



College of Hospitality, Retail and Sport Management  
Blueprint for Academic Excellence at USC  
2015-2016

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## Section 1: Executive Summary

### 1) Describe how your college contributes to meeting the Academic Dashboard targets

- Total Undergraduate Enrollment: HRSM continues to grow undergraduate enrollment and is the third largest undergraduate college with a total enrollment of 2271: F14. HRSM undergraduate credit hours in fall 2013 were 24,089 up from 22,968 in F12.
- Average SAT Score: The average SAT score of HRSM undergrads has increased each year since 2010. In fall 2010, the average SAT score was 1145 and in fall 2014 = 1172.
- Freshman-Sophomore Retention Rate: Since 2008, the HRSM freshman-sophomore retention rate has exceeded the USC average. In 2013, the freshman retention rate was 83.1% and the sophomore retention rate 81.9%. HRSM retention methods and activities are assessed each semester via the Graduating Senior Survey and the HRSM Advisement Survey. In an effort to exceed the Provost's Dashboard Metrics, the Office of Student Services implemented a number of academic planning initiatives included in the "College Planning Document on Recruitment, Retention and Graduation" submitted to Dr. Doeringhaus. It is the College's goal to continually raise the retention rate 5% above USC's campus-wide mean rate.
- Six-year Graduation Rate: The College of HRSM six-year graduation rate for the two most recent cohorts exceeds the University's average and the Dean has charged the Assistant Dean of Student Services to raise the six-year graduation rate to 5% above USC's campus-wide mean. The retention strategies put in place should make this goal a reality. Currently our overall 6-year graduation rate is 78%.
- FTE Student to Faculty Ratio: HRSM F13: 1,632 FTE/41TTR faculty = **39.8:1**. Greatly exceeds Dashboard target of 24:1 thus requiring the addition of 27 new tenure track faculty which can be spaced over a six year window. This requires an immediate \$250/student/semester fee to address this faculty shortfall or change of majors will have to be restricted. This will potentially impact our USC retention targets as students may transfer out of USC or drive students to more expensive USC majors.
- Research Funding and Expenditures: Total extramural funding processed through SAM in FY14 = \$900,885 and expenditures were \$462,450.
- National Honors and Awards for Faculty: Faculty in HRSM departments continue to excel in the area of honors and awards on a national and international basis. Four HRTM faculty received 5 awards; 1 iIT faculty received an award; 1 RETL faculty member received an international award; and 2 SPTTE faculty received national awards. HRSM continues to encourage and support Fulbright applications.
- Doctoral Degrees: HRTM started a Ph.D. program in F11 that has resulted in increased doctoral students (8 F11, 12 F12, 11 F13, 7 F14). SPTTE implemented a Ph.D. program F14 which has resulted in increased doctoral students (4 F14). Ph.D. students are progressing toward graduation as student credit hours produced by doctoral students were 54 (F11), 59 (F12) and 61 (F13). Three HRSM doctoral students have already been awarded prestigious Presidential Fellowships.
- Online Master of Retailing Degree: RETL is in the process of developing a distributed learning Master of Retailing degree. The degree will offer a core group of courses. Students then select from one of three concentrations: (1) retail human resources, (2) Omni-channel retailing, and (3) corporate retail operations. Learners throughout the country and world will be able to take courses from the program effective fall 2015.

### 2) Describe how your college contributes to the Key Performance Parameters: (Teaching Excellence, Research/Scholarship Reputation and Productivity, Service to State, Community, Profession and University, and Sustainability). HRSM continues to excel in teaching as seen by course

evaluations. Research productivity has increased along with our campus, national and international reputation. HRSM is a campus leader incorporating service learning and USC Connect activities in the classroom. Service to the state, community, profession and university excel as faculty serve on national/int'l boards. Multiple faculty address sustainability in their respective classes and a new HRTM FRI hire in resort sustainability in HRTM has joined this collaborative group. Due to budget restrictions impacting faculty hiring combined with rapid enrollment growth in both HRSM majors and undergraduate student minors, HRSM's FTE student to tenure/tenured track ratio (39.8:1) is detrimental to the university attaining a 24:1 target.

## Section II. Meeting the University's Academic Dashboard Targets

The purpose of this section is for each unit to show its contribution to each of the Academic Dashboard parameters in terms of:

### 1) Strategies used to address each of the Academic Dashboard measures and targets and providing an assessment of their effectiveness.

- **Total Undergraduate Enrollment:** HRSM will continue to maintain an open door transfer policy towards internal USC change of majors, **but only if** faculty and staff additions match enrollment growth. HRSM utilizes a fulltime undergraduate Recruiting Director. We will continue to utilize this fulltime position and expand recruiting efforts to graduate students. His strategies are included in the "College Planning Document on Recruitment, Retention and Graduation" submitted to Dr. Doerpinghaus. Growth in BAIS, HRTM, RETL and iT will continue to be a HRSM strategic focus so long as new resources are allocated to maintain instructional quality. We will continue strategic support of Undergraduate Admissions with in-state and out-of-state recruiting efforts. Will increase outreach and education to prospective transfer populations prior to admission and enrollment through Undergraduate Admissions, Gamecock Gateway, SCTrack and the technical college system. Will increase efforts to personalize the campus visit experience year-round for prospective student visitors.
- **Average SAT Score:** The average SAT score of HRSM undergraduate students has increased each year since 2010. Part of this is our participation in the Academic Common Market that attracts a relatively large group of out of state freshman who have attended high schools funded at a higher level than SC public schools. Utilizing our Recruiting Director, we also allocate about 15 scholarships to incoming freshmen to attract students that fall below the USC scholarship level, but have above 1200 SAT scores. He will increase support of our Undergraduate Admissions and Visitor Center recruitment activities for high achieving students to include more faculty and current student interactions.
- **Freshman-Sophomore Retention Rate:** The recently published Undergraduate Retention Rate by USC indicates the HRSM Freshman-Sophomore retention rate consistently improved. Examples of HRSM retention efforts are: College of HRSM retention methods and activities are assessed each semester via the Graduating Senior Survey and the HRSM Advisement Survey. HRSM has taken advantage of the proven, positive impact on graduation rates among USC students who enroll in UNIV 101. This fall, five sections of UNIV 101, enrolling 95 HRSM freshmen were designated as HRSM sections and lead by the professional staff of HRSM. This is the fourth year of HRSM sections and we are now seeing outstanding leadership in our upperclassmen as a result of early engagement. The College of HRSM has also taken advantage of the opportunity through University Housing to host a Living and Learning Community. SPTE enters its 5th year of hosting a community for freshmen majors. The community encourages collaborative learning, leadership development, career exploration and engagement in academic opportunities both inside and outside the classroom. We are actively exploring expansion in other HRSM units, but "legacy faculty" are slow to embrace this initiative.

- **Six-year Graduation Rate:** The College of HRSM 6 year graduation rate for the two most recent cohorts exceeds the University's average and the Dean has charged the Assistant Dean of Student Services to raise the six-year graduation rate 5% above the USC mean. HRSM has seen significant improvement as the College's current six-year graduation rate is 78.0%. Multiple initiatives have been successful in achieving this outcome including conducting 1st semester junior pre-advisement surveys to engage juniors and ultimately graduate seniors within the 6-year benchmark.
- **Student to Faculty Ratio:** HRSM Fall 2014: 1632 FTE/41TTR faculty = **39.8:1**. Either new faculty resources will need to be invested by USC for HRSM faculty and support staff or we will need to implement caps on internal change of majors and transfers in all 4 HRSM academic units. This then can force current USC students to potentially transfer to other universities and negatively impact USC retention rates thereby potentially reducing USC gross tuition revenues.
- **Research Expenditures:** HRSM will continue to incorporate into each new faculty member's offer letter, the importance of funded research for all new faculty hires. With the Provost support, HRSM will establish a new research Center in EVENTS and established the College Sports Research Institute in SPTe with the objective of pursuing a fixed amount of external funded research dollars per year to enhance the support Ph.D. and M.S. students. The HRSM Dean and Assoc. Dean continue to reach out to other Deans (internally & externally) to find common faculty research interests that will support new joint federal grants. The Dean will continue to evaluate all HRSM Chairs and Center and Institute Directors on the number and amount of external funding proposals submitted and received.
- **National Honors and Awards for Faculty:** Faculty in HRSM departments/programs continue to excel in the area of honors and awards on a national and international basis. Besides supporting the pursuit of discipline awards, the College will implement a strategy effective in 2015-16 and allocate resources to encourage and support Fulbright applications and awards.
- **Doctoral Degrees:** HRSM implemented a Ph.D. program in F11 that has resulted in a steady enrollment of doctoral students (8 F11, 12 F12, 11 F13, 7 F14). The recently approved SPTe Ph.D. program admitted its first PhD class in F14 (4). Three HRSM doctoral students have already been awarded prestigious Presidential Fellowships.

## 2) Progress made toward meeting Dashboard targets this past year, 2014-2015

Excellent progress was made toward meeting some Dashboard targets this past year. Undergraduate enrollment is up approximately 27% over the past five years. Average SAT scores of undergraduate students are increasing, as well as out-of-state student enrollments. The freshman-sophomore and sophomore to junior retention rates are consistently among the best at USC. HRSM's 6-year graduation rates exceed the university average by nearly 5% at 77%. The College's BAIS degree may also assist in the 6 year graduation rate. Research expenditures lag behind some of our peers Colleges, but federal grants to support HRSM research are limited. HRSM has again partnered with Public Health, Social Work and Pharmacy to explore mutual interest among select faculty from each college to pursue jointly funded research grants. Doctoral enrollment has also increased through the enrollment of the fourth cohort of Ph.D. students in HRTM and the first in SPTe in F14. Strong Provost support has occurred allowing an increase in HRSM faculty lines so we can approach the 24:1 Dashboard metric. Yet enrollment growth has increased at a faster rate so additional faculty support needs to be allocated annually and partially funded by a \$250/semester/student fee to begin to reduce the HRSM Student FTE:TTR ratio to a 30:1 range. Otherwise HRSM will have to restrict internal change of majors, transfer students and those selecting HRSM as a minor. This, in turn, will potentially reduce USC gross tuition revenues as some students decide to transfer from USC or change majors to more expensive USC programs.

### 3) Strategies planned to meet Dashboard targets in 2015-16

Continue to build on strategies listed above. Continue to solicit College faculty and staff input as well as monitor campus wide successes and challenges in all Dashboard metrics. Submit requests that support additional faculty resources and support staff to allow HRSM to continue its growth in size and thus continue to have a significant positive financial impact on the overall USC budget. An investment in new HRSM faculty and staff lines via a \$250/student/semester fee will generate more in surplus revenue than the HRSM faculty and staff salaries will cost as an expense. Thus supporting continued HRSM enrollment growth combined with corresponding growth in faculty and staff is a sound business decision for a university that is now a private entity. **HRSM continues to be the "only USC academic profit center" according to Provost Amiridis (2014).**

## Section III. College's Goals and Their Contributions to Key Performance Parameters

### 2015-2016 Academic Year Goals (Same as 5 Year Goals)

**Goal 1: Create an environment to secure ranking in the top ten in each of the respective HRSM disciplines within the next decade.**

- **Progress:** The College of HRSM Dean, development team, all unit Chairs/Directors and select Center Directors and faculty will work with individual and corporate donors that will result in the relocation of the College of HRSM. A new building will assist the College in attaining excellence in faculty recruitment and provide for improved student learning spaces, research and Q.E.P. service and enhance student recruitment, retention and graduation rates via enhanced physical plant. This will help the College proactively recruit and retain leaders, scholars and staff who have the vision and management skills to lead our programs during this difficult fiscal environment. The HRSM Communications and Public Relations team will increase visibility and recognition for the College, its faculty, staff, students, alumni and industry partners, which will enhance our College's ability to have a positive impact on the USC Dashboard and College metrics. As the "only USC academic profit center", this investment will result in greater enrollments & increased positive cash flow to other USC programs.
- **Plans for Upcoming Year:** The College will actively market the HRSM relocation project. It will recruit and hire scholars for research and grant focused, tenure track positions that will support the mission and goals of USC and HRSM. The continued growth of HRSM fosters the need to hire 27 tenure track faculty over the next 6 years to match enrollment growth and work towards achieving the Provost's Dashboard metric of student FTE:TTR ratio of 24:1. We will continue to improve HRSM's academic image and stature among our stakeholders and quality of education built on quality faculty and staff hires. To this end, we have hired excellent new faculty from established research universities; we have a strong presence in social media; we have increased undergraduate enrollment and SAT scores, established a HRTM and SPTE Ph.D. program. We have increased the number and amount of internal and external research funding and organized college research symposia. We have increased the number of publications and the quality of outlets of those publications and created two new research centers in EVENTS and SPTE to pursue external funding in support of the new Ph.D. programs. Utilizing The All Access Pass, e-blasts/e-newsletters, web postings, media relations/PR relationships, and Social Media including the use of Twitter, Facebook, LinkedIn and YouTube videos, the HRSM Communications Team will lead the effort on College-wide visibility and recognition through the use of web, print and social media and select fundraising events.

**Goal 2: Develop and improve graduate and undergraduate curricula and instruction while valuing and supporting diversity in the College's student body and its faculty and staff.**

- Progress: This will allow the College of HRSM to move its F13 FTE student to faculty ratio (39.8:1) more towards the USC Dashboard metric of 24:1 while exceeding the USC Dashboard metrics of freshman to sophomore retention and six-year graduation. The College also plans to allow enrollment of HRSM majors to grow by an additional 115 to 2,385 major students by 2015-2016 concentrating on the School of HRTM, Departments of Retailing, integrated Information Technology and BAIS while only expanding entertainment majors in SPTE. This, in turn, will prepare even more graduates to remain in SC and secure gainful employment in the hotel, restaurant, tourism, retail, fashion merchandising, sport, entertainment and IT sectors of the SC economy. This will help USC address the Governor's concerns about workforce development for USC graduates. HRSM will continue teaching improvement initiatives, reexamine Centralized Advising, support USC Connect, design new on-line asynchronous classes, support the curriculum use of Advisory Boards, continue growth of the M.S. in Health IT and Master in Retailing degrees and continue to strongly support the ACM as a tool to recruit more out of state students who enroll with higher SAT scores. HRSM is an active participant in the President's expanded summer "On Your Own Time" initiative. We created 1 new Summer Institute in each Department in the summer of 2014. HRSM minors can enroll in 4 of their 6 needed classes via these Institutes. The college has also served as a campus leader in the development of "Accelerated Degree" plans to further support the President's initiative. This also will positively impact the HRSM Dashboard metric of FTE student to faculty ratio. HRSM needs to hire 27 tenure track faculty members/yr. over the next 6 years to match enrollment growth and work towards achieving the Provost's Dashboard metric of student FTE:TTR ratio of 24:1. HRSM will continue to reward teaching excellence, conduct multiple student surveys including a new graduate student entry and exit surveys. Per the Provost's Blueprint comments in 2013, HRSM needs to immediately increase our "Enhancement Fee" to \$250 to hire this new faculty and to support USC Connect and Dashboard requirements by hiring more faculty, Internship Coordinators and support staff.
- Plans for Upcoming Year: The College has already begun discussion of managing majors and minors as a part of the growth management strategies that maximize instructional quality for HRSM majors. The College has also assigned a BAIS Program Director to assist those students in their degree completion goal.

**Goal 3: Increase the College's applied research activities, sponsored funding and publication record as indicted in the appropriate USC Dashboard and College metrics while not compromising the College's reputation for teaching excellence.**

- Progress: In order to raise the number and quality of publications as well as grant proposal submissions to external funding agencies, HRSM has instituted multiple financial incentive programs. All new faculty hires have a stated obligation in their offer letters for sustained commitment to research including the pursuit of external funding. The Dean and Provost are providing generous start-up packages for new faculty which include course releases and summer research support for the first three years of the tenure track appointment. Effective July 1, 2014, all Center Directors will now report directly either to the Dean or Associate Dean for Research for those activities associated with Centers/Institutes. All College level Center Directors will remain on 11 month contracts per the Provost, but be required to generate a minimum of \$100,000/yr. via multiple revenue streams to support Ph.D. students, Fellows and Center/Institute operations. The Dean's Office is providing funding for graduate assistants to help faculty with research and has increased annual stipends to support faculty research productivity. In 2013, the College implemented a cash incentive program for all publications in print for each unit's A+ journals. This has resulted in \$9,150 cash awards for 2013-14. Select units are supporting undergraduate research and the College is developing partnerships that will generate sponsored funding or gifts.

- Plans for Upcoming Year: Faculty incentives and support for research will continue. The HRSM faculty members have also been successful in working with selected honor students via the Magellan Awards program for collaborative and guided research projects. The College will maintain the number of students earning “with distinction” designation and the number of students presenting research at industry and academic conferences. We are funding support of 3 additional doctoral SPTE students year in F15. HRSM will continue partnerships with IT-oLogy, the Univ. of Aruba and the Master’s Golf Tournament and investigate an expansion to other programs in the Caribbean and South America.

**Goal 4: Develop and expand international involvement with comparable institutions and businesses for faculty and students as indicated in the appropriate College metrics.**

- Progress: In order to raise the number of opportunities for student interaction with international institutions, governments and/or businesses, the College of HRSM has implemented international travel grants (\$1500) for faculty, international scholarships for students and developed connections with Aruba, Curacao, Barbados, India, China, Taiwan, Turkey, Ecuador and Venezuela. The College continues to host exchange faculty and students from other universities every year and student internships have been provided at the Olympics in Vancouver, Canada and London, U.K. The College awarded \$3,000 to all tenure track and tenured faculty and \$2,000 to all full-time Instructors to support academic international and domestic travel, research and equipment acquisition. As a result of these funds, each department offers at least 1 study abroad program annually. While only N=98/2161 or 4.5% of our HRSM students studied abroad during the F12, SP13 and S13, over 40% of HRSM faculty had interaction with international institutions and/or businesses exceeding our the HRSM faculty target.
- Plans for Upcoming Year: During the 2014-15 academic year, study abroad trips are in place for student/faculty trips to England, China, France, Germany, Czech Republic and Austria. During 2015-16, study abroad trips will visit France, Brussels, the Netherlands, Italy and Austria. The Dean, with the support of the Provost’s Office, will develop a spring 2016, 15-week Semester Abroad program at Monte Castello di Vibio in Italy open to all HRSM sophomores. A Director of International Studies was hired to develop academic 2+2 and summer based academic programs with universities in China and South America and provide leadership on an international scale. The College will continue in 2014-15 to support these Study Abroad programs with financial assistance for HRSM undergraduate and graduate students who attend HRSM department lead international programs. Financial support from the Dean’s office and graduate student fees will be made available to graduate students who plan to attend HRSM research and learning initiatives held overseas. To stimulate doctoral student international interest in 2014-2015, the College will pay about 95% of the expenses for up to 6 HRSM Ph.D. students to undertake joint classes with Australian and New Zealand universities and present refereed papers at a conference in New Zealand as part of the HRSM 787, “Global Interdisciplinary Seminar” led by Dr. Mihalik. In 2015-16, HRSM will explore the creation of a “Global Scholar” certificate program modeled after the DMSoB international program. HRSM will continue to increase annually the number of HRSM graduates who earn the “Leadership with Distinction” via international participation. We also will continue to nurture all active HRSM-Intl. university relationships.

**Goal 5: Provide service and outreach efforts to our respective professions, the state of South Carolina, nation and world communities as indicated in the appropriate College metrics.**

- Progress: The College is a campus leader in outreach initiatives for undergraduate learning as all students are required to successfully pass in a minimum of 6 credit hours of graded Q.E.P. internships. Also HRSM takes the lead in placing 500+ HRSM and USC students annually at the Master’s Golf Tournament to engage in Q.E.P., non-traditional student learning at one of the world’s largest showcases combining sports, tourism, hospitality, retail and IT. HRSM research center’s collected data and prepared applied research reports and projects for businesses, associations and government

entities in South Carolina, the nation and the world. HRSM hosts 6 research centers lead by the SmartState Center for Economic Excellence in Tourism and Economic Development and the highly successful International Tourism Research Institute (ITRI) and Sloan Foundation Center. The SmartState Center, ITRI and Sloan Center have been very active applying for and winning research grants and the Center for Retailing is gaining external funding momentum. The addition of the College Sports Research Institute has successfully developed revenue streams via hosting an annual nationally recognized conference and heightened visibility for the program throughout the United States. HRSM also developed an undergraduate Student Leadership Council in the SP2014.

- Plans for Upcoming Year: All College level Research Centers will be required to generate a minimum of \$100,000 via multiple revenue streams to support Ph.D. students, Fellows and Center/Institute operations..
- **Five Year Goals:** Goals 1-5 same as 2013-14 Academic Year Goals.



## Section IV: Appendices

### Appendix A. Resources Needed

**Goal 1: 10 initiatives in more detail in College Blueprint document:** **Type of Resource:** New HRSM building; **Existing:** Since this building project is a campus renovation, the College will encumber \$900,000 of its Carry Forward to this project. These funds have been exempt from the annual Carry Forward tax; **Additional: State Source:** Funds are needed for the building renovation including air-conditioning, new carpeting, interior repainting, sprinkler additions, classroom improvements, group project planning rooms and a student, hands-on learning lab for each of the College's four academic units. Pursue and obtain corporate and individual financial support to achieve the vision and mission of the College. The details for this plan are in the annual development planning document. The VP for Development and the Dean set a fundraising goal of \$15,000,000 for this USC renovation; **Strategy:** Develop a "marketing and promotion" plan to realistically generate \$5M in external funds for the new building. Work with President, Provost and VP of Finance supplement this \$5M with \$1 million/year allocated to HRSM for 10 years from the future USC F&B/managed services contract to offset the other \$10M for the HRSM-building renovation. This F&B managed services contract is strongly aligned with all 4 HRSM units. Increase "Undergraduate Program Fee" to \$250/student/semester as "Carry Forward" funds then can be re-tasked to building renovations.

**Goal 2: 18 initiatives in more detail in College original Blueprint document: 1. Type of Resource:** Q.E.P. and Dashboard mandated initiatives; **Existing:** Carry Forward funds, base budget and summer sessions; **Additional: State Source Strategy #1:** Increase "Undergraduate Program Fee" to \$250. Since HRSM is the "only USC academic profit center" (Amiridis, 2014), this investment will result in greater enrollments & increased positive cash flow to other USC programs; **Strategy:** Effective F15, implement new HRSM \$250 fee to pay for faculty and staff to approach mandated 24:1 FTE to TTR and Q.E.P Dashboard metrics. **Additional: State Source Strategy #2:** Because of annual student growth, a minimum of 27 new faculty are needed for HRSM to allow for growth and to approach a modest HRSM 30:1 FTE-TTR ratio; **Strategy:** Increase HRSM's "Undergraduate Program" fee to \$250/student/semester to allow HRSM to continue to have an open door policy for admissions and change of majors. Since HRSM is "the only USC academic profit center, (Amiridis, 2014)" this investment will result in greater enrollments & increased cash flow to other USC Colleges.

**Goal 3: 5 initiatives in more detail in College Blueprint document:** **Type of Resource:** HRSM base and summer school budget and faculty; **Existing:** Continue HRSM summer fiscal support to current new faculty for submitting external proposals; All new faculty awarded 15% summer support for 2-3 summers with contractual obligations to submit external grants and publish refereed research; **Additional: State Source:** Continue to grow summer school institutes supporting minor and accelerated graduation. **Strategy:** USC should develop a process to redirect faculty lines from programs with declining enrollments.

**Goal 4: 3 initiatives in more detail in College Blueprint document:** **Type of Resource:** Base budget and summer school; **Existing:** Faculty and student study abroad development grants; **Additional: State Source Strategy:** Use portion of new "\$250 Undergraduate Program Fee" for study abroad; **Strategy:** Continue the faculty and student study abroad development grants and initiatives.

**Goal 5: 4 initiatives in more detail in College Blueprint document:** **Type of Resource:** HRSM base and summer school budget; **Additional: State Source Strategy:** Use portion of new "\$250 Undergraduate Program Fee" to support the creation of an HRSM Recruiting and Career Center with 4 new Internship Coordinators. **Strategy:** Use portion of new "\$250 Undergraduate Program Fee".

## Appendix B. Benchmarking Information

State the public universities in the United States that have the top 10 colleges in your discipline(s) and the five colleges at other United States public universities which are considered to be your peers.

The College of Hospitality, Retail and Sport Management has a unique academic format encompassing academic units that are found in separate colleges in other universities. Thus, we have few academic peers across the U.S. with the possible exception of Purdue University.

### Top HRTM Programs in the U.S.

Purdue University	CA State Polytechnic Institute (Pomona)
University of Nevada (Las Vegas)	University of Massachusetts (Amherst)
Pennsylvania State University	Oklahoma State University
University of Houston	University of South Carolina
Virginia Tech	University of Florida

### Top HRTM Peers

Purdue University  
Cornell University  
Penn State University  
University of Central Florida  
Virginia Tech

### Top iIT Programs in the U.S.

Brigham Young University	Georgia Southern University
University of Cincinnati	IUPUI - Indianapolis
Drexel University	University of Missouri (Kansas City)
University of New Hampshire	Purdue University
George Mason University	New Jersey Inst. of Tech.

### Top iIT Peers

Brigham Young University  
George Mason University  
Drexel University  
Purdue University  
Georgia Southern University

### Top RETL Programs in the U.S.

University of South Carolina	University of Arizona
University of Illinois (Champaign)	Brigham Young University
Babson College	Georgia State University
University of Tennessee	
Purdue University	

### Top RETL Peers

Auburn University  
Purdue University  
University of Tennessee  
University of Wisconsin  
\*University of Kentucky  
(\*Fashion Merchandise only)

### Top SPTE Programs in the U.S.

Florida State University	University of Louisville
Ohio University	University of Massachusetts
Temple University	University of Oregon
Texas A & M University	University of South Carolina
University of Florida	West Virginia University

### Top SPTE Peers

Florida State University  
Texas A & M University  
University of Florida  
Temple University  
University of Massachusetts

When are looking at all programs in the College of HRSM, the two universities that consistently host top programs across more than one HRSM academic units are Purdue University and the University of Massachusetts.

### Appendix C. College's Top Strengths and Important Accomplishments

HRTM was ranked 9<sup>th</sup> by a national study and noted in the Journal of Hospitality and Tourism Education. Strengths lie with 3 main research institutes/centers and their leadership in tourism, hospitality, and economic development. Strengths also include the international initiatives with universities in China and Aruba. The McCutchen House also provides excellent Q.E.P. opportunities for students and has been referred to as a "gateway" to campus. The Culinary and Wine Institute at Carolina provides the College and University considerable community and industry exposure. HRTM has very strong faculty with national/international reputations in their respective fields. There is consistency in student enrollment with 723 undergraduates, 12 masters, and 17 Ph.D. students. Excellent industry and community relations continue. The partnership with Augusta National Country Club is making it possible for 500+ HRSM students to gain valuable Q.E.P. experience by working the Master's. HRTM is launching a new internship program at Sea Pines Resort, "Semester at Sea Pines." HRTM was accredited by ACPHA for seven more years in 2015. Activities for the International Center for Foodservice included a \$850,000 renewal with the University of Aruba, \$30,000 grant from the National Association of Convenience Stores, a \$20,000 grant from Farm to School with Lexington Richland 5, and performing seminars with a local restaurant company, Bernie's Chicken. Activities for the Smart State Center for Tourism and Economic Development included a branding project for the Pee Dee, a study to assess the potential demand for tourism on the Santee Cooper Waterway, a project with the U.S. Travel Association measuring the effect of travel on education, and a Front Street Village Development project for Beaufort.

IIT was awarded ABET accreditation effective August 7, 2014. Offers a comprehensive undergraduate IT curriculum, responsive to current industry needs and nationally competitive and is now classified as a STEM program, which qualifies students for multiple STEM incentive programs and tuition reimbursement programs. Instituted a new interdisciplinary Masters in Health Information Technology in collaboration with the School of Public Health, Dept. of Health Services and Policy Management and School of Pharmacy. Expanded industry relationships with IBM, Boeing, Microsoft, Wells Fargo, Google, Blue Cross/Blue Shield, SCANA, MetLife, Colonial Life /UNUM. Visa, and others. New emphasis is mainframe enterprise systems is attracting students and leading to industry recruiting, internships, and hires in major industries. IIT maintains a leadership role in the IToLog partnership. IIT is successful in attracting female, minority students at a higher percentage than other USC STEM programs and also above the national average.

According to a 2009 study published by the American Collegiate Retailing Association/American Marketing Association, RETL was ranked 2<sup>nd</sup> in North America based on faculty publications in the 4 major retailing specialist journals. RETL undergraduate enrollment has increased 41% from 390 in 2007 to 549 in 2013. The Department became a University Partner of the National Retail Federation (NRF), providing networking opportunities, memberships for our majors in the NRF's student association and multiple and significant student awards. About 60 undergraduate students completed internships abroad at the Paris Fashion Institute and through the American Intercontinental University. The successful Center for Retailing was temporarily deactivated in F14 due to lack of faculty lines to cover RETL classes. RETL faculty members continue to serve as advisors for Fashion Board at USC at USC.

The SPTE undergraduate program was identified in a 2010 study as the largest undergraduate program in the country. This is a continuing indicator of its academic reputation in both the academic & practitioner ranks. The Department continues to attract high profile & sought after faculty. The Master's degree in Sport & Entertainment Management has grown to over 45 students. The program continues to draw national & international recognition for the Department, College & University. It was ranked as the 20<sup>th</sup> best global program by Sport Business International and the 10<sup>th</sup> best in the US. The Department's new Ph.D. program

has admitted its first 4 students and received 2 prestigious Presidential Fellowships. The Department continues to increase & enhance the undergraduate "with distinction" tract & has increased participation in that Undergraduate Research program. The undergraduate Living & Learning Community (established in the fall of 2011) adds to the uniqueness of the SPTE program opportunities for undergraduates. The LLC for F15 is already nearing capacity. The annual "Sport, Entertainment, and Venues Tomorrow" conference continues to grow in attendance & industry influence, as well as serving as a career fair & revenue stream for SPTE. In addition, the SPTE's College Sport Research Institute hosted its first conference at USC attracting over 250 academics and students to the campus.

#### **Appendix D. College's Weaknesses and Plans for Addressing the Weaknesses**

**HRTM greatly exceeds** the Provost's Dashboard FTE student to tenure track and tenured faculty ratio (41.5:1). Its annual growth over the past four years is exceeding faculty and staff support. It can't support internship site cultivation and supervision visits due to lack of funding. A more robust brand is needed to enhance the HRTM identity and increase opportunities to recruit students nationally and internationally. HRTM will work with the Communications team and CFO to develop a regional, national and international strategy. Per the Provost's Blueprint comments in 2013, HRSM needs to immediately increase our undergraduate program fee to \$250 to support Dashboard requirements by hiring more faculty and to support Q.E.P. initiatives. The new HRSM building renovation project should allow this program to grow to become the 2<sup>nd</sup> largest in the U.S. that should then drive more philanthropic support such as the recent \$2 Million gift successfully solicited by Dean Mihalik from the Marriott Foundation.

**IIT** exceeds the Provost's Dashboard FTE student to tenure track and tenured faculty ratio (27.3:1) and is working to overcoming national decline in interest among young people in IT careers. Very low freshman enrollment; heavy reliance on transfer students. (Experience suggests primary issue is low visibility for program requiring a College name modification to HRSTM.) Dynamic nature of discipline requires continual curriculum and faculty retooling. Recruiting women students is a challenge for the discipline. Current enrollments for most IIT scheduled classes are already at capacity. ABET identified the lack of IT open lab space for students to work and collaborate on assignments and projects as a weakness of the program. Lacks a systematic way to track alumni job placement and career progress. Needs to pursue accreditation for MHIT. Lacks well qualified IT GAs to assist with faculty research projects. Per the Provost's Blueprint comments in 2013, HRSM needs to immediately adopt a \$250/student/semester undergraduate program fee to support IIT Dashboard requirements by hiring more faculty and support Q.E.P. initiatives.

**RETL greatly exceeds** the Provost's Dashboard FTE student to tenure track and tenured faculty ratio (59.3:1). It must find a balance in scheduling due to a lack of faculty members to successfully offer enough course sections to satisfy our undergraduate student body and our graduate student body. It can't support summer internship site cultivation and supervision visits due to lack of funding. Enrollment in the RETL master's program is soft. Per the Provost's Blueprint comments in 2013, HRSM also needs to immediately adopt a \$250/student/ semester undergraduate "Enhancement Fee" to support Dashboard requirements by immediately hiring more faculty. RETL is developing an aggressive recruiting plan for MS students.

**SPTE** exceeds the Provost's Dashboard FTE student to tenure track and tenured faculty ratio (31.1:1). It lacks a systematic method of tracking alumni. SPTE also has a limited ability to establish more practicum and internship locations. SPTE lacks needed gender diversity among tenure-track faculty. SPTE is working to implement a web-based solution to developing a systematic method of tracking SPTE alumni. For practicum/internship courses, SPTE is implementing a phased plan: a) Using one time funds to visit

hosts in top internship site cities; b) Budget submitted to allot funds to travel to sites within a 250 mile radius of the Columbia campus & at other selected sites; The Provost & VP for Finance need to increase HRSM undergraduate program fees to \$250/student/semester to match enrollment growth and generate funds to hire a new faculty members thereby addressing tenure-track faculty gender diversity issues within the department. Since HRSM is the only USC academic profit center (Amiridis, 2014), this investment will result in greater enrollments & increased positive cash flow to other USC programs.

## Appendix E. Statistical Data for Your College

The Office of Institutional Assessment and Compliance will provide the following data on the following web site: <http://kudzu.ipr.sc.edu/planning/> Please append these data to your *Blueprint*.

1. Number of entering freshman for Fall 2010, Fall 2011, Fall 2012, Fall 2013 and Fall 2014 classes and their average SAT and ACT scores.

Freshman	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014
Number Enrolled	259	214	238	269	294
Average ACT	26	25	26	26	26
Average SAT	1145	1151	1163	1167	1172

2. Freshman retention rate for classes entering Fall 2010, Fall 2011, Fall 2012 and Fall 2013.

Freshman Retention Rate	Fall 2010	Fall 2011	Fall 2012	Fall 2013
Percent	83.8%	77.0%	75.9%	83.1%

3. Sophomore retention rate for classes entering Fall 2010, Fall 2011, Fall 2012 and Fall 2013.

Sophomore Retention Rate	Fall 2010	Fall 2011	Fall 2012	Fall 2013
Percent	84.5%	83.0%	77.5%	81.9%

4. Number of majors enrolled in Fall 2010, Fall 2011, Fall 2012, Fall 2013 and Fall 2014 by level: undergraduate, certificate, first professional, masters, and doctoral (headcount).

Majors Enrolled	Fall 2010	Fall 2011	Fall 2012	Fall 2013	Fall 2014
Undergraduate	1,860	1,999	2,161	2,236	2,271
Masters	74	96	94	99	119
Doctoral	0	8	12	11	20
<b>Total</b>	<b>1,934</b>	<b>2,103</b>	<b>2,267</b>	<b>2,346</b>	<b>2,410</b>

5. Number of entering first professional and graduate students: Fall 2010, Fall 2011, Fall 2012, Fall 2013, Fall 2014 and their average GRE, MCAT, LSAT, etc.

2010 Enrollment				New/Continuing Enrollment Status						Total
				New Graduate			Continuing			
				Citizenship		Total	Citizenship		Total	
Program Description (School/Major)	Degree Level	No	Yes	No	Yes					
<b>School of Hotel, Restaurant and Tourism Management (HRTM)</b>										
International Hospitality and Tourism Management										
355/932	Degree Level	Number enrolled		.	8	8	5	12	17	25
	Masters	GRE Quantitative	Average	.	508	508	580	522	539	530
		GRE Verbal	Average	.	470	470	315	464	420	436
		TOEFL Score	Average	.	.	.	76	.	76	76
		GMAT Total	Average	.	575	575	520	593	572	573
<b>Retailing Department (RETL)</b>										
355/940	Degree Level	Number enrolled		1	4	5	.	.	.	5
	Masters	GRE Quantitative	Average	800	578	622	.	.	.	622
		GRE Verbal	Average	370	463	444	.	.	.	444
		TOEFL Score	Average	105	.	105	.	.	.	105
		GMAT Total	Average	.	.	.	.	.	.	.
<b>Sport and Entertainment Management Department (SPTE)</b>										
355/980	Degree Level	Number enrolled		2	18	20	.	24	24	44
	Masters	GRE Quantitative	Average	800	589	610	.	567	567	587
		GRE Verbal	Average	550	463	472	.	454	454	462
		TOEFL Score	Average	.	.	.	.	.	.	.
		GMAT Total	Average	460	530	533	.	530	530	531

2011 Enrollment				New/Continuing Enrollment Status						Total
				New Graduate			Continuing			
				Citizenship		Total	Citizenship		Total	
Program Description (School/Major)	Degree Level	No	Yes	No	Yes					
<b>School of Hotel, Restaurant and Tourism Management (HRTM)</b>										
Hospitality Management										
355/930	Degree Level	Number enrolled		4	4	8	.	.	.	8
	Doctorate	GRE Quantitative	Average	500	543	522	.	.	.	522
		GRE Verbal	Average	295	515	405	.	.	.	405
		TOEFL Score	Average	89	.	89	.	.	.	89
		GMAT Total	Average	510	330	420	.	.	.	420

2011 Enrollment (continued)				New/Continuing Enrollment Status						Total
				New Graduate			Continuing			
				Citizenship		Total	Citizenship		Total	
Program Description (School/Major)	Degree Level	No	Yes	No	Yes					
International Hospitality and Tourism Management										
355/932	Degree Level	Number enrolled		6	9	15	3	12	15	30
	Masters	GRE Quantitative	Average	675	482	559	615	486	512	536
		GRE Verbal	Average	510	484	494	370	443	428	461
		TOEFL Score	Average	102	.	102	88	.	88	95
		GMAT Total	Average	575	505	533	520	563	554	544
Retailing Department (RETL)										
355/940	Degree Level	Number enrolled		1	2	3	2	7	9	12
	Masters	GRE Quantitative	Average	570	550	557	755	486	546	549
		GRE Verbal	Average	380	490	453	340	434	413	423
		TOEFL Score	Average	93	.	93	100	.	100	98
		GMAT Total	Average	.	660	660	.	.	.	660
Sport and Entertainment Management Department (SPTE)										
355/980	Degree Level	Number enrolled		4	21	25	1	28	29	54
	Masters	GRE Quantitative	Average	725	588	610	800	570	578	593
		GRE Verbal	Average	395	433	427	550	462	465	447
		TOEFL Score	Average	91	.	91	.	.	91	91
		GMAT Total	Average	550	470	604	.	520	520	559

2012 Enrollment				New/Continuing Enrollment Status						Total
				New Graduate			Continuing			
				Citizenship		Total	Citizenship		Total	
Program Description (School/Major)	Degree Level	No	Yes	No	Yes					
* New GRE scores/conversion to old GRE scores										
School of Hotel, Restaurant and Tourism Management (HRTM)										
Hospitality Management										
355/930	Degree Level	Number enrolled		5	1	6	2	4	6	12
	Doctorate	GRE Quantitative	Average	755	670	741	510	543	532	637
		GRE Verbal	Average	430	580	455	290	515	440	448
		TOEFL Score	Average	94	.	94	89	.	89	92
		GMAT Total	Average	540	.	540	450	330	410	475
International Hospitality and Tourism Management										
355/932	Degree Level	Number enrolled		4	8	12	8	16	24	36
	Masters	GRE Quantitative	Average	650	453	519	697	512	574	556
		GRE Verbal	Average	490	415	440	487	460	469	459
		TOEFL Score	Average	93	.	93	95	.	95	94
		GMAT Total	Average	705	453	537	564	525	538	538



2012 Enrollment (continued)				New/Continuing Enrollment Status						Total
				New Graduate			Continuing			
* New GRE scores/conversion to old GRE scores				Citizenship		Total	Citizenship		Total	
Program Description (School/Major)	Degree Level			No	Yes		No	Yes		
<b>Integrated Information Technology Program (iIT)</b>										
Health Information Technology										
355/922	Degree Level	Number enrolled		1	2	3	.	.	3	
	Masters	GRE Quantitative	Average	610	465	513	.	.	513	
		GRE Verbal	Average	590	440	490	.	.	490	
		TOEFL Score	Average	.	.	.	.	.	.	
		GMAT Total	Average	.	400	400	.	.	400	
<b>Retailing Department (RETL)</b>										
355/940	Degree Level	Number enrolled		1	4	5	3	7	15	
	Masters	GRE Quantitative	Average	.	483	483	693	565	519	
		GRE Verbal	Average	.	433	433	353	412	407	
		TOEFL Score	Average	.	.	.	98	.	98	
		GMAT Total	Average	380	.	380	.	660	567	
<b>Sport and Entertainment Management Department (SPTE)</b>										
355/980	Degree Level	Number enrolled		5	27	32	4	32	68	
	Masters	GRE Quantitative	Average	775	560	594	725	575	593	
		GRE Verbal	Average	510	426	439	395	462	447	
		TOEFL Score	Average	84	.	84	91	.	88	
		GMAT Total	Average	573	576	576	550	475	527	

2013 Enrollment				New/Continuing Enrollment Status						Total
				New Graduate			Continuing			
* New GRE scores/conversion to old GRE scores				Citizenship		Total	Citizenship		Total	
Program Description (School/Major)	Degree Level			No	Yes		No	Yes		
<b>School of Hotel, Restaurant and Tourism Management (HRTM)</b>										
Hospitality Management										
355/930	Degree Level	Number enrolled		1	.	1	7	4	12	
	Doctorate	GRE Quantitative	Average	.	.	.	694	588	601	
		GRE Verbal	Average	.	.	.	398	553	416	
		TOEFL Score	Average	.	.	.	85	.	85	
		GMAT Total	Average	630	.	630	504	.	515	
International Hospitality and Tourism Management										
355/932	Degree Level	Number enrolled		5	3	8	8	13	29	
	Masters	GRE Quantitative	Average	605	633	616	633	465	553	
		GRE Verbal	Average	431	457	441	457	469	458	
		TOEFL Score	Average	93	.	.	92	.	92	
		GMAT Total	Average	595	.	595	616	480	549	

2013 Enrollment (continued)				New/Continuing Enrollment Status						Total
				New Graduate			Continuing			
				Citizenship		Total	Citizenship		Total	
Program Description (School/Major)	Degree Level	No	Yes	No	Yes		Total			
<b>Integrated Information Technology Program (iIT)</b>										
Health Information Technology										
355/922	Degree Level	Number enrolled		.	7	7	1	3	4	11
	Masters	GRE Quantitative	Average	.	610	610	.	517	517	576
		GRE Verbal	Average	.	590	590	.	450	450	539
		TOEFL Score	Average	.	.	.	.	.	.	.
		GMAT Total	Average	.	505	505	.	400	400	469
<b>Retailing Department (RETL)</b>										
355/940	Degree Level	Number enrolled		.	5	5	2	4	6	11
	Masters	GRE Quantitative	Average	.	528	528	570	523	539	534
		GRE Verbal	Average	.	380	380	380	473	442	414
		TOEFL Score	Average	.	.	.	93	.	.	93
		GMAT Total	Average	.	.	.	380	660	567	567
<b>Sport and Entertainment Management Department (SPTE)</b>										
355/980	Degree Level	Number enrolled		2	13	15	7	25	32	47
	Masters	GRE Quantitative	Average	688	636	643	750	559	601	614
		GRE Verbal	Average	410	466	459	453	420	427	437
		TOEFL Score	Average	91	.	.	88	.	.	89
		GMAT Total	Average	.	454	454	605	487	513	494

2014 Enrollment				New/Continuing Enrollment Status						Total
				New Graduate			Continuing			
				Citizenship		Total	Citizenship		Total	
Program Description (School/Major)	Degree Level	No	Yes	No	Yes		Total			
<b>School of Hotel, Restaurant and Tourism Management (HRTM)</b>										
Hospitality Management (Ph.D.)										
355/930	Degree	Number enrolled		4	3	7	8	2	10	17
	Doctorate	GRE Quantitative	Average	167	154	161	160	150	155	158
		GRE Verbal	Average	151	158	155	148	161	155	155
		TOEFL Score	Average	97	-	97	93	-	93	95
		GMAT Total	Average	615	-	615	525	-	615	615

2014 Enrollment (continued)				New/Continuing Enrollment Status						Total
				New Graduate			Continuing			
* New GRE scores/conversion to old GRE scores				Citizenship		Total	Citizenship		Total	
Program Description (School/Major)	Degree Level			No	Yes		No	Yes		
<b>School of Hotel, Restaurant and Tourism Management (HRTM)</b>										
Hospitality Management (Ph.D.)										
355/930	Degree	Number enrolled		4	3	7	8	2	10	17
	Doctorate	GRE Quantitative	Average	167	154	161	160	150	155	158
		GRE Verbal	Average	151	158	155	148	161	155	155
		TOEFL Score	Average	97	-	97	93	-	93	95
		GMAT Total	Average	615	-	615	525	-	615	615
International Hospitality & Tourism Management (MIHTM)										
355/932	Degree	Number enrolled		1	-	1	5	5	10	11
	Masters	GRE Quantitative	Average	-	-	-	147	150	149	149
		GRE Verbal	Average	-	-	-	145	151	148	148
		TOEFL Score	Average	83	-	83	88	-	88	86
		GMAT Total	Average	620	-	620	555	340	448	534
Integrated Information Technology Program (iIT)										
Health Information Technology (MHIT)										
355/922	Degree	Number enrolled		5	13	18	4	15	19	37
	Masters	GRE Quantitative	Average	-	-	-	-	-	-	-
		GRE Verbal	Average	-	-	-	-	-	-	-
		TOEFL Score	Average	-	-	-	-	-	-	-
		GMAT Total	Average	-	-	-	-	-	-	-
Retailing Department (RETL)										
355/940	Degree	Number enrolled		-	-	-	2	3	5	5
	Masters	GRE Quantitative	Average	-	-	-	-	148	148	148
		GRE Verbal	Average	-	-	-	-	145	145	145
		TOEFL Score	Average	-	-	-	90	-	90	90
		GMAT Total	Average	-	-	-	610	-	610	610

2014 Enrollment (continued)				New/Continuing Enrollment Status						Total
				New Graduate			Continuing			
* New GRE scores/conversion to old GRE scores				Citizenship		Total	Citizenship		Total	
Program Description (School/Major)	Degree Level			No	Yes		No	Yes		
<b>Sport and Entertainment Management Department</b>										
Sport and Entertainment Management (MSEM)										
355/980	Degree	Number enrolled		2	12	14	3	23	26	40
	Masters	GRE Quantitative	Average	-	190	190	155	150	153	171
		GRE Verbal	Average	-	172	172	147	150	149	160
		TOEFL Score	Average	98	-	98	88	105	97	97
		GMAT Total	Average	620	600		520	-	520	565
Sport and Entertainment Management (Ph.D.)										
355/980	Degree	Number enrolled		-	4	4	-	-	-	4
	Doctorate	GRE Quantitative	Average	-	150	150	-	-	-	150
		GRE Verbal	Average	-	158	158	-	-	-	158
		TOEFL Score	Average	-	-	-	-	-	-	-
		GMAT Total	Average	-	-	-	-	-	-	-

6. Number of graduates in Fall 2012, Spring 2013, Summer 2013 and Fall 2013 by level.

Number of Graduates	Fall 2012	Spring 2013	Summer 2013	Fall 2013
Undergraduate	149	225	154	164
Masters	26	14	1	18
Doctoral	0	0	0	0
<b>Total</b>	<b>175</b>	<b>239</b>	<b>155</b>	<b>182</b>

7. 4-, 5-, and 6-year Graduation rates for the three most recent applicable classes (undergraduate only).

Graduation Rate	2006 Cohort		2007 Cohort		2008 Cohort	
	Same School	Other School	Same School	Other School	Same School	Other School
4-Year Graduation	46.8%	12.4%	50.0%	9.8%		
5-Year Graduation	60.8%	15.6%	58.6%	16.1%		
6-Year Graduation	62.4%	15.6%	60.3%	16.7%		

FALL 2014 (2008 COHORT) NOT AVAILABLE AS OF 3-26-15

8. Total credit hours generated by your unit regardless of major for Fall 2012, Spring 2013, Summer 2013 and Fall 2013.

Student Credit Hours	Fall 2012	Spring 2013	Summer 2013	Fall 2013
Undergraduate	22,968	24,262	7,301	24,089
Masters	763	590	171	635
Doctoral	59	53	12	67
<b>Total</b>	<b>23,790</b>	<b>24,905</b>	<b>7,484</b>	<b>24,791</b>

(NOTE: The raw data for the responses to questions 9-10 below was gathered from the Institutional Assessment & Compliance web site: <http://ipr.sc.edu/SACS/blueprints/354/>

9. Percent of credit hours by undergraduate major taught by faculty with the highest terminal degree in Fall 2014. (Note: Data not accurate per 3/26/15 email.)

<u>Program (from Undergraduate Academic Bulletin)</u>	<u>FALL 2014 % Yes Cred Hrs</u>
Hospitality Management, B.S.	29.10%
Integrated Information Technology, B.S.	35.46%
Retailing, Fashion Merchandising, B.S.	30.77%
Retailing, Retail Management, B.S.	32.34%
Sport and Entertainment Management, B.S.	25.32%
Tourism Management, B.S.	27.35%

10. Percent of credit hours by undergraduate major taught by full-time faculty in Fall 2014. (Note: Data not accurate per 3/26/15 email.)

<u>Program (from Undergraduate Academic Bulletin)</u>	<u>FALL 2014 FT % Cred Hrs</u>
Hospitality Management, B.S.	64.51%
Integrated Information Technology, B.S.	63.62%
Retailing, Fashion Merchandising, B.S.	57.13%
Retailing, Retail Management, B.S.	62.16%
Sport and Entertainment Management, B.S.	71.79%
Tourism Management, B.S.	42.25%

11. Number of tenure-track and non-tenure track (research professor or instructor) faculty by title and rank for Fall 2011, Fall 2012, Fall 2013 and Fall 2014 (by department where applicable).

Dept	Title/Rank	Fall 2011	Fall 2012	Fall 2013	Fall 2014
HRSM	Professor	1	1	1	1
RETL	Professor	2	1	1	1
	Assoc Professor	2	4	4	3
	Assist Professor	3	2	3	3
	Senior Instructor	2	2	2	2
	Instructor	1	1	1	1
	Clinical Instructor	1	1	1	1
IIT	Professor	2	2	2	2
	Assoc Professor	2	3	3	4
	Assist Professor	1	3	3	3
	Instructor	3	1	1	3
	Clinical Instructor	1	1	1	1
SPTE	Professor	1	1	1	2
	Assoc Professor	5	5	7	6
	Assist Professor	3	4	4	4
	Lecturer	1	1	1	1
	Instructor	1	1	1	1
	Clinical Instructor	2	2	2	2
HRTM	Professor	3	4	3	3
	Assoc Professor	5	5	4	4
	Assist Professor	3	4	4	6
	Research Professor	1	1	1	1
	Lecturer	3	2	2	2
	Instructor	2	2	2	3
	Clinical Instructor	2	2	2	3
<b>TOTAL</b>		<b>53</b>	<b>56</b>	<b>57</b>	<b>63</b>

12. Current number and change in the number of tenure-track and tenured faculty from underrepresented minority groups<sup>1</sup> from AY2014 and AY2013.

- Number from underrepresented minority groups in AY2014: 19 out of 42 (45.24%)
- Number from underrepresented minority groups in AY2013: 17 out of 40 (42.50%)

<sup>1</sup>As indicated on USC application by faculty members and includes women as minority group.

**Appendix F. Statistical Research Data for Your College (to be provided by the Office of Research Information Technology and Data Management)**

The Office of Research's Information Technology and Data Management will provide the following information for each college/school. Please append this information to your *Blueprint*.

1. The total number and amount of external sponsored research proposal submissions by funding source for FY2014.

Agency	Number Submitted	Amount Submitted
120 West Main, LLC	1	\$3,890
Belfair POA, Inc.	1	\$10,693
BCBS of SC Clinical Innovation	1	\$4,826
Bright's Creek	1	\$2,700
Charlotte Regional Visitor Authority	1	\$22,500
Circuit of The Americas	1	\$16,229
Curacao Tourism Board	1	\$269,168
Department of Commerce (DOC)	1	\$44,991
International Association of Venue Managers	1	\$10,000
National Association of Convenience Stores (NACS)	1	\$295,000
National Tour Association	1	\$34,000
Palmetto Health	1	\$3,200
Patriots Point Naval & Maritime Museum	3	\$51,000
Professional Convention Management Association / University of Alabama	1	\$7,656
Santee Cooper and Santee Cooper Country	1	\$35,090
Sodexo, Inc.	1	\$10,000
South Carolina Space Grant Consortium/NASA	1	\$19,997
United States Travel Association	1	\$54,995
Vacation Villas at Fantasy World Timeshare Owners Association	1	\$4,990
TOTAL	21	\$900,885

Note: Dr. DiPietro's \$295,000 NACS grant was subsequently reduced to \$30,000 by the client.

2. Summary of external sponsored research awards by funding source for FY2014. Total extramural funding processed through Sponsored Awards Management (SAM) in FY2014, and Federal extramural funding processed through SAM in FY2014. (Available <http://sam.research.sc.edu/awards.html>).

### Funding Processed through SAM

Total Extramural Funding Processed Through SAM in FY14	\$900,885
Federal Extramural Funding Processed Through SAM in FY14	\$64,988
Total Extramural Funding Realized/Secured in FY14	\$596,538
Total Research Expenditures in F14	\$462,540

3. Amount of sponsored research funding per faculty member in FY2014 (by rank, type of funding; e.g., federal, state, etc., and by department if applicable).

Name	Amount	Rank	Funding Type	Dept
Ballouli, Khalid	\$19,000	Assistant Professor	State	SPTe
Bickle, Marianne	\$10,693	Professor	Commercial	RETL
DiPietro, Robin	\$295,000	Associate Professor	Private, Foundations, Non-Profit	HRTM
DiPietro, Robin	\$10,000	Associate Professor	Commercial	HRTM
Gillentine, Andrew	\$10,000	Professor	Private, Foundations, Non-Profit	SPTe
Harrill, Rich	\$32,000	Research Professor	State	HRTM
Hikmet, Neset	\$3,200	Associate Professor	Other	iIT
Hudson, Simon	\$3,890	Professor	Commercial	HRTM
Hudson, Simon	\$44,991	Professor	Federal	HRTM
Hudson, Simon	\$35,090	Professor	State	HRTM
Hudson, Simon	\$54,955	Professor	Private, Foundations, Non-Profit	HRTM
Koesters, Todd	\$16,229	Assistant Professor	Commercial	SPTe
Li, Xiang (Robert)	\$34,000	Associate Professor	Private, Foundations, Non-Profit	HRTM
Regan, Tom	\$22,500	Associate Professor	Private, Foundations, Non-Profit	SPTe
Smith, Scott	\$4,990	Assistant Professor	Commercial	HRTM

Note: Dr. DiPietro's NACS grant for \$295,000 was subsequently reduced to \$30,000 by the client.



4. Total sponsored research expenditures per tenured/tenure-track faculty for FY2014, by rank and by department, if applicable.

Faculty Name	Research Expenditure	Rank	Dept
Ballouli, Khalid	\$20,328	Assistant Professor	SPTM
Bickle, Marianne	\$5,716	Professor	RETL
DiPietro, Robin	\$142,978	Associate Professor	HRTM
Gerdes, John	\$16,496	Associate Professor	iIT
Gillentine, Andrew	\$11,214	Professor	SPTM
Harrill, Rich	\$76,775	Research Professor	HRTM
Hikmet, Neset	\$3,202	Associate Professor	iIT
Hudson, Simon	\$118,437	Professor	HRTM
Koesters, Todd	\$19,083	Assistant Professor	SPTM
Li, Xiang (Robert)	\$9,101	Associate Professor	HRTM
Regan, Tom	\$21,877	Associate Professor	SPTM
Schooley, Benjamin	\$15,686	Assistant Professor	iIT
Smith, Scott	\$1,647	Assistant Professor	HRTM

5. Number of patents, disclosures, and licensing agreements in fiscal years 2011, 2012, 2013 and 2014.

Number of patents, disclosures and licensing agreement	0
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6. *New Request by Provost Doeringhaus: College of HRSM's Position Regarding Base Budget Increase and Decrease of 5%*

**Proposed Increase of 5%: (+\$303,943):**

The College of HRSM would use a base budget increase to hire two additional tenure track faculty in the Retail Department as this unit has the highest FTE:Tenured/Tenured Track ratio of 59.3:1. This could lower Retail's ratio to 46.1:1 still far exceeding the Provost's Dashboard metric of 24:1. HRSM also needs to hire a Career Management Director to assist students with employment and additional Internship Coordinators with supporting travel funds so they can grow relationships with current employers and to establish relationships with new employers to match student enrollment growth.

**Proposed Decrease of 5% (- \$303,943):**

After losing over \$400K last year due to the new method of distributing summer revenue, setting aside \$900K of HRSM Carry Forward for the new HRSM building renovations and having reduced our Carry Forward per the Provost's request, the College of HRSM has limited options in order to handle a 5% base budget decrease. We currently have three faculty members that are retiring or leaving USC at the end of this fiscal year so we would be forced to leave these positions vacant which would, in turn, further exasperate our already high 39.8:1 FTE to TTR ratio.