

State of New Jersey
Office of the Secretary
of Higher Education
New Jersey Community
College Consortium
for Workforce and
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Logistics Career Pathways

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EXECUTIVE SUMMARY

In a rapidly changing world and intensely competitive global economy, New Jersey's post-secondary institutions are foundations of higher education and economic opportunity, able to reach a significant proportion of the state's population and offer affordable, high quality education that serves the complex needs of students and employers. New Jersey's post-secondary institutions are uniquely positioned to help the economy grow, industries thrive, and people succeed in an era of rapid economic, social, and technological change.

Over the last 40 years, the rise of the global, integrated economy has been increasingly fueled by the ability of companies to manage the flow of goods, from their raw materials to intermediate products that are combined into final products and then delivered to consumers. Financial pressures and competition have favored those companies that can reduce the time it takes to produce complex products and to get them to consumers as quickly as possible. At the heart of this transformation has been the rise of logistics careers, that use data and information to identify and then implement the most efficient and cost effective way to ensure the movement of goods. The growth of the service industry and the integration of technology across the economy is prompting the wholesale restructuring of leading industry sectors, such as logistics and supply chain management.

In order to meet this industry demand, post-secondary institutions must turn their attention to build stackable, industry-valued credentials by designing and offering robust and inclusive career pathways that are continuously assessed, that incorporate high school collaborations, that allow for seamless transitions between non-credit and credit programs, and that include innovative industry partnerships.

Key Components of a Career Pathway:

- High school to post-secondary pathways, including dual enrollment and pathways to post-secondary vocational programs;
- Training programs offered by community-based organizations and pathways to post-secondary education and credentials;
- Apprenticeship programs (with a focus on degree apprenticeships and work-based learning models);
- Non-credit training programs and pathways to post-secondary credit programs; and
- Prior Learning Assessments to accelerate credential and degree attainment for adults.

The New Jersey Office of the Secretary of Higher Education and the New Jersey Community College Consortium for Workforce and Economic Development (Workforce Consortium) brought together industry leaders from various New Jersey key industry sectors to gather intelligence and identify key career pathways in logistics.

An industry advisory working group was formed, comprised of 11 industry leaders across a variety of industries to gain industry intelligence. The advisory group met various times to share insights. Additionally, 15 industry leaders completed an online survey to give their feedback on common pathways and key industry-valued credentials for logistics.

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Throughout the work we gained valuable insights such as:

1. New Jersey is the one of the **fastest growing states for careers in logistics** because of its proximity to **the second largest seaport**, one of the **busiest international airports** in the United States, and an excellent **land transportation network** (including highways and rail).
2. Consumers and businesses will increasingly expect to have **access to goods and products in a time-sensitive and efficient manner**, putting further pressure on companies to efficiently and quickly move goods.
3. Over the last 10 years, technological changes such as **automation, big data**, the **digitization of the supply chain**, and **artificial intelligence** have played a major role in enabling the more rapid and efficient movement of goods.

New Jersey's Next Steps:

1. **Expansion of high school logistics programs and alignment of high school curricula with community college pathways:** With a small foundation of career and technical education programs in high schools, New Jersey could work to expand these programs that prepare high school students for careers in logistics. Such programs should be further aligned with community college degree programs to offer seamless transfer pathways. Dual-enrollment courses could be offered to high school students, taught by community college faculty, to further enhance the logistics curriculum in high schools.
2. **Stronger alignment of associate's degree programs and bachelor's degree programs:** Existing associate's degree programs enable students to continue their education at a four-year college or university. Building on existing partnerships, curriculum could be further aligned between community colleges and four-year colleges and universities and formal transfer agreements established to encourage and support continued education.
3. **Assessment of Key Credentials for Credit:** Community colleges could assess key industry-valued credentials for credit, using prior learning assessment strategies to assist individuals to transition from non-credit programs to degree programs and to shorten the time and cost of obtaining a college degree. Three credentials that should be reviewed for credit are: SCPro Fundamentals Supply Chain Management Principles, Certified Logistics Associate (CLA), and Certified Logistics Technician (CLT).
4. **Development of degree apprenticeship programs:** Apprenticeship programs are a proven model for building career pathways, providing an opportunity for individuals to work while earning an associate's degree. A logistics apprenticeship program that is part of a credit program leading to an associate's degree in supply chain management or results in the earning of college credits leading to a degree could strengthen the logistics pathway.
5. **Expansion of partnerships with employers to assist in the upgrading of current employee skills:** Partnerships between employers, community colleges, and four-year colleges and universities could be expanded to assist warehouse and distribution employers to upgrade the skills of employees and to provide them a path to career advancement in the company. The Community College Opportunity Grant program and the Garden State Guarantee program can serve to expand access to associate's degrees and bachelor's degrees in logistics and supply chain management.



A STUDENT-CENTERED VISION FOR HIGHER EDUCATION

PATHWAY MAPPING METHODOLOGY

This report, based on input from New Jersey employers, a review of labor market data, a review of relevant national research reports, and an inventory of education and training programs, summarizes trends in logistics and identifies a career pathway in logistics. This report is designed to inform the decisions of educational institutions, at all levels, as they make decisions about curricula and programs. The report is also designed to create content that can be used to inform the decisions of students and workers related to education and training.

This report, produced by the New Jersey Community College Consortium for Workforce and Economic Development (Workforce Consortium), is designed to support the efforts of the New Jersey Office of the Secretary of Higher Education to promote stackable, industry-valued credentials by designing and offering robust and inclusive pathways, that are continuously assessed, that incorporate high school collaborations, that allow for seamless transitions between noncredit and credit courses, and that include innovative partnerships with four-year institutions and industry experts to build a skilled and innovative workforce.

To inform this report, the Workforce Consortium:

- 1** *Established an industry advisory working group of 11 employers to gather real world, real time industry intelligence to compliment the labor market information from government sources;*
- 2** *Conducted interviews with industry experts to discuss common education and training pathways and key industry-valued credentials that are important to their companies and organizations when hiring individuals, as well as what are the key labor market trends in the industry;*
- 3** *Developed a statewide inventory of credential and degree programs across public education institutions that are aligned to a logistics pathway;*
- 4** *Conducted an online survey to gather feedback from 15 employers on common pathways and key industry-valued credentials; and*
- 5** *Analyzed labor market data from government sources to inform the development and enhancement of a logistics pathways.*

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LOGISTICS IN A GLOBAL ECONOMY

The COVID-19 pandemic both illuminated the challenges of an integrated, interconnected global economy and illustrated the critical importance of logistics to business operations. The pandemic led to the shutdown of key industries, disrupting other industries that relied on those products. And consumers increasingly relied on the delivery of products to their homes, bypassing brick and mortar stores.

New Jersey's proximity to the second largest seaport, one of the busiest international airports in the United States, and an excellent land transportation network (including highways and rail) makes it one of the fastest growing areas for careers in logistics. And New Jersey's location at the heart of the densely populated northeast corridor places the state within driving distance of tens of millions of consumers. One-third of the nation's GDP is produced within 250 miles of the Port of New York and New Jersey. In 2020, the transportation, distribution and logistics industry cluster employed 12.5% of the state's private sector workers. New Jersey is also home to large corporations that manage their complex global supply chains, and the logistics that drive goods movement, including those in pharmaceuticals, consumer products, and manufacturing. Finally, companies in the service sectors, including health care, increasingly rely on logistics professionals to help ensure that the supplies that are needed for service delivery are in the right place at the right time.



Warehousing and distribution businesses employ more than 160,000 employees in New Jersey who are involved in the direct movement of goods. A small but critical number of employees are more directly involved in either occupations that are dominated by logistics tasks and responsibilities, or occupations that require some level of knowledge and skill in logistics. According to the U.S. Bureau of Labor Statistics¹, New Jersey is one of the states with the highest concentration of logisticians.

Industry experts from New Jersey, through meetings, interviews and an online survey, identified five key trends that are shaping careers in logistics:

1.	Globalization propelled by complex transportation networks will continue to dominate the economy and shape business processes.
2.	Consumers and businesses will increasingly expect to have access to goods and products in a time-sensitive and efficient manner, putting further pressure on companies to efficiently and quickly move goods.
3.	Over the last 10 years, technological changes such as automation, big data, the digitization of the supply chain, and artificial intelligence enable the more rapid and efficient movement of goods.
4.	Uncertainty in global trade policies and tariffs, geopolitical conflicts, climate change, and the end of the COVID-19 pandemic will continue to create disruption in the supply chain, forcing companies to adjust to changing conditions.
5.	According to the U.S. Bureau of Labor Statistics, employment of logisticians will see a 30% growth from 2020 to 2030. Skills and knowledge of logistics are increasing in importance in a broader range of occupations across many industries.

TABLE 1. Employment in Logistics Related Occupations in New Jersey

SOC	Occupation	Employment		
		2018 Actual	2028 Projected	%
11-3071	Transportation, Storage, and Distribution Managers	5600	6220	11.1%
13-1081	Logisticians	7640	8380	9.7%
53-7051	Industrial Truck and Tractor Operators	17860	19850	11.1%
53-7062	Laborers and Freight, Stock, and Material Movers, Hand	141760	156860	10.7%
53-7064	Packers and Packers, Hand	29680	30280	2%
53-7199	Material Moving Workers, All Other	700	770	10%
53-1048	First-Line Supervisors of Transportation and Material Moving Workers, Except Aircraft Cargo Handling	16480	18030	9.4%
53-6099	Transportation Workers, All Other	2440	2500	2.5%
11-3051	Industrial Production Managers	5330	5610	5.3%

Logistics positions can be found in a wide array of other industries. New Jersey has more than 15,000 companies/organizations that hire an individual as a logistician or in other occupations in the logistics pathway. Key industries in New Jersey that hire individuals with logistics skills include the following:

- a)** Transportation, Logistics, and Distribution
- b)** Health Services
- c)** Life Sciences (Pharmaceutical, Biopharmaceutical and Medical Devices)
- d)** Advanced Manufacturing
- e)** Financial Services
- f)** Retail, Hospitality and Tourism
- g)** Infrastructure
- h)** Information Technology

CRITICAL SKILLS NEEDED FOR CAREERS IN LOGISTICS

Employers report, in the working group, in the survey, and in interviews that individuals in the logistics career pathway must possess key essential skills, key technical skills, and computer skills. One employer responded that logistics professionals need skills in “analytics, management, [and] people skills.”

Essential Skills	Technical Skills	Computer Skills
Time Management	Analytical	Enterprise Resource Planning Software (ERP)
Detail Oriented	Business Processes	Procurement Software
Multi-tasking		Microsoft Excel
Customer Service		Database User Interface

- Essential skills:** Employers report that individuals in logistics careers must have strong critical thinking and administration and management skills. Logistics professionals need to have strong **“attention to detail,” “time management”** skills, and the ability to **multi-task** in a complex, fast-moving businesses environment. Logistics occupations are key occupations in a company, interacting with customers, vendors, and a variety of other individuals within the company. As a result, logistics professionals must have strong **“customer/vendor interface abilities,”** be able to explain complex information, and provide responsive customer service.
- Technical skills:** Logistics occupations require “strong numerical and analytical skills,” as they must analyze data and information. Logistics occupations also require a strong **knowledge of materials requirements and planning**, and a **knowledge of business requirements** specific to the industry in which they work.
- Computer skills:** At the heart of logistics is the use of various software and data systems to manage and analyze data. Logistic professionals must have “excellent computer skills.” These range from the ability to use more common software such as **Excel**, to more complex **enterprise resource planning (ERP) software, procurement software**, and database user interface and query software.

Five occupations were identified in the logistics career pathways through the working group, interviews, and employer survey. Employers were asked to assess the importance of each occupation to their company's hiring needs.

FIGURE 1. Occupations Critical for Employment within a Logistics Career Pathway (number represents the significance of each occupation, 1 being most critical and 5 being least critical)

1. **Logistician**
2. **Supply Chain Analyst**
3. **Purchasing Manager**
4. **Cost Estimator**
5. **Forklift Operator**

Further, six degrees and credentials were identified in the logistics career pathways through the working group, interviews, and employer survey. Employers were asked to assess the importance of each degree or credential to their company's hiring needs.

FIGURE 2. Degrees and Credentials Critical for Employment within a Logistics Career Pathway (number represents the significance of each degree and credential, 1 being most critical and 6 being least critical)

1. **Bachelor's Degree in Supply Chain Management**
2. **Manufacturing Skill Standards Council (MSSC) – Certified Logistics Technician**
3. **Associate's Degree in Supply Chain Management**
4. **APICS Certified Supply Chain Professional Certification**
5. **Council of Supply Chain Management Professionals (CSCMP) – Fundamentals of Supply Chain**
6. **MSSC Certified Logistics Associate**

ESTABLISHING A CAREER IN LOGISTICS AT ANY CREDENTIAL

Based on the industry advisory working group and research on logistics careers, the following career pathway map was created. This career pathway map is designed to be a general guide for students and jobseekers in an occupational field related to logistics. The information in the career map can be utilized by institutions with students at any education level, from high school diploma to graduate degree, and to get them started on their career journey.

OCCUPATIONS	DEGREES	CREDENTIALS
Graduate Degree		
	Master's Degree in Supply Chain Management	
Bachelor's Degree		
<ol style="list-style-type: none"> Supply Chain Analyst Purchasing Manager Cost Estimator 	Bachelor's Degree in Supply Chain Management Bachelor's Degree in Business Management	Certificate of Professional Achievement in Supply Chain Management
Associate's Degree		
<ol style="list-style-type: none"> Logistician 	Associate's Degree in Supply Chain Management Associate's Degree in Business Management –Specialization in Supply Chain Management	<ul style="list-style-type: none"> SCPro Fundamentals Supply Chain Management Principles (CSCMP) Certified Logistics Associate (MSSC) Certified Logistics Technician (MSSC)
High School		
<ol style="list-style-type: none"> Warehouse Manager Various Warehousing / Goods Movement Occupations 		

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Occupations Requiring a High School Diploma

A variety of entry-level occupations in warehouses and transportation, including forklift operators, pickers and packers, shippers and receivers, and truck drivers, requires specialized training or on the job training and serves as the foundation of the broader logistics industry.

Occupation 1: Warehouse Manager

Education requirements:

High school diploma
Experience in warehousing

Warehouse managers are responsible for the entire operations of warehouse facilities, which includes supervising staff.

Warehouse managers coordinate inventory, inventory control scheduling, and coordinating with other business units in the company. As a result, warehouse managers should have basic

knowledge of logistics and with additional training or education can advance further along the pathway to higher level positions.

Eight high schools in New Jersey provide career and technical education programs related to logistics and are funded by the federal Perkins program. These programs prepare individuals to work in warehouses and for further education in the logistics career pathway.

TABLE 2. Career and Technical Education Program in Logistics in a New Jersey High Schools

Institution Name	Program Name
East Orange School District	Logistics, Materials and Supply Chain Management
Jersey City Public Schools	Logistics, Materials and Supply Chain Management
Middlesex County Vocational and Technical Schools	Logistics, Materials and Supply Chain Management
Keyport Board of Education (Monmouth)	Logistics, Materials and Supply Chain Management
Morris County Vocational School District	Logistics, Materials and Supply Chain Management
Passaic County Vocational School District	Logistics, Materials and Supply Chain Management
Paterson Public Schools	Logistics, Materials and Supply Chain Management
Salem County Vocational Technical School	Logistics, Materials and Supply Chain Management

Occupations Requiring an Associate's Degree

A variety of entry-level occupations in warehouses and transportation, including forklift operators, pickers and packers, shippers and receivers, and truck drivers, require specialized training or on the job training and serve as the foundation of the broader logistics industry. These occupations can provide an opportunity for individuals to assume management and supervisory positions with additional training or education to advance further along career pathway into occupations listed below.

Occupation 1: Logistician

Education requirements:

Industry-valued Credential

Associate's degree in
Supply Chain Management

Bachelor's degree in
Supply Chain Management
(requirements vary by employer)

Logisticians plan and manage the purchasing, transportation, and warehousing of goods with a focus on ensuring the fastest, most cost-effective delivery of products. Logisticians must analyze data to make informed decisions and then oversee the implementation of goods movement. Logisticians must have strong problem solving and critical thinking skills and solid quantitative analysis skills. Logisticians must have the ability to use ERP and other software systems. Logisticians must have knowledge of related business functions.

Industry-valued credentials that prepare individuals for logistician positions include the following:

- SCPro Fundamentals Supply Chain Management Principles
Organization: Council of Supply Chain Management Professionals (CSCMP)
Prior Experience and Knowledge Required: No requirements needed
- Certified Logistics Associate (CLA)
Organization: Manufacturing Skill Standards Council (MSSC)
Prior Experience and Knowledge Required: No requirements needed
- Certified Logistics Technician (CLT)
Organization: Manufacturing Skill Standards Council (MSSC)
Prior Experience and Knowledge Required: Certified Logistics Associate (CLA)

Four of the state's community colleges offer credit bearing programs in the field of supply chain management, that include logistics. Of these four colleges, two offer Associate's Degree programs in Supply Chain Management.

TABLE 3. Credit-Bearing Programs in Logistics in New Jersey Community Colleges

Institution Name	Credential/Degree Type	Program Name
Essex County College	Associate's Degree	Supply Chain Management
Hudson County Community College	Certificate of Achievement	Supply Chain Management
Sussex County Community College	Pre-Associate Certificate	Supply Chain Management
Union County College	Certificate of Achievement	Supply Chain Management

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Nine of the state’s community colleges offer non-credit programs in the field of supply chain management that include logistics and lead to industry-valued credentials. These credentials prepare individuals for promotional opportunities in warehouses and in entry level logistics positions.

TABLE 4. Non-Credit Programs in Logistics Offered at New Jersey Community Colleges²

Institution Name	Program Name	Length of Program
Bergen Community College	Certified Logistics Associate (MSSC)	4 – 11 Weeks
Brookdale Community College	Supply Chain Management Principles (CSCMP)	4 – 11 Weeks
Hudson County Community College	Supply Chain Management Principles (CSCMP)	2 – 3 Weeks
Mercer County Community College	Certified Logistics Associate/Certified Logistics Technician (MSSC)	4 – 11 Weeks
Middlesex College	Supply Chain Management Principles (CSCMP)	2 – 3 Weeks
Raritan Valley Community College	Certified Logistics Technician (MSSC)	4 – 11 Weeks
Rowan College at Burlington County	Supply Chain Management Principles (CSCMP)	2 – 3 Weeks
Rowan College of South Jersey	Certified Logistics Technician (MSSC)	4 – 11 Weeks
Union County College	Supply Chain Management Principles (SCSMP)	2 – 3 Weeks

² The New Jersey Training Opportunities (NJTOPPS) – New Jersey Eligible Training Provider List (ETPL)

Occupations Requiring a Bachelor's Degree

A variety of entry-level occupations in warehouses and transportation, including forklift operators, pickers and packers, shippers and receivers, and truck drivers, require specialized training or on the job training and serve as the foundation of the broader logistics industry. However, in order to advance to higher level occupations, an individual usually requires a bachelor's degree along with certain experiences. The below occupations require an individual to earn a bachelor's degree for a logistics career pathway:

Occupation 1: Supply Chain Analyst

Education Requirements:

Bachelor's Degree in Supply Chain Management or Business, with a focus on Supply Chain Management

Supply chain analysts use data to inform strategic decisions relating to the movement of goods. These positions require more advanced quantitative analysis skills, deeper knowledge of strategic supply chain management principles, and more knowledge of business practices.

The more advanced Supply Chain Analyst positions may require the APICS Certified Supply Chain Professional certification (CSCP) awarded by the Association for Supply Chain Management (ASCM). This credential requires a bachelor's degree in a related field and three years of professional experience.

Occupation 2: Cost Estimators

Education Requirements:

Bachelor's Degree in Supply Chain Management or Business, with a focus on Supply Chain Management

Cost estimators are responsible for analyzing the cost of materials and goods, time, and resources including human capital necessary for the production and distribution of goods. Cost estimators focus on the costs associated with the efficient movement of goods and thus are part of a broader logistics career pathway.

Occupation 3: Purchasing Manager

Education Requirements:

Bachelor's Degree in Supply Chain Management or Business, with a focus on Supply Chain Management

Purchasing managers oversee the procurement of services and goods and are part of a broader logistics career pathway. Purchasing managers are critical positions in manufacturing and consumer products companies.

Seven four-year colleges and universities in New Jersey offer degrees or graduate certificates in supply chain management, logistics, and engineering.

TABLE 5. Credit-Bearing Programs in Logistics in New Jersey Four-Year Colleges and Universities

Institution Name	Credential/Degree Type	Program Name
Fairleigh Dickinson University	Master's Degree	Supply Chain Management
New Jersey City University	Bachelor's Degree	Supply Chain
New Jersey Institute of Technology	Graduate Certificate	Supply Chain Engineering
Rider University	Bachelor's Degree	Global Supply Chain Management
Rowan University	Bachelor's Degree	Supply Chain and Logistics
Rutgers University	Graduate Certificate	Supply Chain Analytics
Rutgers University	Bachelor's Degree	Supply Chain Management
Rutgers University	Master's Degree	Supply Chain Management
Seton Hall University	Master's Degree	Supply Chain Management

NEW JERSEY'S NEXT STEPS

New Jersey has a strong foundation of logistics pathway degree and credential programs offered by colleges and universities. Possible additional enhancements to the logistics pathway in New Jersey could include the following:

- 1. Expansion of high school logistics programs and alignment of high school curricula with community college pathways:** With a small foundation of career and technical education programs in high schools, New Jersey could work to expand these programs that prepare high school students for careers in logistics. Such programs should be further aligned with community college credential and degree programs to offer seamless transfer pathways. Dual-enrollment courses could be offered to high school students, taught by community college faculty, to further enhance the logistics curriculum in high schools.
- 2. Stronger alignment of associate's degree programs and bachelor's degree programs:** Existing associate's degree programs enable students to continue their education at a four-year college or university. Building on existing partnerships, curriculum could be further aligned between community colleges and four-year colleges and universities and formal transfer agreements established to encourage and support continued education.
- 3. Assessment of Key Credentials for Credit:** Community colleges could assess key industry-valued credentials for credit, using prior learning assessment strategies to assist individuals to transition from non-credit programs to degree programs and to shorten the time and cost of obtaining a college degree. Three credentials that should be reviewed for credit are: SCPro Fundamentals Supply Chain Management Principles, Certified Logistics Associate (CLA), and Certified Logistics Technician (CLT). These credentials are offered as non-credit programs at community colleges, were identified by employers as being critical to their workforce needs, and are consistent with the curriculum offered in associate's degree programs in supply chain management.
- 4. Development of degree apprenticeship programs:** Apprenticeship programs are a proven model for building career pathways, providing an opportunity for individuals to work while earning an associate's degree. A logistics apprenticeship program that is part of a credit program in supply chain management or that results in the earning of college credits could be developed and such a program would serve to strengthen the logistics pathway.
- 5. Expansion of partnerships with employers to assist in the upgrading of current employee skills:** Employers report that a significant number of individuals working in warehousing and goods movement in New Jersey have not earned a post-secondary degree or credential, limiting their opportunities for career advancement. Partnerships between employers and community colleges and four-year colleges and universities could be expanded to assist warehouse and distribution employers to upgrade the skills of employees and to provide them a path to career advancement in the company. The Community College Opportunity Grant program and the Garden State Guarantee program can serve to expand access to associate's degrees and bachelor's degrees in logistics and supply chain management.

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The Center for Workforce Innovation in Logistics and Supply Chain Management led by Hudson County Community College, Union County College, Rowan College at Burlington County, and Salem Community College is currently developing a plan for enhancements to curricula at the high school, community college, and four-year college and university level. These five areas are the subject of current planning efforts. The Center for Workforce Innovation is one of the 10 Centers established in the Pathways to Career Opportunities Initiative funded by an investment of \$8.5 million in the state budget. The Center will likely receive funding of at least \$300,000 to support the development of curriculum and model agreements. The Center of Workforce Innovation will include high school and four-year college and university partners that will be identified by April 2022. Rutgers University, NJIT, Rowan University, New Jersey City University, and other four-year colleges and universities have extensive capacity and expertise in logistics and all should be connected to the work of the Center for Workforce Innovation.

CONCLUSION

Individuals with logistics skills and those working in logistics occupations are essential to the efficient functioning of our state's economy, ensuring the complex movement of goods in an interconnected world. New Jersey's location in the center of the northeast corridor with extensive transportation links and infrastructure ensures that the movement of goods will be central to the state's economy for years to come. In addition, New Jersey is home to a wide range of companies in diverse industries that must manage supply chains from headquarters and corporate offices. Finally, more and more companies, including those in services such as health care, must have extensive ability to manage the flow of supplies and products. This logistics pathway will help to guide investments and enhancements to the logistics curricula and will help to inform the career and education decisions of students and workers.

APPENDIX A: Selected Employers Currently Hiring for Logistics Related Occupations in New Jersey

Industry Sectors					
Information Technology and Telecommunications	Life Sciences	Retail	Aerospace & Defense	Advanced Manufacturing & Logistics	Health Services
Verizon	Bayer	Unilever	Boeing	LG Electronics	Cardinal Health
	Novartis	Home Depot	BAE Systems USA	Midea America	Hackensack Meridian Health
	Pharmatech Associates	Amazon	Lockheed Martin	Panasonic Corporation of America	
	AbbVie	Tiffany & Co		Nissin International	
	Johnson & Johnson	Blinds To Go		Maersk	
	Merck	Hermes of Paris		Penske	
	Bristol Myers Squibb	Louis Vuitton		Ferrero	
	Zoetis	Burlington Stores		Samsung Electronics	
	Abbott Laboratories	The Children's Place		Schneider	
	Sanofi			BASF Corporation	
	Teva Pharmaceuticals			Sun Chemical Corporation	
	BD			Church & Dwight	
	Thermo Fisher Scientific			L'Oréal	
	Bruker			GAF Materials Corporation	

APPENDIX B: Industry Advisory Working Group Companies

Organization/Company/Institution Name
Amcor
Lowes
MSI Surfaces
USTC Corp
MSI
Campbell Soup Company
FedEx Freight
First Choice Supply Chain
Industry Advisers, LLC
Lineage Logistics
Amazon
Edmund Optics



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