College of Hospitality, Retail and Sport Management
Blueprint for Academic Excellence at USC
2013-2014

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Section 1: Executive Summary

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

- <u>Total Undergraduate Enrollment:</u> HRSM continues to grow undergraduate enrollment at a 22.4% rate since the fall of 2009 & is now the third largest at USC with an enrollment of 2161: Fall 2012. HRSM undergraduate credit hours in fall 2012 were 22,968.

- <u>Average SAT Score:</u> The average SAT scored of HRSM undergrads has increased each year since 2010. In fall 2010, the average SAT score was 1145 & in fall 2012 = 1163.

- <u>Freshman-Sophomore Retention Rate:</u> Since 2008, the HRSM freshman-sophomore retention rate has been more than 85%. In 2011, the retention rate was 86.7%. College of HRSM retention methods & activities are assessed each semester via the Graduating Senior Survey and the newly developed 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. Doerpinghaus. It is the College's goal to raise the retention rate to 90%.

- <u>Six-year Graduation Rate:</u> The College of HRSM six-year graduation rate for the two most recent cohorts exceeds the University's average & the Dean has charged the Assistant Dean of Student Services to raise the six-year graduation rate to 75-80%. The retention strategies put in place should make this goal a reality. Currently our six-year graduation rate is 72.9%.

- <u>FTE Student to Faculty Ratio:</u> HRSM Fall 2012: 1531 FTE/38 TTR faculty = **40.3:1**. Greatly exceeds Dashboard target of 20:1 thus requiring the addition of, at a minimum, 5 new faculty members/yr. for the next 5 years. This translates into an additional $600,000/yr. base budget increase or internal change of majors will have to be greatly restricted, thus potentially impacting our USC retention targets as students may transfer out of USC. (http://kudzu.ipr.sc.edu/cgi-bin/broker.exe?_service=default&_program=WCGI.credhours.SAS&_debug=0)

- <u>Research Expenditures:</u> Total Extramural Funding Processed Through SAM in FY12 = $847,947.

- <u>National Honors and Awards for Faculty:</u> Faculty in HRSM departments/programs continue to excel in the area of honors and awards on a national & international basis. 4 HRTM faculty have received 5 awards; 1 *i*IT faculty received a national award; 1 new faculty member in RETL received a national award for research & 1 RETL student received a national scholarship; & 2 SPTE faculty received national educator awards.

- <u>Doctoral Degrees:</u> HRTM implemented a Ph.D. program in fall 2011 which has resulted in increased doctoral students (8 in fall 2011, 12 in fall 2012). SPTE will also implement a Ph.D. program effective fall 2014. Ph.D. students are progressing toward graduation as student credit hours produced by doctoral students were 54 (F11), 36 (Sp12), 7 (Sum12) & 59 (F2012).

2) **Describe how your college contributes to the Key Performance Parameters:** (Teaching Excellence, Research/Scholarship Reputation & Productivity, Service to State, Community, Profession & University, and Sustainability). HRSM continues to excel in teaching as seen by course evaluations. Research productivity has increased along with our 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 & university excel as faculty serve on national/international boards. Multiple faculties address sustainability in their respective classes & will be joined in the fall of 2013 with a new FRI hire in resort sustainability in the School of HRTM. Due to budget restrictions that restrict faculty hiring combined with rapid enrollment growth in both HRSM majors and undergraduate student minors, HRSM's FTE student to tenure/tenured track ratio is detrimental to the university attaining a 20:1 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 continues to maintain an open door transfer policy towards internal USC change of majors. HRSM has a fulltime Recruiting Director who successfully concentrates on undergraduate recruiting. 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 HRTM, RETL and *i*IT will continue to be a HRSM strategic focus so long as new resources are allocated to maintain instructional quality. Enrollments in SPTE will remain capped due to a tighter internship and employment market. 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 scored of HRSM undergraduate students has increased each year since 2010. Part of this is our participation in the Academic Common Market which 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 also will increase strategic support of our Undergraduate Admissions & Visitor Center recruitment activities for high achieving students to include more faculty & current student interactions.

- **Freshman-Sophomore Retention Rate:** In an effort to exceed the Provost's Dashboard Metrics, the HRSM Office of Student Services has already submitted strategies in the "College Planning Document on Recruitment, Retention and Graduation" to Dr. Doerpinghaus. It is the College's target to raise the retention rate to 90%. Some examples are: College of HRSM retention methods and activities are assessed each semester via the Graduating Senior Survey and the newly developed 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 UNV 101, enrolling 92 HRSM freshmen were designated as HRSM sections and lead by the professional staff of HRSM. This is the third year of HRSM sections and we are now seeing outstanding leadership in our upperclassmen as a result of early engagement. HRSM student peer leaders assist with the instruction of the classes. The College of HRSM has also taken advantage of the opportunity through University Housing to host a Living and Learning Community. Our Department of Sport and Entertainment Management is going into the third 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 will expand this across all other HRSM units.

- **Six-year Graduation Rate:** The College of HRSM 6 year graduation rate for the two most recent cohorts exceeds the University's average & the Dean has charged the Assistant Dean of Student Services to raise the six-year graduation rate to 75-80%. Currently our six-year graduation rate is 72.9%. Multiple initiatives were included in the "College Planning Document on Recruitment, Retention and Graduation" submitted to Dr. Doerpinghaus including conducting 1st semester junior pre-advisement surveys to engage juniors & ultimately graduate seniors within the 6 year benchmark.

- **Student to Faculty Ratio:** HRSM Fall 2012: 1531 FTE/38 TTR faculty = **40.3:1**. 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 transfers in all 4 HRSM academic units which then can force current USC students to transfer to other universities & negatively impact USC retention rates and thus potentially reducing USC gross tuition revenues by $1,000,000+.
- **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. HRSM will establish a new research Center in SPTE and Health IT with the goal of pursuing external funded research to enhance published research and support Ph.D. & M.S. students. The HRSM Dean will continue to reach out to other Deans to find areas of common faculty research interest that will support new joint federal grants. The Dean will continue to evaluate all HRSM Chairs on the number & amount of external funding proposals submitted and received in each unit.
- **National Honors and Awards for Faculty:** Faculty in HRSM departments/programs continue to excel in the area of honors and awards on a national & international basis. Besides supporting the pursuit of discipline awards, the College will implement a strategy and allocate resources to encourage and support Fulbright applications and awards.
- **Doctoral Degrees:** HRTM implemented a Ph.D. program in fall 2011 which has resulted in increased doctoral students (8 in fall 2011, 12 in fall 2012). SPTE will implement a Ph.D. program fall 2014.

2) Progress made toward meeting Dashboard targets this past year

Excellent progress was made toward meeting some Dashboard targets this past year. Undergraduate enrollment is up approximately 18% over the past five years with enrollment growing from 1,781 in F2008 to 2,161 in F2012. Average SAT scores of undergraduate students are increasing, as well as out-of-state student enrollments. The freshman-sophomore retention rate is 86.7% & sophomore retention rate is 94.4%. 6 year graduation rates exceed the university Dashboard metric. Research expenditures lag some of our peers Colleges, but federal grants to support HRSM research are lacking. Will continue to network with Public Health and Social Work to see if there is interest among select HRSM faculty to partner with successful research faculty in these colleges for the pursuit of joint funded research grants. National honors included in the Dashboard are seldom available to social sciences faculty in our disciplines with the exception of Fulbright Fellowships. Doctoral enrollment has also increased through the enrollment of the second cohort of Ph.D. students in HRTM & will increase further with the introduction of the new Ph.D. in SPTE in 2014. Strong Provost support has occurred in the past 3 years allowing an increase in HRSM faculty lines so we can approach the 20:1 Dashboard metric. Yet enrollment growth has increased at a faster rate so additional faculty support costing about $600,000/yr. needs to be allocated annually to begin to reduce the HRSM Student FTE:TTR ratio to the 35:1 range. Otherwise HRSM will have to restrict internal change of majors, transfer students and those selecting HRSM as a minor and thus potentially reducing USC gross tuition revenues by $1,000,000+.

3) Strategies planned to meet Dashboard targets in 2013-14

Continue to build on strategies listed above. Continue to solicit College faculty and staff input as well as monitor campus wide successes and failures in all Dashboard metrics. Continue to make the case for more faculty resources and support staff to allow HRSM to grow in size and thus continue to have a significant positive financial impact on the overall USC budget. An investment in new HRSM faculty & staff lines will generate more in tuition revenue than the HRSM faculty & staff salaries will cost as an expense. Thus supporting continued HRSM enrollment growth combined with corresponding growth in faculty & staff lines is a sound business decision for a university that is now a private entity "with a public mission".

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

2013-2014 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 renovation of the Law School building. This new building will assist the College in attaining excellence in faculty recruitment & provide for improved student learning spaces, research & Q.E.P. service & enhance student recruitment, retention and graduation rates via enhanced physical plant. This will help the College proactively recruit & retain leaders, scholars & 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& College metrics.

- Plans for Upcoming Year: The College will actively "market" the HRSM-Law School renovation project. It will recruit & hire scholars for research & grant focused, tenure track positions that will support the mission & goals of USC & HRSM. Due to the rapid growth of the College, HRSM needs to hire 5 tenure track faculty members per year for the next 5 years to match enrollment growth & work towards achieving the Provost's Dashboard metric of student FTE:TTR ratio of 20:1. We will continue to improve HRSM's academic image & stature among our stakeholders & quality of education built on quality faculty & staff hires. To this end, we have hired excellent new faculty from established research institutes; we have a strong presence in social media; we have increased undergraduate enrollment & SAT scores, established a HRTM Ph.D. program & are creating a second Ph.D. program in SPTE in the fall of 2014. We have increased the number & amount of internal & external research funding & organized college research symposia. We have increased the number of publications & the quality of outlets of those publications & will create a new research center in SPTE to pursue external funding in support of the new Ph.D. program. Utilizing The All Access Pass, e-blasts/e-newsletters, web postings, media relations/PR relationships, & Social Media including the use of Twitter, Facebook, LinkedIn & YouTube videos, the HRSM Communications Team will lead the effort on College-wide visibility & recognition through the use of web, print & social media & select fundraising events. Finally, the Comm. & PR team will lead the redesign efforts of the HRSM web site which will take a significant investment of our limited human resources & force us to hire temporary support staff.

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

- Progress: This will allow the College of HRSM to move its fall 2012 FTE student to faculty ratio (40.3:1) more towards the USC Dashboard metric of 20:1 while exceeding the USC Dashboard metrics of freshman to sophomore retention & six-year graduation. Strategies are included in the "College Planning Document on Recruitment, Retention & Graduation" already submitted to Dr. Doerpinghaus. The College also plans to allow enrollment of HRSM majors to grow by an additional 500 to 2,700 major students by 2014-2015 concentrating on the School of HRTM, Departments of Retailing, *i*ntegrated Information Technology & BAIS while capping enrollments SPTE at N=600 due to limited internship & employment sites. This, in turn, will prepare even more graduates to remain in SC & secure gainful employment in the hotel, restaurant, tourism, retail, fashion merchandising, sport, entertainment & 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, Centralized Advising, supporting USC Connect programs, designing new on-line asynchronous classes, supporting the curriculum use of Advisory Boards, grow the new M.S. in Health IT & M.S in Retailing degrees & continue to strongly support the ACM as a tool to recruit more out of state students who come to USC with higher SAT scores.

- <u>Plans for Upcoming Year</u>: The Director of Recruitment and Assistant Dean for Student Services, with input from the Department Chairs, has already submitted a plan to Dr. Doerpinghaus. The College plans to stabilize the number of declared minors at N=500 annually which also will reduce student credit hour production and positively impact the Dashboard metric of FTE student to faculty ratio. The College has already begun discussion of managing majors & minors as a part of the growth management strategies that maximize instructional quality for HRSM majors. HRSM needs to hire 5 tenure track faculty members/yr. for the next 5 years to match enrollment growth & work towards achieving the Provost's Dashboard metric of student FTE:TTR ratio of 20:1. HRSM will continue to reward teaching excellence, conduct multiple student surveys including a new graduate student entry & exit surveys. HRSM needs to immediately get approval for a $250/student/semester undergraduate "Enhancement Fee" to support USC Connect & Dashboard requirements.

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.

- <u>Progress</u>: In order to raise the number and quality of publications as well as grant proposal submissions to external funding agencies, the College of 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 & Provost are providing generous start-up packages for new faculty which include course releases & summer research support for the first three years of the tenure track appointment. All Center Directors have been required to generate a minimum of 4 external grant applications/yr. to support graduate students & unit travel. The Dean's Office is providing funding for graduate assistants to help faculty with research & has increased annual stipends to support faculty research productivity. In 2012, the Faculty Research & Grants Committee modified our Seed Grant guidelines to make senior faculty eligible for seed grants. Select units are supporting undergraduate research & the College is developing partnerships that will generate sponsored funding or gifts.

- <u>Plans for Upcoming Year</u>: The research incentives & support for research will continue. The HRSM faculty members are also working with selected undergraduate honor students in collaborative & guided research projects, which are expected to result in conference submissions & paper publications. The College will maintain the number of students earning "with distinction" designation & the number of students presenting research at industry & academic conferences. We are funding support of 3-4 doctoral SPTE students/year. SPTE will propose a new research center with the primary goal to pursue external funding to support Ph.D. students. HRSM will continue partnerships with IT-o<u>L</u>ogy, the Univ. of Aruba & the Master's golf Q.E.P projects.

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

- <u>Progress</u>: 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, India, China, Taiwan, and others. The College had exchange students from other universities every year & student internships have been provided at the Olympics in Vancouver, Canada & London, U.K. (N=49). The College awarded $3,000 to all tenure track & tenured faculty & $2,000 to all full-time Instructors to support academic international & domestic travel, research & equipment acquisition. As a result of these funds, each department offers at least 1 study abroad program/major/year. N=228/2161 or approximately 11% of our HRSM students studied abroad during the Fall 2011, Spring 2012 & Summer 2012 & 10% of HRSM faculty had interaction with international institutions, governments, and/or businesses, both exceeding our HRSM targets.

- Plans for Upcoming Year: During the 2012-13 academic year, study abroad trips are in place for student/faculty trips to China, Italy, Monaco, France, Spain, & Toronto. A Director of International Studies was hired to develop academic 2+2 & summer based academic programs with universities in China, Ecuador & India & provide leadership on an international scale. The College will continue in 2013-14 to support these Study Abroad programs with financial assistance for HRSM undergraduate & graduate students who attend HRSM department lead international programs. In 2013-2014, the College will award about $50,000 in scholarships & grants to HRSM students who will participate in HRSM Study Abroad programs. All travel support will come from the HRSM Carry Forward and/or foundation gifts. Financial support from the Dean's office & graduate student fees will be made available to graduate students who plan to attend these HRSM research & learning initiatives held overseas. To stimulate graduate student international interest in 2013-2014, the College will pay about 95% of the expenses for 8 HRSM Ph.D. & M.S. graduate students to undertake joint classes with Chinese university students as part of the HRSM 787, "Global Interdisciplinary Seminar" class to Beijing, Shanghai & Hong Kong led by the Dean. HRSM will begin a dialogue on creating a HRSM "Global Certificate" modeled after the successful DMSoB international program & will continue to nurture all current HRSM-intl. university relationships.

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

- Progress: The College's 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 400+ HRSM & USC students annually at the Master's Golf Tournament & last year, placed 49 students at the London 2012 Olympics to engage in Q.E.P., non-traditional student learning at two of the world's largest showcases combining sports, tourism, hospitality, retail & IT. HRSM research center's collected data & prepared applied research reports & projects for businesses, associations & government entities in South Carolina, the nation & the world. HRSM hosts 6 research centers lead by the SmartState Center for Economic Excellence in Tourism & Economic Development & the highly successful International Tourism Research Institute (ITRI) & Sloan Foundation Center. The SmartState Center, ITRI & Sloan Center have been very active applying for & winning research grants & the Center for Retailing is gaining external funding momentum.

- Plans for Upcoming Year: All HRSM Research Centers will actively pursue a minimum of 4 external funding opportunities & generate 25% of their annual travel funds in FY12 & FY13 from each Center's portion of returned indirect, increasing to 50% of their travel expenses from returned indirect in FY 2014. The Center for Retailing was reactivated in 2010. It continues to pursue an external grant research stream especially with the Lake City Partnership in SC. We will continue to support the hosting of academic conferences & develop a Student Leadership Council in the fall of 2013.

- **Five Year Goals: Goals 1-5 same as 2013-14 Academic Year Goals.**

Appendix A. Resources Needed

Goal 1: 10 initiatives in more detail in College Blueprint document: <u>Type of Resource</u>: New HRSM building; <u>Existing</u>: Since this building project is a campus renovation, the College will encumber $800,000-$900,000 of its Carry Forward for architect fees. We request that these funds be exempt from the annual Carry Forward tax until allocated; <u>Additional: State Source</u>: Funds are needed for building renovation including air-conditioning replacement, earthquake retrofit, asbestos removal and sprinkler additions. 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 Director of Development and the Dean set a fundraising goal of $15,000,000 for the Law School renovation; <u>Strategy</u>: Develop a "marketing & promotion" plan to raise funds for the new building. Work with President, Provost & VP of Finance to allocate $1 million/year for the life of the future USC F&B/services contract to HRSM to offset our portion of the bond debt for the HRSM-Law School renovation. This F&B contract is closely aligned with HRSM academic disciplines.

Goal 2: 18 initiatives in more detail in College Blueprint document: **1.** <u>Type of Resource</u>: Q.E.P. and Dashboard mandated initiatives; **Existing**: Carry Forward funds and state base budget; **Additional: State Source**: New $250/major/semester "Student Services Enhancement Fee"; **Strategy**: Effective fall of 2013, implement new HRSM fees to pay for faculty & staff to provide **mandated** Q.E.P & HRSM "transformational advising" to achieve Dashboard metrics.

2. Type of Resource: FTE **s**tudent to tenured & tenure track ratio Dashboard metric; **Existing**: F2011 FTE student-faculty ratio: **44.1:1**; F2012 FTE student-faculty ratio: **40.3:1**; Using FRI requests & summer school budget; **Additional: State Source**: Because of 8% annual student growth, a minimum of 5 new faculty per year for the next 5 years are needed for the College to allow for HRSM growth & to approach a modest **37:1** FTE-TTR ratio; **Strategy**: Increase base HRSM budget by $600,000 per year for next 5 years to hire 25 new faculty or cap internal change of majors & minors into HRSM. An investment in HRSM faculty & staff lines will generate more in tuition revenue than the HRSM faculty & staff salaries will cost as an expense. Supporting continued HRSM enrollment growth combined with corresponding growth in faculty & staff lines is a solid business decision for a university that is a private entity "with a public mission".

Goal 3: 5 initiatives in more detail in College Blueprint document: **Type of Resource**: HRSM base & summer school budget & faculty; **Existing**: Continue HRSM summer fiscal support to current new faculty for submitting external proposals; All new faculty hires awarded 15% summer support for 2-3 summers with contractual obligations to submit external grants & publish refereed research; **Additional: State Source**: It would be beneficial to investigate developing "Differential Teaching Load" guidelines for HRSM teaching faculty & research faculty; **Strategy:** HRSM Chairs will develop a process & implementation strategy for "HRSM Differential Teaching Loads" by May 2013.

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 "Student Services Enhancement" fees; **Strategy**: **C**ontinue 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 & summer school budget; **Additional: State Source Strategy**: Use portion of new "Student Services Enhancement" fees to support the creation of an HRSM Center for Student Leadership, Industry Engagement & College-Wide Collaboration. This center could support every area outlined in the University's Strategic Plan, Focus Carolina: Educational Quality, Leadership, Innovation, Diversity, Access, Global Competitiveness & Community Engagement; **Strategy:** Use portion of new "Student Services Enhancement" fees.

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.

		Top HRTM Peers
Purdue University	CA State Polytechnic Institute (Pomona)	Purdue University
University of Nevada (Las Vegas)	University of Massachusetts (Amherst)	Cornell University
Pennsylvania State University	Oklahoma State University	Penn State University
University of Houston	University of South Carolina	University of Central Florida
Virginia Tech	University of Florida	Virginia Tech

Top *i*IT Programs in the U.S.

		Top *i*IT Peers
Brigham Young University	Georgia Southern University	New Jersey Inst. of Tech.
University of Cincinnati	IUPUI - Indianapolis	George Mason University
Drexel University	University of Missouri (Kansas City)	Drexel University
East TN State University	Purdue University	Purdue University
George Mason University	Syracuse University	Syracuse University

Top RETL Programs in the U.S.

		Top RETL Peers
University of South Carolina	University of Arizona	Auburn University
University of Illinois (Champaign)	Brigham Young University	Purdue University
Babson College	Georgia State University	University of Tennessee
University of Tennessee		University of Wisconsin
Purdue University		*University of Kentucky
		(*Fashion Merchandise only)

Top SPTE Programs in the U.S.

		Top SPTE Peers
Florida State University	University of Louisville	Florida State University
Ohio University	University of Massachusetts	Texas A & M University
Temple University	University of Oregon	University of Florida
Texas A & M University	University of South Carolina	University of Louisville
University of Florida	West Virginia 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 9th by a national study and noted in the Journal of Hospitality and Tourism Education. Strengths include the four research institutes/centers and their leadership in tourism, food service research, 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 education and training for in wine knowledge. This 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 also growth in student numbers which averages about 10 percent annually, with 801 undergraduates, 30 masters, and 12 Ph.D. students. Excellent industry and community relations. Their partnership with Augusta National Country Club is making it possible for 400+ HRSM students to gain valuable Q.E.P. experience by working the Master's. HRTM is accredited by the ACPHA.

*i*IT has developed a strong curriculum responsive to current industry needs and national standards (ABET/ACM/AIS) and a partnership with Arnold School of Public Health in new Masters of Health IT. *i*IT has also taken a leadership role in the IT-oLogy partnership. The new Master of Health IT was launched in fall 2012. Two new tenure-track health IT faculty were hired for Fall 2012 with strong teaching and research records. IIT relocated to the IT-oLogy building in January 2013. IIT took a leading role in establishing the Consortium for Enterprise Systems Management, now branded as IT-oLogy, which celebrated its first year operation in February 2012. IIT enrollments increased by 64% from fall 2010 to fall 2012, from 119 to 187. Enrollment of women increased from 17 to 29 for fall 2011. IIT has also established a leadership role in developing POSSCON (the Palmetto Open Source Software Conference), now in its 5th year, as the largest open source conference on the east coast.

According to a 2009 study published by the American Collegiate Retailing Association/American Marketing Association, **RETL** was ranked 2nd in North America based on faculty publications in the four major retailing specialist journals. RETL undergraduate enrollment has increased 38% from 390 in 2007 to 538 in 2012. The Department became a University Partner of the National Retail Federation (NRF), providing networking opportunities and memberships for our majors in the NRF's student association. In 2012, Susan Fuller, a junior in Fashion Merchandising, was awarded the NRF's Ray M. Greenly Scholarship ($5,000) plus a $2,500 stipend to attend the NRF's annual convention in New York City. Miss Fuller was one of 20 students selected from a national pool. Approximately 60 undergraduate students have completed internships abroad at the Paris Fashion Institute and through the American Intercontinental University. The Center for Retailing was reactivated in Fall 2010 to develop national and international exposure due to outreach efforts via a *Forbes* blog & is working closely with the Lake City Partnership, SC and Ms. Darla Moore in the pursuit of external grants. RETL faculties are advisors for Fashion Board at USC and SIFE.

The **SPTE** undergraduate program was identified in a 2010 study (which is scheduled to be replicated during 2013-14) 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 department added 1 new assistant professor in the fall of 2012 & will add 2 in the fall 2013. The Master's degree in Sport & Entertainment Management has grown to over 50 students. The program continues to draw national & international recognition for the department, College & University. Plans for developing a summer cohort for working professionals is currently being explored. The department continues to increase & enhance the undergraduate "with distinction" tract & has increased participation in that undergraduate research program. Planning for a complete four-year undergraduate research experience is underway. The undergraduate Living & Learning Community (established in the fall

of 2011) adds to the uniqueness of the SPTE program opportunities for undergraduates. Requests to join the LLC for fall of 2013 have doubled those of previous years. 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 the SPTE department.

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

HRTM exceeds the Provost's Dashboard FTE student to tenure track & tenured faculty ratio (**37.8:1**). Its 10% annual growth is exceeding faculty & staff support. It can't support summer internship supervision due to lack of funding. It lacks a strong marketing brand. A more coherent brand is needed to improve their identity & provide an opportunity to recruit students nationally & internationally. HRTM will work with the Communications team & CFO to develop a regional, national & international strategy. The Provost & VP for Finance need to increase the HRSM base budget $600,000/yr. to match enrollment growth & allow the $250/ student / semester "Student Services Enhancement Fee".

iIT exceeds the Provost's Dashboard FTE student to tenure track & tenured faculty ratio (**38:1**). It must overcome the national decline in interest among young people in IT careers & program visibility. IIT has an outdated CIP Code that leads to misclassification & lack of visibility for the program on the state level & for high school & community college advising. The Provost & VP for Finance need to increase the HRSM base budget $600,000/yr. to match enrollment growth & allow the $250/student /semester "Student Services Enhancement Fee". IIT must recruit more female students & market the Health IT master's program to grow enrollment. IIT is updating the CIP code to be consistent with the evolution of the IIT program & will continue to collaborate with IT-ology. IIT will continue to work with HRSM Development & the Communications Office to more aggressively market the IIT program. IIT is planning a kick-off event in collaboration with the Arnold School of Public Health, will recruit members for a Health IT Advisory Board & will establish a new multi-disciplinary Health IT Innovation Research Center.

RETL exceeds the Provost's Dashboard FTE student to tenure track & tenured faculty ratio (**60.6:1**). 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 & our graduate student body. It can't support summer internship supervision due to lack of funding. Enrollment in the RETL master's program is soft. The Provost & VP for Finance need to increase the HRSM base budget $600,000/yr. to match enrollment growth & allow the $250/student /semester "Student Services Enhancement Fee". RETL is working to hire new faculty members from the Dean and/or USC Provost & will hire full-time instructors to teach a 4-4 load of lower level courses. RETL is developing an aggressive recruiting plan for master's students.

SPTE exceeds the Provost's Dashboard FTE student to tenure track & tenured faculty ratio (**26.5:1**). It lacks a systematic method of tracking alumni. SPTE also has a limited ability to conduct practicum and internship site visits & does not currently have a Ph.D. program. SPTE is working to implement a 3 prong solution to developing a systematic method of tracking SPTE alumni. For practicum/internship courses, SPTE is implementing a phased plan: 1) Budget submitted to allot funds to travel to sites within a 250 mile radius of the Columbia campus & at other selected sites; 2) For students outside of this radius, the SPTE & the College are considering contracting representatives of the department to conduct site visits or using Skype technology; 3) The Provost & VP for Finance need to increase HRSM base budget $600,000/yr. to match enrollment growth & allow the $250/student /semester "Student Services Enhancement Fee". 4) Work in concert with HRSM Development Office to coordinate site visits in order to utilize development staff for site visits & use supervisor staff to help with development activities as appropriate. The SPTE Ph.D. Committee degree proposal has received College & University approval as of the spring of 2013.

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 2009, Fall 2010, Fall 2011, and Fall 2012 classes and their average SAT and ACT scores.

Freshman	Fall 2009	Fall 2010	Fall 2011	Fall 2012
Number Enrolled	217	259	214	238
Average ACT	26	26	25	26
Average SAT	1150	1145	1151	1163

2. Freshman retention rate for classes entering Fall 2009, Fall 2010, and Fall 2011.

Freshman Retention Rate	Fall 2009	Fall 2010	Fall 2011
Percent	85.3%	88.9%	86.7%

3. Sophomore retention rate for classes entering Fall 2008, Fall 2009, and Fall 2010.

Sophomore Retention Rate	Fall 2008	Fall 2009	Fall 2010
Percent	96.7%	94.4%	91.4%

4. Number of majors enrolled in Fall 2009, Fall 2010, Fall 2011 and Fall 2012 by level: undergraduate, certificate, first professional, masters, and doctoral (headcount).

Majors Enrolled	Fall 2009	Fall 2010	Fall 2011	Fall 2012
Undergraduate	1,765	1,860	1,999	2161
Masters	65	74	96	94
Doctoral	0	0	8	12
Total	**1,830**	**1,934**	**2,103**	**2,267**

5. Number of entering first professional and graduate students: Fall 2009, Fall 2010, Fall 2011, and Fall 2012 and their average GRE, MCAT, LSAT, etc.

Fall 2009 Enrollment			New/Continuing Enrollment Status						
			New Graduate			Continuing			
			Citizenship			Citizenship			
Program Description (School/ Major)	Degree Level		No	Yes	Total	No	Yes	Total	Total

School of Hotel, Restaurant and Tourism Management (HRTM)
International Hospitality & Tourism Management

355/932	Degree	Number enrolled		3	6	9	4	14	18	27
	Masters	GRE Quant	Average	670	550	590	570	563	565	573
		GRE Verb	Average	310	493	432	320	433	408	416
		TOEFL	Average	.	.	.	.	.	.	.
		GMAT	Average	520	.	520	517	478	487	498

Retailing Department (RETL)

355/940	Degree	Number enrolled		.	.	.	3	2	5	5
	Masters	GRE Quant	Average	.	.	.	580	540	534	534
		GRE Verb	Average	.	.	.	450	390	426	426
		TOEFL	Average	.	.	.	85	.	85	85
		GMAT	Average	.	.	.	385	470	419	419

Sport and Entertainment Management Department (SPTE)

355/980	Degree	Number enrolled		.	16	16	.	17	17	33
	Masters	GRE Quant	Average	.	615	615	.	561	561	587
		GRE Verb	Average	.	477	477	.	470	470	473
		TOEFL	Average	.	.	.	.	.	.	.
		GMAT	Average	.	545	545	.	540	540	542

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

Fall 2011 Enrollment			New/Continuing Enrollment Status						
			New Graduate			Continuing			
			Citizenship			Citizenship			
Program Description (School/ Major)	Degree		No	Yes	Total	No	Yes	Total	Total
School of Hotel, Restaurant and Tourism Management (HRTM)									
Hospitality Management									
355/930	Degree	Number enrolled	4	4	8	.	.	.	8
	Doctorate	GRE Quant	Average	500	543	522	.	.	.	522
		GRE Verb	Average	295	515	405	.	.	.	405
		TOEFL	Average	89	.	89	.	.	.	89
		GMAT	Average	510	330	420	.	.	.	420
International Hospitality & Tourism Management									
355/932	Degree	Number enrolled	6	9	15	3	12	15	30
	Masters	GRE Quant	Average	675	482	559	615	486	512	536
		GRE Verb	Average	510	484	494	370	443	428	461
		TOEFL	Average	102	.	102	88	.	88	95
		GMAT	Average	575	505	533	520	563	554	544
Retailing Department (RETL)									
355/940	Degree	Number enrolled	1	2	3	2	7	9	12
	Masters	GRE Quant	Average	570	550	557	755	486	546	549
		GRE Verb	Average	380	490	453	340	434	413	423
		TOEFL	Average	93	.	93	100	.	100	98
		GMAT	Average	.	660	660	.	.	.	660
Sport and Entertainment Management Department (SPTE)									
355/980	Degree	Number enrolled	4	21	25	1	28	29	54
	Masters	GRE Quant	Average	725	588	610	800	570	578	593
		GRE Verb	Average	395	433	427	550	462	465	447
		TOEFL	Average	91	.	91	.	.	.	91
		GMAT	Average	550	470	604	.	520	520	559

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

Note: The table above has merged header columns where "GRE Quant", "Average" etc. are in separate sub-columns.

Integrated Information Technology Program (IIT)

* New GRE scores/conversion to old GRE scores			New/Continuing Enrollment Status						
			New Graduate			Continuing			
			Citizenship			Citizenship			
Program Description (School/ Major)	Degree Level		No	Yes	Total	No	Yes	Total	Total
Health Information Technology									
355/922	Degree	Number enrolled	1	2	3	.	.	.	3
	Masters	GRE Quant	Average	610	465	513	.	.	.	513
		GRE Verb	Average	590	440	490	.	.	.	490
		TOEFL	Average	.	.		.	.	.	.
		GMAT	Average	.	400	400	.	.	.	400

Retailing Department (RETL)

Fall 2012 Enrollment (continued) *New GRE scores/conversion to old GRE scores			New/Continuing Enrollment Status						
			New Graduate			Continuing			
			Citizenship			Citizenship			
Program Description (School/ Major)	Degree		No	Yes	Total	No	Yes	Total	Total
355/940	Degree	Number enrolled	1	4	5	3	7	10	15
	Masters	GRE Quant Average	.	483	483	693	565	537	519
		GRE Verb Average	.	433	433	353	412	394	407
		TOEFL Average	.	.	.	98	.	98	98
		GMAT Average	380	.	380	.	660	660	567

Sport and Entertainment Management Department (SPTE)

			No	Yes	Total	No	Yes	Total	Total
355/980	Degree Level	Number enrolled	5	27	32	4	32	36	68
	Masters	GRE Quantitative Average	775	560	594	725	575	592	593
		GRE Verbal Average	510	426	439	395	462	455	447
		TOEFL Score Average	84	.	84	91	.	91	88
		GMAT Total Average	573	576	576	550	475	483	527

6. Number of graduates in Fall 2011, Spring 2012, Summer 2012 by level).

Number of Graduates	Fall 2011	Spring 2012	Summer 2012
Undergraduate	139	187	128
Masters	20	10	14
Doctoral	0	0	0
Total	**169**	**197**	**142**

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

Graduation Rate	2003 Cohort		2004 Cohort		2005 Cohort	
	Same School	Other School	Same School	Other School	Same School	Other School
4-Year Graduation	35.9%	3.1%	44.0%	10.6%	41.6%	10.6%
5-Year Graduation	59.4%	3.9%	61.75	14.9%	53.8%	14.5%
6-Year Graduation	60.2%	5.5%	61.7%	14.9%	58.4%	14.5%

8. Total credit hours generated by your unit regardless of major for Fall 2011, Spring 2012, and Summer 2012.

Student Credit Hours	Fall 2011	Spring 2012	Summer 2012
Undergraduate	21,182	22,218	5,912
Masters	817	656	256
Doctoral	54	36	6
Total	**22,053**	**22,910**	**6,174**

(NOTE: The raw data for 9-10 below was gathered from the Data Warehouse – https://datawarehouse.sc.edu – for each individual term and then merged. Data Warehouse Portal → Tuition Information → Tuition Reports → Detail Report for Excel → Tuition Credit Hours.)

9. Percent of credit hours by undergraduate major taught by faculty with the highest terminal degree (Fall 2011, Spring 2012, and Summer 2012) AY12.

AY 2012 – Overall Total of Undergraduate Credit Hours Taught by All Faculty/Instructors/Adjuncts (by course prefix)

Course Prefix	Credit Hours
HRSM	1,308
HRTM	16,370
IDST	126
ITEC	8,313
RETL	13,659
SPTE	10,913
TOTAL	**50,689**

AY 2012 –Total Undergraduate Credit Hours Taught by Instructors/Adjuncts Without a Terminal Degree (by course prefix)

Course Prefix	Credit Hours
HRSM	1,308
HRTM	10,781
IDST	126
ITEC	4,065
RETL	6,615
SPTE	5,151
TOTAL	**28,046**

AY 2012 –Total Undergraduate Credit Hours Taught by Faculty with the Highest Terminal Degree Including Percent Taught (by department/program)

Dept./Prog.	Credit Hours	Percent
HRTM	5,589	34.14%
ITEC	4,248	51.10%
RETL	7,044	51.57%
SPTE	5,762	52.80%
TOTAL	**22,643**	

10. Percent of credit hours by undergraduate major taught by full-time faculty (Fall 2011, Spring 2012, and Summer 2012) AY12.

AY 2012 –Total Undergraduate Credit Hours Taught by Full-time Faculty Including Percent Taught (by course prefix)		
Dept./Prog.	Credit Hours	Percent
HRSM	624	47.71%
HRTM	9,867	60.27%
ITEC	4,455	53.59%
RETL	10,941	80.10%
SPTE	7,940	72.76%
TOTAL	**33,827**	

11. Number of faculty by title (tenure-track by rank, non-tenured (research or clinical) by rank for Fall 2010, Fall 2011, and Fall 2012 (by department where applicable).

DEPT	FALL 2010		FALL 2011		FALL 2012	
	No.	TITLE	No.	TITLE	No.	TITLE
HRSM	1	Professor	1	Professor	1	Professor
RETL	2	Professor	2	Professor	1	Professor
	1	Assoc Professor	2	Assoc Professor	4	Assoc Professor
	3	Assist Professor	3	Assist Professor	2	Assist Professor
	2	Senior Instructor	2	Senior Instructor	2	Senior Instructor
	1	Instructor	1	Instructor	1	Instructor
			1	Clinical Instructor	1	Clinical Instructor
IIT	1	Professor	2	Professor	2	Professor
	2	Assoc Professor	2	Assoc Professor	3	Assoc Professor
	1	Assist Professor	1	Assist Professor	3	Assist Professor
	1	Senior Instructor	3	Instructor	1	Instructor
	2	Instructor	1	Clinical Instructor	1	Clinical Instructor
SPTE	1	Professor	1	Professor	1	Professor
	4	Assoc Professor	5	Assoc Professor	5	Assoc Professor
	2	Assist Professor	3	Assist Professor	4	Assist Professor
	1	Lecturer	1	Lecturer	1	Lecturer
	2	Instructor	1	Instructor	1	Instructor
			2	Clinical Instructor	2	Clinical Instructor
HRTM	3	Professor	3	Professor	4	Professor
	4	Assoc Professor	5	Assoc Professor	5	Assoc Professor
	3	Assist Professor	3	Assist Professor	4	Assist Professor
	2	Lecturer	3	Lecturer	2	Lecturer
			2	Instructor	2	Instructor
	1	Instructor	2	Clinical Instructors	2	Clinical Instructors
TOTAL	40		52		55	

12. Current number and change in the number of tenure-track and tenured faculty from underrepresented minority groups from FY 2011.
   - Current number of underrepresented minority groups: 15 (27.2%)
     (This number includes those who indicated they were in a minority group on their application + women.)
   - Number from underrepresented minority groups in FY 2011: 14 (28.8%)

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 FY 2012.

Agency	Number Submitted	Amount Submitted
City of Columbia	1	$12,000
GRUPO Punta Cana	1	$11,800
Lake City Partnership Council	2	$16,132
National Endowment for the Humanities (NEH)	1	$24,938
National Science Foundation	1	$598,812
NCAA	1	$29,985
Shanghai International Theme Park Company Ltd.	1	$36,524
Sodexo, Inc.	1	$10,000
South Carolina National Heritage Corridor	1	$60,000
US Travel Association	1	$30,000
University of Florida	1	$4,000
University of North Carolina	1	$2,500
University of Tennessee	1	$11,256
Total	**14**	**$847,947**

2. Summary of external sponsored research awards by funding source for FY 2012. Total extramural funding processed through Sponsored Awards Management (SAM) in FY 2012, and Federal extramural funding processed through SAM in FY 2012. (Available http://sam.research.sc.edu/awards.html). Amount of sponsored research funding per faculty member in FY 2012 (by rank, type of funding; e.g., federal, state, etc., and by department if applicable).

Sponsoring Agency	Awarded	Declined
City of Columbia		X
GRUPO Punta Cana	X	
Lake City Partnership Council	X	
National Endowment for the Humanities (NEH)		
National Science Foundation		X
NCAA		
Shanghai International Theme Park Company Ltd.	X	
Sodexo, Inc.	X	
South Carolina National Heritage Corridor		
US Travel Association		
University of Florida		
University of North Carolina		
University of Tennessee		

Total Extramural Funding Processed Through SAM in FY12	$847,947
Federal Extramural Funding Processed Through SAM in FY12	$683,750

3. Total sponsored research expenditures per tenured/tenure-track faculty for FY 2012, by rank and by department, if applicable.

Department	Rank	Faculty	Research Expenditure
HRTM	Associate Professor	DiPietro, Robin	$135,466
HRTM	Professor	Hudson, Simon	$14,438
HRTM	Professor	Kline, Sheryl	$13,961
HRTM	Professor	Turk, Ercan	$3,645
RETL	Professor	Bickle, Marianne	$6,508
SPTE	Associate Professor	Bernthal, Matthew	$8,206
SPTE	Professor	Gillentine, Andy	$6,000

4. Number of patents, disclosures, and licensing agreements in fiscal years 2010, 1022 and 2012.

Number of patents, disclosures and licensing agreement	0