College of Hospitality, Retail, and Sport Management

Blueprint for Academic Excellence at USC

2010-2011

Dr. Brian Mihalik, Dean
Dr. Sheryl Kline, Associate Dean
Dr. Ercan Turk, Interim Associate Dean
Dr. Marianne Bickle, Chair, Retailing
Dr. Bob Brookshire, Program Director, iIT
Dr. Charles Partlow, Director, School of HRTM
Mr. Frank Roach, Interim Chair, SPTE
I. Vision, Mission, and Goals

Executive Summary

Vision Statement: The College of Hospitality, Retail, & Sport Management (HRSM) prepares leaders and scholars who drive the economic engines of South Carolina, the nation and the world.

Mission Statement: The College of Hospitality, Retail, & Sport Management (HRSM) will prepare future leaders and scholars 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: Move the college into a new facility that supports and reflects our vision and enables our students and faculty to attain excellence and succeed in the College’s mission and goals.

Goal 2: Develop and improve graduate and undergraduate curricula, instruction, and student learning and grow the undergraduate and graduate programs.

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.

Goal 8: Improve the recognition and visibility of the College’s image, students, alumni, faculty, and research.

Goal 9: Create and value diversity in the College’s student body, faculty and staff.
College of HRSM

B. Top Ten and Five Competitive Peers and Strengths and Weaknesses

Sport and Entertainment Management (SPTE)

1. The University of South Carolina is unique in offering a degree where Sport and Entertainment Management are integrated into one department. There are very few, if any, other universities offering a degree in Entertainment Management. The top 10 universities in the larger field of Sport Management are (alphabetical order):

- Bowling Green University
- Florida State University
- Ohio University
- Slippery Rock University
- Texas A&M University
- University of Florida
- University of Massachusetts
- University of Oregon
- University of South Carolina
- West Virginia University

We believe our program is generally seen as being in the top five and within the top three in the view of industry.

Although none have an entertainment management component as we do, the following would be considered this department’s peers with regard to sport management:

- Florida State University
- Texas A&M University
- University of Florida
- University of Massachusetts
- West Virginia University

2. During the last five years 2004-2005 through 2009-2010, our top strengths and accomplishments are:

- We have recruited and retained top research faculty in the discipline; Dr. Matt Brown and Dr. Mark Nagel were well-known and well-respected in the discipline when recruited to come to USC; Dr. John Grady has developed into an outstanding researcher having already won the college’s Researcher of the Year award. Dr. Matt Bernthal continues to be productive and has published in the prestigious Journal of Consumer Research. Dr. Haylee Mercado shows outstanding promise of developing her research focusing in the area of sustainability in sport and entertainment venues, one of the few areas in this discipline where grants might be available. Dr. Tom Regan is reactivating research activities after serving for nine years as department chair.
- As a result of recruiting and retaining this faculty, we have improved research productivity and grant funding while beginning to develop an environment that fosters and rewards research.
College of HRSM

- We have developed and integrated entertainment management courses into the curriculum in recognition of the industry’s treating sport and entertainment as part of the same discipline from a business perspective. This department is unique in having done this.
- Having established our Masters in Sport and Entertainment Management degree program in the fall of 2004, we have grown from its original six students to over 30 students. The program was the first at any comprehensive university to offer a focus in venue management within the sport and entertainment management field; it continues to draw national and international recognition for the department, college, and university.
- Both the undergraduate and graduate degree programs have continued to attract increasing numbers of highly qualified students, especially high quality out-of-state students. In Fall 2009, seventy-five percent of our entering 120 freshmen were from out-of-state.
- The department was one of the first at the university to have undergraduate students graduate “with distinction” and has increased participation in that undergraduate research program from the original three students to 12 today.
- The department launched the *Journal of Venue and Event Management* in the spring of 2009 to help meet a critical need and foster research in the area of venue management.
- We have increased our visibility and reputation in the industry we serve. We continue to attract the children and other relatives of key industry executives as well as have our graduates get preferential hiring treatment by key companies such as Feld Entertainment, Ticketmaster, and Comcast-Spectacor.
- In addition to continuing to grow the visibility and quality of the annual “Sport, Entertainment, and Venues Tomorrow” conference, we are proud to have hosted in May 2009 the largest ever annual conference of the North American Society for Sport Management, the largest discipline specific organization for sport management.
- We have established and grown our commitment to globalization by offering three study abroad Maymester classes (two in Australia, one in Japan), having faculty present research at both the European Association for Sport Management and the Asian Association for Sport Management conferences, having students complete internships in other countries, and exploring exchange and executive education possibilities in Australia and Taiwan.

The three greatest weaknesses of our department are:
- Upper division classes are far too large - **cannot be addressed at departmental level but has been addressed successfully at the college level with regard to Fall 2010**
- Lack of administrative support staff leading to faculty spending too much time on non-productive activities – **cannot be addressed at the departmental level**
- Lack of any systematic method of tracking our alumni resulting in less than ideal alumni relations – **We are currently reviewing a proposal for the creation of an interactive alumni database. Once complete we will survey our alumni as to the perceived usefulness of this proposal and ask how much they would be willing to contribute to the department annually, in addition to donations currently being made to the College, University, and Athletics, to support and maintain this system. If the annual maintenance of the system can be funded by alumni contributions, set-up costs would be paid by the department from donated funds or funds generated by departmental activities.**
School of Hotel, Restaurant, and Tourism Management (HRTM)

1. Top 10 colleges in your discipline.
   - Purdue University
   - University of Nevada at Las Vegas
   - Pennsylvania State University
   - University of Houston
   - Virginia Tech
   - California State Polytechnic Institute at Pomona
   - University of Massachusetts at Amherst
   - Oklahoma State University
   - University of South Carolina
   - University of Central Florida

Top 5 Departments at other universities that are our peers.
   - UMass
   - Oklahoma State
   - Virginia Tech
   - Purdue
   - Penn State

2. Describe your Department strengths and important accomplishments in the last five years.

   Strengths
   - HRTM is ranked #9 by a national study in the Journal of Hospitality and Tourism Education
   - Two of our faculty (i.e., Ercan Turk and Charles Partlow) have been recognized as being among the most significant researchers in their respective fields by number of publications and citations.
   - HRTM has 4 research institutes/centers: (1) Center of Economic Excellence in Tourism and Economic Development ($4 million endowed); (2) International Tourism Research Institute; (3) Sloan Center in Travel and Tourism; and (4) International Institute in Foodservice Research and Education.
   - International initiatives in China (Student exchanges with Macau Univ. and Visiting Professorships with Nankai Univ.) and India (Partnership being forged with JHM Hotels’ development of a school in India).
   - Large number (15-20%) of students who participate in study abroad and international field trips.
   - McCutchen House is a unique dining facility that trains students for careers as managers in the foodservice industry. All hospitality schools have a dining facility, but McCutchen House is historic, and has location on Horseshoe.
   - Carolina Culinary and Wine Institute provides education and training for the foodservice industry through the culinary program, and community service education in wine knowledge. This offers us much community and industry exposure.
   - HRTM has very strong faculty with national/international reputations in their respective fields. For example, Dr. Li is among the leading scholars in China outbound tourism and he has secured numerous grants from China to research this area. Dr. Gustafson is top 1-2 scholars and teachers in club management and heads up our specialization in Club
Management, one of only 2 in the U.S (UNLV has the other). Dr. Strick is among the top wine educators in the U.S. and has brought the Sommelier Program to USC, which exists at only 3-4 of the top hospitality schools in the U.S.

- HRTM is accredited by ACPHA, Accreditation Commission for Programs in Hospitality Administration. Only 45 programs among 150 have this designation.

**Important accomplishments in last 5 years:**

- Nearing final approval for Ph.D. in Hospitality Management
- Hiring prominent faculty to direct remaining 2 research centers: Simon Hudson for CoEE and Robin DiPietro for IIFRE.
- Accredited for third time by ACPHA (Accreditation Commission for Programs in Hospitality Administration.
- Approval of bachelor program in Tourism Management
- Established Sloan Center in Travel and Tourism was established and has run some high-profile research projects and has built a reputation for cutting-edge travel research in Asia-Pacific Markets
- Establishment of HRTM Advisory Board that has supported us through fund-raising activities (participation in Garnet Jacket Classic and scholarships by Bobby Williams of Lizard’s Thicket), India initiative (JHM Hotels), speaker series (H.P.Rama), internship opportunities (Sodexo’s USC internship program).

**HRTM’s weaknesses and plans for addressing them.**

**Weakness**

- Faculty recruitment and retention. Over the past 5 years HRTM has lost 5 full-time faculty and 1 more is leaving at the end of the Spring semester. Funds are not available to replace all of these positions. Searches have also been suspended in the past due to budget cuts. Salaries have not been competitive in some instances, even when compared to other universities in SC. Others have left due to high teaching responsibilities and no Ph.D. program. HRTM’s location in the basement of the Carolina Coliseum has also been cited in the past as a major negative, especially with regards to recruitment.

**Plan to address**

- We have received initial approval to hire 2 new positions in HRTM, both of which would have research responsibilities in the CoEE. We have filled other vacancies with instructors, adjuncts, teaching larger classes, and online classes. The addition of our Ph.D. program in Fall 2010 will provide a boost in recruitment. HRTM’s location in the Coliseum can be addressed on a case-by-case basis by allowing faculty to move their office upstairs if space is available.

**Integrated Information Technology (iIT)**

1. **Top 10 departments in discipline.** There are 14 ABET-accredited Information Technology Programs. Of these, only seven are doctoral granting institutions. They are (with their Carnegie classifications):

   - Brigham Young University (RU/H)
   - University of Cincinnati (RU/VH)
   - Drexel University (RU/E)
   - East Tennessee State University (DRU)
College of HRSM

- Georgia Southern University (DRU)
- University of Missouri – Kansas City (RU/H)
- Purdue University (RU/VH)
- Syracuse University
- New Jersey Institute of Technology.

Although no ranking of Information Technology Programs exists, we would place ourselves probably fourth or fifth on the list of the top 10 programs.

2. Briefly describe the Department of Technology Support and Training Management's top strengths and important accomplishments achieved in the last five years.

**Strengths**
- Top Columbia, SC career growth sector by 2018 *(State, March 21, 2010)*
- Collegial, dynamic, innovative environment
- Close linkage to local information technology industry
- Interdisciplinary, collaborative research
- Graduates with skills in demand by industry
- Internships and capstone class

**Accomplishments**
- Multi-million gift to USC for Center for Enterprise Systems Management (CESM)
- Award winning faculty and students
- Increased awareness of program by industry and discipline
- Created IT Computer Camp
- POSSCON, the Palmetto Open Source Software Conference
- Service learning focus in the curriculum

3. Other than finances, list the Department of IT's three greatest difficulties and three greatest weaknesses.

**Difficulties**
- Visibility – Students have difficulty finding us
- High teaching and service loads due to limited number of faculty
- Dynamic nature of discipline requires continual curriculum and faculty retooling

**Weaknesses**
- Low enrollment relative to peer organizations in College of HRSM
- Lack of a Masters / PhD program in information technology
- Difficulty getting appropriate graduate assistants
- Small number of faculty with very diverse research interests
- Low enrollment in Business Education program

**Plans to address difficulties and weaknesses**
- Change the CIP code and the name of the program and the degree
- Reduce teaching load for tenure track faculty
- Support faculty seeking professional development opportunities
- Create an Executive, fee-based, Master’s degree in Healthcare Information Technology
- Recruit undergraduate and graduate assistants aggressively
• Fill vacant positions
• Terminate Business Education program and shift faculty resources to Health Care IT MS and CESM academic programs.

Department of Retailing

1. “Top 10 colleges in your discipline”: According to a study published in by the American Collegiate Retailing Association/American Marketing Association, the top ten departments in North America based on research are as follows:

- Michigan State University
- University of South Carolina
- University of Illinois-Champaign
- Babson College
- University of Tennessee
- Purdue University
- University of Arizona
- Brigham Young University
- Florida State University
- Georgia State University

Six Colleges at U.S. Universities considered peers (not in any particular order)

- University of Tennessee
- Colorado State University
- The Ohio State University
- Iowa State University
- Auburn University
- Michigan State University

2. Describe your Department strengths and important accomplishments in the last five years."

- Department of Retailing ranked #2 in North America for its research by an external agency (i.e., published by the American Collegiate Retailing Association)
- Jung-Hwan Kim is a junior faculty member and already publishing in A+ journals
- Jason Carpenter ranked #8 in North America based on publications in specific journals
- USDA interuniversity grant cited as a grant of excellence before Congress and the President. PI at USC is Marianne Bickle
- All tenured and untenured faculty members have been awarded research or research related honors during the past five years (e.g., honors for best publication, best research, best reviewer of a journal).
- Department acquired top researchers who are also excellent in the classroom.
- Up to two percent of the undergraduates go on to earn a graduate degree
- 90% of the graduating seniors have permanent placement within three months after graduation
- Students are placed in internships throughout the nation as well as internationally
RETIL weaknesses and plans for addressing them

- Students in the fashion merchandising concentration comprise 70% of our students (and tuition funding). According to this group, they had difficulty in finding our major. *Plan for resolution:* Marketing of the program has increased throughout the state of South Carolina. An aggressive campaign to reach the high schools is being made. Promotional materials are being developed and implemented. A targeted approach at incoming freshmen is being made.

- The Master of Retailing curriculum was more practical based than research based. *Plans for resolution:* During fall 2009 the curriculum was revised and accepted at the Graduate School level. The curriculum prepares students to enter a doctoral level program. Recruitment for research oriented graduate students is in place. Marketing materials for the program are being developed.

- The Department of Retailing does not currently offer a doctoral program. *Plan for resolution:* A doctoral program in the Department of Retailing is targeted to be offered by 2015. The Master of Retailing curriculum will dovetail into this program. The goal is to recruit excellent students from the Master of Retailing program for the doctoral program.
C. Goals, Initiatives, and Action Plans

Goal 1: To raise funds necessary to build a new home for the College of HRSM.

Dean Mihalik along with all HRSM Development team, Department Chairs and select faculty will seek funding and support from alumni, corporate partners, friends of the College, university, municipal partners and local government officials to build a new home for the College. Via a new home, the college of HRSM aims to act as a literal and figurative bridge between various local government, tourism and events venues.

Several initiatives will be pursued in order to raise the necessary funds

1(a) Initiative, Action Plan, and Indicator(s)

In order to fulfill the aforementioned goal, the HRSM team will cultivate and nurture mutually beneficial relationships with individual and corporate donors that will eventually lead to a new building. A new building will attain excellence in faculty and student recruitment and retention, excellence in hands-on student learning opportunities with critical stakeholders, help build stronger ties to the community, individual, governmental and corporate stakeholders as well as foster pride and increase the potential of the faculty and students. It is expected that such funds be raised within the next 3 years. The college is expecting to receive gifts totaling USD$10 million from individual and corporate donors and funds totaling USD$5 million from USC for classroom spaces.

1(b) Initiative, Action Plan, and Indicator(s)

Identify, cultivate and rally all potential government and elected officials behind the idea of building a multi-use facility that will link the Colonial Life Arena to the Convention and Visitor center. The initiative will need USD$30-40 million for the Convention Center building and will be paid from funds generated from the existing local option hotel occupancy tax. Potential options for such strategy are currently being discussed at various levels of the local government and university administration. Such an initiative is paramount for preeminence in education, teaching and service to the community and the industry which the HRSM serves. We anticipate the receipt of funds totaling USD$30-40 million from City and County officials for a multi-purpose building and both organizations will be able to reduce construction expenses by sharing select construction costs with USC.

Goal 2: Improve undergraduate and graduate curricula, instruction, and student learning and grow the graduate and undergraduate programs.

This goal is continued from the previous Blueprint. A key mission of the College is to provide exemplary academic preparation for students both in the undergraduate and graduate programs.

2 (a) Initiative, Action Plan, and Indicator(s)

Strengthen and grow the undergraduate programs.

• The college plans to grow the enrollment by an additional 300 students over the next five years concentrating on the Departments of Retailing and integrated Information Technology. The Director
of Recruitment and Department Chairs will create enrollment and retention plans beginning in the Spring 2010 to monitor, maintain and increase enrollment numbers.

- The college plans to increase the number of minors which will improve the revenue generated by the college. The leadership team plans to increase the number of minors in each of the respective majors through curriculum changes and marketing of minors to students from other colleges. The curriculum changes are in place and the marketing program is being lead by the Assistant Dean and the Director of Recruitment. The comprehensive marketing plan includes advertising in the student newspaper and promotion though the university advisor’s network.

- The College plans to increase the number of students enrolled in freshman, sophomore and junior level core classes (N=150-250) while at the same time limiting class size enrollments to N=35-40 in required junior and senior level classes, budget permitting.

- In the 2010-2011 year, the College will develop a three tiered differential teaching load program to allow faculty to self-select one of three categories of teaching, research and service: The tracks will be: Teaching Excellence (4/4); Teaching and Service (3/3); and Research and Grants (2/2).

2 (b) Initiative, Action Plan, and Indicator(s)

The college supports continuous teaching improvement initiatives and maintains educational programs on teaching and learning in conjunction with Center for Teaching Excellence (CTE).

- Faculty will be asked to suggest program topics and Department Chairs and the dean’s office will promote and market the programs from CTE. Programs are offered in the building to encourage instructors to attend sessions. Sessions have been offered in the evening and a teaching and learning seminar day will be held on reading day.

- This will be monitored through faculty reporting their participation at CTE and other teaching and learning sessions as part of their annual review. Student feedback on teaching quality will be assessed through the senior survey. Department Chairs and the Dean’s office will monitor senior surveys and provide feedback to the faculty from the survey results.

- The Dean’s office will create a grant program to support and reward teaching excellence and innovation that will be put in place for the summer of 2010.

2 (c) Initiative, Action Plan, and Indicator(s)

Create and implement a comprehensive assessment program. The college continues to assess the quality of teaching and learning with senior students and alumni evaluation instruments. Currently, Department Chairs are working to improve the response rate from the senior surveys and beta test an alumni survey.

- Last year the college beta tested the senior student survey and the response rates for seniors who completed the survey were in the 50% range across majors. The goal for this year is to have a
minimum of a 70% response rate. The dean’s office will work with the Department Chairs and advisors to encourage students to complete this assessment prior to graduation.

- In addition, this year the college is beta testing an alumni survey for students who graduated within one year and five years. The Director of Alumni Development will launch this survey and the plan is to use these results to gather feedback about their experience at USC including specifics on teaching quality and the student learning experience. This instrument also will allow us to track undergraduate and graduate student, employment rate, positions and graduate school acceptance rate. The goal is to have a 20% response rate.

- The Associate Dean for Research and Graduate Programs Directors will develop an entry and exit survey for graduate students and implement it by the end of the spring 2011 semester.

- The assessment program results are discussed in department meetings and used to improve learning outcomes and to improve the curricula.

2 (d) Initiative, Action Plan, and Indicator(s)

Offer comprehensive undergraduate advising. Having professional advising staff ensures high quality student advisement practices.

- Since last year an Assistant Dean has been hired and has oversight for the advising at the college. She has created a committee of advisers and they have worked to streamline and simplify the advising process. The college has put all of its students into the DARS system and completed the Bridge Articulation agreements with the two year technical colleges so that is consistence across all majors in the college.

- The Dean along with the college’s leadership team is evaluating the feasibility for a change in the advising system from a decentralized to a centralized structure. If the college elects to change to a centralized advising structure the move will happen during the summer of 2010 and the centralized office would be fully functioning by the Fall 2010.

2 (e) Initiative, Action Plan, and Indicator(s)

Offer and strengthen practical learning experiences to compliment the classroom environment. Practical learning experience opportunities and quality internships are a strength of the college. We are continuing to strengthen and build these opportunities for our students.

- The College internship committee has created an assessment survey for the internship experience to assess the students’ and supervisors’ experience in the internship. The assessment was tested last semester and will be used fully in the summer of 2010. The internship faculty members are striving for a 75% response rate. In addition to developing the assessment plan the committee has been coordinating their courses and building on best practices that are shared and implemented among all the majors.
The committee plans to market the internship programs to prospective students and industry partners on the college website and each major will have an internship page that promotes and describes the internship programs. This will be posted by before the beginning of Fall 2010.

The Retailing (RETAIL) Department began implementation of the practicum for Retail majors and beginning with freshman all students will now have a practicum and internship experience.

All majors except the integrated Information Technology (iIT) now have two required experiential courses as part of the curriculum.

The college has integrated practical learning experiences into upper division classes in each major.

We are continuing our efforts to bring alumni and students together at alumni industry programs held in conjunction with the HRSM 301 course. The Director of Alumni Relations and the instructors of the HRSM 301 course will continue to meet and exceed the goal of bringing a minimum of 50 alumni together with 400 students for networking programs every academic year.

2 (f) Initiative, Action Plan, and Indicator(s)

The college plans to request permission to collect undergraduate student enhancement fees that will support plans to further integrate practical learning experiences in the classroom.

These fees will cover the cost of travel to support the Internship Directors and Department Chairs in the development and assessment of the internship programs. It will cover the cost of increasing the exposure and contact students have with industry managers and executives. For example these funds will be used to bring industry speakers to the classroom and to subsidize student participation in industry and association seminars and presentations.

2 (g) Initiative, Action Plan, and Indicator(s)

Service learning is an important component of the classroom learning experience. The college continues to integrate service learning projects and programs into the course work. These activities support the Carnegie Designation and the University’s service learning initiatives.

HRSM 301 the required professional development capstone learning experience continues to expose students to the value of service learning and has raised thousands of dollars in 2009 and 2010 for non-profit organizations in the Columbia area. Students have donated thousands of service learning hours in that same year. The instructors of that course plan to exceed those goals for 2010.

All majors have at least one upper level course that has a service learning project integrated into the course experience and the faculty will continue to build on those projects for next year.

2 (h) Initiative, Action Plan, and Indicator(s)

The college continues to develop, revise, and innovate the curriculum.
The College undergraduate curriculum core and major curricula revisions continue to ensure that the quality of education offered meets and exceeds the needs of the industries that our majors are aligned. This year the curriculum committee is focusing on the college core courses and syllabi learning objectives. A new core will be created that will meet the needs of our respective industries and compliment the new Carolina Core Curricula changes.

Chairs of the Sport and Entertainment Management Department (SPTE), Retailing and Hotel Restaurant and Tourism Management (HRTM) formed a committee to periodically review the graduate curriculum and collaborative teaching efforts.

The Associate Dean for Research, along with the Graduate Program Directors Committee, reviewed and evaluated all graduate curricula regarding structure, content and delivery methods. However, more needs to be done in this area in order to bring in more rigor into the program. Rigor is a necessary condition for increasing the number of quality graduates who can get into Ph.D. programs at USC and elsewhere and to prepare students for proposed Ph.D. programs in the College of HRSM.

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.

All College graduate students on HRSM assistantships will be required to attend the Graduate School’s teaching orientation to be eligible to assist faculty with course work and grading as needed.

2(i) Initiative, Action Plan, and Indicator(s)

The college will continue to promote and use innovative teaching modalities including uses of technology to increase student learning options and enhance learning to reach new priority student populations at the USC Regional Campuses.

The Large Online Faculty Teaching Initiative (LOFTI) program was established in the spring of 2010 to increase the number of students who can take high quality online courses and make them available to students at all USC campuses. Faculty members who receive a LOFTI grant receive support and training in order to develop student centered learning modules within the Blackboard distance education environment. Two courses were offered in the spring 2010, two more will be added by the Fall 2010 and two more added in the spring of 2011. The Associate Dean of Undergraduate Programs is responsible for monitoring and assessing the program and seeing approval for many of these classes to become part of the USC University Core Curriculum. If it is successful, more courses will be added at the rate of one additional course per major each year. The goal is to have 200 students enrolled per course per semester including the both summer sessions. The courses are being advertised and promoted on all USC branch campuses.

The long term goal is to offer online courses in each of our majors at the 100 and 200 level to the two year campuses and minors in all of majors to the four year campuses. In addition we are offering our courses to appropriate association groups in our respective fields. In 2010-2011 the LOFTI RETAIL course will be promoted through the International Textile and Apparel Association.
College of HRSM

2 (j) Initiative, Action Plan, and Indicator(s)

The college continues to develop educational partnerships with schools and colleges within the USC system and within in South Carolina.

- In order to take advantage of the expertise located in both Clemson University’s Parks, Recreation and Tourism Management (PRTM) Department and the Department of HRTM in the college, new Ph.D. students will be able to take classes at both institutions as part of the proposed doctorate in Hospitality Management program. Each year a graduate course in the School of HRTM will be offered to Clemson PRTM graduate students and our graduate students via internet format. Clemson also will offer a course in the same manner. This will increase the course offerings to our graduate students without significantly increase the faculty load.

- Create a new Executive Master’s, fee based, cohort degree program in Health Care Information Technology (or Informatics). This hybrid online and live Executive Master’s degree program will be an interdisciplinary degree between the iIT Program in the HRSM College and the Health Services and Policy Management Program in the Arnold School of Public Health. The program is designed to meet the education needs of health care office managers, physicians and others in the medical community who must move to electronic health care records by 2014 as mandated by the HITECH ACT. This Executive Master’s graduate program will be delivered online and on weekends in order to attract non-traditional students and working professionals. The iIT Program Director is responsible for the development of this program and the plan is to enroll students in the fall of 2012 pending USC and CHE approval.

2 (k) Initiative, Action Plan, and Indicator(s)

The College continues to support and expand interdisciplinary programs between the college and other divisions at USC.

- The Bachelors in Interdisciplinary studies program marketing plan and new website is designed to attract non-traditional students to complete their degree at USC. It is managed jointly by the HRSM Dean’s office and the Extended University Division. The goal is to increase enrollment by 10% a year until 2020.

2 (l) Initiative, Action Plan, and Indicator(s)

Strengthen the advisory boards and benefit from their industry knowledge.

- Continue to build Advisory Boards for each of our majors. These boards are comprised of industry executives and alumni who meet at least once a year with the Department Chairs. The boards provide support and feedback on program curricula, professional learning opportunities and enhance student interaction with industry professionals.

- All majors except the Sport and Entertainment Management program have formal boards. The Department Chairs utilize the board member feedback to examine and verify that their respective curricula meet with the changing industry needs. The new Department Chair of the SPTE program
plans to develop a formal board and have the members in place by the end of the spring 2011 semester.

2(m) Initiative, Action Plan, and Indicator(s)

Strengthen and grow all HRSM graduate programs

- To retain and recruit research oriented faculty and increase the college’s visibility in research, the College will obtain final approval from the Provost’s Office for a new Ph.D. program in SPTE beginning in the fall of 2012. HRTM’s doctoral program is on its way to approval stage by the SC council of higher education and should be approved by the fall of 2010.

- Create a new Executive Master’s, fee based, degree program in Health Care Information Technology (or Informatics). This is hybrid online and live Executive Master’s degree program will be an interdisciplinary degree between the iIT Program in the HRSM College and the Health Services and Policy Management Program in the Arnold School of Public Health. The program is designed to meet the education needs of health care office managers, physicians and others in the medical community who must move to electronic health care records by 2014 as mandated by the HITECH ACT. This Executive Master’s graduate program will be delivered online and on weekends in order to attract non-traditional students and working professionals. The iIT Program Director is responsible for the development of this program and the plan is to enroll students in the fall of 2012 pending USC and SCHEV approval.

- Eliminate the Business Education program due to low enrollment and shift these faculty resources (N=2) to C.E.S.M. and the Health Care IT Executive M.S. initiatives noted above.

- Reconfigure the M.S. class schedule in SPTE to offer more evening classes to working public school teachers so they can attain a M.S. degree and improve their employment status.

- The Master of Retailing graduate curriculum was revised and innovated during fall 2009. The graduate faculty in the Department of Retailing was responsible for this initiative. The purpose of this action was to make the curriculum a more research-oriented graduate program. The benefits of this initiative are that the students will be better prepared for work at the doctoral level.

- 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 the Fall 2008, each department had the opportunity to award a fellowship to one graduate student each year that 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. In 2009, graduate student stipends at comparable institutions were assessed; accordingly adjustments will be made to GA stipends.

- In an effort to increase the quality of graduate student experiences, students’ relationships with individual departments will be monitored by the office of the Associate Dean for Research and Graduate programs and graduate program directors. The College will monitor both the quality and number of graduate students attracted to and matriculated from the College. Entry and exit surveys for graduate students will be implemented to monitor progress in this area. Department of SPTE will establish SPTE Graduate Student Association to help better meet the needs of graduate students.
• Several additional strategies will be implemented to make students experience more meaningful. The college will provide opportunities to meet, discuss and present collaborative research, facilitate social and academic meetings with faculty, increase the amount of GA funding by $250 and $500 for 10 hours and 20 hrs assistantships respectively and increase the number of Dean’s fellowship by 4 for the college. The Dean’s fellowship carries an additional stipend of $5,000 a year for a thesis track student.

• The College has already reserved funding for 4 highly competitive Ph.D. assistantships for the School of HRTM’s new Ph.D. program and a proposed Department of SPTE new Ph.D. program in the 2010-2011 Blueprint fiscal plan submitted as part of this document.

• 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.

• An integrated graduate program marketing plan for the College was designed and was implemented during summer 2008; renewed efforts are underway to make the process more effective. Graduate program recruitment efforts have been implemented across the college. The creation and dissemination of consistent, University branded, graduate recruiting brochures is ongoing. A coordinated effort by the Director of Recruitment and the Graduate Program Manager, and Graduate Program Directors to recruit and service those students who show interest in and that are applicants of all graduate programs is ongoing. This includes sending information packets, scheduling campus visits, academic appointments and personal correspondence.

• 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.

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

3(a) Initiative, Action Plan, and Indicator(s)

Raise the quality and quantity of scholarship

• 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 a three year pilot incentive program. Policies have been developed and ratified by the faculty Research and Grants Committee and the office of the Associate Dean for Research and Graduate Programs. The incentive program will cost at approximately $206,000 a year.

• A list of A+ journals that deserve monetary compensation have been prepared and ratified by each department/unit. At the end of the year, assessments will be made with regard to productivity changes.

• According to research productivity, a college wide differential teaching load policy will be developed in 2010-2011 and faculty self-selections will be made pending a budget review.
- Reactivate the Department of Retailing’s Center for Retail Research effective in August 2010. It will use multiple BigResearch databases to generate continuing education and research revenue through analysis and public forums based on this retail sector large data set.

3(b) Initiative, Action Plan, and Indicator(s)

Provide resources to maximize faculty research productivity

See above

3(c) Initiative, Action Plan, and Indicator(s)

Increase the quantity and quality of external funds both total and federal

See above

3(d) Initiative, Action Plan, and Indicator(s)

Engaging undergraduates in scholarship, research activities

The HRSM faculty members are working with selected undergraduate honor students in collaborative and guided research projects which are expected to result in conference submissions and paper publications. Through the Office of the Dean of Research and Graduate Programs, students who have their papers accepted at national or international programs are being supported via travel grants. The college will maintain the number of students earning “With Distinction” designation and the number of students presenting research at industry and academic conferences. The faculty who were given travel support for such activities will no longer qualify for travel assistance because of shortage of funding. This unwanted but necessary circumstance might have a genitive impact on student’s participation to such events.

- For example, Dr. Marianne Bickle of Retailing is working with Rachel Gannon during the spring 2010 on an independent research study. Ms. Gannon is a student in the Honor’s College and a Bachelor of Science in Retailing with an emphasis in Fashion Merchandising. Using the research as a springboard, Ms. Gannon and Dr. Bickle are applying for the Magellan Program. The purpose of this program will be to extend Ms. Gannon’s research into a research manuscript. The topic of the paper is “Examining the impact of the economy on consumers’ intentions and purchasing actions.”

3(e) Initiative, Action Plan, and Indicator(s)

Develop strategic partnerships inside and outside of the University to enhance research profile and impact

- The college is still drawing excellent visiting faculty from other parts of the world and nationally recognized guest speakers. The Office of the Associate Dean for Research and Graduate Programs and the Department Chairs will continue to support faculty hosting requests by the faculty within the limits of space requirements. In the summer of 2009, Dr. Turk of the School of HRTM hosted Dr. Serkan Bertan from Pamukkale University, and in the Fall of 2009 Ph.D. candidate Volkan Altintas from the Mediterranean University of Antalya/Turkey. The College further hosted Dr. Anita Zehrer from the Management Center Innsbruck in the Spring of 2010. These scholars have been engaged in
high level of scholarly activities with several manuscripts being prepared and submitted to conferences and journals. Currently, the School of HRTM is hosting Dr. Huiwen from Nankai University of China. Dr Li and Dr. He are involved in collaborative research projects. Another faculty, Dr. DiPietro initiated a research/teaching collaboration with Aruba University. The College will support faculty who intend to teach short term modules in the same university; it is expected that such collaborations will build international relations with a quality hospitality/tourism program that also provides graduate education and opportunities for research collaborations. Other units are expected to host at least one renowned researcher in the year of 2010.

- The iIT program will continue to develop the relationship with the Consortium for Enterprise Systems Management. We expect that seeking sponsorship of CESM for activities and programs that enhance research capabilities of iIT faculty, particularly grant proposals to federal agencies. iIT faculty is planning to partner with the Southeastern Universities Research Association (SURA) to create grant proposals to federal agencies.

- The Director for the Center for Retailing is responsible for developing strategic partnerships that enhance the research profile of the Center and the Department of Retailing. The Director has developed ongoing relationships with The Prosper Foundation and BIG research as well as the JDA Corporation. These organizations provide large gifts to the Department of Retailing that support the academic research at the undergraduate, graduate, and faculty levels. This initiative is ongoing.

- The Dean of the College of HRSM along with the Director and Assistant Director of Development work to build relationships and nurture developmental prospects with various industry partners and private entities. The College is regularly inviting speakers as part of executive speaker series to speak to students in classes, provide opportunities for internships and ultimately hire our students.

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

This goal is continued from the previous Blueprint. The vision of the College is to seek, hire, and retain world-class administrators, faculty, lecturer and staff that are consistent with the vision and mission of the college.

4 (a) Initiative, Action Plan, and Indicator(s)

Fill open administrative positions with leaders and scholars who have the vision and management skills to lead our programs during this difficult fiscal environment.

- As Department Chairs terms expire, the college will open international searches to fill those positions. A successful search for the Department Chair in SPTE has resulted in the hiring of Dr. Andy Gillentine who will begin his tenure in July 2010. An external search for the Chair of the HRTM program will begin in the spring of 2010 followed by an international search for a Chair of the Retail Department. These searches will occur as the budget allows.

4 (b) Initiative, Action Plan, and Indicator(s)
The college will actively recruit and hire scholars for tenure track positions that will support the mission and goals of our programs.

- COEE endowed chair search was successfully completed with the hiring of Dr. Simon Hudson in January 2010. A search for two new faculty positions that supports the mission of the CoEE and the School of HRTM will be announced and filled by August 2010 and August 2011.

4 (c) Initiative, Action Plan, and Indicator(s)
Implement Provosts’ initiative to retain faculty

- Adhering to the Provost’s guidelines regarding retention of the College faculty most likely to be recruited by other universities, the College will initiate a retention salary adjustment initiative in conjunction with the program Chairs.

4 (d) Initiative, Action Plan, and Indicator(s)
Provide educational opportunities to staff for the purpose of development and retention.

- Development staff and the Dean will receive training and development through the Council for the Advancement and Support of Education (CASE). The purpose of this training is to prepare the development officers and Dean to develop their fundraising expertise and to meet Goal 1.

- Due to the budget reductions, all remaining staff has seen their position descriptions expanded voluntarily. Thus all current staff that has experienced a change of duties due to the staff reductions, will have their current position descriptions revised and submitted to the Human Resources Office of USC for reassessment in the summer and fall of 2010.

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.

5 (a) Initiative, Action Plan, and Indicator(s)
The college’s research center’s collect data and prepare reports and projects for businesses, associations, and government entities in South Carolina, the nation, and the world.

- The Center for Economic Excellence in Tourism and Economic Development will submit a proposal to the USC VP for Research and Graduate Education in the fall of 2010 for Congressional earmark funding. These funds, if received, will become the basis for partially funding job creation proposals and projects within SC that enhance economic development that is tourism based and creates new employment in SC.

- All HRSM Research Centers will actively pursue external funding opportunities. Dollar value of all proposals submitted and funded should increase 10% a year from 2009-10 levels through 2015-2016.
• All HRSM Research Centers will need to generate 50% of their annual travel funds in FY 2011 from each Center’s portion of returned indirect and increasing to 100% of their travel expenses from returned indirect in 2013.

• The Center for Retailing will be reactivated in 2010. It will pursue an external grant research stream as well as a continuing education program funding stream as authorized by BigResearch via our donor relationship and receipt of their 96,000 monthly consumer panel database.

• The RTT Institute will continue to pursue external funding opportunities in three main geographic regions: Asia, India and the Caribbean.

5 (b) Initiative, Action Plan, and Indicator(s)

The college will continue to host regional, national and international conferences for professional organizations in our respective fields. These conferences disseminate research, bring industry leaders together with faculty and students and provide opportunities increase the visibility and reputation of our programs. The conferences are held in Columbia, SC and have a positive impact on the economic development of the City and State.

• The SPTE department will continue to host Sport, Entertainment, and Venue Today (SEVT) conference. In 2009 there were 354 attendees; the goal for the 2010 conference is to increase attendee participation by 30%. The constraints for this conference are a lack of availability of great speakers and we will most likely lose the city funding for advertising.

• The iIT program will continue to support and grow the Palmetto Open Sources Software Conference (POSSCON) with the Consortium for Enterprise Systems Management (CESM) and the College of Computing and Engineering. The conference is moving from campus where we hosted 125 attendees in April of 2009 to the Columbia Convention Center so that we can host 500 attendees in April 2010. The CESM is providing funding and the constraints are the ability to get adequate sponsorship to underwrite the event. The goal is to establish this conference as the leading national conference in open source software.

• The iIT program’s Business Education faculty members continue to provide leadership in the South Carolina Business Education Association. This year, Lynn Keane, TSTM faculty member, was named Business Educator of the year. The faculty provides planning leadership in the statewide conference. The constraint is that the college will need to discontinue the Business Education Program due to a decline in enrollment and the budget reductions.

• In 2010 the HRTM School plans to offer the first Foodservice Manager’s conference to regional foodservice companies in conjunction with the South Carolina Hospitality Association. Center Director, Dr. Robin DiPietro is leading the planning process and the event is planned for Spring 2011.

5 (c) Initiative, Action Plan, and Indicator(s)
Strengthen and expand service and outreach efforts to professional organizations. The departments in the college continue to partner with industry associations to provide continuing education to our respective industry organizations.

- The Retail Department will be offering one online undergraduate course through the International Textile and Apparel Association. Based on the success of this course offering more online courses may be development and marketed through this organization.

- The Retail Department will offer fee based public seminars based on the BigResearch data sets to the general retail sector beginning in the spring of 2011.

- The Department Chair of the SPTE Department plans to bring the Senior Executive Symposium of International Association of Assembly Managers (IAAM) to USC (currently it is hosted by Cornell University). This will require monetary support from our college and IAAM leadership to select USC as the host of this executive development program. Hosting this program will raise the visibility of our SPTE program and will give our faculty the exposure and opportunity to gain grants funding from IAAM.

- The School of HRTM has several initiatives with industry associations that will continue from last year. This includes Dr. Gustafson’s work with the Club Manager’s Association of American annual professional development workshops. The McCutcheon House’s continues to work with the National Restaurant Association including the National Restaurant Association’s High School Teacher Summer Institute, Pro-Start partnership and supports the South Carolina Hospitality Association programs that help to support industry, promote hospitality education and help us to recruit high school students from the region and nationally.

- All these programs give our majors great visibility, contribute to our student recruiting efforts and in most cases generate revenue. The college was planning to expand these efforts but we are constrained by limited faculty time and college resources.

Goal 6: Develop and expand international involvement with comparable institutions and businesses. The mission of the College is to promote seminal research and service projects with peer institutions, global colleagues, and industry partners.

6 (a) Initiative, Action Plan and Indicator (s)

Ten percent of HRSM faculty and 10% of graduating students will have first-hand interaction with international institutions, governments, and/or businesses.

- The college will continue to support department lead study abroad programs primarily during the May-mester and summer one session. There are two main goals for this initiative. One is that the college offers at least one department lead study aboard program per major per year. The second goal is continued from the previous Blueprint, but has been adjusted down due to economic conditions. The goal is to have 10% of our students participate in at least one study abroad program while
attending the university. Due to the economic environment and concern for student’s ability to pay for these programs this goal was reduced from 15% to 10%.

- The college will continue to support these programs with funding for students who attend HRSM department lead programs. Scholarship funds from the Alumni Scholarship Program and the Dean’s office have been made available to students who plan to attend these study abroad programs.

- The faculty study abroad development program grant was continued from last year. These competitive grants are designed to help faculty develop new department lead study abroad programs. This grant will continue to be offered provided funding is available from the Dean’s office.

- The Associate Dean of Instruction is responsible for supporting program development and assisting faculty with these department lead programs. New guidelines for developing study abroad programs have been designed to assist faculty in creating and promoting these programs to USC students and to students from other universities.

- Several study abroad programs have continued from last year including the Retail Fashion Merchandising program to Europe, the HRTM Cruise Ship Management program, and the iIT service learning program to the Dominican Republic. Although the student numbers have not increased from the previous year, the programs meet the minimum number of students required. This year HRTM will offer the first research based study abroad program to the Dominican Republic in summer session 1. This program is unique because students will collect data and participate in a research project while on a study abroad program.

6(b) Initiative, Action Plan and Indicator(s)

Expand opportunities for the college to partner with other educational institutions where we can enhance our brand, generate sources of revenue, and build on the reputation of our programs.

- We are continuing to develop the relationship with Auro University in Surat India and the Rama family. HRSM’s Associate Dean is developing a revised proposal along with the Associate Dean of International Programs at the Moore School to develop and support Auro University’s Hospitality Management and Business Administration programs. The library has also submitted a proposal for provide library support. We have the expertise and ability to create high quality curricula and faculty development programs; however, the program must be developed so that the funding model supports the efforts of the college. It is early in the planning stages and the goal would be to have an acceptable proposal signed before the fall 2010.

- Expand our relationship with the China via a multiple pronged approach:
  - Macao Institute of Tourism Studies (IFT) will include summer courses offered to their students on our campus. This may involve student opportunities to intern at a Disney Park.
  - The College will continue to examine an expansion of programs and joint research with select partner universities in China, Hong Kong and Taiwan as budgets permit.
  - The HRSM College will seek to partner with the Moore School of Business in their ground breaking program with the Chinese University of Hong Kong and its Hospitality program.
  - The HRSM College will organize a 2011 or 2012 2-4 week Study Abroad program to China.
The HRSM College will develop a 2011 summer session II 9 credit hour educational program for Chinese students to study and live at USC for 6 weeks.

Each research center will submit at least one grant proposal with an international entity. This will raise the international reputation of our programs and centers and bring additional revenue stream to the college.

6 (c) Initiative, Action Plan and Indicator (s)

The college will continue to develop active student exchange programs with high quality institutions that also offer opportunities for research and faculty development and exchange.

Complete the MOU with the University of Aruba for a faculty and student exchange and cooperative research program in the summer of 2010. Dr. DiPietro will lead the effort to build this international relationship between our School of HRTM and this well respected tourism program that also provides opportunities for graduate research.

Continue to develop our relationship with the Macao Institute of Tourism Studies (IFT). The goal is to exchange a minimum of one student per year and Dr. Harrill will be promoting this opportunity both here and in Macao. We also co-sponsor a Branding research conference with them and plan to continue this event.

The Retail Department works with the American InterContinental University (AIU) in promoting semester study abroad programs. The Department Chair of Retailing acts as the liaison with AIU. The purpose of the collaboration is to provide students within the Department of Retailing with educational opportunities in other countries. AIU offers programs in the United Kingdom and France. This initiative is ongoing.

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.

7 (a) Initiative, Action Plan and Indicator (s)

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

- The Director of Recruitment continues the current enrollment management plan, focusing on the following areas: Name Recognition of the College, Freshmen and Transfer Applicant Conversion (yield), with an emphasis on a World-Class student profile, graduate student recruitment and out of state undergraduate student recruitment. This is the second year of a comprehensive, five-year enrollment management plan to maintain significant increases in the number of new and continuing students. The constraints on this program are the Competitive freshmen profile and reliance on out-of-state students.

- See Goal 2 which includes plans to strengthen and grow enrollment in both majors and minors within all of our programs.
College of HRSM

• Due to low enrollment, terminate the Business Education program and shift these faculty resources to C.E.S.M. and the Health Care IT Executive M.S. initiatives in the iIT program.

• Offer more evening classes to accommodate working adults and students who are gainfully employed.

7 (b) Initiative, Action Plan and Indicator(s)

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 $15,000,000.00 for college.

7 (c) Initiative, Action Plan and Indicator(s)

Increase in external funding sources that have full indirect costs

• Solicit USC and Federal support for Congressional earmarked legislation to allow the CoEE in Tourism and Economic Development to secure $1 million in government funding. These pass through funds will be distributed within SC to organizations that submit proposals for tourism related economic development and jobs creation initiatives aligned to SC tourism projects. The management of this funding stream will generate overhead and faculty and staff salary funds.

• To support faculty in the writing of a collaborative research proposal to be submitted for external funding, the Office of the Associate Dean for Research and Graduate Programs will selectively provide summer support for faculty members. Eight $10,000 summer stipends will be provided to any HRSM full-time tenured or tenure-track faculty member who is the Principal Investigator (PI). The PI has the prerogative to distribute the funds.

• The Associate Dean for Research, has initiated a workshop that will assist interested faculty in preparing externally funded research projects. The workshop is set to start March 16. The grant-writing workshop that will last about 15 weeks. During a 15 week period, the faculty will receive guidance and feedback on project ideas and polish their grant writing skills.

Goal 8: Improve the recognition and visibility of the College’s image, students, alumni, faculty, and research.

8 (a) Initiative, Action Plan and Indicator(s)

• Utilizing The All Access Pass, eblasts/emails/newsletters, web postings, media relations/PR relationship, Facebook and recognition ceremony, the HRSM Communications Team will lead the effort on college-wide visibility and recognition through the use of web and print media, and events. The constraints in this area are many due to budget cuts which reduced the number of people focused on marketing within the college. Budget permitting, a current staff member will assume the responsibility of PR for the college since that responsibility was left vacant by a position eliminated due to the budget cuts. We will also engage the university communications department in creating the All Access Pass.
College of HRSM

- Up to two major publications, budget permitting, will be produced annually to highlight the accomplishments and activities of our students, faculty, staff, alumni, and donors. (Contingent upon available resources.)

- An eblast newsletter will be sent at least every two months to all constituents of the college highlighting achievements and featuring a new alumnus in each newsletter. A minimum of six eblast newsletters will be sent to all HRSM alumni and constituents with appropriate attributes in Millennium.

- The college will coordinate an Annual Awards recognition ceremony to recognize outstanding alumni, teachers, and researchers as well scholarship recipients and donors. These winners will be shared with our constituents in our publications and forwarded to university level media relations officials. A minimum of one recognition ceremony will be held each year.

- The college will coordinate three (3) hooding and cording ceremonies and three (3) graduation receptions following commencement.

8 (b) Initiative, Action Plan and Indicator (s)

- The SPTE department has an active alumni network and they plan to launch a web based database by April 2011. The purpose is to communicate with alumni and create an expanded internship and job opportunity web presence for students and alumni. The initiative is lead by the Director of Internships and the constraints include the ability to fund the effort and get active participation from alumni. If this is successful then this program could be expanded to include all the majors in the college.

Goal 9: Create and value diversity in the College’s student body, faculty and staff.

9(a) Initiative, Action Plan and Indicator (s)

Continue to implement successful recruitment strategies that target international students and minorities.

- All student recruitment efforts will be coordinated through the Dean’s Office with assistance from departments. This is the second year of a comprehensive, five-year enrollment management plan to increase the number of international and minority students enrolling in the College of HRSM. Staff and resources focused on the recruitment of underrepresented student populations have been maintained despite cuts to the budget. The constraints include the difficulty in reaching appropriate populations. The goal is to have a steady increase in the number of new freshmen and transfer international and minority HRSM undergraduates and graduate students.

9(b) Initiative, Action Plan and Indicator (s)

Create a student club for minority students in the HRTM School.

- The HRTM program launched a chapter of the National Society of Minorities in Hospitality Student. It began in the Spring 2010 and there are 15 active student members. Seven members represented the university at the national conference.
College of HRSM

9(c) Initiative, Action Plan and Indicator(s)

Continue to implement successful recruitment strategies that target international and diverse faculty and staff.

- The College will adhere to all USC affirmative action guidelines when recruiting a diverse faculty and staff pool of applicants. Minority representation will be on every search committee whenever possible.

II. Funding

Funding has been addressed in the above mentioned strategic initiatives, but we will again summarize them in bullet format:

- The HRSM team will cultivate and nurture mutually beneficial relationships with individual and corporate donors that will eventually lead to a new building. The college is expecting to receive gifts totaling USD$10 million from individual and corporate donors and funds totaling USD$5 million from USC for classroom spaces.

- The College plans to grow the enrollment by an additional 300 students over the next five years concentrating on the Departments of Retailing and integrated Information Technology.

- The College plans to increase the number of minors which will improve the revenue generated by the college. The leadership team plans to increase the number of minors in each of the respective majors through curriculum changes and marketing of minors to students from other colleges.

- The College plans to increase the number of students enrolled in freshman, sophomore and junior level core classes (N=150-250) while at the same time limiting class size enrollments to N=35-40 in required junior and senior level classes, budget permitting.

- The Large Online Faculty Teaching Initiative (LOFTI) program was established in the spring of 2010 to increase the number of students who can take high quality online courses and make them available to students at all USC campuses. Two courses were offered in the spring 2010, two more will be added by the Fall 2010 and two more added in the spring of 2011. The Associate Dean of Undergraduate Programs is responsible for monitoring and assessing the program and seeking approval for many of these classes to become part of the USC University Core Curriculum. The goal is to have 200 students enrolled per course per semester including the both summer sessions. The courses are being advertised and promoted on all USC branch campuses.

- The college plans to request permission to collect a $225/semester/undergraduate student major, enhancement fee that will support plans to further integrate practical learning experiences in the classroom.

- Create a new Executive Master’s, fee based (~$20,000+/student), cohort degree program in Health Care Information Technology (or Informatics). This is hybrid online and live Executive Master’s degree program will be an interdisciplinary degree between the iIT Program in the
HRSM College and the Health Services and Policy Management Program in the Arnold School of Public Health. The program is designed to meet the education needs of health care office managers, physicians and others in the medical community who must move to electronic health care records by 2014 as mandated by the HITECH ACT. This Executive Master’s graduate program will be delivered online and on weekends in order to attract non-traditional students and working professionals. The iIT Program Director is responsible for the development of this program and the plan is to enroll students in the fall of 2012 pending USC and CHE approval.

- Terminate the Business Education program in the summer of 2010 and shift these faculty lines (N=2) to C.E.S.M. and the Health Care IT Executive M.S. initiatives noted above.

- The Bachelors in Interdisciplinary studies program marketing plan and new website is designed to attract non-traditional students to complete their degree at USC. It is managed jointly by the HRSM Dean’s office and the Extended University Division. The goal is to increase enrollment by 10% a year until 2020.

- Offer more evening classes in all disciplines to accommodate working adults and students who are gainfully employed.

- Reconfigure the M.S. class schedule in SPTE to offer more evening classes to working public school teachers so they can attain a M.S. degree and improve their employment status.

- In order to raise the number and quality of grant proposal submissions to external funding agencies, the College of HRSM has instituted a three year pilot incentive program. Policies have been developed and ratified by the faculty Research and Grants Committee and the office of the Associate Dean for Research and Graduate Programs. The program will cost at approximately $206,000 a year with the desired intent to generate the submission of external grant proposals.

- The iIT program will continue to develop the relationship with the Consortium for Enterprise Systems Management (C.E.S.M.). We expect that seeking sponsorship of CESM for activities and programs that enhance research capabilities of iIT faculty, particularly grant proposals to federal agencies. iIT faculty is planning to partner with the Southeastern Universities Research Association (SURA) to create grant proposals to federal agencies.

- Reactivate the Department of Retailing’s Center for Retail Research effective in August 2010. It will use multiple BigResearch databases to generate continuing education and research revenue through analysis and public forums based on this retail sector large data set.

- The Director has developed ongoing relationships with The Prosper Foundation and BIG research as well as the JDA Corporation. These organizations provide large gifts to the Department of Retailing that support the academic research at the undergraduate, graduate, and faculty levels.

- The SPTE department will continue to host Sport, Entertainment, and Venue Today (SEVT) conference. In 2009 there were 354 attendees; the goal for the 2010 conference is to increase attendee participation by 30%.
• In 2010 the HRTM School plans to offer the first Foodservice Manager’s conference to regional foodservice companies in conjunction with the South Carolina Hospitality Association.

• The Retail Department will be offering one online undergraduate course through the International Textile and Apparel Association. Based on the success of this course offering more online courses may be development and marketed through this organization.

• The Department Chair of the SPTE department plans to bring the Senior Executive Symposium of International Association of Assembly Managers (IAAM) to USC (currently it is hosted by Cornell University). Hosting this program will raise the visibility of our SPTE program and will give our faculty the exposure and opportunity to gain grants funding from IAAM.

• We are continuing to develop the relationship with Auro University in Surat India and the Rama family. HRSM’s Associate Dean is developing a revised proposal along with the Associate Dean of International Programs at the Moore School to develop and support Auro University’s Hospitality Management and Business Administration programs. This program must be developed so that the funding model supports the efforts of the college. It is early in the planning stages and the goal would be to have an acceptable proposal signed before the fall 2010.

• Each research center will submit at least one grant proposal with an international entity.

• The McCutchen House staff will begin to rent space in the Patterson Room for group private lunch dining. We hope to increase McCutchen House food sales by 5% by using the Patterson Room.

III. Resource Requirements

The College of HRSM proposes the following in priority order:

• **New Building:** Our number one goal for our HRSM Capital Campaign is a new building located in the space between the Colonial Life Arena and Convention Center. Via a new home, the college of HRSM aims to act as a literal and figurative bridge between various local government, tourism and events venues located in the Colonial Life Arena and the Convention Center. Further this venue will allow the SPTE, Retailing and integrated Information Technology Departments to develop site specific learning laboratory classes for each respective discipline in each of the buildings. Incorporated into this facility will be a learning laboratory for the retail sales of sports items in the Colonial Life Arena. The cost of the HRSM 100,000 square foot building will be approximately US$15,000,000. Site construction and move in to be completed by 2017.

• **Coliseum and McCutchen House:** In the short term, beginning in the summer of 2010, the College of HRSM faculty housed in the basement of the Coliseum need to be moved to two locations which are the second floor of the Coliseum and the McCutchen House second floor office and meeting rooms currently housing the USC Faculty Senate.

  o All of the professors need to be moved from existing offices in the basement level of the Coliseum to renovated offices on the second floor of the Coliseum or to McCutchen house.
The conversion of two small Coliseum classrooms, rooms 1022 and 1024, into HRSM offices is critical to this process. These two classrooms can be converted to 6 faculty offices. Rooms 1022 and 1024 need to be removed from the classroom management pool controlled by the Registrar but we can replace these spaces with classrooms in the basement of the Coliseum. While still a windowless environment, this will allow us to move most of the faculty to more functional space than the basement of the Coliseum.

- We need permission to renovate Coliseum classrooms 1022 and 1024 into HRSM faculty offices.
- Renovation, moving and furniture costs requested from HRSM "A" funds will be approximately $50,000.

The College support staff that has offices on the Coliseum first floor and select Research Center faculty will then need to be relocated to the second floor of the McCutchen House. In order to accomplish this, we respectfully request that we simply exchange spaces with the USC Faculty Senate. In return for HRSM receiving control of the three spaces allocated to the Senate on the second floor of the HRSM McCutchen House, the College of HRSM will graciously allocate a three office suite and one secretarial space in the basement of the Coliseum for the one fulltime Faculty Senate staff employee and the occasional storage and review of faculty tenure and promotion files. A further benefit of the Coliseum space for the Senate is the ease of parking adjacent to the Coliseum. Since we are confident that the Faculty Senate will agree that the needs of the full time faculty and student learning are of primary importance at USC, we think this simple exchange of space is a win-win for both organizations. These HRSM staff whose duties are not site specific to the Coliseum such as the HRSM Alumni Director and Director of Recruiting would greatly benefit by being located on the Horseshoe and are proposed to be housed in the Senate staff office in McCutchen House. They would be joined by our faculty Director of the International Institute for Restaurant Research and Education and our Director of the Culinary and Wine Institute who both will be assigned to Conference Room A for a shared Research Center office space.

For the Patterson Room, we intend to expand our overflowing food and beverage instructional operations for lunch at the McCutchen House. In the Patterson Room, we will utilize this space for rental to group private dining which will allow our students to experience a multi-level food and beverage staffing operation, to also develop an alternative food delivery system and to generate additional revenue for this instructional operation. This space also will serve as a satellite administrative office for the Dean of the College of HRSM and for the Chair of the School of HRTM before and after lunch operations.

Distance Education: The College will be expanding its use of Distance Education via both Blackboard and two way, live television via Cisco Telepresence. We desire to offer our Executive M.S. degree in Health Care IT in a hybrid manner using executive education weekend delivery plus the use of technology to deliver distance education classes. Our primary concern is not just the operation of Cisco Telepresence, but an equitable access to Telepresence broadcast rooms in prime, high demand Monday to Friday evening time slots between 5-10 PM. We fear lack of access to a Telepresence space more than the technological operational issues.
IV. Unit Statistical Profile

A. Instructional:

1) Number of Applicants for Fall 2007, Fall 2008 and Fall 2009 admissions by level.

<table>
<thead>
<tr>
<th>Applications</th>
<th>Fall 2007</th>
<th>Fall 2008</th>
<th>Fall 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate</td>
<td>1,020</td>
<td>1,095</td>
<td>1,174</td>
</tr>
<tr>
<td>Masters</td>
<td>116</td>
<td>120</td>
<td>112</td>
</tr>
<tr>
<td>Total</td>
<td>1,136</td>
<td>1,215</td>
<td>1,286</td>
</tr>
</tbody>
</table>

2) Number of Admissions for Fall 2007, Fall 2008, and Fall 2009 by level.

<table>
<thead>
<tr>
<th>Admissions</th>
<th>Fall 2007</th>
<th>Fall 2008</th>
<th>Fall 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate</td>
<td>533</td>
<td>593</td>
<td>652</td>
</tr>
<tr>
<td>Masters</td>
<td>53</td>
<td>68</td>
<td>51</td>
</tr>
<tr>
<td>Total</td>
<td>586</td>
<td>661</td>
<td>703</td>
</tr>
</tbody>
</table>

3) Freshman retention rate for classes entering Fall 2006, Fall 2007 and Fall 2008

<table>
<thead>
<tr>
<th>Retention Rates</th>
<th>2006 Cohort Returned '07</th>
<th>2007 Cohort Returned '08</th>
<th>2008 Cohort Returned '09</th>
</tr>
</thead>
<tbody>
<tr>
<td>Same School</td>
<td>79.0%</td>
<td>81.6%</td>
<td>72.8%</td>
</tr>
<tr>
<td>Other School</td>
<td>9.1%</td>
<td>8.1%</td>
<td>12.6%</td>
</tr>
<tr>
<td>Total</td>
<td>88.2%</td>
<td>89.7%</td>
<td>85.3%</td>
</tr>
</tbody>
</table>

4) Number of majors enrolled in Fall 2007, Fall 2008, and Fall 2009 by level and by head count and FTE.

<table>
<thead>
<tr>
<th>Student Headcount</th>
<th>Fall 2007</th>
<th>Fall 2008</th>
<th>Fall 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Undergraduate</td>
<td>1,705</td>
<td>1,781</td>
<td>1,765</td>
</tr>
<tr>
<td>Masters</td>
<td>86</td>
<td>79</td>
<td>65</td>
</tr>
<tr>
<td>Total</td>
<td>1,791</td>
<td>1,860</td>
<td>1,830</td>
</tr>
</tbody>
</table>
## College of HRSM

<table>
<thead>
<tr>
<th></th>
<th>Fall 2007</th>
<th>Fall 2008</th>
<th>Fall 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FTE Students</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Undergraduate</td>
<td>1,145</td>
<td>1,163</td>
<td>1,212</td>
</tr>
<tr>
<td>Masters</td>
<td>55</td>
<td>52</td>
<td>44</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,200</strong></td>
<td><strong>1,215</strong></td>
<td><strong>1,256</strong></td>
</tr>
</tbody>
</table>

5) Number of graduates in Fall 2008, Spring 2009, and Summer 2009 by level.

<table>
<thead>
<tr>
<th></th>
<th>Fall 2008</th>
<th>Spring 2009</th>
<th>Summer 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Degrees Awarded</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Undergraduate</td>
<td>161</td>
<td>208</td>
<td>125</td>
</tr>
<tr>
<td>Masters</td>
<td>21</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>182</strong></td>
<td><strong>213</strong></td>
<td><strong>132</strong></td>
</tr>
</tbody>
</table>

6) Four, Five and Six Year graduation rates for the three most recent applicable classes (undergraduates only)

### 2001 Cohort

<table>
<thead>
<tr>
<th></th>
<th>4-Year Grad</th>
<th>5-Year Grad</th>
<th>6-Year Grad</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Graduation Rate</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Same School</td>
<td>10.7%</td>
<td>17.6%</td>
<td>18.8%</td>
</tr>
<tr>
<td>Other School</td>
<td>13.9%</td>
<td>33.7%</td>
<td>37.1%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>24.6%</strong></td>
<td><strong>51.3%</strong></td>
<td><strong>55.9%</strong></td>
</tr>
</tbody>
</table>

### 2002 Cohort

<table>
<thead>
<tr>
<th></th>
<th>4-Year Grad</th>
<th>5-Year Grad</th>
<th>6-Year Grad</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Graduation Rate</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Same School</td>
<td>16.2%</td>
<td>30.6%</td>
<td>32.1%</td>
</tr>
<tr>
<td>Other School</td>
<td>13.3%</td>
<td>26.9%</td>
<td>31.4%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>29.5%</strong></td>
<td><strong>57.6%</strong></td>
<td><strong>63.5%</strong></td>
</tr>
</tbody>
</table>
College of HRSM

2003 Cohort

<table>
<thead>
<tr>
<th>Graduation Rate</th>
<th>4-Year Grad</th>
<th>5-Year Grad</th>
<th>6-Year Grad</th>
</tr>
</thead>
<tbody>
<tr>
<td>Same School</td>
<td>35.9%</td>
<td>59.4%</td>
<td>60.2%</td>
</tr>
<tr>
<td>Other School</td>
<td>3.1%</td>
<td>3.9%</td>
<td>5.5%</td>
</tr>
<tr>
<td>Total</td>
<td>39.1%</td>
<td>63.3%</td>
<td>65.6%</td>
</tr>
</tbody>
</table>

7) Total credit hours generated by your unit for Fall 2008, Spring 2009 and Summer 2009

<table>
<thead>
<tr>
<th></th>
<th>Fall 2008</th>
<th>Spring 2009</th>
<th>Summer 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Credit Hours</td>
<td>Undergraduate</td>
<td>Masters</td>
<td>Total</td>
</tr>
<tr>
<td></td>
<td>17,432</td>
<td>624</td>
<td>18,056</td>
</tr>
<tr>
<td></td>
<td>18,125</td>
<td>497</td>
<td>18,622</td>
</tr>
<tr>
<td></td>
<td>4,720</td>
<td>192</td>
<td>4,912</td>
</tr>
</tbody>
</table>

8) Number of credit hours taught by tenured and tenure-track faculty, by instructors, by non-tenure track faculty and by adjuncts.

<table>
<thead>
<tr>
<th>Credit Hours Taught</th>
<th>Adjunct</th>
<th>Instructor</th>
<th>Tenure Track</th>
<th>Tenured</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spring 2009</td>
<td>6,258</td>
<td>7,252</td>
<td>2,716</td>
<td>1,839</td>
<td>18,065</td>
</tr>
<tr>
<td>Fall 2009</td>
<td>7,491</td>
<td>6,399</td>
<td>3,364</td>
<td>1,823</td>
<td>19,077</td>
</tr>
<tr>
<td>Total</td>
<td>13,749</td>
<td>13,651</td>
<td>6,080</td>
<td>3,662</td>
<td>37,142</td>
</tr>
</tbody>
</table>

The percent of credit hours taught in the College of HRSM by non-tenure track and non-research active faculty in the spring of 2009 was 74.8%. In the fall of 2009, it was 72.8% for a two semester total of 73.8%. Our fiscal Blueprint depicts an aggressive strategy to reduce this percentage to a percent of total credit hours more in line with SACs accreditation standards.
9) Number of faculty by title as of Fall 2007, Fall 2008 and Fall 2009.

<table>
<thead>
<tr>
<th>Tenure Track Faculty</th>
<th>Fall 2007</th>
<th>Fall 2008</th>
<th>Fall 2009</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRTM</td>
<td>4</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>RETAIL</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>SPTE</td>
<td>1</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>TSTM</td>
<td>1</td>
<td>1</td>
<td></td>
</tr>
<tr>
<td>Total Professor</td>
<td>8</td>
<td>6</td>
<td>7</td>
</tr>
<tr>
<td>HRTM</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RETAIL</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SPTE</td>
<td>4</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>TSTM</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Total Associate Professor</td>
<td>11</td>
<td>9</td>
<td>12</td>
</tr>
<tr>
<td>HRTM</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>RETAIL</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SPTE</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>TSTM</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Total Assistant Professor</td>
<td>12</td>
<td>9</td>
<td>9</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Research Faculty</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>HRTM</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Associate Professor</td>
<td>0</td>
<td>1</td>
<td>1</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Instructors</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>HRTM</td>
<td>2</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>RETAIL</td>
<td>2</td>
<td>4</td>
<td>3</td>
</tr>
<tr>
<td>SPTE</td>
<td>2</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>TSTM</td>
<td>3</td>
<td>3</td>
<td>2</td>
</tr>
<tr>
<td>Total Instructors</td>
<td>9</td>
<td>12</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Fall 2007</td>
<td>Fall 2008</td>
<td>Fall 2009</td>
</tr>
<tr>
<td>------------</td>
<td>-----------</td>
<td>-----------</td>
<td>-----------</td>
</tr>
<tr>
<td>HRTM</td>
<td>13</td>
<td>17</td>
<td>11</td>
</tr>
<tr>
<td>RETAIL</td>
<td>15</td>
<td>6</td>
<td>8</td>
</tr>
<tr>
<td>SPTE</td>
<td>3</td>
<td>6</td>
<td>5</td>
</tr>
<tr>
<td>TSTM</td>
<td>11</td>
<td>17</td>
<td>8</td>
</tr>
<tr>
<td>HRSM</td>
<td>0</td>
<td>7</td>
<td>0</td>
</tr>
<tr>
<td>Total Adjuncts</td>
<td>42</td>
<td>53</td>
<td>32</td>
</tr>
<tr>
<td>Adjuncts converted to FTE</td>
<td>N=10.5</td>
<td>N=13.3</td>
<td>N=8</td>
</tr>
<tr>
<td>(Total/4)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| Total Faculty Without Adjuncts | 41 | 37 | 39 |
| Total Faculty With Adjunct FTEs | 51.5 | 50.3 | 47 |

10) Total continuing education units (standard CEU’s or Institutional CEUs generated for Fall 2008, Spring 2009 and Summer 2009. Please refer to policy RACM (1.04)

None were generated by the College of HRSM.
B. 2009-2010 Research and Creative Accomplishments:

1, 2, 3: RESEARCH ACTIVITY REPORTS OF THE COLLEGE OF HOSPITALITY, RETAIL AND SPORT MANAGEMENT (HRSM)

<table>
<thead>
<tr>
<th>Scholarly Activity by Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Name</td>
</tr>
<tr>
<td>Professor (3)</td>
</tr>
<tr>
<td>Associate Professor (5)</td>
</tr>
<tr>
<td>Assistant Professor (2)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
<tr>
<td>Professor (2)</td>
</tr>
<tr>
<td>Associate Professor (1)</td>
</tr>
<tr>
<td>Assistant Professor (3)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
<tr>
<td>Professor (1)</td>
</tr>
<tr>
<td>Associate Professor (4)</td>
</tr>
<tr>
<td>Assistant Professor (2)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
<tr>
<td>Professor (1)</td>
</tr>
<tr>
<td>Associate Professor (2)</td>
</tr>
<tr>
<td>Assistant Professor (2)</td>
</tr>
<tr>
<td>Instructor (1)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
</tr>
</tbody>
</table>
### Research Summary of Sponsored Research Activity

<table>
<thead>
<tr>
<th>Sponsoring Agency</th>
<th>Award Title</th>
<th>Proposal Number</th>
<th>Parent Account Number</th>
<th>Project Number</th>
<th>Total Sponsor</th>
<th>Grant Contract Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>California Travel and Tourism Commission</td>
<td>Japanese Marketing Agreement</td>
<td>14050-09-21578</td>
<td>14050-KA06</td>
<td>14924</td>
<td>$5,000.00</td>
<td>Contract</td>
</tr>
<tr>
<td>Center for Exhibition Industry Research</td>
<td>Cost Effectiveness of Exhibition Participation</td>
<td>14050-09-19640</td>
<td>14050-KA04</td>
<td>13894</td>
<td>$25,000.00</td>
<td>Grant</td>
</tr>
<tr>
<td>City of Columbia</td>
<td>International Conference on Sport and Entertainment Business</td>
<td>14030-08-17373</td>
<td>14030-HJ00</td>
<td>12762</td>
<td>$20,000.00</td>
<td>Grant</td>
</tr>
<tr>
<td></td>
<td>Hospitality Tax - Application (H-Tax)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fort Jackson/US Army/DOD</td>
<td>Soldier and Family Satisfaction with Graduation Family Day at Fort Jackson</td>
<td>14070-09-21617</td>
<td>14010-FA01</td>
<td>14911</td>
<td>$4,500.00</td>
<td>Grant</td>
</tr>
<tr>
<td>National Tour Association</td>
<td>Evaluating the Japanese Outbound Tourism Market-NTA</td>
<td>14050-09-19989</td>
<td>14050-KA05</td>
<td>14090</td>
<td>$15,000.00</td>
<td>Grant</td>
</tr>
<tr>
<td>SC Farm Bureau Insurance Companies</td>
<td>NASCAR Research: Farm Bureau Insurance Study</td>
<td>14030-09-20634</td>
<td>14030-JA01</td>
<td>14384</td>
<td>$21,500.00</td>
<td>Contract</td>
</tr>
</tbody>
</table>
### B-4: Summary of Sponsored Research Activity

<table>
<thead>
<tr>
<th>Sponsoring Agency</th>
<th>Award Title</th>
<th>Proposal Number</th>
<th>Parent Account Number</th>
<th>Project Number</th>
<th>Total Sponsor</th>
<th>Grant Contract Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>California Travel and Tourism Commission</td>
<td>Japanese Marketing Agreement</td>
<td>14050-09-21578</td>
<td>14050-KA06</td>
<td>14924</td>
<td>$5,000.00</td>
<td>Contract</td>
</tr>
<tr>
<td>Center for Exhibition Industry Research</td>
<td>Cost Effectiveness of Exhibition Participation</td>
<td>14050-09-19640</td>
<td>14050-KA04</td>
<td>13894</td>
<td>$25,000.00</td>
<td>Grant</td>
</tr>
<tr>
<td>City of Columbia</td>
<td>International Conference on Sport and Entertainment Business</td>
<td>14030-08-17373</td>
<td>14030-HJ00</td>
<td>12762</td>
<td>$20,000.00</td>
<td>Grant</td>
</tr>
<tr>
<td></td>
<td>Hospitality Tax Application (H-Tax)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fort Jackson/US Army/DOD</td>
<td>Soldier and Family Satisfaction with Graduation Family Day at Fort Jackson</td>
<td>14070-09-21617</td>
<td>14010-FA01</td>
<td>14911</td>
<td>$4,500.00</td>
<td>Grant</td>
</tr>
<tr>
<td>National Tour Association</td>
<td>Evaluating the Japanese Outbound Tourism Market-NTA</td>
<td>14050-09-19989</td>
<td>14050-KA05</td>
<td>14090</td>
<td>$15,000.00</td>
<td>Grant</td>
</tr>
<tr>
<td>SC Farm Bureau Insurance Companies</td>
<td>NASCAR Research: Farm Bureau Insurance Study</td>
<td>14030-09-20634</td>
<td>14030-JA01</td>
<td>14384</td>
<td>$21,500.00</td>
<td>Contract</td>
</tr>
<tr>
<td>SC National Heritage Corridor/SCPRT</td>
<td>A Development and Economic Impact Study of the South Carolina National Heritage Corridor, including the Edgefield and Blackville Discovery Centers</td>
<td>14050-09-20895</td>
<td>14050-GA00</td>
<td>14913</td>
<td>$49,000.00</td>
<td>Grant</td>
</tr>
<tr>
<td>US Department of Commerce</td>
<td>Evaluating the Japanese Outbound Tourism Market-DOC</td>
<td>14050-09-19990</td>
<td>14050-FA01</td>
<td>14654</td>
<td>$24,999.00</td>
<td>Contract</td>
</tr>
<tr>
<td>Virtual Technology Labs (VTL)</td>
<td>Virtual Technology Labs (VTL) cLearning and Curriculum Integration Grant - Donated Access to Software</td>
<td>14070-09-20493</td>
<td>14010-JV02</td>
<td>11442</td>
<td>$6,000.00</td>
<td>Grant</td>
</tr>
<tr>
<td>--------------------------------</td>
<td>-------------------------------------------------------------------------------------------------</td>
<td>-----------------</td>
<td>-------------</td>
<td>------</td>
<td>------------</td>
<td>-------</td>
</tr>
<tr>
<td>Western Carolina Commission for Higher Education/USDA</td>
<td>Salkehatchie Lures Marketing Plan</td>
<td>14050-09-20801</td>
<td>14050-FL01</td>
<td>12383</td>
<td>$20,000.00</td>
<td>Grant</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td><strong>190,999.00</strong></td>
<td></td>
</tr>
</tbody>
</table>

B-5: Total Extramural funding processed through SAM in FY 2009, and Federal Extramural funding processed through Sam in FY 2009

<table>
<thead>
<tr>
<th>Total funding through SAM FY09</th>
<th>$161,799.00</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Federal funding through SAM FY09</td>
<td>$38,508.00</td>
</tr>
</tbody>
</table>
### College of HRSM

**B-6: Total Research Expenditures per tenured/tenure track faculty for FY 2009, by rank & Dept.**

<table>
<thead>
<tr>
<th>Faculty Member</th>
<th>FY09 Research Expenditures</th>
<th>Rank</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cardon, Peter</td>
<td>$3,804.34</td>
<td>Assistant Professor,</td>
<td>Technology Support &amp; Training Management</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Tenure track</td>
<td></td>
</tr>
<tr>
<td>Regan, Tom</td>
<td>$10,309.60</td>
<td>Associate Professor,</td>
<td>Department of Sport &amp; Entertainment Management</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Tenure</td>
<td></td>
</tr>
<tr>
<td>Li, Xiang (Robert)</td>
<td>$31,355.77</td>
<td>Assistant Professor,</td>
<td>School of Hotel, Restaurant &amp; Tourism Management</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Tenure track</td>
<td></td>
</tr>
<tr>
<td>Turk, Ercan</td>
<td>$25,010.79</td>
<td>Professor, Tenure</td>
<td>School of Hotel, Restaurant &amp; Tourism Management</td>
</tr>
<tr>
<td>Bickle, Marianne</td>
<td>$16,716.98</td>
<td>Professor, Tenure</td>
<td>Department of Retailing</td>
</tr>
</tbody>
</table>
### College of HRSM

B-7: Amount of sponsored research funding per faculty member

<table>
<thead>
<tr>
<th>Rank of Faculty, Tenure track</th>
<th>Amount</th>
<th>Competitive nature</th>
<th>Department/School</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assistant Professor, Tenure</td>
<td>$3,125.00</td>
<td>Federal - Non</td>
<td>Technology Support &amp; Training Management</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Competitive</td>
<td></td>
</tr>
<tr>
<td>Professor, Tenure</td>
<td>$6,000.00</td>
<td>Other - Software</td>
<td>Technology Support &amp; Training Management</td>
</tr>
<tr>
<td>Lecturer, Non Tenure</td>
<td>$15,384.00</td>
<td>Federal - Non</td>
<td>School of Hotel, Restaurant &amp; Tourism Management</td>
</tr>
<tr>
<td></td>
<td>$49,000.00</td>
<td>Competitive</td>
<td></td>
</tr>
<tr>
<td></td>
<td>$17,361.00</td>
<td>State</td>
<td></td>
</tr>
<tr>
<td>Assistant Professor, Tenure</td>
<td>$19,999.00</td>
<td>Federal - Non</td>
<td>School of Hotel, Restaurant &amp; Tourism Management</td>
</tr>
<tr>
<td></td>
<td>$16,000.00</td>
<td>Competitive</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Non-profit</td>
<td></td>
</tr>
<tr>
<td>Associate Professor, Tenure</td>
<td>$14,930.00</td>
<td>Non-profit</td>
<td>Department of Sport &amp; Entertainment Management</td>
</tr>
<tr>
<td>Lecturer, Non Tenure</td>
<td>$20,000.00</td>
<td>City - Competitive</td>
<td>Department of Sport &amp; Entertainment Management</td>
</tr>
<tr>
<td>TOTAL</td>
<td>161,799.00</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
B-8-12: Number of Faculty, grant activity, number of proposals, center appointments

<table>
<thead>
<tr>
<th>Department/Unit Name</th>
<th>Number of Tenured and Tenure Track Faculty</th>
<th>Faculty with sponsored research grants</th>
<th>Percentage of unit faculty with grants</th>
<th>Number of faculty cross appointed in centers and institutes</th>
<th>Number of proposals submitted for funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRTM</td>
<td>11</td>
<td>2</td>
<td>18%</td>
<td>2</td>
<td>7</td>
</tr>
<tr>
<td>SPTE</td>
<td>7</td>
<td>2</td>
<td>29%</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Retail</td>
<td>6</td>
<td>0</td>
<td>0%</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>TSTM</td>
<td>6</td>
<td>2</td>
<td>33%</td>
<td>0</td>
<td>7</td>
</tr>
<tr>
<td>Total</td>
<td>30</td>
<td>6</td>
<td>20%</td>
<td>2</td>
<td>16</td>
</tr>
</tbody>
</table>

C. Faculty Hiring:

1. Number of full time faculty hired for AY 2009-10:
   
   (b) HRTM: 1 untenured Associate Professor and Institute Director
   (c) Retailing: 1 untenured Associate Professor and Graduate Coordinator
   (d) SPTE: 1 new tenured, Full Professor, SPTE Chair effective July 1, 2010
   (e) TSTM: 1 ABD Instructor until earns his Ph.D. in April 2010.

2. Number of Post Doctoral scholars: None

3. Anticipated losses of faculty by year for next five years:
   (a) HRTM: 1 resignation to join College of Charleston in the Fall 2010
   (b) SPTE: none
   (c) Retailing: 1 Professor to TERI in summer of 2012
   (d) iIT: none

   (e) If the fiscal climate does not improve, the College can lose critical faculty to other institutions in states who have weathered the recession better than SC. The College will implement a proactive retention plan in the spring of 2010 for key faculty and employees who have been identified as potential recruiting targets from other universities and businesses.

4. Number of CoEE Chair Hires in 2008-09:
   (a) HTRM - 1 CoEE for Tourism and Economic Excellence
D. Foundation Funding Sources

a. All funds budget submitted separately
b. Gifts and pledges in FY 2009:

Columbia-Hospitality, Retail & Sport Management – 0010

Cash Gifts from Prior Activity FY 09

a. Pledge Payments Received $2,526.35
b. Estate Gifts Received $0.00
Subtotal (a + b) $2,526.35

New Cash/Commitments FY 09

c. New Cash/Property/In-Kind Grants $507,683.00
d. New Pledges for Future Cash $8,589,399.94
e. New Documented Planned Gifts (Irrevocable) Cat. B $0.00
f. New Documented Planned Gifts (Revocable) Cat. C $0.00
Subtotal (c + d + e + f) $9,097,082.94

Number of Donors in New Cash/Commitments FY 09
Number of Donors YTD 415

Proposals FY 09
Number of Proposals Submitted 20
Value of Proposals $1,798,200.00
Average Proposal $89,910.00

Proposal Outcomes "Batting Average"
Funded $363,200.00; 13 65.00%
Still Pending $1,251,400.00 3; 15.00%
Rejected $31,100.00 4; 20.00%