Fall Opening Meeting
Five Years in Review (2009-Present)
August 19, 2014
New Graduate Degree Programs

Doctor of Philosophy Degree (PhD) in Hospitality Management*
16 students enrolled Fall 2014

Doctor of Philosophy Degree (PhD) in Sport and Entertainment Management
4 students enrolled Fall 2014

Master of Health Information Technology (MHIT)*
42 students enrolled Fall 2014

*First graduates in August 2014
# Faculty Growth

<table>
<thead>
<tr>
<th>Year</th>
<th>FY</th>
<th>Faculty</th>
<th>%</th>
<th>TT</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2008</td>
<td>Fall 2008 (FY09)</td>
<td>37</td>
<td>0.00%</td>
<td>24</td>
<td>8.33%</td>
</tr>
<tr>
<td>Fall 2009</td>
<td>Fall 2009 (FY10)</td>
<td>37</td>
<td>2.70%</td>
<td>26</td>
<td>3.85%</td>
</tr>
<tr>
<td>Fall 2010</td>
<td>Fall 2010 (FY11)</td>
<td>38</td>
<td>34.21%</td>
<td>32</td>
<td>18.52%</td>
</tr>
<tr>
<td>Fall 2011</td>
<td>Fall 2011 (FY12)</td>
<td>51</td>
<td>7.84%</td>
<td>38</td>
<td>18.75%</td>
</tr>
<tr>
<td>Fall 2012</td>
<td>Fall 2012 (FY13)</td>
<td>55</td>
<td>5.45%</td>
<td>39</td>
<td>2.63%</td>
</tr>
<tr>
<td>Fall 2013</td>
<td>Fall 2013 (FY14)</td>
<td>58</td>
<td>6.90%</td>
<td>42</td>
<td>7.69%</td>
</tr>
</tbody>
</table>

**% growth since FY09:**

67.57%  
75.00%
Faculty Growth

All Faculty

<table>
<thead>
<tr>
<th>Faculty</th>
<th>Fall 2008 (FY09)</th>
<th>Fall 2009 (FY10)</th>
<th>Fall 2010 (FY11)</th>
<th>Fall 2011 (FY12)</th>
<th>Fall 2012 (FY13)</th>
<th>Fall 2013 (FY14)</th>
<th>Fall 2014 (FY15)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Faculty</td>
<td>37</td>
<td>37</td>
<td>38</td>
<td>52</td>
<td>55</td>
<td>58</td>
<td>62</td>
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</table>
Faculty Growth

TT Faculty

<table>
<thead>
<tr>
<th>Fall 2008 (FY09)</th>
<th>Fall 2009 (FY10)</th>
<th>Fall 2010 (FY11)</th>
<th>Fall 2011 (FY12)</th>
<th>Fall 2012 (FY13)</th>
<th>Fall 2013 (FY14)</th>
<th>Fall 2014 (FY15)</th>
</tr>
</thead>
<tbody>
<tr>
<td>TT</td>
<td>24</td>
<td>26</td>
<td>27</td>
<td>32</td>
<td>38</td>
<td>39</td>
</tr>
</tbody>
</table>
Provost’s Dashboard Metric: FTE to TT Ratio

FTE to TT Ratio

<table>
<thead>
<tr>
<th></th>
<th>Fall 2008 (FY09)</th>
<th>Fall 2009 (FY10)</th>
<th>Fall 2010 (FY11)</th>
<th>Fall 2011 (FY12)</th>
<th>Fall 2012 (FY13)</th>
<th>Fall 2013 (FY14)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ratio</td>
<td>55.34</td>
<td>46.62</td>
<td>47.79</td>
<td>44.13</td>
<td>40.29</td>
<td>41.18</td>
</tr>
</tbody>
</table>
**FTE to All Faculty Ratio**

<table>
<thead>
<tr>
<th>Year</th>
<th>Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2008 (FY09)</td>
<td>35.22</td>
</tr>
<tr>
<td>Fall 2009 (FY10)</td>
<td>32.76</td>
</tr>
<tr>
<td>Fall 2010 (FY11)</td>
<td>33.95</td>
</tr>
<tr>
<td>Fall 2011 (FY12)</td>
<td>27.69</td>
</tr>
<tr>
<td>Fall 2012 (FY13)</td>
<td>27.84</td>
</tr>
<tr>
<td>Fall 2013 (FY14)</td>
<td>27.69</td>
</tr>
</tbody>
</table>

*Provost’s Goal = 24:1*
# Faculty to Student Ratio

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>TT</th>
<th>Ratio</th>
<th>NTT</th>
<th>TT &amp; NTT</th>
<th>Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2008 (FY09)</td>
<td>24</td>
<td>55.34</td>
<td>13</td>
<td>37</td>
<td>35.22</td>
</tr>
<tr>
<td>Fall 2009 (FY10)</td>
<td>26</td>
<td>46.62</td>
<td>11</td>
<td>37</td>
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<td>41.18</td>
<td>19</td>
<td>58</td>
<td>27.69</td>
</tr>
</tbody>
</table>
## FTE Student to TT Ratio by Department

<table>
<thead>
<tr>
<th>Department</th>
<th>TT</th>
<th>Ratio</th>
<th>NTT</th>
<th>TT &amp; NTT</th>
<th>Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>HRTM</td>
<td>11</td>
<td>51.27</td>
<td>7</td>
<td>18</td>
<td>31.33</td>
</tr>
<tr>
<td>ITEC</td>
<td>8</td>
<td>30.25</td>
<td>4</td>
<td>12</td>
<td>20.17</td>
</tr>
<tr>
<td>RETL</td>
<td>8</td>
<td>48.25</td>
<td>4</td>
<td>12</td>
<td>32.17</td>
</tr>
<tr>
<td>SPTE</td>
<td>12</td>
<td>29.83</td>
<td>4</td>
<td>16</td>
<td>22.38</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>39</td>
<td><strong>41.18</strong></td>
<td>19</td>
<td>58</td>
<td><strong>27.69</strong></td>
</tr>
</tbody>
</table>
# Staff Growth

## Staff

<table>
<thead>
<tr>
<th>Year</th>
<th>Staff</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2008 (FY09)</td>
<td>24</td>
</tr>
<tr>
<td>Fall 2009 (FY10)</td>
<td>19</td>
</tr>
<tr>
<td>Fall 2010 (FY11)</td>
<td>19</td>
</tr>
<tr>
<td>Fall 2011 (FY12)</td>
<td>25</td>
</tr>
<tr>
<td>Fall 2012 (FY13)</td>
<td>26</td>
</tr>
<tr>
<td>Fall 2013 (FY14)</td>
<td>26</td>
</tr>
<tr>
<td>Fall 2014 (FY15)</td>
<td>26</td>
</tr>
</tbody>
</table>
Faculty/Staff Hires

HRTM
Madeline Broderick
David Cárdenas
Eugenia Cox-Fuenzalida*
Glenna Gillentine
Brian Hay
Simon Hudson
Amy Jackson*
Marketa Kubickova
Merrick McKeig
Fang Meng
Georgia Petritsis
Joel Reynolds
Chris Rudziensky
Scott Smith
Kevin So
Grace Yang

SPTE
Khalid Ballouli
Kim Boone
Andy Gillentine
Bob Heere
Sporty Jeralds
Jessica Johnson
Todd Koesters
Richard Southall
Armen Shaomian

HRSM
Valeria Bates
BJ Beckham
Tim Burke
Ryal Curtis*
Nick Dolce*
Carolina Gamble
Jeremy Gile
Scott Kaplan
Stephanie Lockhart
Bianca Mayfield*
Mary McDaniels
Christina Osho-Kidd*
Emily Reynolds
Latolya Sulton
Lin Wang
Ben Waring
Lauren Welch*

*Resigned

RETL
Deborah Brosdahl
Annette Burnsted
Jeffrey Campbell
Erica Elbery
Fran McTee
Joohyung Park

IIT
Mark Harris
Neset Hikmet
Andrayier Holmes
Shannon McCutchen
Shawna Moffitt
Dan Norris
Virginia Peninger
Elizabeth Regan
Benjamin Schooley
Steven Walczak
# Summer Revenue

*Provost’s statement at 2014 blueprint meeting*

<table>
<thead>
<tr>
<th>Year</th>
<th>FY</th>
<th>Sum Rev</th>
<th>%</th>
<th>J Rev</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008-09</td>
<td>Fall 2008 (FY09)</td>
<td>2,508,253</td>
<td>6%</td>
<td>102,896</td>
<td></td>
</tr>
<tr>
<td>2009-10</td>
<td>Fall 2009 (FY10)</td>
<td>2,656,246</td>
<td>6%</td>
<td>259,971</td>
<td>153%</td>
</tr>
<tr>
<td>2010-11</td>
<td>Fall 2010 (FY11)</td>
<td>3,147,669</td>
<td>19%</td>
<td>575,562</td>
<td>121%</td>
</tr>
<tr>
<td>2011-12</td>
<td>Fall 2011 (FY12)</td>
<td>3,565,158</td>
<td>13%</td>
<td>797,809</td>
<td>39%</td>
</tr>
<tr>
<td>2012-13</td>
<td>Fall 2012 (FY13)</td>
<td>4,079,076</td>
<td>14%</td>
<td>1,013,144</td>
<td>27%</td>
</tr>
<tr>
<td>2013-14</td>
<td>Fall 2013 (FY14)</td>
<td>4,325,408</td>
<td>6%</td>
<td>1,415,244</td>
<td>40%</td>
</tr>
</tbody>
</table>

% growth since FY09: 72% 1275%

¹Sum and J Revenue are estimates.
Summer Revenue

<table>
<thead>
<tr>
<th></th>
<th>Fall 2008 (FY09)</th>
<th>Fall 2009 (FY10)</th>
<th>Fall 2010 (FY11)</th>
<th>Fall 2011 (FY12)</th>
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<td>3,565,158</td>
<td>4,079,076</td>
<td>4,325,408</td>
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</tbody>
</table>
Summer Revenue

<table>
<thead>
<tr>
<th>Fall Year</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fall 2008 (FY09)</td>
<td>102,896</td>
</tr>
<tr>
<td>Fall 2009 (FY10)</td>
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<tr>
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<td>1,013,144</td>
</tr>
<tr>
<td>Fall 2013 (FY14)</td>
<td>1,415,244</td>
</tr>
</tbody>
</table>

Bar chart showing revenue for different fall terms from 2008 to 2012.
New & Upgraded Facilities

Carolina Coliseum
- Moved all departments to main floor
- Journalism space
- Window additions

McCutchen House
- Third floor space for staff
- HRSM primary use of facility
- Renovated kitchen

IT-oLogy
- 10th floor faculty offices/meeting space
- Second floor classrooms/lab space

Law School
- Approval of new home
- Renovations
- Move in Fall 2018/January 2019
**TOTAL GROWTH**

**HRSM Total Enrollment from Fall 2009 to Fall 2013**
- Fall 2009 = 1,831
- Fall 2013 = 2,346
  - HRSM had a 28.345% increase in total enrollment but a 68% growth in faculty from Fall 2009 to Fall 2013

Public Health = 57.082% increase (*New Building*)
Engineering = 32.695% increase
**HRSM = 28.345% increase**
Nursing = 14.310% increase
Business = 13.580% increase
A&S = 4.978% increase
Mass Comm = 2.046% increase
Education = 7.953% decrease

**USC-Columbia Total Enrollment from Fall 2009 to Fall 2013**
- Fall 2009=28,481
- Fall 2013=31,964
  - USC–Columbia had a 12.229% increase in total enrollment from Fall 2009 to Fall 2013
HRSM Undergraduate Enrollment from Fall 2009 to Fall 2013
Fall 2009 = 1,766
Fall 2013 = 2,236
* HRSM had a 26.614% increase in undergraduate enrollment from Fall 2009 to Fall 2013

Public Health = 99.600% increase (*New Building)
Engineering = 38.068% increase
HRSM = 26.614% increase
Nursing = 15.277% increase
Education = 15.089% increase
Business = 14.951% increase
Mass Comm = 12.320% increase
A&S = 5.809% increase

USC-Columbia Undergraduate Enrollment from Fall 2009 to Fall 2013
Fall 2009 = 20,494
Fall 2013 = 24,180
* USC-Columbia had 17.986% increase in undergraduate enrollment
HRSM Graduate Enrollment from Fall 2009 to Fall 2013

- Fall 2009 = 65
- Fall 2013 = 110
- HRSM had a 69.231% increase in Graduate Enrollment from Fall 2009 to Fall 2013. Largest on campus!

HRSM = 69.231% increase

- Social Work = 20.330% increase
- Engineering = 13.907% increase
- Nursing = 8.671% increase
- Public Health = 7.198% increase
- Business = 6.095% increase
- A&S = 0% increase or decrease
- Mass Comm = 25.483% decrease
- Education = 29.476% decrease

USC-Columbia Graduate Enrollment from Fall 2009 to Fall 2013

- Fall 2009 = 6,527
- Fall 2013 = 6,259
- USC-Columbia had a 4.106% decrease in graduate enrollment from Fall 2009 to Fall 2013
## Research Activity

Total HRSM Externally Awarded Projects for FY 2005-2013 that were processed through SAM

<table>
<thead>
<tr>
<th>Row Labels</th>
<th>Sum of Tot Project Amt</th>
<th>Annual percentage change</th>
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</thead>
<tbody>
<tr>
<td>5</td>
<td>34,484</td>
<td>0</td>
</tr>
<tr>
<td>6</td>
<td>317,478</td>
<td>820.7%</td>
</tr>
<tr>
<td>7</td>
<td>115,385</td>
<td>-63.7%</td>
</tr>
<tr>
<td>8</td>
<td>196,791</td>
<td>70.6%</td>
</tr>
<tr>
<td>9</td>
<td>224,999</td>
<td>14.3%</td>
</tr>
<tr>
<td>10</td>
<td>163,054</td>
<td>-27.5%</td>
</tr>
<tr>
<td>11</td>
<td>1,323,964</td>
<td>712.0%</td>
</tr>
<tr>
<td>12</td>
<td>90,456</td>
<td>-93.2%</td>
</tr>
<tr>
<td>13</td>
<td>317,955</td>
<td>251.5%</td>
</tr>
<tr>
<td>Donor gift</td>
<td>8,021,000</td>
<td>2422.7%</td>
</tr>
<tr>
<td>Grand Total</td>
<td>10,805,566</td>
<td></td>
</tr>
</tbody>
</table>
Research Activity

Total HRSM Externally Awarded Projects for FY 2005-2013 that were processed through SAM

Research Activity of HRSM Faculty

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Books</td>
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<td>5</td>
<td>7</td>
<td>8</td>
<td>0</td>
<td>5</td>
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<tr>
<td>Refereed Journal Articles*</td>
<td>75</td>
<td>63</td>
<td>73</td>
<td>69</td>
<td>41</td>
<td>33</td>
</tr>
<tr>
<td>Non-refereed publications</td>
<td>29</td>
<td>19</td>
<td>23</td>
<td>16</td>
<td>21</td>
<td>10</td>
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<td>Referred Conferences</td>
<td>51</td>
<td>40</td>
<td>102</td>
<td>60</td>
<td>140</td>
<td>53</td>
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<tr>
<td>Book Chapters</td>
<td>12</td>
<td>n/a</td>
<td>19</td>
<td>17</td>
<td>6</td>
<td>3</td>
</tr>
</tbody>
</table>

*83% increase from 2009-2013
DEVELOPMENT

**USC’s campaign goal** for Carolina’s Promise — $1 billion

**HRSM campaign goal** for Carolina’s Promise — $35 million from 2007-2015

- Raised to date: **$32,403,538** which is **92.6%** of the total goal
- HRSM Development raised over **$2,756,278** in 2013-14
Significant Gifts in the campaign include:

- $2 million — Marriott International Foundation to name a culinary lab in the new HRSM Building (Official Announcement Coming Soon)

- $106 million gift in kind from IBM and $4 million cash from BCBSSC toward the Consortium for Enterprise Systems Management AKA IT-oLogy (HRSM received 35% of the gift and helped complete the Darla Moore match for the Darla Moore School of Business)

- $100,000 Neville Isdell — to name a room in the new HRSM Building for his daughter, Cara, and son-in-law, Zak, who are both HRSM alumni

- $50,000 Dr. Brian J. and Linda L. Mihalik Global Scholar Award and Naming Opportunity in new building
Significant Gifts in the campaign include:

- $294,000 — Anonymous Gift from a Private Club
- NASCAR / Jim Hunter
- $25,000 — Gary and Jane Green (Scholarships)
- $25,000 — Scholarship from Sean and Melissa Potter
- $25,000 — Scholarship from Hilton Columbia
- $25,000+ — Other gifts to the Cockaboose Fund from Stephen and Renee’ Bisciotti
- $25,000 — Scholarship from Elauwit Networks
- Over $50,000 has been raised by Tina Weaver and the Alumni Society from gifts, Homecoming, etc.
Provost’s Dashboard Metrics Tasked to Deans

Increase average SAT score:
• HRSM SAT has increased each year since 2010
• In 2010, the average HRSM SAT = 1145; In 2013 = 1167

Increase freshman-sophomore retention rate:
• Since 2008, the HRSM freshman-sophomore retention rate has been more than 85% and exceeds the University’s average
• In 2012, retention rate 89.5%
• College’s goal to raise the retention rate 5 points above Provost’s target

Increase six-year graduation rate:
• HRSM’s six-year graduation rate for the two most recent cohorts exceeds the University’s average
• Our six-year graduation rate is currently 77%
• Dean has charged the Assistant Dean of Student Services to raise the six-year graduation rate to 5 points above Provost’s target
HRSM’s Growth in Globalization Initiatives

- Grew MOU’s with international universities
- Strong relationship with 9 Chinese, 1 Taiwanese, 1 European, 1 South American and 3 Caribbean universities
- Summer 2014 program a success with 50+ fee-paying, international students attending HRSM Summer International Institute led by Mr. Lin Wang
Communications

• In 2011, repurposed existing position to focus full-time on PR / communications
• Social media leaders on campus: Facebook, Twitter, Instagram, YouTube
• HRSM mentions in @UofSC Today: 282*
• HRSM faculty mentions in press: 212*

*Since September 2011
^Since January 2013
Alumni Society Fund (ASF)

Established in 2008 by HRSM Alumni Society Board members
Current Balance: $42,871.11

- Since 2009, the HRSM ASF has awarded 12 scholarships, totaling $16,300 for study abroad
- Recipients include: 6 SPTE students, 4 RETL/Fashion students, and 2 HRTM students
- HRSM ASF recipients have gained experience in world class tourism, fashion and food as well as tournament planning, global sports and international venues.
- Recipients have traveled to Paris, Australia, London, Dominican Republic, Scotland, Amsterdam, Italy, Barcelona, Brussels, England, Ireland and more!
- The HRSM Alumni Society Fund is in the endowment process.

“In life, it’s very rare that dreams come true. One of my dreams is to see the world. Because of you all, I have been able to start living my dream.”
— Megan Pinckney
PROVOST’S NEW AND CONTINUED INITIATIVES

- Stronger advising
- USC Connect
- Online masters in certificate programs
- Graduation with Leadership Distinction
INNOVATIVE TEACHING THROUGH GLD

• Articulate how students can enhance their experience in your major by pursuing GLD

• Encourage your majors to pursue GLD and help them see “the fit” and the value

• Develop assignments and experiences that help students integrate learning
GRADUATION WITH LEADERSHIP DISTINCTION IN...

- Community Service
- Global Learning
- Research
- Professional and Civic Engagement (Internships & Peer Leadership)

Transcript and diploma recognition available to UG students of any major with 3.0 GPA
THE FUTURE

Fall 2018...

A New Home

HRSM’s new home, which will be visibly prominent on Assembly Street, will be across from the new Darla Moore School of Business where the USC Law School is currently located.

The USC Law School will be breaking ground on their new building on September 26, 2014.
The End