



College of Hospitality, Retail, and Sport Management

Blueprint for Academic Excellence at USC

2009-2014

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COLLEGE OF HOSPITALITY, RETAIL, & SPORT MANAGEMENT

BLUEPRINT FOR QUALITY ENHANCEMENT

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 ***integrative and experiential*** academic preparation for students in a collaborative environment that promotes seminal and applied 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 mission and to subsequently improve the economic sustainability, recognition and visibility of the College's students, alumni, faculty and research.

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

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

Goal 4: Develop and expand international involvement with comparable institutions and businesses for faculty and students.

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

College of Hospitality, Retail and Sport Management Executive Summary

- A. Top Ten and Five Competitive Peers and Strengths and Weaknesses:** The College of Hospitality, Retail and Sport Management has a unique academic format and, as such, we have few academic peers across the US. Thus in the following pages, each respective unit has identified top ten and top five peers by program.
- B. During the last five years, 2006-2011, our top strengths and accomplishments are:**
- a. The College of HRSM, now the third largest at USC (majors + minors + grad. students) generated over \$4.5M in surplus tuition revenue over expenses in 2010-2011. This surplus goes to fund strategic USC initiatives.
 - b. The College has been for years, undertaking “integrative learning” by a variety of methods.
 - c. All of the College’s programs are ranked in the top 10 nationally via academic criteria.
 - d. In multiple programs, select HRSM faculty are ranked in the top ten by research metrics.
 - e. The College of HRSM is home to the CoEE for Tourism and Economic Excellence, 5 research centers, is a strategic partner with the C.E.S.M. and has a new Ph.D. in HRTM.
 - f. Approximately 32% of the entire SC labor workforce is directly aligned with academic disciplines represented in all programs in the College of HRSM.
 - g. The College of HRSM has an open door policy regarding student enrollment thus enhancing the USC retention and graduation rates.
 - h. The College of HRSM generates significant out of state student enrollment (42%) and tuition especially in the SPTE Department (61%), generating significant revenue for USC above the cost of educating SC students.
 - i. The graduation and retention rates for the College exceed the university rates.
 - j. McCutchen House is a College and USC asset from an educational and research perspective.
 - k. The College’s faculty have a strong and growing commitment to the globalization.
- C. College of HRSM weaknesses:**
- a. The Colleges academic facility is a deterrent to faculty teaching and research and student learning. It greatly hinders faculty and student recruiting and does not provide a healthy academic and work environment for students, faculty and staff.
 - b. Approximately 65% of the entire College of HRSM WSCHs were taught by adjuncts and instructors in 2010-2011 violating SACS guidelines and hindering student learning.
 - c. Budget cuts and the corresponding loss of faculty and staff, while enrollments have grown steadily, have seriously impaired quality teaching and hindered faculty, administrators and support staff from undertaking a variety of academic, research and service initiatives.
 - d. Insufficient resources to conduct and manage College’s “integrative learning” initiatives.
- D. Plans to addresses weaknesses:**
- a. Short term: Facility renovation of Coliseum concourse beginning in the summer of 2011 to move the two largest HRSM departments (SPTE & HRTM) and Dean’s Suite to new space.
 - b. Long term: New College of HRSM facility with construction beginning in 2017 on the SE corner of Greene & Lincoln streets.
 - c. The College’s operational budget needs to be increased by \$1.7 million/yr. so as to improve the quality of instruction, integrative learning, research and service & allow the College to hire N=15 Assistant & Associate Professors and subsequent support staff and advisors over the next three years.
 - d. The College needs to launch more graduate programs including more doctorate degrees across multiple units which, in turn, will attract more faculty interested in undertaking research and the pursuit of external funding with subsequent returned indirect funds.

Sport and Entertainment Management (SPTE)

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

1. The University of South Carolina is unique in offering a degree in Sport and Entertainment Management.
 - a. The top 10 universities in the larger field of Sport Management are (alphabetical order):
 - Florida State University
 - Ohio University
 - Temple University
 - Texas A&M University
 - University of Florida
 - University of Louisville
 - University of Massachusetts
 - University of Oregon
 - University of South Carolina
 - West Virginia University
 - b. The SPTE program is generally considered among the top five programs by the academic community and regarded in the top three by the sport & entertainment industry. Although no other programs offer 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
 - University of Louisville

F. During the last five years, 2006-2011, our top strengths and accomplishments are:

- The SPTE undergraduate program was identified in a 2010 study as the largest undergraduate program in the country. This is an indicator of our growing reputation in both the academic and practitioner ranks.
- The SPTE department has refined and formalized its goals to assure alignment with university and college goals.
- Department continues to attract high profile and sought after faculty members. The department added a new senior faculty member as well as a new assistant professor who will join the SPTE faculty in the fall, 2011. Additionally, searches for a new tenure tract faculty member and a new minority clinical instructor are currently under way.
- The SPTE faculty's research productivity and grant activity continues to increase.
- Initial plans have been developed for the formation of a departmental vehicle that will foster research, service and professional development for the SPTE department and the sport and entertainment industry.
- The Masters degree in Sport and Entertainment Management has grown to over 40 students. The program continues to draw national and international recognition for the department, college, and university.

- The department continues to increase and enhance the undergraduate “with distinction” tract and has increased participation in that undergraduate research program. Planning for a complete four year undergraduate research experience is underway.
- The *Journal of Venue and Event Management* continues to meet a critical need and foster research in the area of venue management. It’s completely on-line platform is proving to be a cutting edge innovation for the sport & entertainment industry.
- The annual “Sport, Entertainment, and Venues Tomorrow” conference continues to grow in attendance and industry influence, as well as serving as a revenue stream for the SPTE department.
- We have established and grown our commitment to diversity and globalization by offering study abroad classes (two in Australia, one in Japan, one in Europe). Faculty continue to be actively involved in international Sport Management conferences, SPTE students participate in international internships, and the SPTE department continues to aggressively explore exchange and executive education possibilities in China, Aruba, Australia and Taiwan.

G. The three greatest weaknesses of our department are:

- Lack of a systematic method of tracking our alumni.
 - Plan for Resolution – We are implementing a three prong solution to developing a systematic method of tracking SPTE alumni. 1) Initial post graduation contact information will be gathered from the student during structured Exit interviews. 2) An Alumni Director, undergraduate and graduate, is being developed for distribution (electronic and hard copy) it is hoped this will serve as an easy medium for alumni remaining in contact with the program; and 3) we are initiating the use of various forms of social media to platforms through which alumni may stay connected to the SPTE program.
- Limited ability to conduct practicum and internship site visits.
 - Plan for Resolution – In order to more actively supervise practica/internship students and to have a more visible presence in the sport & entertainment industry the SPTE department is considering several options to resolve this problem: 1) Dedicate a portion of departmental budget to fund travel to sites within a 250 mile radius of Columbia campus; 2) For students outside of this radius a SPTE professional in the area will be contracted to represent the department and conduct site visits budget permitting; 3) Identify revenue streams that can fund supervisor travel to practica/internship sites. These may be utilized in the development of formalized internships with various industry partners; 4) Work in concert with HRSM development office to coordinate site visits in order to utilize development staff for site visits and use supervisor staff to help with development activities as appropriate.
- Lack of Ph.D. program.
 - Plan for Resolution – Ph.D. planning and implementation committee has been formed and has formed preliminary plans for SPTE Ph.D. program. The plan calls for the initiation of a Ph.D. program in Fall of 2012 or 2013 dependent upon speed of proposal progressing through USC and state of South Carolina system.

School of Hotel, Restaurant, and Tourism Management (HRTM)

A. 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

B. 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 Institute for Tourism Studies in Macau and Visiting scholars from a number of Chinese universities) and India (Partnership being forged with JHM Hotels' development of a Hotel School in India).
- 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.
- The 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 to research Asia-Pacific tourism. Dr. DiPietro has secured a contract with the University of Aruba thus providing opportunities for faculty and student exchanges. 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.

Important accomplishments in last 5 years:

- New Ph.D. in Hospitality Management to begin in the fall of 2011.
- Hiring prominent faculty to direct remaining 2 research centers: Dr. Simon Hudson for CoEE and Dr. 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).

C. HRTM's weaknesses and plans for addressing them.

Weakness

- Faculty recruitment and retention. Over the past 5 years HRTM has lost 6 full-time faculty, 1 assistant Department Head and 1 more is leaving at the end of the Spring semester of 2011. 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 Administrative support. In the past 3 years the department has lost its administrative assistant position. Additionally, with the huge growth in undergraduate majors (N=622) and minors (N= 401), we have relied on one academic advisor and no fulltime Internship Coordinator to provide students services for over 1,000 HRTM undergraduate majors and minors.

Plan to address

- We have hired two new faculty members and have one search currently underway. An offer has been made to a candidate for the School Director, so it is hopeful that this situation will soon be resolved –which should aid in faculty recruitment. We have filled other vacancies with instructors, adjuncts, and teaching larger classes live and developing online classes. The addition of our Ph.D. program in Fall 2011 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.
- The Dean, as part of this presentation, will request the hiring of 2 new faculty lines in 2011-2012 for the School of HRTM in specific operational areas of resort and F&B management to be joined by the one Assoc. Professor funded by the Provost in 2011-12.

integrated Information Technology (iIT)

A. Which universities in the United States have the top 10 departments in your discipline, according to the chair's opinion? Is your department among the top ten?

There are 16 ABET-accredited information technology programs. Of these, nine are doctoral granting institutions. They are (with their Carnegie classifications):

- Brigham Young University (RU/H)
- University of Cincinnati (RU/VH)
- Drexel University (RU/H)
- East Tennessee State University (DRU)
- George Mason University (RU/H)
- Georgia Southern University (DRU)
- Indiana University-Purdue University-Indianapolis (RU/H)
- University of Missouri – Kansas City (RU/H)
- Purdue University (RU/VH)

To this list we would add Syracuse University and 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.

Which five departments at other United States universities are considered to be your peers, according to the chair's opinion?

- New Jersey Institute of Technology
- George Mason University
- Drexel University
- Purdue University
- Syracuse University

B. Briefly describe the integrated Information Technology Program's top strengths and important accomplishments achieved in the last five years.

Strengths

- 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

- Center for Enterprise Systems Management
- Award winning faculty and students
- Increased awareness of program by industry and discipline

- Create IT Computer Camp
- POSSCON, the Palmetto Open Source Software Conference
- Service learning focus in the curriculum

C. Greatest weaknesses and plans for addressing those weaknesses.

Difficulties

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

Weaknesses

- Lack of a Masters/PhD program in information technology
- Difficulty getting appropriately skilled graduate assistants
- Small number of faculty with very diverse research interests

Department of Retailing

A. “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 (no longer admitting students)
- 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)

- Auburn University
- Colorado State University
- Iowa State University
- Michigan State University (no longer admitting students)
- The Ohio State University

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

- Department in general
 - Undergraduate enrollment has increased including the number of students enrolled in the Honor’s College.

- Number of minors has increased
- Hired a tenure track faculty member. Another faculty member earned Tenure and Promotion
- A senior lecturer won the College of HRSM Teacher of the Year Award.
- Two percent of the undergraduate student body advanced their studies for a Master's degree.
- One hundred percent of the interns were placed. Internships were conducted throughout the nation. Examples of companies included: Nordstrom (North Carolina), Druth's (Ohio), Donna Karan (New York), and Kohl's (South Carolina).
- The number of external relations with industry was expanded; additional internships and permanent placement positions were developed through new industry relations.

- Teaching
 - The Retailing Board continued to evaluate the curriculum, providing input regarding the changing nature of the industry
 - Industry experts were regularly featured as speakers in the classroom; theoretical concepts were dovetailed with practical application of concepts.
 - The international study abroad course offered by the Department continues to be highly successful and in demand by the students. This learning experience broadens students' experiences and perspectives on life.
 - To better prepare our students and to enhance their employment opportunities upon graduation, the Department implemented a 200 level practicum for all Retailing majors in addition to the internship experience requirement. The practicum is 3-credit prerequisite for the internship.

- Research
 - Faculty members in the department continue to publish on a national and international level. Fifteen refereed publications and one book was published during the academic year. This productivity has assisted in the department in maintaining its #2 ranking for research by an external agency (i.e., published by the American Collegiate Retailing Association).

- Service/Outreach
 - The personalized advising plan and effective internship program (which often leads to permanent placement) contributes to the Department's timely graduate rates.
 - Service learning efforts were infused throughout a variety of the department's efforts. Students in RETL 388, Contemporary Trends, planned and implemented a fashion show each fall and spring semester. The proceeds go to a specific charity. During fall 2010, the proceeds benefited a local pet shelter.
 - The Director for the Center for Retailing has strengthened industry contacts throughout the State and nation.
 - A weekly Forbes column is published from the Center for Retailing, generating international exposure for the college and university.
 - Our interaction with students and extracurricular events (e.g., Fashion Board, SIFE) contribute to the Department's high retention rate.
 - SIFE (Students in Free Enterprise) was reissued. SIFE (Students in Free Enterprise) is an organization that generates a significant amount of financial

support from industry. The Director for the Center for Retailing re-enacted the SIFE chapter in fall 2010.

- SIFE members worked on service learning activities and competed in a regional competition (March 2011). The group's activities have brought attention to industry leaders around South Carolina.

C. Weaknesses and plans for addressing them

- The Master of Retailing program has a small enrollment. Plan for resolution:
 - A multi-media marketing plan has been implemented. The graduate coordinator will be attending conferences specifically targeted to graduate students.
- 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.
- The Department is continually trying to find a balance in scheduling. We don't have enough faculty members to successfully offer enough course sections to satisfy our undergraduate student body and our graduate student body. Plan for resolution:
 - One tenure track faculty member was hired. We are revisiting the graduate and undergraduate curriculum for quality and scheduled offerings.

Alfred P. Sloan Foundation Travel & Tourism Industry Center And the International Tourism Research Institute

Executive Summary

A. Identify the universities in the United States that have top 10 centers in your disciplines and the five centers at other United States universities that are considered to be your peers.

- International Institute of Tourism Studies: George Washington University
- International Institute for Tourism Research & Development: Clemson University
- Tourism and Hospitality Research Institute: Conrad H. Hilton College of Hotel and Restaurant Management, University of Houston
- Center for Sustainable Tourism: College of Human Ecology, East Carolina University
- Institute for Tourism and Recreation Research: University of Montana
- Purdue Tourism and Hospitality Research Center: Purdue University
- School of Tourism and Hospitality Management Research Center: Temple University
- Michigan Travel, Tourism and Recreation Resource Center: Michigan State University
- University of Minnesota Tourism Center: University of Minnesota
- Center for Tourism Research and Development: University of Florida

B. Top strengths and important accomplishments in last 5 years:

- **FUNDING:** The most significant accomplishment to date is achieving a \$1.2 million match of Alfred P. Sloan Foundation funding to create a nationally and internationally recognized travel and tourism center. This goal was achieved and verified by university records within the required time frame despite high administrative turnover within college.
- **FUNDING:** According to USCERA, as PI or Co-PI, \$470,104 in external grant funding since 2005. \$226,111 of this total was unmatched by any external sources.
- **PEER-REVIEWED PUBLICATIONS:** This research has resulted in numerous international peer-reviewed publications. As lead or co-author, the director has published 8 peer-reviewed publications on international subjects with 4 more in submission. Nine of these publications deal specifically with Chinese tourism. International co-authors include Fudan University, Shandong University and the Institute for Tourism Studies (Macao). The institute and center's Associate Director, Dr. Robert Li, has published several more on international subjects, with international co-authors, and on China.
- **SOUTH CAROLINA:** Economic impact/tourism planning work in 19 South Carolina counties.
- **SOUTH CAROLINA:** Completed a major economic impact study of the South Carolina National Heritage Corridor with Clemson University, showing collaboration between the state's two major tourism programs.
- **INTERNATIONAL:** Creating the International Tourism Research Institute in 2006. Creating the China focus within the institute that same year. The Clemson tourism research institute added international to its name in response to our institute. Our institute model is being replicated around the United States and the world.
- **CHINA:** Internationally recognized research on the future outbound Chinese tourism marketing in partnership with the United States Travel Association (USTA) and U.S. Department of Commerce, Office of Travel and Tourism Industries (OTTI). This grant established the Sloan Center as a leader in this highly increasingly competitive research area.
- **DOMINICAN REPUBLIC, PUNTA CANA INTERNATIONAL AIRPORT:** With Dean Mihalik, creating an international tourism research opportunity for USC students in Punta Cana, Dominican Republic, preparing them for the international job market.
- **MACAU:** Creating an exchange relationship with the Institute of Tourism Studies in Macau sending USC students for semester study in one of the world's most dynamic economies and preparing them for the international job market. The College of HRSM annually hosts a major tourism branding and marketing conference with IFT Macau.
- **MEDIA:** Quotes regarding the institute and center's research has appeared in USA Today, CNN Travel, NPR, San Francisco Chronicle, The Daily Telegraph (Australia), The Charlotte Observer, The Christian Science Monitor, The Honolulu Advertiser, and Reuters.

College of HRSM

- ETHOS: Since 2005, instilling through the institute and center two ethos that permeate the college's mission to this day: internationalization and economic development.

C. Discuss your center's weaknesses and your plans for addressing those weaknesses:

- TURNOVER: University support of the institute and center has been excellent. Also, the university has been excellent in supporting and promoting internationalization and economic development. However, high turnover with the Dean's chair has been detrimental to the college and the institutes/centers. Continuity in vision and strategic planning depends on stability in this chair. A dean elected by the faculty should remain in place for at least 10 years for the college's centers and institute to achieve maximum potential.
- POSITIONING: The University could be better positioned with Federal funding sources in regard to international development, many agencies of which are headquartered in Washington and New York. I believe there is considerable potential to position tourism as an international economic development strategy. However, competition for such federal funds is high and at least one university from our competitive set enjoys a distinct geographical advantage (George Washington University). I will address this weakness by allocating my limited resources to make more contacts and connections in Washington and New York.
- COMMITMENT AND CONSISTENCY: Many issues facing HRSM are simply a matter of commitment and consistency: supporting specific goals and objectives in consistently and over an extended time. To address this issue, I will continue to advocate for international and economic development agendas as I have since 2005.

CoEE in Tourism & Economic Development Executive Summary

A. Other tourism research centers in the U.S. considered to be our peers

There are a number of tourism research centers in the U.S. although as far as we are aware, none follow the same model as the Centers of Economic Excellence. However, such centers are:

- The Center for Tourism Research and Development, University of Florida;
- Purdue Tourism and Hospitality Research Center, Purdue University;
- University of Maine Center for Tourism Research and Outreach;
- Center for Recreation and Tourism Research and Policy (CRTRP), George Mason University; Center for Sustainable Tourism (CST), Arizona State University;
- Clemson International Institute for Tourism Research & Development, Clemson University;
- The Center for Hospitality and Tourism Research (CHTR), Oklahoma State University;
- The University of Minnesota Tourism Center;
- The Hospitality Research Center, University of New Orleans
- Vermont Tourism Data Center, University of Vermont.

B. Center's top strengths and important accomplishments achieved in the last five years.

- The College of Hospitality, Retail and Sport Management houses a very strong team of tourism and hospitality researchers, a team that in the last few years has been strengthened by the opening of the Center of Economic Excellence (CoEE) in January 2010.
 - Its Director and endowed chair, Dr. Simon Hudson, is known and respected as a leading expert in tourism research and development – specifically in the field of tourism marketing.
 - Dr. Hudson has outstanding academic credentials and access to a well-developed network of key international professionals at some of the world’s largest tourism-related corporations and agencies.
 - He was joined in January 2011 by Dr. Fang Meng, an outstanding junior tourism researcher from Ohio University.
 - Dr. Hudson has also appointed a part-time grant writer, Betsy Wolff, to assist with grant applications.
 - A number of Research Fellows from academia and industry have also joined the Center to offer guidance and assistance in future activities.
- Dr. Hudson has been very active since arriving making connections with other schools in the university, other universities in the state, state institutions such as SCPRT, and important private institutions.
 - He has instigated over 100 meetings with various decision-makers in SC.
 - In 2010 he collaborated with the School of Public Health on a \$167,000 research grant proposal submitted to the Robert Wood Johnson Foundation, and submitted two Earmark proposals totaling nearly \$1.5 million.
 - Early in 2011 he submitted an NIH research grant proposal for \$100,000 with the School of Medicine and Coastal Carolina University to look at the feasibility for medical tourism in South Carolina.
 - He was also invited by the Aiken Chamber of Commerce to submit a proposal to conduct a feasibility study for an International Equestrian Center. If this is approved it will bring \$60,000 into the College and will be conducted by researchers from both HRTM and Sport Management.
 - Between March and June 2011 he plans to submit further grant proposals to the Economic Development Administration (\$100,000), the U.S. Department of Agriculture (\$100,000), and the Harrah Hospitality Research Center Grant Award Program (\$50,000).
 - He is also exploring foundation grants to conduct training and to study African American tourism in South Carolina.
- Dr. Hudson has been very active disseminating his research and knowledge. In 2010 he was a keynote speaker at three international conferences and four state-wide conferences, and presented research papers at four academic conferences.
 - He also gave a number of media interviews including one for WIS television and one for ETV radio, and he published an Op-ed in The State newspaper.
 - Information about the Center is also disseminated via a dedicated website and the Center is in the process of creating its own printed communication materials.

C. Center’s weaknesses and plans for addressing those weaknesses.

- **Weakness:** Lack of critical mass.
 - **Goals to address weakness:**
 - Appointing one more assistant/associate professor to join the Center in the Fall of 2011.
 - Recruit two outstanding students to join HRTM’s new Ph.D. program beginning in the Fall of 2011. These students will be funded by the CoEE and will conduct research that will help the tourism industry in South Carolina.

College of HRSM

- Increase the number of Research Fellows attached to the Center.
- **Weakness:** Lack of external funding.
 - **Goals to address weakness:**
 - Apply for a minimum of six external grants in 2011 and request a minimum \$500,000 in total funding.
 - Visit Washington to speak to delegation and Department of Commerce to promote CoEE activities and explore funding opportunities.
 - Speak at Innoventure at Greenville in May and request funding for Center activities.
 - Meet with SC Convention Center and CVB Directors to explore annual research funding.
- **Weakness:** Linking Center activities to the creation of jobs in the state.
 - **Goals to address weakness:**
 - Prepare a proposal to create a Sustainable Tourism Business Incubator (STBI).
 - Meet with various tourism officials and academics to discuss the tourism process from an employment perspective and jobs creation so as to better understand how the CoEE can make a positive impact on jobs creation.
 - Consider sponsoring an annual “Tourism Business Development Competition” with the winning tourism business being launched as a result of a cash prize.
 - Consider using the faculty, student and class resources of the College of HRSM to provide one “Pro bono” tourism development project from A-Z per semester for a community in SC with high unemployment.
 -

II. Goals, Initiatives, and Action Plans

Goal 1: Move the college into a new facility that supports and reflects our vision and mission and to subsequently improve the economic sustainability, recognition, visibility and recruiting of the College’s students, alumni, faculty and research.

This goal was modified from the previous Blueprint, but still continued.

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. 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 beginning in the fall of 2010 and ending when sufficient funds have been obtained. The College of HRSM Development team will work with individual and corporate donors that will eventually lead to a new building. A new building, located on the corner of Greene and Lincoln Streets and on Foundation Square in Innovista, will attain excellence in faculty and student learning, research and service and enhance recruitment and retention. Part of the funding model will be based on the sale of revenue bonds as a new building for USC’s third largest College will generate an additional enrollment of N=300 full-time students. Further, a new building in close proximity to the Colonial Life Arena and Convention Center will allow more programs in the College of HRSM to develop “integrative” 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 6 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.

College of HRSM

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

While parts of this goal were obtained, it had proven very difficult to get all internal and external parties to collectively agree on a vision for this potential tourism zone. This strategic initiative will be modified in 2011 to 2012. Identify, cultivate and rally all university 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 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.

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

While the fundraising for the new College of HRSM building progresses, a short term solution to the less productive and unhealthy learning environment of the Coliseum is developing with the assistance of the USC SNAP Committee, Jeff Lamberson and the Boudreaux Group and the Provost's Office. A temporary, 6 year solution to enhance the learning and research environment of some of the College's faculty is progressing. A proposal is moving forward through USC governance in 2010-2011 to reallocate 5,200 SF of the Coliseum's Concourse open floor space to the School of HRTM, the Department of SPTE and the Dean and Administrative suites. The cost will be paid by the College's Carry Forward balance in lieu of a 2011-2012 Carry Forward tax in the 2011-2012 fiscal year.

This, in turn, will allow N=30 offices to be assigned as valuable "swing space" for the university to temporarily relocate faculty to the basement of the Coliseum as well as N=14 offices located on the first floor of the Coliseum while other campus renovations are occurring.

1 (d) 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 began his tenure in July 2010.
 - An external, international search for the Chair of the HRTM School began in the spring of 2010 and is ongoing.
 - An external, international search for a Chair of the Retail Department began in the fall of 2010 and is ongoing.
 - An external, international search for a Program Director of integrated Information Technology began in the fall of 2010 and is ongoing.
 - All three searches have proved difficult in securing applications due to the economy and the absence of open positions at USC that would allow hiring spouses of applicants.
 - The College of HRSM has decided in the spring of 2011, to internally create Temporary 3 year Spousal/Partner positions as needed and based on the competitive nature of each applicant or faculty member.

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1(e) 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. Also see 2 (b).

- 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 support the mission of the CoEE and the School of HRTM were announced.
 - One CoEE Assistant Professor was hired on January of 2011.
 - A second CoEE faculty member will be hired in the fall of 2011.
- One new replacement Assistant Professor in the School of HRTM hotel faculty member was hired in February of 2011 and will start in the fall of 2011.
- One new Retailing Assistant Professor was hired in January of 2011 and will start in the fall of 2011.
- One new SPTE Assistant Professor was hired in January of 2011 and will start in the fall of 2011.
- One new SPTE Assistant Professor will be hired in the spring of 2011 and will start in the fall of 2011.
- One new SPTE Instructor will be hired in the spring of 2011 and will start in the fall of 2011.
- One new SPTE Advisor was hired in the spring of 2011.
- Two new Clinical Instructors will be hired in the fall of 2011 to coordinate internships in the School of HRTM and the Program in iIT.
- Because of the growth of the College, a minimum of N=15 new faculty need to be added to the College.

1 (f) 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 initiated a retention salary adjustment initiative in 2009-2010 and again in 2010 -2011 in conjunction with the program Chairs.

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

Provide educational opportunities to staff for the purpose of development and retention.

- Due to the staff reductions, and as required by USC HR policies, all remaining College staff have seen their position descriptions expanded voluntarily. Thus all current staff that has experienced a change of duties due to the staff reductions, had their current position descriptions revised and submitted to the Human Resources Office of USC for reassessment in the summer and fall of 2010 and the spring of 2011.
 - Almost 100% of all College of HRSM staff reassessments resulted in position increases of 15%.

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

- Utilizing the All Access Pass, e-blasts/e-newsletters, web postings, media relations/PR relationship, and Social Media, 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

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constraints in this area are many due to budget cuts which reduced the number of people focused on marketing within the college. In the spring of 2011, a new staff member will be hired to assume the responsibility of Public Relations and Staff Writer 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.

- 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. One publication has been approved and will be mailed to HRSM constituents by November 1, 2011.
- Alumni and constituents with HRSM attributes in Millennium will receive monthly communication from the college. More comprehensive e-newsletters will be sent in February, April, June, August, and November. Homecoming e-blasts will be sent throughout the fall and a holiday greeting will be sent in December. These messages will highlight the achievements of our faculty, staff, students and industry friends and will communicate our calendar of events.
- The College will produce one annual HRSM Research Highlights publication for dissemination to interested parties and organizations. The publication will also be used to develop targeted promotional pieces to share with potential funding groups to secure grants, connect with donors, and promote the scholarly activity of our faculty. The communications team will work with the Associate Dean of Research to collect all faculty vitas and summarize research activities into an informative and attractive piece that can be shared with our various audiences. The initial research piece will be completed by May 1, 2011 and updated each year by July 1.
- The college will investigate developing 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 could be held each year assuming adequate budget and staff supervision.
- The College will coordinate up to three (3) hooding and cording ceremonies and three (3) graduation receptions following commencement assuming adequate budget and staff supervision.
- Provide media announcements for up to two Dean's Executive Series lectures each semester representing each of the academic disciplines in the College.
- Maintain college-wide electronic calendar so appropriate media can be initiated based on college activities. Information coordinator will send monthly email reminder to submit events. Then, appropriate press releases and follow up stories can be written as needed.
- Communication team will maintain communication with College Department Chairs, Center Directors, Alumni Director, Development Director, Recruiting Director, and administrators to stay informed on newsworthy activities to ensure they are communicated to both internal and external audiences.
- Work and develop a cooperative, non-competitive relationship with Vice President of Communications and Media Relations and her team to create good working relationships so our news is promoted internally and externally including internationally.

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- Complete website update based on roll out of new content management system by the 2011-2012 academic year. New templates will have to be used and entire site will be revised to meet university standards.
- Additions to be made during the website rework include pages for HRSM 301, Internships, and Faculty Spotlights. The timeline is contingent upon the University's implementation of the new content management system. However, it is expected that the implementation process will allow for these additions to be made by June 30, 2012.

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

Increase number of students enrolling in majors and minors 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 while maintaining academic quality of 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.
- 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.

1 (j) 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.

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

Increase in external funding sources that have full indirect costs

- Solicit USC and Federal support for Congressional 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. Three, \$3,000 seed grants were provided to junior faculty in the summer of 2010. Three Faculty Premier Grants were created at \$10,000 each and

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awarded in the summer of 2010. One Faculty Grant Writing award was created at \$10,000 and funded in 2010.

- Dr. Gerdes received the \$10,000 Grant Writing Award and submitted his proposal to NSF for \$483,000 for 3 years. Regrettably, it was rejected.
- The deadline for all deliverables for the other awards is still pending.
- The Associate Dean for Research, initiated an annual 15 week workshop that will assist interested faculty in preparing externally funded research projects. During a 15 week period, the faculty will receive guidance and feedback on project ideas and polish their grant writing skills.
 - Attendance for the 2010 workshop was 0 faculty.
- The Associate Dean for Research and Graduate Programs sponsored a College Research Symposium Day with poster presentations.
 - 7 posters were presented in 2010.
- All College of HRSM and Department Research Centers will be requested to submit 6 grant proposals in 2011-2012.

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

Increase professional development revenue for the College

- In 2011-2012, begin to assess areas that fee based, professional development program can be totally hosted by the College which will generate surplus revenue to be used to support faculty teaching, research and service initiatives.
- In 2011-2012, begin a dialogue with other USC Colleges to partner in the development of mutually beneficial professional development programs for adult audiences.
 - Ex: College of Pharmacy and HRSM Department of Retailing with regard to drug store General Manager training.

Goal 2: Develop and improve graduate and undergraduate curricula while growing enrollments and valuing and supporting diversity in the College's student body, faculty and staff.

This goal was modified from the previous Blueprint, but still continued. 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 of HRSM “majors” by an additional 300 to 2,200 major students by 2013-2014 concentrating on the Departments of Retailing, integrated Information Technology and BAIS while maintaining enrollments in HRTM and SPTE at N=625. The Director of Recruitment, with input from the Department Chairs, will create enrollment and retention plans beginning in the Fall of 2011 to monitor, maintain and increase enrollment numbers. This, in turn, will prepare even more graduates to remain in SC and secure gainful employment in the hotel, restaurant, tourism, retail, fashion merchandising, sport, entertainment and IT sectors of the SC economy.

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- The college plans to increase the number of declared minors by N=300 to N=1,300 by 2013-2014 which will improve the revenue generated by the college and potentially lead to transfer students to the HRSM College which will better serve the economic engine of SC via future employment. The leadership team plans to increase the number of minors in each of the respective majors through curriculum changes, marketing of existing minors and creating a new “Service Quality and Delivery” minor 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 through the university advisor’s network.
- The College plans to increase the number of students enrolled in freshman, sophomore and junior level core classes to N=150-250 while at the same time limiting class size enrollments to N=35-40 in required junior and all senior level classes. Further, all MS classes will be capped at N=35 and all doctoral classes will be capped at N=15.
- In the spring of 2011, the College will develop a teaching load policy to allow Chairs to standardize teaching loads across the College’s faculty. It also will put teaching assignments and teaching load management in the hands of all unit Chairs.
- At the end of five years, it is projected that 300 new HRSM students, assuming conservatively all are in-state tuition, will generate at a minimum USC surplus of \$2.7 M/year which is sufficient to purchase revenue bonds to partially pay for a new College of HRSM building.

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

The College will secure permission and funding from the Provost to hire N=15 new faculty to manage not only the current enrollment of almost N=2,000 HRSM majors, but for the enrollment growth of N=300 new Retailing and iIT majors and N=300 new HRSM minors.

- The Department of SPTE needs additional faculty resources to reduce the number of credit hours taught by adjuncts and instructors from 65% towards a SACS target of 30%.
 - Two new SPTE faculty specifically in 2011-12 in the area of Entertainment Management,
 - One new faculty in 2012-13 in the area of sport and entertainment management sustainability.
- The School of HRTM needs additional faculty resources to reduce the number of credit hours taught by adjuncts and instructors from 65% towards a SACS target of 30%.
 - Hire two new School of HRTM faculty specifically in 2011-12. One will be in the area of Service Quality and Delivery and the second will be in revenue and yield management.
 - Hire one new School of HRTM faculty in 2012-2013 in the area sustainability.
- The projected directed enrollment growth that is projected to occur in the College of HRSM Retailing and Fashion Merchandising and iIT majors currently requires the hiring of a minimum of N=9 new, tenure track faculty members over the next 4 years:

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- Two new Retailing and one new iIT faculty 2011-2012;
- Two new Retailing and one new iIT faculty in 2012-2013;
- One new Retailing and one new iIT faculty in 2013-2014;
- One new Retailing in 2014-2015.

2 (c) 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.
- All new School of HRTM doctoral students will be required, as a condition for their assistantship, to attend a minimum of two CTE teaching seminars per semester as long as they are on a College or research assistantship.

2 (d) 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.

- In 2010-2011, the college beta tested the senior student survey and the response rates for seniors who completed the survey was 75% across majors. The Associate Dean for Instruction will work with the Department Chairs and advisors to encourage students to complete this assessment prior to graduation.
- In addition, the college will be administering an electronic survey to College of HRSM alumni with good email addresses from 1986-present. The Director of Alumni Relations will launch and manage this survey and then turn the collected raw data over to the Associate Dean for Research and Graduate Studies for analysis. The plan is to use these results to gather feedback about their experience at USC including specifics on teaching quality, current employment and the student learning experience. Once the data is summarized by the Associate Dean for Research and Graduate Studies' Office, the Public Information Coordinator and designer will produce a document with a summary of the findings. 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 10% response rate for Yr. I.

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- 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 (e) 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 determined that it can improve advising efficiency by changing from a decentralized to a centralized structure. Full implementation is only hindered by the absence of office space that requires space for 7 employees plus student records. The College has requested permission to temporarily use two Coliseum classrooms adjacent to the Administrative suites until the proposed College of HRSM Concourse adaptive reuse is reassigned to the College of HRSM. The temporary centralized advising structure will occur during the summer of 2011 and the centralized office would be fully functioning by the fall 2011.

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

Offer and strengthen practical learning experiences to compliment the classroom environment. Practical, out of classroom, learning opportunities and quality internships that are truly "integrative" are strengths of the college. This strategic initiative is fully in line with our USC QEP target of an "Integrative" curriculum. We are continuing to strengthen and build these opportunities for all our College of HRSM majors.

- 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. The response rate in the summer of 2010 was 75%. 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.
- All Units in the College will have internship classes supervised by 12 month, Clinical Instructors who will be in place by the fall of 2011. These clinical faculty will supervise interns, secure new internship sites and organizations and be the faculty member of record for all fall and spring internship classes within each unit. Further, each Clinical Internship Instructor will supervise 100 interns in each summer and be the primary faculty member of record for summer internship supervision. Summer intern overload teaching assignments will then be allocated to faculty by each unit's Chair.
 - We will collectively examine a consolidated Career Center for the College staffed with all four Clinical Instructors who can generate internship sites not only for their respective units, but notify other programs when an internship on one field is related to students in

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other College fields. Ex: Feld Entertainment currently needs to hire Retail students for retail sales for traveling entertainment shows.

- 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. iIT has one practicum, but it is a 6 hour, fully ‘Integrative’ course.
- The college has integrated practical learning experiences into upper division classes in each major.
- We are continuing our efforts to bring alumni, industry partners and students together at alumni initiated functions held in conjunction with the HRSM 301 course. The Director of Alumni Relations is working with the Career Center so the event coincides with the University Career Fairs. This will allow us to encourage even more industry participation by making it easy for them to attend our event and recruit our students. The Director of Alumni Relations and the instructors of the HRSM 301 course will continue to meet and exceed the goal of bring a minimum of 40 alumni and/or industry partners together with 350 students for networking programs every academic year.

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

The college again plans, in 2011, to request permission to collect a \$225/major/semester student undergraduate enhancement fee that will support plans to further integrate “integrative learning experiences in each unit.

- 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.
- Further, by assessing one fee per semester per major student, the College will be able to eliminate almost all other individual class fees which have been a long standing request by the Bursar’s office to simplify the cumbersome USC fee collection process.

2 (h) 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.

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- In 2011, because of class enrollment growth to almost N=250 per semester, the students have now been directed to volunteer for a variety of local organizations and have donated thousands of service learning hours in that same year. The instructors of that course plan to exceed those goals for 2011.
- 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.
- The College in the 2011-2012 academic year will explore the creation of a Consulting Practicum senior level class for each unit that will, under faculty supervision, work with a social, government, NGO or private sector firms to resolve a business problem that, in turn, will create new jobs in SC.

2 (i) 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 with which are our majors are aligned. In 2009-2011, the curriculum committee focused on the college syllabi learning objectives.
- In 2009-2010, the 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 faculty in one academic unit within the College experienced a breach of university protocol as one department *outside* of the College of HRSM continues to try to dictate curriculum and course selection of faculty in another College. These efforts waste valuable faculty time and are a violation of one of the principle tenets of curriculum: “Curriculum belongs to the faculty in a respective department.”
- 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 in 2011-2012. 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 the approved and 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(j) 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.

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- 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, one more was added by the Fall 2010 and one more was 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 and the College minimum for both summer sessions especially second summer session. 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.

2 (k) 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 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 evenings, 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 a cohort of N=20 students in the fall of 2012 pending USC and CHE approval with growth to N=35 students by the fall of 2015.
 - A new Program Director for iIT is currently being interviewed in the spring of 2011 to lead this program development.

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

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

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- 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 20% a year through 2014.
 - Effective July 1, 2011, the College of HRSM will return the management of this program to the College of HRSM under the leadership of the HRSM Assistant Dean for Advising.
 - Target enrolment growth is 20% per year for the next 5 years using 2009-2010 as a base line.

2 (m) 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.
- Advisory Board management and logistics has been assigned to a HRSM permanent employee under the supervision of the Director of Development.

2(n) 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 2013.
 - HRTM's doctoral program was successfully approved by the SC Council of Higher Education in the summer 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.
- The elimination of the Business Education program was approved in the spring of 2010. Paper work was processed in the spring of 2011 to formally terminate this program by all organizations. This was

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necessary due to low enrollment. These faculty resources (N=2) will be shifted to cover iIT core classes while also serving the needs of current Business Education students.

- 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 were 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.
 - The Department of Retailing will increase graduate student enrollment by 5 new M.S. student per year for the next 5 years.
- 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 \$6,000, 20 hour fellowship to three graduate student each year that would be completing a thesis in the program's research track. This was increased to N=12/year in the spring of 2011.
 - 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 2010.
- 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 fellowships to N=12 for the college. The Dean's fellowship carries an additional stipend of \$6,000 a year for a thesis track student.
- The College has already reserved funding in the 2010-2011 Blueprint fiscal plan submitted as part of this document for 4 highly competitive Ph.D. assistantships for the School of HRTM's new Ph.D. program (\$18,600 + tuition remission/year) and a proposed Department of SPTE new Ph.D. program.
- 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

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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, a specialization in Hospitality and Tourism Technology for the Master of International Hospitality and Tourism Management degree has been put on hold.

2(o) 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.

2(p) 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. It began in the Spring 2010 and there were 15 active student members and 13 members in 2010-11. Nine members represented the university at the national conference. One USC HRTM student was elected to an office of the National Society of Minorities in Hospitality national organization.

2(q) 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.

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

Continue to embrace out-of-state students who desire to study at USC.

- The College will target incoming out-of-state students and offer a near-in-state tuition award for one year only to incoming, talented students from inner city or impoverished neighborhoods attending out-of-state public schools.
- The College will continue to assess its respective unit curriculums to balance academic needs with the realities of out-of-state tuition for summer internships.

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

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

Raise the quality and quantity of scholarship

This initiative was continued from 2010-2011.

- 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. Multiple policies and programs 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.
 - In Year One of this program, 5 faculty members received bonus funding for publishing refereed articles in A+ journals.
- In 2010-2011, a college wide standard teaching load policy was developed in conjunction with input from the Associate Deans and all unit Chairs and distributed to all faculty.
- 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
 - As of the spring of 2011, these continuing education programs have not materialized as promised, but remain a strategic initiative and central to the pursuit of external funding necessary to support the Center for Retail Research.

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

Provide resources to maximize faculty research productivity

See 3(a) above

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

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

- See 3 (a) above
- All College and Department Centers will be requested to submit 6 grant proposals between July 1 2011 to June 30, 2012.

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

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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.

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. In the fall of 2010, the School of HRTM hosted Dr. Huiwen He from Nankai University of China. Dr Li, Dt. Strick and Dr. He were 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 academic year of 2010-2011.
- 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 College of HRSM fully met its contractual obligations to the C.E.S.M. and will again meet its obligation in 2011-2012 via Dr. Brookshire’s appointment.
- 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 Center Director is also submitting a monthly blog to Forbes electronic magazine which is bringing significant attention to USC, the College and Department of Retailing.
- The Dean of the College of HRSM along with the Director and Assistant Director of Development and the Director of Alumni Relations will 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.

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Goal 4: Develop and expand international involvement with comparable institutions and businesses for faculty and students.

Goal continued, but modified from 2009-2010 and 2001-2011.

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

Ten percent of HRSM faculty and 10% of students will have first-hand interaction with international institutions, governments, and/or businesses. The College exceeded this goal for the faculty, but did not hit its goal for students.

- The College of HRSM has three primary geographic strategic foci: China, India and the Caribbean.
- The college will continue to support department lead study abroad programs primarily during the Maymester and summer one sessions. There are two main goals for this initiative.
 - The College has awarded \$3,000 to all tenure track and tenured faculty and \$2,000 to all full time Instructors to support academic travel, research, equipment acquisition and professional development. As a result of these funds, 14 faculty representing 34% of the full-time faculty, have traveled to either present papers at an overseas international conferences or undertake relationship development in 2010-2011. In 2009-2010, 13 of 39 College of HRSM faculty (33%) travelled internationally.
 - The college offers at least one department lead study aboard program per major per year.
 - In 2010-2011, this goal was partially achieved via two successful HRTM programs to the Caribbean with 29 students, one in iIT (TSTM) to the DR with 7 students, one in Retailing to London with 19 students, one in SPTE over spring break with 11 students and 32 HRSM students who participated in non-college international experiences for a College total of N=98 students or about 5% of our undergraduate student population.
 - The second goal is continued from the previous Blueprint, but has been adjusted down due to economic conditions. The goal is to now have 5% of our HRSM students participate annually in at least one study abroad program while attending USC. Due to the economic environment and concern for student's ability to pay for these programs, this goal was reduced from 15% to 10% in 2010-2011 to now 5% in 2011-2012.
- The college will continue in 2010-2011 and in 2011-2012 to support these Study Abroad programs with financial assistance for HRSM undergraduate and graduate students who attend HRSM department lead international programs. Also, scholarship funds from the Alumni Scholarship Program and the Dean's office have been made available to students who plan to attend these HRSM study abroad programs.
 - To stimulate student interest in 2012-2013, the College will award \$1,200 to a maximum of 15 HRSM students who participate in a Study Abroad program to China, one of our three HRSM strategic locations.
 - To stimulate student interest in 2011-2012, the College will award \$1,200 to a maximum of 15 HRSM students who participate in a Study Abroad program to India, one of our three HRSM strategic locations.
 - To stimulate student interest in 2011-2012, the College will award \$500 to a maximum of 15 HRSM students who participate in a Study Abroad program to the Caribbean that is the third HRSM strategic location.

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- To stimulate student interest in 2011-2012, the College will award \$1,200 to a maximum of 4 HRSM students who participate in a Semester Abroad program to IFT in Macau and any new student exchange programs developed for China or India, two of our three HRSM strategic locations.
 - To stimulate student interest in 2011-2012, the College will award \$500 to a maximum of 30 HRSM students who participate in a College of HRSM Study Abroad program to a region of the world that is not one of our three strategic foci.
- The college will continue in 2010-2011 and in 2011-2012 to support programs for HRSM graduate students who attend HRSM department lead international programs. Financial support from the Dean's office and graduate student fees will be made available to students who plan to attend these HRSM study abroad programs.
 - To stimulate graduate student interest in 2010-2011, the College will pay almost 100% of the expenses for 12 College of HRSM graduate students to participate in a 2011 Maymester College of HRSM "Global Interdisciplinary Studies" class to Europe lead by the Dean of the College. Each Department in the College will select their graduate student representatives based on a combination of "international *inexperience*" plus "academic and service success". Primary target is an outstanding student that has never traveled internationally.
 - Using graduate student fees, the School of HRTM will sponsor 4 HRTM graduate students to participate in the Punta Cana Consulting Practicum class over Maymester in 2011. This program is unique because graduate and undergraduate students collect customer satisfaction data, analyze data, and write a Final Report all in two weeks' time. The client also sponsors all travel expenses for an additional 4 graduate students.
- The faculty study abroad development program grant was continued from last year. These competitive grants are designed to help faculty develop and plan a new department lead study abroad program by visiting the proposed location one year in advance to finalize all aspects of the classes' logistics. This grant will continue to be offered provided funding is available from the Dean's office.
 - In 2010-2011, a new program to Gujarat, India was developed, but scheduling of this program remains a challenge due to weather in relation to the USC academic schedule.
 - In 2011-2012, a new program in China for the summer of 2013 is being solicited from the College's faculty.
- In 2010-2011, 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.
 - In 2011-2012, the person responsible for this administrative assignment in the College will be reassessed due to administrative work loads of the Associate Deans.
- Two study abroad programs have been continued from last year including the Retail Fashion Merchandising program to Europe and the research project in Punta Cana, DR. Although the student numbers have not increased from the previous year, the programs meet the minimum number of students required.
 - This year HRTM will again offer the second research based study abroad program to the Dominican Republic in Maymester.

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- In the spring Semester of 2011, the SPTE Department hosted an international trip to Europe as part of an existing spring semester class.

4 (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 developed a revised proposal along with the Associate Dean of International Programs at the Moore School to support Auro University's Hospitality Management and Business Administration programs. This program was funded and approved in December of 2010 for USD\$604,000.
- 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 2012-2013, 4 week Study Abroad program to China for HRSM undergraduate students.
 - The HRSM College will develop a 2012 summer session II 9 credit hour educational program for Chinese students to study and live at USC for 6 weeks.
- The College's International Tourism Research Institute will submit at least two grant proposals to an international entity per year. This will raise the international reputation of our programs and centers and bring additional revenue stream to the college.

4 (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 was successful in leading 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. Dr. DiPietro with Co-P.I., Dean Kline, received a 4 year commitment totaling USD\$600,000 in funding.
- Continue to develop our relationship with the Macao Institute of Tourism Studies (IFT). The goal in 2011-2012 is to exchange a minimum of two students 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 in December of 2011.
 - To stimulate student interest in 2010-2012, the College will award \$1,200 to a maximum of 4 HRSM students who participate in a Semester Abroad program to IFT in Macau, China or India, two of our three HRSM strategic locations.
- 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

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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.

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

In 2011-2012, ask the faculty to examine curriculums within each of the College's respective units to better integrate international and globalization with each unit's curriculum.

- Begin a dialogue to require that globalization related content be a fixed percentage of the curriculum of each of the College's programs including all HRSM graduate programs.
- Begin a dialogue to require that globalization related content be 25% of the curriculum for each of the College's graduate programs that specifically use "International" or "Global" in its title.

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 International Tourism Research Institute (ITRI) will continue to pursue external funding opportunities in three main geographic regions: Asia, India and the Caribbean.
- The ITRI will partner with select USC faculty to pursue external tourism research funding in regions of mutual research interest.

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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 to 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; in 2010, attendance was N=388. The goal for the 2011 conference is N=400. The constraint for this conference is to 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 and to reduce involvement in the SC Business Education Association.
- 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 developed 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 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 McCutchen House 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.

II. Funding Sources

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 major students and 300 minor students over the next five years concentrating on the Departments of Retailing, integrated Information Technology and B.A.I.S.
- 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 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 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

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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. Beginning in the fall of 2011, its management will return to the HRSM Dean's office. The goal is to increase enrollment by 20% a year until 2014. If this is not successful, we will explore program termination.
- 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; in 2010 there were N=388 attendees; the goal in 2011 is N=400 attendees.
- 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 developed and marketed through this organization.
- 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 was successfully

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funded for 4 years at a cost of USD\$604,000.

- The ITRI research center will submit at least six grant proposals annually to an international or domestic 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 on the corner of Greene and Lincoln Streets. Plans to build a shared facility between the Colonial Life Arena and Convention Center have encountered “turf” issues among USC organizations and regional governments and will now become a secondary location. Because this proposed new College of HRSM facility is within easy walking distance of the Colonial Life Arena and Convention Center, this new 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 USD\$15,000,000. Site construction will begin in 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 Concourse floor of the Coliseum and the McCutchen House third floor office and meeting rooms currently housing the USC Faculty Senate.
 - All of the faculty in the School of HRTM and Department of SPTE need to be moved from existing offices in the Coliseum basement to renovated offices on the Coliseum Concourse floor and to McCutchen house. The conversion of the four corners of the Coliseum Concourse into HRSM offices is critical to this process and will allow the basement of the Coliseum to be used as “faculty office swing space” while other units are undergoing renovations. We need to overcome the reluctance of the State of SC officials who still want to treat the Coliseum as a venue that will hold 12,000 people when, in fact, the Coliseum holds about 4,500 people for its largest, one day event, the Freshman First Year Experience. Further, we will need to formally designate the Coliseum as a venue not open for public events so as to devote this space to the central core mission of USC”: academics.
 - The College support staff that have 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 that our faculty colleagues in the Faculty Senate move to renovated space in the USC Library, the heart of our campus. 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 move of office space is a win-win for both organizations. Those 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

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- International Institute for Restaurant Research and Education and their graduate students who will be assigned to Conference Room A for a shared Research Center office space.
- In the Patterson Room, we will utilize this space for expanded lunch traffic or rental for 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.
 - **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.

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IV. Unit Statistical Profile: Note: Most provided by USC Institutional Assessment:

Appendix A

- 1) Number of entering freshman for classes Fall 2008, Fall 2009 and Fall 2010 and their average SAT and ACT Scores.

	Fall 2008	Fall 2009	Fall 2010
<u>Freshman Class</u>			
Number Enrolled ++	187	210	247
Average ACT**	26	26	26
Average SAT**	1167	1156	1156

- 2) Freshman retention rates for classes entering Fall 2008, Fall 2009, and Fall 2010.

	Fall 2008	Fall 2009	Fall 2010
<u>Freshman Retention Rates**</u>			
Cohort**	2008	2009	2010
Percentage Returned**	89.7%	85.3%	88.9%

- 3) Number of Majors enrolled in Fall 2008, Fall 2009, and Fall 2010 by level (headcount and FTE; undergraduate, certificate, first professional, masters, doctoral).

	Fall 2008	Fall 2009	Fall 2010
<u>Student Headcount**</u>			
Undergraduate	1,781	1,765	1860
Masters	79	65	74
Total	1,860	1,830	1934

Fall	Fall	Fall
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	2008	2009	2010
<u>Student FTE**</u>			
Undergraduate	1163	1212	1290
Masters	52	44	58
Total	1215	1256	1348

- 4) Number of entering first professional and graduate students Fall 2008, Fall 2009, and Fall 2010 and their average GRE, or GMAT scores.

	Fall 2008	Fall 2009	Fall 2010
<u>Entering Graduate Students**</u>			
Masters	25	24	30
Average GRE A/Q/V	4/584/437	4/597/473	4/577/465
Average GMAT	466	560	508

- 5) Number of graduates Fall 2009, Spring 2010 and summer 2010 by level (undergraduate, and masters) Placement of terminal masters students.

	Fall 2009	Spring 2010	Summer 2010
<u>Degrees Awarded**</u>			
Undergraduate	136	189	138
Masters	24	8	5
Total	160	197	143

Placements and placement rates of graduate students are not tracked by the College.

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

	2002 Cohort		
	4-Year Grad	5-Year Grad	6-Year Grad
<u>Graduation Rate**</u>			
Same School	16.2%	30.6%	32.1%
Other School	13.3%	26.9%	31.4%
Total	29.5%	57.6%	63.5%

2003 Cohort

	4-Year Grad	5-Year Grad	6-Year Grad
<u>Graduation Rate**</u>			
Same School	35.9%	59.4%	60.2%
Other School	3.1%	3.9%	5.5%
Total	39.1%	63.3%	65.6%

2004 Cohort

	4-Year Grad	5-Year Grad	6-Year Grad
<u>Graduation Rate**</u>			
Same School	44.0%	61.7%	76.6%
Other School	10.6%	14.9%	14.9%
Total	54.6%	76.6%	76.6%

- 7) Total credit hours generated by your unit regardless of major for Fall 2009, Spring 2010 and Summer 2010.

	Fall 2009	Spring 2010	Summer 1 2010	Summer II 2010
<u>Student Credit Hours**</u>				
Undergraduate	18180	18925	4684	1018
Masters	522	492	159	84
Total	18702	19417	4843	1102

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- 8) Number of undergraduate and graduate credit hours, stated separately taught by tenured and tenure-track faculty, by instructor by non-tenure track faculty and by temporary faculty (adjuncts).

	Adjunct	Instructor	Tenure Track	Tenured	Total
<u>Undergraduate Credit Hours Taught</u>					
Fall 2009	9655	3586	2208	2681	18130
Spring 2010	9677	3801	1891	3556	18925
Summer 2010	1422	117	1353	2809	5701

	Adjunct	Instructor	Tenure Track	Tenured	Total
<u>Graduate Credit Hours Taught</u>					
Fall 2009	176	0	102	294	572
Spring 2010	48	48	147	249	492
Summer 2010	3	12	114	114	243

Important Note: The number of overall WSCH taught by Instructors and Adjuncts in the College of HRSM is now approximately 65% !

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9) Number of faculty by title (tenure-track by rank, non-tenure track (research or clinical) by rank for Fall 2008, Fall 2009, and Fall 2010 (by department where applicable).

	Fall 2008	Fall 2009	Fall 2010
<u>Tenure Track Faculty</u>			
HRTM	2	4	4
RETAIL	2	2	2
SPTE	1	1	1
TSTM	1		2
Total Professor**	6	7	9

HRTM	3	4	4
RETAIL	0	1	2
SPTE	4	5	5
TSTM	2	2	0
Total Associate Professor**	9	12	11

HRTM	2	2	1
RETAIL	3	3	2
SPTE	2	2	1
TSTM	2	2	3
Total Assistant Professor	9	9	7

<u>Research Faculty</u>			
HRTM	1	1	1
Total Associate Professor	1	1	1

<u>Instructors</u>			
HRTM	2	2	5
RETAIL	4	3	3
SPTE	3	3	3.75
TSTM	3	2	1
Total Instructors**	12	10	12.75~~

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Lecturers

HRTM			
RETAIL			
SPTE			
TSTM			
Total Lecturers	0	0	

Total Faculty

37	39	40.75
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10) Total continuing education units (standard University CEUs or Institutional CEUs) generated for Fall 2009, Spring 2010, and Summer 2010. Percent of credit hours, by undergraduate major, taught by faculty with highest terminal degree.

None were generated by the College of HRSM

11) Percent of credit hours by undergraduate majors taught by full time faculty.

	Fall 2009	Spring 2010	Fall 2010
<u>Percentage of Full Time Credit Hours by Major</u>			
Hospitality Management/ B.S.	53.19%	63.95%	60.49%
Retailing/ Fashion Merchandising/ B.S.	42.61%	48.15%	59.37%
Retailing/ Retail Management/ B.S.	55.65%	45.23%	72.78%
Sport and Entertainment Management/ B.S.	67.59%	70.37%	72.29%
Integrated Information Technology B.S.	88.15%	100.00%	100.00%
Tourism Management/ B.S.	37.82%	54.64%	66.28%
Total	60.61%	62.53%	69.95%

Information Sources: ** Institutional Assessment; ++ Admissions Office; ~~ IMS

APPENDIX B: SCHOLARSHIP AND RESEARCH

Table 1. Publication Count in the last 3 Years

Activity	2010	2009	2008
Books	7	0	5
Refereed Journal Articles	69	41	33
Non-refereed publications	16	21	10
Referred Conferences	60	140	53
Book Chapters	17	6	3

Table 2. Number of Research Presentations at National and International Conferences in 2010

Departments/ Units	# presentations
HRTM	20
SPTE	8
Retail	15
iIT	18

Table 3. List of Awards

Faculty	Award Description
John Gerdes	QEP (Quality Enhancement Plan) for SACS Accreditation
Lynn Kean	South Carolina Business Education Association, Teacher Educator of the Year
Karen Lear Edwards	Teacher of the Year award from the College of HRSM

Table 4: Not applicable

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Table 5. Summary of Sponsored Research Activity by Sponsoring Agency

Sponsoring Agency	Awarded	Declined
Center for Exhibition Industry Research	X	
City of Columbia	X	
Clemson University/USDA		
CSC/Department of Labor		
Delta Pi Epsilon Research Foundation, Inc.		
Eastern Michigan University/University of Nevada Las Vegas – Harrahs Hospitality Research Center		
Greater Columbia Hotel Motel Association	X	
GRUPO PuntaCana	X	
Harrah’s Hospitality Research Center	X	
Institute of Education Sciences		
National Tour Association	X	
Robert Wood Johnson Foundation		
SC Governor’s Office/USDE	X	
Southeastern Universities Research Association (SURA)/National Science Foundation		
Southern Universities Research Association/National Science Foundation		
The United States Travel Association		X
University of Las Vegas Nevada (UNLV)	X	

Table 6. Funding Processed through SAM

Total Extramural Funding Processed Through SAM in FY10	\$1,137,438.00
Federal Extramural Funding Processed Through SAM in FY10	\$ 0.00

Table 7. Total Research Expenditures Per Faculty for FY 2010

Faculty Name	Research Expenditure	Rank	Department
Bickle, Marianne	\$12,414.60	Professor	Retailing
Regan, Thomas	\$7,186.24	Associate Professor	Sport & Entertainment Management
Li, Xiang (Robert)	\$41,152.99	Assistant Professor	Hotel, Restaurant & Tourism Management
Turk, Ercan	\$1,669.77	Professor	Hotel, Restaurant & Tourism Management

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Table 8. Amount of Sponsored Research Funding per Faculty Member

Name	Amount	Rank	Funding Type	Department
Kline, Sheryl	\$3,000	Associate Professor	Commercial	Hotel, Restaurant & Tourism Management
Harrill, Richard	\$50,038	Lecturer	Philanthropic	Hotel, Restaurant & Tourism Management
Li, Xiang (Robert)	\$40,000	Assistant Professor	Philanthropic	Hotel, Restaurant & Tourism Management

Table 9. Percentage of Unit Faculty with Sponsored Research Activity (by rank and type of activity)

% of Unit Faculty w/Sponsored Research Activity	Rank	Activity Type
33%	Lecturer	Philanthropic
33%	Lecturer	Local
11%	Assistant Professor	Philanthropic
10%	Associate Professor	Commercial
14%	Professor	State

Table 10. Number of patents, disclosures and licensing agreement = 0

Number of patents, disclosures and licensing agreement	None
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Table 11. Number of Proposals Submitted to External Funding Agencies

Amount of Proposals Submitted	Type of Funding Agency	Department
3	Philanthropic	Hotel, Restaurant & Tourism Management
1	Commercial	Hotel, Restaurant & Tourism Management
1	Local Government	Sport & Entertainment Management
1	State	Hotel, Restaurant & Tourism Management
2	Other	Hotel, Restaurant & Tourism Management
1	Federal	Hotel, Restaurant & Tourism Management
2	Federal	Integrated Information Technology
1	Philanthropic	Sport & Entertainment Management

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Faculty Hired and Lost:

Total lost over three years N=18. Total hired over three years N=7. Net = -11

- 1) Number of full time faculty hired by Department for AY 2008:
 - a) HRTM: 1 Associate Professor
 - b) Retailing: None
 - c) SPTE: 1 Assistant Professor
 - d) TSTM: None

- 2) Number of full time faculty hired by Department for AY 2009:
 - a) HRTM: None
 - b) Retailing: None
 - c) SPTE: 1 Instructor
 - d) TSTM: None

- 3) Number of full time faculty hired by Department for AY 2010:
 - a) HRTM: 1 CoEE for Tourism and Economic Excellence; 1 untenured Associate Professor and Institute Director
 - b) Retailing: 1 untenured Associate Professor and Graduate Coordinator
 - c) SPTE: None
 - d) TSTM: 1 ABD Instructor until earns his Ph.D. in April 2010.

- 4) Number of full time faculty lost by Department for AY 2008. Give reason for leaving, if known:
 - a) HRTM: 2 Professors resigned; 1 Associate Professor resigned; 1 Associate Professor terminated; 1 Assistant Professor resigned
 - b) Retailing: 1 Associate Professor resigned, 1 Assistant Professor resigned; 1 Instructor TERI period ended; 1 Instructor retired
 - c) SPTE: None
 - d) TSTM: 1 Associate Professor TERI period ended; 1 Assistant Professor resigned

- 5) Number of full time faculty lost by Department for AY 2009. Give reason for leaving, if known:
 - a) HRTM: 1 Instructor terminated
 - b) Retailing: 1 Instructor terminated
 - c) SPTE: 1 Professor TERI period ended
 - d) TSTM: 1 Assistant Professor resigned; 1 Instructor resigned

- 6) Number of full time faculty lost by Department for AY 2010. Give reason for leaving, if known:
 - a) HRTM: 1 Assistant Professor resigned; 1 Instructor retired
 - b) Retailing: None
 - c) SPTE: None
 - d) TSTM: None

2. Number of Post Doctoral scholars: None

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3. Anticipated losses of faculty by year for next five years:

- a. HRTM: one resignation to return to Univ. Of Nebraska. Loss due to lack of quality spousal opportunities.
- b. SPTE: none.
- c. Retailing: 1 Professor to TERI in summer of 2012.
- d. iTT: none
- e. If the fiscal climate, employee raises, employee benefits and physical plant do 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 a very limited number of key faculty and employees who have been identified as potential recruiting targets from other universities and businesses.

A. Funding Sources

1. All funds budget (total, A-Funds, E-funds, etc.) as of July 1, 2008, 2009 and 2010:

	2007-08	2008-09	2009-2010
General Appropriations	\$ 857,006	\$ 2,784,141	\$ 362,899
Projected Tuition Income	\$ 11,292,542	\$ 12,673,358	\$ 13,377,325
Tax Assessment	\$ (4,408,031)	\$ (8,180,279)	\$ (7,473,769)
Total A Funds	\$ 7,741,517	\$ 7,277,220	\$ 6,266,455
Total E Funds	\$ 595,757	\$ 450,938	\$ 436,692
Net A & E Funds	\$ 8,337,274	\$ 7,728,158	\$ 6,703,147
CarryForward	\$ 5,639,748	\$ 6,337,787	\$ 5,935,043

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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%