

**Blueprint for Academic Excellence at USC
2009-2010**

College of Hospitality, Retail, and Sport Management

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COLLEGE OF HOSPITALITY, RETAIL, & SPORT MANAGEMENT
BLUEPRINT FOR QUALITY ENHANCEMENT

I. Vision, Mission, and Goals

A. Executive Summary

Vision Statement: The College of Hospitality, Retail, & Sport Management (HRSM) will be among the best colleges in the world in its areas of specialization by 2020 by seeking world-class status with faculty, students, partners, and facilities consistent with this ambition.

Mission Statement: The College of Hospitality, Retail, & Sport Management will prepare future leaders in its respective fields by providing exemplary academic preparation for students and a collaborative environment that promotes seminal research and service projects with peer institutions, global colleagues, and industry partners.

Goal 1: Improve undergraduate curricula, instruction, and student learning.

Goal 2: Develop and improve graduate curricula, instruction, and student learning.

Goal 3: Increase the College's research activities, sponsored funding, and publication record.

Goal 4: Recruit and retain excellent administrators, faculty, lecturers and staff.

Goal 5: Provide service and outreach efforts to our respective professions, the State of South Carolina, nation and world communities.

Goal 6: Develop and expand international involvement with comparable institutions and businesses.

Goal 7: Enhance the economic sustainability of the College.

B. Goals, Initiatives, and Action Plans

Goal 1: Improve undergraduate curricula, instruction, and student learning.

This goal was continued from the previous Blueprint. A key mission of the College is to provide exemplary academic preparation for students.

Initiative 1(a):

Offer excellent classroom experiences and learning opportunities.

Action Plan to achieve Initiative 1(a):

All departments in the College continue to enhance the quality of their classroom experiences. Potential students have responded to those changes. For example, the College continues to attract students with higher SAT scores each year, and more Honors College students are enrolling in the College. The Department of Sport and Entertainment Management continues to offer a Bachelor of Science with Distinction. SPTE was one of the first two departments in the University to offer students this option.

In order for faculty members to respond more quickly to suggestions from students related to their classroom experiences, end-of-course student evaluations are now conducted online. Faculty members received summary results of these evaluations within a week of the end of fall semester rather than eight weeks into the next semester when there were paper and pencil evaluations.

To enhance classroom teaching, the College has sponsored several opportunities for faculty members. In 2007, the College sponsored a Certified Hospitality Educator teaching workshop in which 18 members of the faculty participated. During 2008, 17 faculty members passed the requirements for certification, including a video tape of their classroom teaching. One faculty member did not complete the requirements due to leaving the University. With the University's Center for Teaching Excellence, the College co-sponsored a workshop to enhance teaching in the classroom during Fall 2008. All faculty members in the College participated. Several faculty members from the College were also able to have one-on-one in-depth conversations with the speaker related to improving classroom learning experiences.

Beginning in Spring 2009, all seniors will complete a survey before graduation in which they evaluate their respective programs and academic experiences at the College.

Initiative 1(b):

Offer comprehensive undergraduate advising.

Action Plan to achieve Initiative 1(b):

All students meet with a designated advisor at least once a semester, either individually or in small groups. Faculty members and internship coordinators in

all departments assist students with career advice as well as helping them make curricular decisions. Kathy Smiling has been hired as Assistant Dean for Student Services. Her job requires working closely with all advisors in the College to streamline and standardize the advising process in all program areas.

Initiative 1(c):

Offer and strengthen practical learning experiences to complement the classroom environment.

Action Plan to achieve Initiative 1(c):

All students in the College are required to successfully complete an internship with a letter grade of “C” or higher as a capstone experience in their respective departments. Upon completion of the internship, students are required to submit an evaluation regarding activities they were able to accomplish. Internship supervisors also complete an assessment regarding the student’s ability to complete the professional requirements of the job. Internship program assessment survey is being developed and will be implemented in Summer 2009.

All students in the College enroll in HRSM 301 *Professional Development*. This course is the result of a collaborative effort between the College and business partners to better meet the needs of our students. The course develops students’ professionalism as they move into their internships and full time employment. Events outside the classroom for HRSM 301 bring business partners, students, and alumni together. Surveys of students were conducted in Fall 2008 providing student suggestions for improving the course. These surveys will continue in the future. Collin Crick has been designated the team leader for adjuncts and staff members teaching this class. These instructors meet on a periodic basis to better standardize the course content in all sections being offered.

All departments invite speakers to classes. Some departments (SPTE, RETL, and HRTM) have developed an Executive Speaker Series in which they bring top-level management to speak to all students in the department. HRSM majors are also exposed to a variety of industry executives and companies via career fairs (University and College sponsored) and on-site visits to businesses. The College is sponsoring its own Career Fair on March 3, 2009.

All students experience a service learning project in HRSM 301 (Professional Development). In addition, each department offers a least one course that incorporates service learning or practical experiences outside the classroom. SPTE 444, HRTM 386, HRTM 564, TSTM 444, TSTM 564, and RETL 365 provide experiences for students, such as constructing displays in actual retail businesses, developing web pages for firms and organizations, sponsoring festivals, staging sports contests with community groups, etc. SPTE, through its International SEVT conference, provides students with educational experiences outside the classroom and the opportunity to interact with national and international experts in their field. Students from all majors in the College have the opportunity to participate in activities related to hosting the Masters’

Golf Tournament. All students majoring in fashion merchandising gain experience in staging and marketing a fashion show in the community.

Initiative 1(d):

Incorporate international content into the curriculum.

Action Plan to achieve Initiative 1(d):

RETL now requires all majors to successfully complete a course in International Retailing (RETL 485) with a “C” or higher prior to graduating.

Study abroad programs/field studies are offered in each department. In 2008, approximately 50 students participated in the HRSM study abroad programs. Countries visited included Italy, Japan, China, Taiwan, and several Caribbean island nations. Study abroad/field studies are planned for 2009 to France, Australia, Dominican Republic, and the Caribbean.

Plan for achieving, retiring or amending Goal 1 in light of the Indicators and progress measured thereby.

This goal will remain an area of continuous quality improvement for the College. Quality teaching and learning are cornerstones of the College. We will continue to investigate and evaluate methods to improve the College’s educational outcomes through the following activities:

- Selected learning outcomes for each department will be assessed yearly.
- A survey of graduating seniors is being implemented providing students the opportunity to evaluate their learning experiences.
- The College will initiate a survey of all alumni one year and five years after graduation.
- Students and their employers/supervisors will evaluate internship experiences offered by the College.
- The College will monitor the number of students participating in study abroad options.
- Results and findings of these indicators will be used to continually improve and expand existing curriculum and experiential student opportunities.

Goal 2: Develop and improve graduate curricula, instruction, and student learning.

This goal was continued from the previous Blueprint. A key mission of the College is to provide exemplary academic preparation for students.

Initiative 2(a):

Strengthen and grow all HRSM graduate programs.

Action Plan to achieve Initiative 2(a):

Continue the development process for offering a Ph.D. by the School of Hospitality, Restaurant, and Tourism Management. The proposal will be presented to CHE during the 2009-2010 AY. This Ph.D. degree will serve as a model for other departments in the College as they pursue offering this degree in the future.

To attract higher caliber graduate students to the College, additional financial incentives have been developed. Gift agreements were updated to have eligibility requirements for scholarships include graduate students. Beginning in Fall 2008, each department had the opportunity to award a fellowship to one graduate student each year who would be completing a thesis in the program's research track. Travel grants to graduate students presenting their research at conferences have also been implemented. Efforts to compare graduate student stipends at comparable institutions will be undertaken in 2009 to determine the need and feasibility of adjusting those financial incentives.

The College participated in the University's Graduate Student Award Day. Additional plans were made to increase our involvement with the Graduate Student Award Day sponsored by the Graduate School.

Due to budget constraints resulting from decreased state funding to the University and the College, several initiatives have been put on hold. A specialization in Hospitality and Tourism Technology for the Master of International Hospitality and Tourism Management degree has been put on hold. The Department of Retailing is curtailing enrollments for one year in its masters program while a committee from the department is re-evaluating the masters' program.

Initiative 2(b):

Formalize all HRSM graduate programs in order to have consistency and synergy among the programs.

Action Plan to achieve Initiative 2(b):

The Associate Dean for Research, along with the Graduate Program Directors Committee, reviewed and evaluated all graduate curricula regarding structure, content and delivery methods.

A College-wide graduate student orientation was developed to assist student acclimation to the program and the University. Emphasis was placed on creation of an environment that stimulated interaction between graduate students and faculty throughout the College.

An administrative position was added to the College to assist in the processing of graduate documents.

An integrated graduate program marketing plan for the College was designed and was implemented during summer 2008.

Plan for achieving, retiring or amending *Goal 2* in light of the *Indicators* and progress measured thereby.

This goal will remain an area of continuous quality improvement for the College. Progress will be measured by indicators such as the following:

- The College will monitor both the quality and number of graduate students attracted to and matriculated from the College.
- The College will monitor the growth in the number of students completing the thesis option.
- The College obtaining final approval from the Provost's Office for a Ph.D. program.

Goal 3: Increase the College's research activities, sponsored funding, and publication record.

This goal was continued from the previous Blueprint. A key mission of the College is to provide a collaborative environment that promotes seminal research and service projects with peer institutions, global colleagues, and industry partners.

Initiative 3(a):

Raise research productivity through more rigorous benchmarks in tenure and promotion criteria.

Action Plan to achieve Initiative 3(a):

The revised HRSM tenure and promotion document was accepted by the UCTP. The document provided faculty with rigorous and specific benchmarks regarding research and grantsmanship expectations. Discussions are to begin during Spring 2009 in each department with regard to ranking existing research journals in each area.

The HRSM T&P chair provided incoming tenure track faculty an orientation seminar regarding T&P criteria. The Associate Dean of Research continues to work with faculty to increase the quality and quantity of research productivity.

Initiative 3(b):

Provide resources to maximize faculty research productivity.

Action Plan to achieve Initiative 3(b):

To provide financial incentives for faculty in this area, three internal grant programs have been developed. These included: a) grants to fund research presentations at international conferences and forums, b) synergy grants that promote interdepartmental collaborative research among departments, and c) summer research grants. Faculty committees will review grant applications. Mid-year and end-of-year status reports are required of faculty who received grants. Discussions are underway to develop a proposal for financially rewarding faculty members with exemplary research records.

To assist faculty members in maximizing their research productivity, graduate assistants are provided to all tenured and tenure track faculty members. However, due to budget constraints resulting from decreased state funding to the University and the College, the number of graduate assistants were reduced by 1/3 during Spring 2009.

Additionally, tenured and tenure track faculty who receive outside grants are given reduced teaching loads. A travel stipend is also provided to faculty who present their work at conferences. However, due to budget constraints resulting from decreased state funding to the University and the College, the travel stipend has been reduced by over 50%.

Initiative 3(c):

Increase the quantity of external funds secured.

Action Plan to achieve Initiative 3(c):

HRSM faculty secured \$97,498 in FY 2007 and \$139,494 in FY 2008. The College's short-term goal is to double this amount during the next fiscal year. HRSM's goal is to reach \$800,000 in external funding by 2012.

Plan for achieving, retiring or amending Goal 3 in light of the Indicators and progress measured thereby.

Goal 3 will be ongoing. Progress will be measured by the following indicators:

- Increase in quality and quantity of faculty research productivity.
- Increase in the number of articles published by faculty members in high-level journals.
- Doubling external funding from previous year.

Goal 4: Recruit and retain excellent administrators, faculty, lecturers and staff.

This goal was continued from the previous Blueprint. The vision of the College is seeking world-class status with faculty, students, partners, and facilities consistent with this ambition.

Initiative 4(a):

Fill open administrative positions with high caliber personnel.

Action Plan to achieve Initiative 4(a):

A national search for a Dean of the College began in January 2009. Currently, both associate deans in the College are serving on an interim basis. A search for the SPTE Department Chair is expected to be completed in Spring 2009.

Initiative 4(b):

Fill open tenure track and lecturer faculty positions with high caliber personnel.

Action Plan to achieve Initiative 4(b):

At the beginning of Fall 2008, the College was conducting active searches for 15 faculty positions. However, due to budget constraints resulting from decreased state funding to the University and the College, all hiring, except for “mission critical” positions were frozen. A new instructor was hired in HRTM, replacing Charles Boswell who retired in December. The College is now actively searching for three tenure-track positions—RETL, HRTM, and chair of SPTE.

Initiative 4(c):

Hire a COEE Travel and Tourism Professor.

Action Plan to achieve Initiative 4(c):

Center for Tourism and Economic Development (CTED) will investigate and ultimately exploit the relationship between tourism and innovation. The CTED will conduct and promote innovative cutting-edge research in tourism and hospitality that will drive regional economic development and job growth in South Carolina. The search for a director of the position is currently underway.

Plan for achieving, retiring or amending Goal 4 in light of the Indicators and progress measured thereby.

Goal three will be ongoing. Progress will be measured by the number of quality faculty members who are recruited and remain at USC for an extended period.

Goal 5: Provide service and outreach efforts to our respective professions, the State of South Carolina, nation and world communities.

This goal was continued from the previous Blueprint. The mission of the College is to promote seminal research and service projects with peer institutions, global colleagues, and industry partners.

Initiative 5(a):

Strengthen and expand service learning and outreach efforts to professional organizations.

Action Plan to achieve Initiative 5(a):

The majority of faculty members are extremely active in their respective professional organizations. Leadership positions include reviewing research papers for conferences, chairing research sessions during conferences, reviewing manuscripts for national and international journals, and participating on executive

boards of professional organizations. Six faculty members are editors or associate editors of top tier journals.

Initiative 5(b):

Strengthen and expand outreach and service learning efforts to the State of South Carolina.

Action Plan to achieve Initiative 5(b):

Faculty members, both individually and with their students, participated in numerous service learning activities throughout the State of South Carolina. Students in HRSM 301 incorporated service learning activities as part of the course requirements. SPTE 444, HRTM 386, HRTM 564, TSTM 444, TSTM 564, and RETL 365 all provide service learning opportunities for students with various groups and organizations in the state. Center directors participated in outreach activities throughout the state on many pro bono research activities.

Initiative 5(c):

Strengthen and expand outreach and service learning efforts to the nation.

Action Plan to achieve Initiative 5(c):

Students participated in service learning and outreach efforts through national organizations such as the HRTM Club Managers organization chapter (CMAA), and Eta Sigma Delta. SPTE, through its International SEVT conference, provided students with education experiences outside the classroom and the opportunity to interact with national and international experts in the field.

Initiative 5(d):

Strengthen and expand outreach and service learning efforts to the world communities.

Action Plan to achieve Initiative 5(d):

Outreach efforts were expanded on an international level throughout the College. Numerous faculty held meetings with university and industry officials in England, Italy, France, India, Australia, Dubai, and Germany. An MOU has been signed between the College/USC and a school in India. TSTM is providing a service-learning opportunity for students during the Summer 2009 as a field study project in the Dominican Republic.

Plan for achieving, retiring or amending Goal 5 in light of the Indicators and progress measured thereby.

Goal 5 will be ongoing. Progress will be measured by the quality and quantity of outreach and service learning efforts undertaken in the profession, State of South Carolina, the nation and world communities.

Goal 6: Develop and expand international involvement with comparable institutions and businesses.

This goal was continued from the previous Blueprint. The mission of the College is to promote seminal research and service projects with peer institutions, global colleagues, and industry partners.

Initiative 6(a):

Fifteen percent of HRSM faculty and students will have first-hand interaction with international institutions, governments, and/or businesses.

Action Plan to achieve Initiative 6(a):

The College has funded a new internal grant program to assist faculty in developing study-abroad programs. Progress toward this goal will be measured by a) the number of students that participate in study abroad programs, b) the number of faculty that engage in international research and/or teaching efforts, and c) curriculum infused with international concepts.

Initiative 6(b):

Initiate an international student exchange program with at least one institution of higher education in China.

Action Plan to achieve Initiative 6(b):

An international exchange program with the Macau Institute of Technology (MIT) in China was developed. Nine HRSM students participated in the exchange program. The goal is to have two students a year participate in the program.

Plan for achieving, retiring or amending Goal 6 in light of the Indicators and progress measured thereby.

Activities related to *Goal 6* are ongoing. Progress will be measured by a) the number of students that participate in study abroad, b) faculty engagement in international research and/or teaching efforts, and c) collaborative cross-cultural initiatives that involve students.

Goal 7: Enhance the economic sustainability of the College.

This goal was revised from the previous Blueprint. Due to budget constraints resulting from decreased state funding to the University and the College, HRSM is undertaking steps to grow programs within the College in addition to seeking outside funding.

Initiative 7(a):

Pursue and obtain corporate and individual financial support to achieve the vision and mission of the College.

Action Plan to achieve Initiative 7(a):

Seek funding to name the College, all departments, and centers. Naming opportunities for major gifts throughout the College have been identified. HRSM administrators are aware of the opportunities and have been working with the Development Officer to identify possible major donors.

Initiative 7(b):

Increase number of students enrolling in majors found in the College.

Action Plan to achieve Initiative 7(b):

Recruit and retain high quality students. Use a variety of multi-media methods to attract students (i.e., print, e-mail, Internet, one-to-one, etc.) Plans will be implemented during Orientation Summer 2009 to determine which methods work best in attracting potential students.

Colin Crick was hired as Director of Recruitment.

Initiative 1(e):

Overhaul, improve, and expand the HRSM scholarship program in order to attract and retain excellent students.

Action Plan to achieve Initiative 1(e):

The method of documenting, processing, and monitoring scholarship applications and awards in HRSM was improved and streamlined in Spring 2008. A new scholarship application form was developed and made available to students through the HRSM website. Gift agreements were updated to expand eligibility criteria to include freshmen and graduate students. Small scholarships funds were consolidated.

New scholarships were obtained and prospective new donors were identified and are actively being courted. An award reception for the donors to meet with the scholarship recipients is planned for March 31, 2009.

Initiative 7(c):

Increase number of students enrolling in minors offered by departments in the College.

Action Plan to achieve Initiative 7(c):

Plans were implemented during Fall 2008 to remove some restrictions from various minors in the College in order to attract additional interested and capable students to the College in various program offerings.

Plan for achieving, retiring or amending Goal 7 in light of the Indicators and progress measured thereby.

Goal 7 will be ongoing. Progress will be measured by the amount of funding generated and potential major donor relationships built. Data that will be maintained for comparison purposes include: number of students enrolled in each major, number of minors by program area, and percentage change year-to-year.

C. Summary of International Dimension

HRSM's *Goals, Initiatives and Actions Plans* are designed to complement the teaching, research, and outreach/service components of the College's mission statement. The curriculum in all departments is designed to provide students with theoretical and content exposure to international cultures. Faculty in the College have traveled internationally during the year and their experiences have provided them with first-hand knowledge and resources for the classroom, research, and outreach/service opportunities.

Selected activities within the College related to the International Dimension include the following:

- International field studies were offered by the College in 2008 to Italy, Japan, and the Caribbean. International field studies are planned during Summer 2009 to France, Dominican Republic, Australia, and the Caribbean.
- Students in all departments of the College were involved in study abroad options through the University. A goal of the College remains to have fifteen percent of HRSM faculty and students to have first-hand interaction with international institutions, governments, and/or businesses.
- The College continues to support an international student exchange program with the Macau (China) Institute of Technology.
- International travel grants are available to faculty in the College who are presenting their research in other countries.
- The School of Hospitality, Restaurant, and Tourism Management is exploring and MOU with a school in Germany and has already signed on with a school in India.
- The College has funded a new internal grant program to assist faculty in developing study-abroad programs.
- Three faculty members (Turk, Harrill, and Li) are conducting research with an international focus.

The international focus of the College continues to play an increasingly more important and integral role in teaching, research, and outreach/service.

II. Funding

In this fiscal year the college's budget was reduced by over \$1.44 million. The college reacted to this cut with a strategic approach. The college's leadership committee reduced the budget with a focus that is student-centered and research focused. The goal was to cut those items that had the least impact on the quality of the undergraduate education, and the faculties' ability to do high-quality research. We also approached the cuts with thoughtful compassion for our faculty and staff. The planning process took a conservative approach. No new fees were imposed and the budget plan did not reflect any increases in tuition or number of students. The fiscal goal is to keep the carry forward in the black as projected over five years. In order to accomplish these goals the following initiatives were undertaken.

Personnel

The college reduction in force (RIF) plans for the elimination of four classified positions during this fiscal year. Three administrative assistants and one public information officer will be laid off. At the beginning of the year, sixteen unclassified positions were open. The budget will only support the hiring of critical positions and the other positions were frozen. Currently we have hired one instructor in HRTM and one tenure track HRTM faculty member who will start in July 2009. Three searches are currently in process: RETAIL faculty member, SPTE chairperson, and CoEE in Tourism and Economic Development. The CoEE position is FEI funded and the majority of the remaining portion of the salary will be paid for from endowed funds. McCutcheon House staff members' salaries have been moved to E funds. This includes one vacated Chef Instructor position; however, the search for that position will open next year.

Instructional Changes

Two instructors will retire at the end of the year and they will not be replaced. Adjuncts have been reduced by one-third and faculty and staff (with appropriate degrees) will be teaching those courses. In addition teaching loads have been increased for some faculty and the majority of the courses taught in the college will be larger. Graduate and teaching assistants have been reduced by one-third.

The college also adjusted the curriculum in order to better utilize resources and meet the needs of students. Course schedules and requirements for minors have been changed to accommodate an increase in the number of students and the larger class sizes. The Tourism major and the Master's in Retail Management are in the process of being changed in order to maintain the quality of the programs and attract more students to those majors.

Other Significant Changes

Funding for faculty travel has been reduced by over 50%. Funds for photocopying and office supplies have been dramatically reduced. All contractual services have been cut to the minimum. To save energy the college will implement a four-day work week in the months of June and July. We are continuing to implement the detailed plan that was presented to the Provost in December 2008.

III. Unit Statistical Profile

A. Instructional

1. Number of applications for Fall 2005, Fall 2006, Fall 2007, and Fall 2008 admission by level.

	Fall 2005	Fall 2006	Fall 2007	Fall 2008
<u>Applications</u>				
Undergraduate	921	1,011	1,020	1,095
Masters	71	99	116	120
Certificate	0	0	0	0
First Professional	0	0	0	0
Doctoral	0	0	0	0
Total	992	1,110	1,136	1,215

2. Number of admissions for Fall 2005, Fall 2006, Fall 2007, and Fall 2008 by level.

	Fall 2005	Fall 2006	Fall 2007	Fall 2008
<u>Admissions</u>				
Undergraduate	552	578	533	593
Masters	49	63	53	68
Certificate	0	0	0	0
First Professional	0	0	0	0
Doctoral	0	0	0	0
Total	601	641	586	661

3. Freshmen retention rate for classes entering Fall 2004, Fall 2005, Fall 2006, and Fall 2007.

	Fall 2004	Fall 2005	Fall 2006	Fall 2007
<u>Retention Rate</u>				
Same School	83.7%	77.5%	79.0%	81.6%
Other School	6.4%	8.7%	9.1%	8.1%
Total	90.1%	86.2%	88.2%	89.7%

4. Number of majors enrolled in Fall 2005, Fall 2006, Fall 2007, and Fall 2008 by level.

	Fall 2005	Fall 2006	Fall 2007	Fall 2008
<u>Student Headcount</u>				
Undergraduate	1,662	1,763	1,705	1,781
Masters	78	93	86	79
Certificate	0	0	0	0
First Professional	0	0	0	0
Doctoral	0	0	0	0
Total	1,740	1,856	1,791	1,860

5. Number of graduates in Fall 2007, Spring 2008, and Summer 2008 by level.

	Fall 2007	Spring 2008	Summer 2008
<u>Degrees Awarded</u>			
Undergraduate	176	177	112
Masters	24	8	17
Certificate	0	0	0
First Professional	0	0	0
Doctoral	0	0	0
Total	200	185	129

6. Four-, Five-, Six-Year Graduation rates for three most recent applicable classes (undergraduate only)

	2000 Cohort			2001 Cohort			2002 Cohort		
	4Y	5Y	6Y	4Y	5Y	6Y	4Y	5Y	6Y
Same School	10.2%	21.1%	22.6%	10.7%	17.6%	18.8%	16.2%	30.6%	32.1%
Other School	16.4%	28.0%	30.2%	13.9%	33.7%	37.1%	13.3%	26.9%	31.4%
Total	26.5%	49.1%	52.7%	24.6%	51.3%	55.9%	29.5%	57.6%	63.5%

7. Total credit hours generated (regardless of major) for Fall 2007, Spring 2008, and Summer 2008.

	Fall 2007	Spring 2008	Summer 2008
<u>Student Credit Hours</u>			
Undergraduate	17,178	16,817	5,056
Masters	654	624	339
First Professional	0	0	0
Doctoral	0	0	0
Total	17,832	17,441	5,395

8. Number of faculty by title (tenure-track by rank, research by rank, etc.) as of Fall 2005, Fall 2006, Fall 2007, and Fall 2008.

	Fall 2005	Fall 2006	Fall 2007	Fall 2008
<u>Tenure Track Faculty</u>				
Professor	7	8	8	5
Associate Professor	9	12	11	10
Assistant Professor	11	14	12	9
<u>Research Faculty</u>				
Professor	0	0	0	0
Associate Professor	0	0	1	1
Assistant Professor	0	0	0	0
<u>Instructors</u>				
	7	6	7	10
<u>Lecturers</u>				
	5	6	4	3
<u>Visiting Faculty</u>				
Professor	0	0	0	0
Associate Professor	0	0	0	0
Assistant Professor	0	0	0	0
<u>Clinical Faculty</u>				
Professor	0	0	0	0
Associate Professor	0	0	0	0
Assistant Professor	0	0	0	0
Instructor	0	0	0	0
<u>Adjunct Faculty</u>				
	27	29	37	38

9. Total continuing education units generated for Fall 2006, Summer 2007, and Summer 2007.

No continuing education credits generated.

B. Research and Creative Accomplishments

10. Numbers of publications in calendar year 2008 by category (e.g., books, book chapters, refereed articles, non-refereed publications).

Categories of activities	HRTM	RETL	SPTE	TSTM	TOTAL
Refereed Articles	13	6	6	8	33
Books/Manuscripts	1 (new edition)	4 (new edition)	0	0	5
Book Chapters	2	0	0	1	3
Non-Refereed Publications	4	1	2	3	10

11. Number of research paper presentations at national or international conferences in calendar year 2008.

Categories of activities	HRTM	RETL	SPTE	TSTM	TOTAL
Presentations at National or International Conferences	11	13	6	23	53

12. Number of performances and/or juried exhibitions at national or international venues in calendar year 2008.
None

13. Summary of sponsored research activity to include grant applications submitted and awarded, arranged by sponsoring agency.

Units/Categories of activities	HRTM	RETL	SPTE	TSTM	TOTAL
# External Research Grants / Sum	10 / \$118,998	2 / \$40,223	2 / \$17,250	1 / \$5,500	15 / \$181,971
# Internal Research Grants/ sum	2 / \$9,950	1 / \$5,000	3 / \$9,950	2 / \$4,083	8 / \$28,983
Unfunded grants	2	0	4	2	8

Travel grants are excluded.

14. Total extramural funding processed through SAM in FY 2008.

Total Budget for the Year 2008				
RETL		\$40,223.33		
TSTM		\$5,500.00		
SPTE		\$17,250.00		
HRTM		\$118,998.00		

SAM #	PI/Co PI	Budget for year	Budget for Grant	Funding source
RETL				
14010FA00	Bickle	\$39,223.33	\$117,670.00	USDA
14010JL01	Bickle	\$1,000.00	\$2,000.00	Target
TSTM				
14010JV01	Crews	\$3,000.00	\$3,000.00	(Commercial Contract - Software Only)
14010KL03	Gerdes/Crews	\$2,500.00	\$5,000.00	NACADA
	Norris, D		\$15,200.00	American Hospitality & Lodging Association
SPTE				
14030HJ00	Regan/Roach	\$3,500.00	\$27,000.00	City of Columbia (received \$7,000 Y1, \$20,000 Y2)
14030HJ01	Regan	\$12,500.00	\$25,000.00	City of Columbia
14030KA01	Grady	\$1,250.00	\$2,500.00	USC Research Foundation
	Grady		\$2,992.00	USC Research Foundation
HRTM				
14050FA00	Harrill/Li	\$12,498.00	\$24,995.00	Department of Commerce
14050FL00	Harrill/Li	\$15,000.00	\$30,000.00	USDA
14050KA02	Harrill/Li	\$30,000.00	\$59,999.00	TIA
14050KA03	Turk	\$14,000.00	\$27,000.00	Riverbanks Zoo
14050KA04	Harrill/Brown/Bernthal	\$25,000.00	\$25,000.00	CEIR
14050KA05	Li/Harrill	\$7,500.00	\$15,000.00	National Tour Association
14050LA01	Li/Harrill	\$15,000.00	\$30,000.00	China National Tour

15. Total internal research expenditures

Title	American Tour Operators' Perception of China as a Tourism Destination
Funding Organization	College of Hospitality, Retail, and Sport Management, University of South Carolina.
\$ Amount Requested	\$5,000.00
Type (<i>Internal, External, Gift in Kind</i>)	Internal
Co-Researchers	Rich Harrill
PI (yes/no)	Robert Li
Beginning/Ending Dates	2008-2009

Title	Attitudes of Russian Travelers toward Their Turkish Host
Funding Organization	College of HRSM
\$ Amount Requested	\$4,950.00
Type (<i>Internal, External, Gift in Kind</i>)	Internal
Co-Researchers	none
PI (yes/no)	Ercan Turk
Beginning/Ending Dates	March 2008

Keane, L.

Title	A Joint Service Learning Project within the Technology Support and Training Management Program
Funding Organization	Center for Teaching Excellence (CTE), USC
\$ Amount Requested	\$3,500.00
Type (<i>Internal, External, Gift in Kind</i>)	Internal
Co-Researchers	Karen Patten
PI (yes/no)	Lynne Keane
Beginning/Ending Dates	5/08 – 5/09

Title	A Wiki Research/Discussion Project
Funding Organization	Center for Teaching Excellence (CTE), USC
\$ Amount Requested	\$3,500.00
Type (<i>Internal, External, Gift in Kind</i>)	Internal
Co-Researchers	No
PI (yes/no)	Lynne Keane
Beginning/Ending Dates	1/08-1/09

Title	A cross cultural comparison of website quality
Funding Organization	College of HRSM Internal grant for Faculty Research 2008-2009
\$ Amount Requested	\$5,000.00
Type (Internal, External, Gift in Kind)	Internal
Co-Researchers	Kim, Chungho
PI (yes/no)	Kim, Jung-Hwan
Beginning/Ending Dates	Fall 2008 – Fall 2009
Status (Funded, Unfunded, Pending)	Funded

17. Percentage of unit faculty with sponsored research activity for FY 2008.

12 tenured/tenure track faculty were involved with sponsored research activity. This represents 52.2% of tenured/tenure tack faculty in the College.

18. Number of faculty serving as co-investigators in cross-unit grant applications in FY 2008.

Title	Risk Management perceptions of collegiate sport venue managers in accommodating Spectators with disabilities
Funding Organization	USC Magellan Scholar Program
\$ Amount Requested	\$2,999.50
Type (Internal, External, Gift in Kind)	Internal
Co-Researchers	John Grady and Shuman, A.
PI (yes/no)	Yes (Note: Magellan Scholar requires the faculty member to be listed as the P.I.)
Beginning/Ending Dates	Summer 2008-Spring 2009
Status (Funded, Unfunded, Pending)	Funded for \$2,500.00

Title	Incorporating legal writing in a sport law course
Funding Organization	USC Center for Teaching Excellence
\$ Amount Requested	\$3,500.00
Type (Internal, External, Gift in Kind)	Internal (university-wide)
Co-Researchers	John Grady and Conroy, T.
PI (yes/no)	Co-P.I.
Beginning/Ending Dates	Spring 2008-Fall 2009
Status (Funded, Unfunded, Pending)	Funded.

19. Number of faculty cross-appointed in Centers and/or institutes in calendar year 2008.

One—Dr. Tena Crews, USC Center for Teaching Excellence

20. Number of patents, disclosures and licensing agreements in calendar year 2008.

None

21. Number of proposals submitted to external funding agencies during calendar year 2008 (by type and by department if applicable).

Categories of activities	HRTM	RETL	SPTE	TSTM	TOTAL
# External Research Grants	10	2	2	1	15
Unfunded grants	2	0	4	2	8
TOTALS	12	2	6	3	23

C. Faculty Hiring

22. **Number of full-time faculty hired for AY 2008-09 (by department if applicable, and by rank.**

Department	Name	Rank
RETL	Dr. Sallie Boggs	Instructor
RETL	Dr. Carol Hall	Instructor
SPTE	Steve Taylor	Instructor
HRTM	Kevin Ayres	Instructor

23. **Number of post-doctoral scholars in FY 2008.**
None

24. **Anticipated losses of faculty by year for the next five years.**

DEPARTMENT	2008-09	2009-10	2010-11	2011-12	2012-13
HRTM	2 (Dr. Michael Brizek—contract not renewed) (Charlie Boswell—Traditional retirement)	0	0	0	0
RETL	2 Barney Allman (post-TERI) Dan Berry (temporary instructor, previously retired)	0	0	1 (Dr. Richard Clodfelter—TERI period end)	0
SPTE	1 (Dr. Peter Graham—TERI period end)	0	0	0	0

Active searches include the following: One tenure-track position in HRTM; one tenure-track position in RETL, and chair position (SPTE).

Because of budget reductions due to decreased funding from the state, the following searches are “on hold”—HRTM (3 tenure-track positions), RETL (2 tenure-track positions), SPTE (1 tenure-track position and 1 instructor position).

25. Number of Faculty Excellence Initiative (FEI) applications submitted in AY 2007-08.

None

26. List Center of Economic Excellence endowed chair applications submitted for AY 2008-09.

Endowed chair in Tourism and Economic Development for the Center of Economic Excellence in Tourism was submitted and approved.

27. Number of Centenary Plan (CP) applications submitted in AY 2008-09.

None

29. Proposals in FY 2008.

Proposals	FY 08
Number of Proposals Submitted	10
Value of Proposals	\$948,000.00
Average Proposal	\$94,800.00

Proposal Outcomes	\$	#	FY 08 “Batting Average”
Funded	\$270,000.00	4	40.00%
Still Pending	\$400,000.00	4	40.00%
Rejected	\$275,000.00	2	20.00%