BUS MGMT 744 - R Programming for Business Analytics (SCOM & Bus. Stat.) - 3 credits
- BUS ADM 742 - Big Data in Business (ITM) - 3 credits
- BUS ADM 745 - Artificial Intelligence for Business (ITM) - 3 credits
- BUS ADM 811 - Process and Work-Flow Management (ITM) - 3 credits
- BUS ADM 812 - Machine Learning for Business (ITM) - 3 credits
- BUS MGMT 723 - Managing and Negotiating Across Cultures (Management) - 3 credits
- BUS ADM 737 - Managerial Decisions & Negotiations (Management) - 3 credits

**Total Credits**                      **30 credits**

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**Section III – Faculty and Staff Appointments**

The undergraduate supply chain/operations major courses, graduate supply chain/operations management courses and statistics/analytics service courses are currently supported by 9 full-time faculty (6 tenured faculty, 1 visiting professor, 2 full-time lecturers). For this program, we intend to recruit an Assistant Professor.

**Section IV – Program Revenues**Tuition Revenues

Tuition revenues were calculated based on the current business master's graduate tuition rates for Fall 2021 & Spring 2022. For students enrolled in the Master of Science in Digital Supply Chain Management program, standard Business Graduate tuition and fee rates will apply. For the current academic year, residential tuition, Business Masters fee and segregated fees total \$7,451.30 per semester for a full-time student enrolled in 8 or more credits per semester. Of this amount, \$6,692.00 is attributable to tuition and \$759.30 is attributable to segregated fees. Nonresident tuition, Business Masters fee and segregated fees total \$14,848.10 per semester for a full-time student enrolled in 8 or more credits per semester. Of this amount, \$14,088.80 is attributable to tuition and \$759.30 is attributable to segregated fees.

If a student enrolls in courses with online delivery, the student will incur an instructional technology fee of \$30 per credit for each credit of online delivery. Currently, we do not have a planned tuition increase at the master's level.

Program/Course Fees

N/A

Grants/Extramural Funding

N/A

Program Revenue (PR)

N/A

General Program Revenue (GPR)

N/A

**Section V – Program Expenses**

Salary and Fringe Expenses

With approval of the program, we will recruit a new faculty position to support the program, along with course sections taught by existing faculty and staff. We will use our current administrative staff to support the program.

Other Expenses

This program will use funding to support annual technology needs of the program, such as computer or other related peripherals for instruction. Additionally, we will invest money into the marketing and recruitment of this program specific to digital supply chain.

**Section VI – Net Revenue**

Net revenues will be distributed according to the UWM budget model. Any portion of net revenues above expenses would be invested in strategic priorities for the unit.

**University of Wisconsin - Milwaukee**  
**Cost and Revenue Projections For Newly Proposed Program**

Items		Projections				
		2024	2025	2026	2027	2028
		Year 1	Year 2	Year 3	Year 4	Year 5
<b>I</b>	<b>Enrollment (New Student) Headcount</b>	10	15	20	25	30
	<b>Enrollment (Continuing Student) Headcount</b>	0	9	14	18	22
	<b>Enrollment (New Student) FTE</b>	8	12	16	20	24
	<b>Enrollment (Continuing Student) FTE</b>	0	7.2	11.2	14.4	17.6
<b>II</b>	<b>Total New Credit Hours</b>	128	192	256	320	384
	<b>Existing Credit Hours</b>	0	115.2	179.2	230.4	281.6
<b>III</b>	<b>FTE of New Faculty/Instructional Staff</b>	0	1	0	0	0
	<b>FTE of Current Fac/IAS</b>	0.75	0.75	1.75	1.75	2
	<b>FTE of New Admin Staff</b>	0			0	0
	<b>FTE Current Admin Staff</b>	0.4	0.6	0.6	0.6	1
<b>IV</b>	<b>Revenues</b>					
	<i>From Tuition</i>	\$191,078	\$456,914	\$647,992	\$824,981	\$996,951
	<i>From Fees (Segregated Fees)</i>	\$15,287	\$36,688	\$51,975	\$65,734	\$79,492
	<i>Program Revenue (Grants)</i>	\$0	\$0	\$0	\$0	\$0
	<i>Program Revenue - Other</i>	\$0	\$0	\$0	\$0	\$0
	<i>GPR (re)allocation</i>	\$0	\$0	\$0	\$0	\$0
	<b>Total New Revenue</b>	\$206,365	\$493,602	\$699,967	\$890,715	\$1,076,443
<b>V</b>	<b>Expenses</b>					
	<b>Salaries plus Fringes</b>					
	<i>Faculty/Instructional Staff</i>	\$105,000	\$362,469	\$369,718	\$377,113	\$478,933
	<i>Other Staff</i>	\$33,600	\$51,240	\$52,265	\$53,310	\$75,700
	<b>Other Expenses</b>					
	<i>Facilities</i>	\$0	\$0	\$0	\$0	\$0
	<i>Equipment</i>	\$2,000	\$2,000	\$2,000	\$2,000	\$2,500
	<i>Other Marketing</i>	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000
<i>Other (please list)</i>	\$0	\$0	\$0	\$0	\$0	
<b>Total Expenses</b>	\$160,600	\$435,709	\$443,983	\$452,423	\$577,134	
<b>VI</b>	<b>Net Revenue</b>	\$45,765	\$57,893	\$255,984	\$438,292	\$499,310

Submit budget narrative in MS Word Format

**Provost's Signature:**

**Date:**

**Chief Business Officer's Signature:**

**Date:**