UNIVERSITY OF
SOUTH CAROLINA

College of Hospitality, Retail
and Sport Management

Blueprint for Academic Excellence
2016-2017

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<h1 style="text-align:center; color:red;">Section I: Executive Summary</h1>

1) Description of how the College of HRSM contributes to meeting the Academic Dashboard targets

- Total Undergraduate Enrollment: HRSM continues to grow undergraduate enrollment and ranked as the third largest undergraduate college with a total enrollment of 2,214 in FY15.
- Average SAT Score: The average SAT score of HRSM undergrads has increased each year since 2010. The average SAT score was 1173 for Fall 2015 and 1172 in Fall 2014.
- Freshman-Sophomore Retention Rate: Since 2009, the HRSM freshman-sophomore retention rate has exceeded the UofSC average. The Freshmen-Sophomore retention rate (2014 cohort) is 91.1% and the sophomore retention rate (2013 Cohort) is 90%.
- Six-year Graduation Rate: The College of HRSM six-year graduation rate for the two most recent cohorts exceeds the University's average by 4.6% and 5.5% respectively.
- FTE Student to Faculty Ratio: The current ratio for the fiscal year of 2015 is 38:1. HRSM plans to invest in additional TT faculty once our undergraduate program fee request is approved.
- Research Funding, Expenditures and Scholarship: Total extramural funding processed through SAM in FY15 = $2,139,929 (137% increase over previous year) and expenditures were $501,156 (8% increase over previous year). We are experiencing a positive change of research culture at all levels with increased numbers and quality of research as measured by the ranking of targeted journals.
- National Honors and Awards for Faculty: Although faculty in HRSM departments continue to receive a variety of discipline specific awards at national and international conferences and in journals for best paper awards, the majority of these awards cannot be classified under the heading recognized by the university. The only award that seems within the reach of the HRSM faculty remains Fulbright scholarship. HRSM continues to encourage and support applications for this prestigious award via salary and reduced teaching incentives.
- Doctoral Degrees: As of Fall 15, the College of HRSM has 22 enrolled PhD students. Three HRSM doctoral students are awarded prestigious Presidential Fellowships.
- Online Master of Retailing Degree: RETL is in the process of developing a distributed learning Master of Retailing degree. The degree will offer a core group of courses. Students select from one of three concentrations: (1) retail human resources, (2) Omni-channel retailing, and (3) corporate retail operations. Learners throughout the country and world will be able to take courses from the program effective fall 2015. A significant portion of the courses have been successfully approved by the Faculty Senate; an anticipated offering date for the distributed learning courses is spring 2017.

2) Description of how the College of HRSM contributes to the Key Performance Parameters: Key performance indicators for the University include Teaching Excellence, Research/Scholarship Reputation and Productivity, Service to State, Community, Profession and University, and Sustainability. HRSM continues to excel in teaching as is evident when viewing the positive course evaluations completed by our students. Research productivity has increased consistently since 2008 adding to the visibility and reputations of respective departments in not only national but also international sphere. The College expects to add significantly to the existing brand capital through the current searches for three senior faculty positions including the HRTM School Director. HRSM is a campus leader incorporating service learning and UofSC Connect activities in the classroom. Service to the state, community, profession and university excel as faculty serve on national/international boards. Sustainability is a concept built broadly into the curriculum of the HRSM departments, and new faculty hires and organizational restructuring are expected to add to the ongoing sustainability agenda.

Section II. Meeting the University's Academic Dashboard Targets

1) **Strategies used to address each of the Academic Dashboard measures and targets and providing an assessment of their effectiveness.**

- **Total Undergraduate Enrollment**: HRSM will continue to maintain an open door transfer policy towards internal UofSC change of majors. Growth in all academic programs without compromising quality, thus a "measured growth," is a strategic focus for HRSM in the next few years. The Director of Recruitment will continue working closely with the Admissions Office by invigorating his efforts to recruit both additional in- and out-of-state students, while our advising team and departments will raise the level of engagement with our students to improve retention rates. We will also create programs to facilitate our recruitment efforts such as additional articulation programs with two-year colleges in the state as well as with foreign universities. For example, we recently signed a 5-year contract with Beijing International Studies University (BISU) to accept approximately thirty qualified students each year; the first cohort of BISU students will join HRSM under this contract in fall 2016. We will expand this program to other universities in China and other countries so as to contribute to the UofSC's growth and internationalization visions. In addition, we plan to invest in advertising for our programs and offering more on- and off-campus info sessions for each department through an elevated level of engagement from our current students and faculty. For example, we are sending the Director of Recruitment to the DECA conference this year.

- **Average SAT Score:** The average SAT score of HRSM undergraduate students continues to increase annually. We will continue exploring additional programs and ideas to recruit high achieving students in the freshmen applicants' pool by working closely with the Admissions Office.

- **Freshman-Sophomore Retention Rate:** Our Freshman-Sophomore retention rate remains over 90%. We try to improve the student's experience through early engagement such as having our own professional staff cover HRSM sections of UNIV 101. We also take advantage of the opportunity through University Housing to host a Living and Learning Community. SPTE enters its 6th year of hosting a community for freshmen majors. RETL began hosting a community for female freshmen majors. We are actively exploring expansion in other HRSM units as well.

- **Six-year Graduation Rate:** Our current six-year graduation rate of nearly 78% is over 5% above the University average. HRSM will continue working to improve our graduation rate.

- **Student to Faculty Ratio:** HRSM F15: 1,556 FTE/41TTR faculty = 37.95:1. This significant shortfall in the student-faculty ratio will pose a serious threat to the College's as well as the university's vision for a measured growth. This must be resolved creatively through a close collaboration between the central and college administration in order to realize the enrollment potential of this popular, fast growing college.

- **Research Expenditures and scholarship:** HRSM emphasizes the importance of sponsored research to all faculty members. We are implementing a high-performance metric for all seven research centers to raise and monitor their performance standards. Departments have redefined the goal and direction of faculty publications by updating the list of targeted journals. Our emphasis on sponsored research and higher standard publications will contribute to the university's direction toward a premier research institution.

- **National Honors and Awards for Faculty:** Faculty in HRSM departments/programs continue to excel in discipline-specific honors and awards in a national and international scope. In addition to supporting the pursuit of disciplinary awards, the College is attempting to boost Fulbright applications and awards by implementing a new resource allocation strategy. Our heightened emphasis on research standards and productivity will result in an increased rate of awards in the coming years.

- **Doctoral Degrees:** HRTM's Ph.D. program (in existence since F11) is realizing a steady enrollment growth of doctoral students (8 F11, 12 F12, 12 F13, 17 F14, 17 F15). The SPTE Ph.D. program now has seven PhD students (four of whom were admitted in F14, the launching year of the program). Three HRSM doctoral students were awarded the prestigious Presidential Fellowships with two more added to the list in upcoming Fall of 2016.

2) **Progress made toward meeting Dashboard targets this past year, 2014-2015**
   - Undergraduate enrollment rose approximately 23% since 2010; however, the enrollment seems to have leveled off in 2014 and slightly decreased in the Fall of 2015. The college will keep track of new enrollment numbers and attempt to regain the growth trend. With the help of our international partners that will be sending us new students, we are expecting to see a slight increase in the coming years.
   - Average SAT scores and number of out-of-state undergraduate students are increasing.
   - The freshman-sophomore and sophomore- junior retention rates consistently rank among the best at UofSC. HRSM's 6-year graduation rates exceed the university average by over 5%.
   - HRSM disciplines are traditionally not funded by federal or state grant dollars; hence, our research expenditures lag behind some of our peer Colleges. The College will continue encouraging faculty to collaborate with colleagues within and across colleges and institutions to eventually bring additional grant projects.
   - Doctoral enrollment is increasing through the enrollment of the fifth cohort of Ph.D. students in HRTM and second cohort for SPTE. The student-to-faculty ratio needs a significant improvement to meet the University goal of 24:1.

3) **Strategies planned to meet Dashboard targets in 2015-16**
   We will endeavor to meet the majority of Dashboard targets in the coming year by continuing our commitment to some of the new initiatives described above. In addition, we plan to implement the following new programs/strategies, assuming that our request for a student fee increase is approved:

   - Establish a Center for Corporate Engagement (one Director and 2 staff members) to create effective opportunities for experiential education and career development for our students. This will contribute to our reputation and engagement of industries and executives, which will result in improved recruitment, student retention, graduation rate, and placement rate. This center will also contribute significantly to the College's external relations and development.
   - Expand the current international collaboration programs and develop new ones to increase enrollment as well as the College's visibility around the globe.
   - Invest more in promoting interdisciplinary research to our faculty toward additional grant projects.
   - Implement several promotional programs including advertising, PR, and conference participations to recruit more high quality students.
   - Improve collaboration between Director of Recruitment and department chairs and increase faculty engagement in recruitment.
   - Enhance and revamp the existing student-advising-model that will allow faculty to more effectively engage with students about career advising and planning.
   - Reorganize the marketing and communication team to enhance its effectiveness in marketing the College and its individual departments.
   - Develop more revenue generation programs to help subsidize various strategic aforementioned programs.
   - Increase alumni engagement and relationship for both improved reputation and development.

Goal 1: Build a foundation to place each department program in top five within the next eight years.

Progress: Making great progress toward moving into the Close-Hipp Building that will significantly improve the overall performance of the College on virtually every dimension related to the Dashboard metrics. Refining various college procedures to achieve high levels of efficiency and effectiveness in generating desirable ROI. Reorganizing administrative and service teams for more effective deployment of college resources and higher productivity. Building a positive, supportive, and appreciative culture that will stimulate teamwork and morale. Reprograming development strategies resulting in significant gifts. Aggressively reaching out to foreign institutions for both student recruitment and research opportunities.

Plans for Upcoming Year: Initiate new marketing programs for the College emphasizing the upcoming relocation of the College to the Close-Hipp Building. Build strong cases for additional faculty hires to improve the current unsustainable level of faculty-to-student ratio. Accordingly, hire at least two additional star faculty members that will add significantly to our reputation. Explore strategies to improve college-level efficiencies in graduate course offerings by deploying faculty resources more effectively. Increase scholarly research productivity of the faculty by 10%, both in quality and quantity. Recruit PhD students from top 10% applicants. Create at least one formal or informal research program within each department to invigorate a more positive research culture. Develop relevant metrics to keep track of departmental, institute and center performances. Raise college's visibility through additional PR activities and programs via social media platforms as well as various promotional channels. Invest at least 10% more in promotion.

Goal 2: Develop and improve graduate and undergraduate curricula and instruction.

Progress: HRSM's FTE student-to-faculty ratio remains unsustainably high falling way short of the university's Dashboard metric of 24:1. UofSC Dashboard metrics of freshman to sophomore retention and six-year graduation remains significantly higher than the university average. HRSM continues endeavoring on teaching improvement initiatives via reprogrammed centralized advising, supporting UofSC Connect, and designing new on-line asynchronous classes. HRSM continues to support the use of ACM as a tool to recruit more out-of-state students. HRSM is an active participant in the President's expanded summer "On Your Own Time" initiative. Summer institutes in each department remain strong. The college has also served as a campus leader in the development of "Accelerated Degree" plans to further support the President's initiative. The College assigned a BAIS Program Director to assist students toward completing their BAIS degree

Plans for Upcoming Year: HRSM will continue with teaching improvement initiatives via improved centralized advising. HRSM will continue to support UofSC Connect, design new on-line asynchronous classes, and use Advisory Boards for curriculum improvements. HRSM will keep using ACM as a tool to recruit more out-of-state students. The College will aggressively market our majors to South Carolinians, out-of-state students, and international students with a target of growth to 2,500 major students by 2016-2017 (If iIT remains part of the College). If expected iIT move materializes we can expect a slight decrease in overall numbers that will be made up by investment and growth in HRTM, Department of Retailing, and BAIS while maintaining the majors in SPTE. HRSM intends to remain an active participant in the President's expanded summer "On Your Own Time" initiative. HRSM will not only support existing classes in summer Institutes in each department but also offer new ones. The college will support efforts to help

develop and offer new "Accelerated Degree" and new certificate programs. HRSM will hire two new faculty, a director of HRTM and a new faculty in RETL that will help improve the unsustainable FTE:TTR ratio of 38:1. HRSM will continue to reward teaching excellence, conduct multiple student surveys including graduate student entry and exit surveys. HRSM plans to institute program fee increases over the next two years to help improve the learning environment and the instructional quality for its majors.

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Goal 3: Increase the College's applied research activities, sponsored funding and publication record as indicated in the appropriate UofSC Dashboard and College metrics while not compromising the College's reputation for teaching excellence.

Progress: Associate Dean for Research and Grants office continues to provide academic and grant consulting to HRSM faculty as well as financial support in the forms of internal grants. The PhD students remain an integral part of faculty research by assisting faculty with their research via paper publications as well as conference presentations. Multiple PhD students along with their faculty advisors have won best paper awards in prestigious professional conferences. The HRSM faculty members have been successful in working with selected honor students via the Magellan Awards program for collaborative and guided research projects. The College will maintain the number of students earning the "with distinction" designation and the number of students presenting research at industry and academic conferences. HRSM continues to organize and implement a college-wide research symposium.

Plans for Upcoming Year: Initiate faculty mentorship program for junior faculty to help them excel in their respective area of expertise. Continue providing travel support to PhD students who present at nationally and internationally renowned professional conferences. Associate Dean for Research and Grants office will continue to provide academic and grant consulting to HRSM faculty who wish to publish in top journals and apply for grants from a variety of agencies and organizations. HRSM will continue to organize a college-wide research symposium. Keep supporting undergraduate research via developing partnerships that will generate sponsored funding or gifts. Continue funding doctoral students in respective degree granting units above and beyond funding provided by soft-money through centers and grants. Bring in additional five fully funded PhD students each year from China's BISU to HRTM (per contract). Continue partnerships with the University of Aruba, BISU, the Master's Golf Tournament in Augusta, National Taiwan Normal University, and Turkish universities. Investigate an expansion of graduate programs to the Caribbean, South America, Korea, and Vietnam.

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

Progress: Nine undergraduate BISU students studied eight months in HRTM. The result was satisfactory. The tuition fees have been collected by university. Continued summer program in 2015 with ICUC in Curacao. Non-degree program: a certificate is given to participating students at the end of their five-week term. Various MOUs have been prepared with our international partners and will be signed soon. For example, a joint PhD agreement with BISU is expected to be signed in late April, 2016. It will result in 25 additional PhD students over the next seven years. The progress of graduate students from National Taiwan University toward their degree has been remarkable. The College of HRSM continued to host exchange faculty and students from other universities. HRSM continues to offer study abroad programs to various countries in Europe, Caribbean, Asia Pacific countries and South America.
Plans for Upcoming Year: Each department will continue offering at least one study abroad program annually. 31 students from BISU will be matriculated to the UofSC in fall of 2016, paying out-of-state

tuition. The agreement remains effective for 5-years, resulting nearly $15M in seven years to the University. Restructure the summer non-degree program by reducing the required time to 3-weeks. We hope to bring more international students from new and existing international partner universities. Explore possibilities for expanding dual degree programs (undergrad and masters) to other international Universities. Explore the acquisition of international consulting and research grants for faculty teams. In many parts of the world such as the Caribbean and Asia, there is a surge in need of developing and implementing strategic tourism planning for local governments.

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

Progress: The College remains a campus leader in outreach initiatives for undergraduate learning as all students are required to successfully complete 400+ hours of graded Q.E.P. internships. HRSM takes the lead in placing 500+ HRSM and UofSC students annually at the Master's Golf Tournament to engage in Q.E.P., a non-traditional student learning environment at one of the world's largest showcases combining sports, tourism, hospitality, retail and technology. HRSM research centers and institutes successfully conducted locally and internationally relevant research and shared them with businesses, associations and government entities in South Carolina, the nation and the world. College's Sports Research Institute (CSRI) within SPTE hosts the annual nationally recognized conference resulting in heightened visibility of the program. The SPTE department also hosts the annual "Sport, Entertainment, and Venues Tomorrow" (SEVT) conference which allows our faculty and students to interact with industry leaders. HRSM continues to support an undergraduate Student Leadership Council.

Plans for Upcoming Year: All College level Research Centers will be required to generate agreed-upon grant dollars to support Ph.D. students, fellows and center/institute operations. All centers and institutes will submit agreed-upon performance reviews starting April 2016 to the Associate Dean for Research. The College will support continued outreach initiatives for undergraduate learning. HRSM research centers and institutes will continue conducting locally and internationally relevant research and shared them with stakeholders.

Goal 6: Establish and instill an inclusive culture that values, engages and supports diversity of cultures, races, ideas, and people.

Progress: This is the first year we are adding this goal to our Blueprint; however, currently, the college is well positioned to lead this effort within the wider university community.

Plans for Upcoming Year: Hire a new associate dean position for diversity, inclusion and operations. This new position will consolidate our efforts not only to address the diversity, equity and inclusion of faculty, staff and students but also help create the time slot needed for the Dean to improve his external relations with donors and agencies. Create an academic environment with creative programs and activities that will help us recruit more diverse group of students to our respective units. Encourage and welcome discussion that will result in the acceptance diverse groups, cultures and ideas. The Associate Dean will work with a committee consisting of a representative from each program within HRSM on diversity, inclusion, and equity issues.

Appendix A. Resources Needed

<u>**Goal 1**</u>:
- <u>**Type of Resource:**</u> Personnel, Fiscal, Development, Space/Facilities
- <u>**Existing**</u>: Carryforward funds, base budget and summer sessions. In addition, the University has committed approx. $18 million toward the renovation of the Close-Hipp building. Received funding approval from Provost for HRTM chair, RETL and advisor positions.
- <u>**Additional**</u>: Ugrad program fee increase used to hire additional TT faculty to lower FTE:TT ratio.
- <u>**Strategy**</u>: Develop a marketing and promotion plan to raise external funds for the building remodeling project. Hire additional development person and TT faculty for the College.

<u>**Goal 2**</u>:
- <u>**Type of Resource:**</u> Personnel, Fiscal
- <u>**Existing**</u>: Carryforward funds, base budget and summer sessions.
- <u>**Additional:**</u> Ugrad program fee increase.
- <u>**Strategy**</u>: Increase exposure to HRSM departments through marketing campaign. Incentivize faculty to develop relevant new courses and design additional online classes.

<u>**Goal 3**</u>:
- <u>**Type of Resource**</u>: Fiscal
- <u>**Existing**</u>: Carryforward funds, base budget and summer sessions.
- <u>**Additional**</u>: Ugrad program fee increase.
- <u>**Strategy:**</u> Continue to support PhD student assistantships and travel. Continue to host college-wide research symposium.

<u>**Goal 4**</u>:
- <u>**Type of Resource**</u>: Personnel, Fiscal
- <u>**Existing**</u>: Carryforward funds, base budget and summer sessions.
- <u>**Additional**</u>: Revenue sharing model for increasing enrollment through international partner MOU's.
- <u>**Strategy**</u>: Increase number of international partnerships for enrollment and summer programs.

<u>**Goal 5**</u>:
- <u>**Type of Resource:**</u> Personnel, Fiscal, Grant/Research
- <u>**Existing**</u>: Carryforward funds, base budget and summer sessions.
- <u>**Additional**</u>: Conference and program/seminar fees.
- <u>**Strategy:**</u> Implement expectations for Center and Institute directors. Continue providing Q.E.P. opportunities for our students. Support symposiums and conferences hosted by our College.

<u>**Goal 6**</u>:
- <u>**Type of Resource:**</u> Personnel, Fiscal
- <u>**Existing**</u>: Carryforward funds, base budget and summer sessions.
- <u>**Strategy:**</u> This new position will consolidate our efforts not only to address the diversity, equity and inclusion of faculty, staff and students; create an academic environment with creative programs and activities that will help us recruit more diverse group of students to our respective units; and encourage and welcome discussion that will result in the acceptance diverse groups, cultures and ideas.

Appendix B. Benchmarking Information

State the public universities in the United States that have the top 10 colleges in your discipline(s) and the five colleges at other United States public universities which are considered to be your peers.

The College of Hospitality, Retail and Sport Management has a unique academic format encompassing academic units that are found in separate colleges in other universities. Thus, we have few academic peers across the U.S. with the possible exception of Purdue University.

Top HRTM Programs in the U.S.

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

Top IIT Programs in the U.S.

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

Top RETL Programs in the U.S.

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

Top SPTE Programs in the U.S.

		Top SPTE Peers
Florida State University	University of Louisville	Florida State University
Ohio University	University of Massachusetts	Texas A & M University
Temple University	University of Oregon	University of Florida
Texas A & M University	University of South Carolina	Temple University
University of Florida	West Virginia University	University of Massachusetts

When are looking at all programs in the College of HRSM, the two universities that consistently host top programs across more than one HRSM academic units are Purdue University and the University of Massachusetts**.**

Appendix C. College's Top Strengths and Important Accomplishments

HRTM was ranked 9th by a national study and noted in the Journal of Hospitality and Tourism Education. Strengths lie with three main research institutes/centers and their leadership in tourism, hospitality, and economic development. Strengths also include the international initiatives with universities in China and Aruba. The McCutchen House also provides excellent Q.E.P. opportunities for students and has been referred to as a "gateway" to campus. The Culinary and Wine Institute at Carolina provides the College and University considerable community and industry exposure. HRTM has very strong faculty with national/international reputations in their respective fields. There is consistency in student enrollment with 752 undergraduates, 12 masters, and 17 Ph.D. students. Excellent industry and community relations continue. The partnership with Augusta National Country Club is making it possible for 500+ HRSM students to gain valuable Q.E.P. experience by working the Master's. HRTM is launching a new internship program at Sea Pines Resort, "Semester at Sea Pines." HRTM was accredited by ACPHA for seven more years in 2015. Activities for the International Center for Foodservice included a $850,000 renewal with the University of Aruba, $30,000 grant from the National Association of Convenience Stores, a $20,000 grant from Farm to School with Lexington Richland 5, and performing seminars with a local restaurant company, Bernie's Chicken. Activities for the Smart State Center for Tourism and Economic Development included a branding project for the Pee Dee, a study to assess the potential demand for tourism on the Santee Cooper Waterway, a project with the U.S. Travel Association measuring the effect of travel on education, and a Front Street Village Development project for Beaufort.

IIT was awarded ABET accreditation effective August 7, 2014. The department offers a comprehensive undergraduate IT curriculum, responsive to current industry needs and nationally competitive and is now classified as a STEM program, which qualifies students for multiple STEM incentive programs and tuition reimbursement programs. The Masters in Health Information Technology is an interdisciplinary collaboration with the School of Public Health, Dept. of Health Services and Policy Management and School of Pharmacy. It has expanded industry relationships with IBM, Boeing, Microsoft, Wells Fargo, Google, Blue Cross/Blue Shield, SCANA, MetLife, Colonial Life /UNUM. Visa, and others. New emphasis in mainframe enterprise systems is attracting students and leading to industry recruiting, internships, and hires in major industries. IIT maintains a leadership role in the IToLogy partnership. IIT is successful in attracting female, minority students at a higher percentage than other UofSC STEM programs and also above the national average.

According to a 2009 study published by the American Collegiate Retailing Association/American Marketing Association, **RETL** is ranked 2nd in North America based on faculty publications in the four major retailing specialist journals. RETL undergraduate enrollment continues to increase; 32% increase from 390 in 2007 to 568 in 2016. The RETL student to TT faculty ratio is 54:1. The total faculty ratio is 31.5:1. The Department plans to hire another faculty member effective August 2017. They are still in need of another accounting instructor. Majors are required to complete an internship prior to graduation. More than 75 companies, nationwide and internationally, work with the department to hire our interns and graduates. RETL is a University Partner of the National Retail Federation (NRF), providing networking opportunities, memberships for our majors in the NRF's student association and multiple and significant student awards. A NRF student group is active on campus. A second student group is Fashion Board; the active group consists of over 150 students. Majors are required to complete an internship prior to graduation.

The **SPTE** undergraduate program is the largest undergraduate program in the country. This is an indicator of its academic reputation in both the academic & practitioner ranks. It was ranked as the 5th best global program and 3rd best in the US by Sport Business International (SBI). The Master's degree in Sport & Entertainment Management has grown to over 45 students. The program continues to draw national &

international recognition for the Department, College & University. It was ranked as the 13th best global program by SBIand the 8th best in the US (up from 20 and 10 respectively). The Department's Ph.D. program has admitted its first three student cohorts and received three prestigious Presidential Fellowships. The Department continues to increase & enhance the undergraduate "with distinction" tract & has increased participation in that Undergraduate Research program. The undergraduate Living & Learning Community (established in the fall of 2011) adds to the uniqueness of the SPTE program opportunities for undergraduates. The LLC for F16 is already nearing capacity. The annual "Sport, Entertainment, and Venues Tomorrow" conference continues to grow in attendance & industry influence, as well as serving as a career fair & revenue stream for SPTE. In addition, the SPTE's College Sport Research Institute hosted its second conference at UofSC attracting over 250 academics and students to the campus.

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

HRTM greatly exceeds the Provost's Dashboard FTE student to tenure track and tenured faculty ratio (34:1). Its annual growth over the past four years seems to be leveling off as FTE numbers are significantly down. However, the overall growth experienced since 2008 far exceeds the capability of quality support of students by its faculty and staff support. It can't support internship site cultivation and supervision visits due to lack of funding. A more robust brand is needed to enhance the HRTM identity and increase opportunities to recruit students nationally and internationally. HRTM will work with the Communications team and CFO to develop a regional, national and international strategy. The move to the Close-Hipp building within the next three years should allow this program to grow to become the 2nd largest in the U.S. which will likely drive more philanthropic support.

IIT exceeds the Provost's Dashboard FTE student to tenure track and tenured faculty ratio (31:1) and is working to overcome a national decline in interest among young people in IT careers. There is currently low freshman enrollment; heavy reliance on transfer students. Dynamic nature of discipline requires continual curriculum and faculty retooling. Recruiting female students is a challenge for the discipline. Current enrollments for most IIT scheduled classes are already at capacity.

RETL greatly exceeds the Provost's Dashboard FTE student to tenure track and tenured faculty ratio (54:1). The Department is in the process of searching for an Associate/Full professor. This line will help alleviate a small portion of the high student to tenure track and tenured faculty ration. It must find a balance in scheduling due to a lack of faculty members to successfully offer enough course sections to satisfy our undergraduate student body and our graduate student body. The department continues to lack funding for summer internship site cultivation and supervision visits. Enrollment in the RETL master's program remains soft. Additional marketing efforts are in place in an attempt to increase enrollment.

SPTE exceeds the Provost's Dashboard FTE student to tenure track and tenured faculty ratio (32:1). The department currently lacks a systematic method of thoroughly tracking alumni. SPTE also has a limited ability to establish more practicum and internship locations. SPTE lacks needed gender diversity among tenure-track faculty. The MSEM program lacks the funding needed for assistantships and tuition waivers to make it a top 5 global program. SPTE is working to implement a web-based solution to developing a systematic method of tracking SPTE alumni. For practicum/internship courses, SPTE is using one time funds to visit hosts in top internship site cities. The department is actively recruiting to increase its gender diversity issues through its current open position. The program is also working with the HRSM development officer to formulate plans to raise funds to support MSEM graduate student recruitment.

Appendix E1. HRSM Statistical Profile

1. Number of entering freshman Fall 2012, Fall 2013, Fall 2014and Fall 2015 classes and their average SAT and ACT scores.

Freshman	Fall 2012	Fall 2013	Fall 2014	Fall 2015
Number Enrolled	238	269	294	331
Average ACT	26	26	26	26
Average SAT	1163	1167	1172	1173

2. Freshman retention rate for classes entering Fall 2010, Fall 2011, Fall 2012 and Fall 2013.

Freshman Retention Rate	Fall 2013	Fall 2014	Fall 2015
Percent	89.5%	91.5%	91.1%

3. Sophomore retention rate for classes entering Fall 2010, Fall 2011, Fall 2012 and Fall 2013.

Sophomore Retention Rate	Fall 2013	Fall 2014	Fall 2015
Percent	90.1%	93.2%	90.0%

4. Number of majors enrolled in Fall 2012, Fall 2013 and Fall 2014 by level: undergraduate, certificate, first professional, masters, and doctoral (headcount).

Majors Enrolled	Fall 2012	Fall 2013	Fall 2014	Fall 2015
Undergraduate	2,161	2,236	2,271	2,214
Masters	94	99	119	148
Doctoral	12	11	20	22
Total	**2,267**	**2,346**	**2,410**	**2,384**

5. Number of entering first professional and graduate students: Fall 2012, Fall 2013, Fall 2014 and Fall 2015 and their average GRE, MCAT, LSAT, etc.

2012 Enrollment			New/Continuing Enrollment Status						
			New Graduate			Continuing			
* New GRE scores/conversion to old GRE scores			Citizenship			Citizenship			
Program Description (School/Major)	Degree Level		No	Yes	Total	No	Yes	Total	Total

School of Hotel, Restaurant and Tourism Management (HRTM)

Hospitality Management

355/930	Doctorate	Degree Level	Number enrolled	5	1	6	2	4	6	12
		GRE Quantitative	Average	755	670	741	510	543	532	637
		GRE Verbal	Average	430	580	455	290	515	440	448
		TOEFL Score	Average	94	.	94	89	.	89	92
		GMAT Total	Average	540	.	540	450	330	410	475

International Hospitality and Tourism Management

355/932	Masters	Degree Level	Number enrolled	4	8	12	8	16	24	36
		GRE Quantitative	Average	650	453	519	697	512	574	556
		GRE Verbal	Average	490	415	440	487	460	469	459
		TOEFL Score	Average	93	.	93	95	.	95	94
		GMAT Total	Average	705	453	537	564	525	538	538

Integrated Information Technology Program (iIT)

Health Information Technology

355/922	Masters	Degree Level	Number enrolled	1	2	3	.	.	.	3
		GRE Quantitative	Average	610	465	513	.	.	.	513
		GRE Verbal	Average	590	440	490	.	.	.	490
		TOEFL Score	Average	.	.		.	.	.	.
		GMAT Total	Average	.	400	400	.	.	.	400

Retailing Department (RETL)

355/940	Masters	Degree Level	Number enrolled	1	4	5	3	7	10	15
		GRE Quantitative	Average	.	483	483	693	565	537	519
		GRE Verbal	Average	.	433	433	353	412	394	407
		TOEFL Score	Average	.	.	.	98	.	98	98
		GMAT Total	Average	380	.	380	.	660	660	567

Sport and Entertainment Management Department (SPTE)

355/980	Masters	Degree Level	Number enrolled	5	27	32	4	32	36	68
		GRE Quantitative	Average	775	560	594	725	575	592	593
		GRE Verbal	Average	510	426	439	395	462	455	447
		TOEFL Score	Average	84	.	84	91	.	91	88
		GMAT Total	Average	573	576	576	550	475	483	527

2013 Enrollment			New/Continuing Enrollment Status						
			New Graduate			Continuing			
* New GRE scores/conversion to old GRE scores			Citizenship			Citizenship			
Program Description (School/Major)	Degree Level		No	Yes	Total	No	Yes	Total	Total

School of Hotel, Restaurant and Tourism Management (HRTM)

Hospitality Management

355/930	Degree Level	Number enrolled	1	.	1	7	4	11	12
	Doctorate	GRE Quantitative Average	.	.	.	694	588	655	601
		GRE Verbal Average	.	.	.	398	553	454	416
		TOEFL Score Average	.	.	.	85	.	.	85
		GMAT Total Average	630	.	630	504	.	504	515

International Hospitality and Tourism Management

355/932	Degree Level	Number enrolled	5	3	8	8	13	21	29
	Masters	GRE Quantitative Average	605	633	616	633	465	529	553
		GRE Verbal Average	431	457	441	457	469	464	458
		TOEFL Score Average	93	.	.	92	.	.	92
		GMAT Total Average	595	.	595	616	480	532	549

Integrated Information Technology Program (iIT)

Health Information Technology

355/922	Degree Level	Number enrolled	.	7	7	1	3	4	11
	Masters	GRE Quantitative Average	.	610	610	.	517	517	576
		GRE Verbal Average	.	590	590	.	450	450	539
		TOEFL Score Average	.	.	.	.	.	.	.
		GMAT Total Average	.	505	505	.	400	400	469

Retailing Department (RETL)

355/940	Degree Level	Number enrolled	.	5	5	2	4	6	11
	Masters	GRE Quantitative Average	.	528	528	570	523	539	534
		GRE Verbal Average	.	380	380	380	473	442	414
		TOEFL Score Average	.	.	.	93	.	.	93
		GMAT Total Average	.	.	.	380	660	567	567

Sport and Entertainment Management Department (SPTE)

355/980	Degree Level	Number enrolled	2	13	15	7	25	32	47
	Masters	GRE Quantitative Average	688	636	643	750	559	601	614
		GRE Verbal Average	410	466	459	453	420	427	437
		TOEFL Score Average	91	.	.	88	.	.	89
		GMAT Total Average	.	454	454	605	487	513	494

2014 Enrollment			New/Continuing Enrollment Status						
New GRE scores/conversion to old GRE scores			New Graduate			Continuing			
			Citizenship			Citizenship			
Program Description (School/Major)	Degree Level		No	Yes	Total	No	Yes	Total	Total

School of Hotel, Restaurant and Tourism Management (HRTM)

Hospitality Management (Ph.D.)									
355/930	Degree	Number enrolled	4	3	7	8	2	10	17
	Doctorate	GRE Quantitative — Average	167	154	161	160	150	155	158
		GRE Verbal — Average	151	158	155	148	161	155	155
		TOEFL Score — Average	97	-	97	93	-	93	95
		GMAT Total — Average	615	-	615	525	-	615	615

International Hospitality & Tourism Management (MIHTM)									
355/932	Degree	Number enrolled	1	-	1	5	5	10	11
	Masters	GRE Quantitative — Average	-	-	-	147	150	149	149
		GRE Verbal — Average	-	-	-	145	151	148	148
		TOEFL Score — Average	83	-	83	88	-	88	86
		GMAT Total — Average	620	-	620	555	340	448	534

Integrated Information Technology Program (iIT)

Health Information Technology (MHIT)									
355/922	Degree	Number enrolled	5	13	18	4	15	19	37
	Masters	GRE Quantitative — Average	-	-	-	-	-	-	-
		GRE Verbal — Average	-	-	-	-	-	-	-
		TOEFL Score — Average	-	-	-	-	-	-	-
		GMAT Total — Average	-	-	-	-	-	-	-

Retailing Department (RETL)

355/940	Degree	Number enrolled	-	-	-	2	3	5	5
	Masters	GRE Quantitative — Average	-	-	-	-	148	148	148
		GRE Verbal — Average	-	-	-	-	145	145	145
		TOEFL Score — Average	-	-	-	90	-	90	90
		GMAT Total — Average	-	-	-	610	-	610	610

2014 Enrollment (continued)
* New GRE scores/conversion to old GRE scores

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

Sport and Entertainment Management Department

Sport and Entertainment Management (MSEM)										
355/980	Masters	Degree	Number enrolled	2	12	14	3	23	26	40
		GRE Quantitative	Average	-	190	190	155	150	153	171
		GRE Verbal	Average	-	172	172	147	150	149	160
		TOEFL Score	Average	98	-	98	88	105	97	97
		GMAT Total	Average	620	600		520	-	520	565

Sport and Entertainment Management (Ph.D.)										
355/980	Doctorate	Degree	Number enrolled	-	4	4	-	-	-	4
		GRE Quantitative	Average	-	150	150	-	-	-	150
		GRE Verbal	Average	-	158	158	-	-	-	158
		TOEFL Score	Average	-	-	-	-	-	-	-
		GMAT Total	Average	-	-	-	-	-	-	-

2015 Enrollment
* New GRE scores/conversion to old GRE scores

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

School of Hotel, Restaurant and Tourism Management (HRTM)

Hospitality Management (Ph.D.)										
355/930	Doctorate	Degree	Number enrolled	2	1	3	9	3	12	15
		GRE Quantitative	Average	0	166	166	158	153	156	161
		GRE Verbal	Average	0	148	148	146	158	152	150
		TOEFL Score	Average	93	108	101	94	0	94	98
		GMAT Total	Average	650	0	650	473	0	473	562

International Hospitality & Tourism Management (MIHTM)										
355/932	Masters	Degree	Number enrolled	4	1	5	4	3	7	12
		GRE Quantitative	Average	0	158	158	0	147	147	153
		GRE Verbal	Average	0	154	154	0	153	153	154
		TOEFL Score	Average	81	0	81	86	0	86	84
		GMAT Total	Average	507	0	507	590	0	590	549

2015 Enrollment (continued)			New/Continuing Enrollment Status						
New GRE scores/conversion to old GRE scores			New Graduate			Continuing			
			Citizenship			Citizenship			
Program Description (School/Major)	Degree Level		No	Yes	Total	No	Yes	Total	Total

Integrated Information Technology Program (iIT)

Health Information Technology (MHIT)

			No	Yes	Total	No	Yes	Total	Total
	Degree	Number enrolled	2	7	9	11	19	30	39
355/922	Masters	GRE Quantitative	Average	147	149	148	-	143	143	146
		GRE Verbal	Average	139	145	142	-	144	144	143
		TOEFL Score	Average	83	0	83	-	-	-	83
		GMAT Total	Average	0	0	0	-	420	420	420

Health Information Technology (MHIT Academic Partnership)

			No	Yes	Total	No	Yes	Total	Total
	Degree	Number enrolled	0	10	10	0	28	28	38
355/922	Masters	GRE Quantitative	Average	0	151	151	-	149	149	150
		GRE Verbal	Average	0	158	158	-	152	152	155
		TOEFL Score	Average	0	0	83	-	-	-	0
		GMAT Total	Average	0	0	0	-	610	610	610

Retailing Department (RETL)

			No	Yes	Total	No	Yes	Total	Total
	Degree	Number enrolled	4	1	5	3	4	7	12
355/940	Masters	GRE Quantitative	Average	150	148	149	146	145	146	148
		GRE Verbal	Average	140	148	144	142	150	146	145
		TOEFL Score	Average	83	-	83	90	-	90	87
		GMAT Total	Average	510	-	510	570	-	570	540

Sport and Entertainment Management Department

Sport and Entertainment Management (MSEM)

			No	Yes	Total	No	Yes	Total	Total
	Degree	Number enrolled	3	20	23	5	29	34	57
355/980	Masters	GRE Quantitative	Average	161	151	156	0	149	149	153
		GRE Verbal	Average	142	150	146	0	149	149	148
		TOEFL Score	Average	93	0	93	86	0	86	90
		GMAT Total	Average	645	574	610	570	495	533	572

Sport and Entertainment Management (Ph.D.)

			No	Yes	Total	No	Yes	Total	Total
	Degree	Number enrolled	-	4	4	-	2	2	6
355/980	Doctorate	GRE Quantitative	Average	-	155	155	-	152	152	154
		GRE Verbal	Average	-	154	154	-	159	159	156
		TOEFL Score	Average	-	105	105	-	-	-	105
		GMAT Total	Average	-	-	-	-	-	-	-

6. Number of graduates in Spring-Summer-Fall 2014, Spring 2015 and Summer 2015 by level.

Number of Graduates	Fall 2014	Spring 2015	Summer 2015
Undergraduate	173	298	57
Masters	23	10	10
Doctoral	0	1	2
Total	**196**	**309**	**69**

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

Graduation Rate	2007 Cohort		2008 Cohort		2009 Cohort	
	Same School	Other School	Same School	Other School	Same School	Other School
4-Year Graduation	50.0%	9.8%	50.3%	15.2%	53.7%	9.7%
5-Year Graduation	58.6%	16.1%	57.2%	19.4%	63.0%	13.9%
6-Year Graduation	60.3%	16.7%	57.6%	19.9%	63.9%	13.9%

8. Total credit hours generated by your unit regardless of major for Fall 2013, Spring 2015, Summer 2015 and Fall 2015.

Student Credit Hours	Fall 2014	Spring 2015	Summer 2015
Undergraduate	25,189	24,844	8,333
Masters	1,245	774	325
Doctoral	67	114	49
Total	**26,501**	**25,732**	**8,707**

9. Percent of credit hours by undergraduate major taught by faculty with the highest terminal degree in Fall 2015.

Program (from Undergraduate Academic Bulletin)	% Yes Cred Hrs
Hospitality Management, B.S.	26.26%
Integrated Information Technology, B.S.	13.25%
Retailing, Fashion Merchandising, B.S.	24.94%
Retailing, Retail Management, B.S.	18.08%
Sport and Entertainment Management, B.S.	18.86%
Tourism Management, B.S.	35.04%

10. Percent of credit hours by undergraduate major taught by full-time faculty in Fall 2015.

Program (from Undergraduate Academic Bulletin)	FT % Cred Hrs
Hospitality Management, B.S.	70.87%
Integrated Information Technology, B.S.	65.44%
Retailing, Fashion Merchandising, B.S.	58.33%
Retailing, Retail Management, B.S.	60.57%
Sport and Entertainment Management, B.S.	79.10%
Tourism Management, B.S.	64.01%

11. Number of tenure-track and non-tenure track (research professor or instructor) faculty by title and rank for Fall 2013, Fall 2014, and Fall 2015 (by department where applicable).

Dept	Rank/Title	FY14 Fall 2013	FY15 Fall 2014	FY16 Fall 2015
HRSM	Professor	1	1	1
HRTM	Professor	3	3	5
HRTM	Assoc Professor	4	4	4
HRTM	Assist Professor	4	6	5
HRTM	Research Professor	1	1	1
HRTM	Lecturer	2	2	2
HRTM	Clinical Instructor	2	2	2
HRTM	Instructor	2	3	1
HRTM	Senior Instructor	0	0	1
ITEC	Professor	2	2	2
ITEC	Assoc Professor	3	4	3
ITEC	Assist Professor	3	3	3
ITEC	Clinical Instructor	1	1	1
ITEC	Instructor	1	3	2
ITEC	Senior Instructor	0	0	0
RETL	Professor	1	1	1
RETL	Assoc Professor	4	3	3
RETL	Assist Professor	3	3	3
RETL	Clinical Instructor	1	1	1
RETL	Instructor	1	1	1
RETL	Senior Instructor	2	2	3
SPTE	Professor	1	2	2
SPTE	Assoc Professor	7	6	6
SPTE	Assist Professor	4	4	4
SPTE	Lecturer	1	1	0
SPTE	Clinical Instructor	2	2	1
SPTE	Instructor	1	1	1
SPTE	Senior Instructor	0	0	1
TOTAL		**57**	**62**	**60**

12. Current number and change in the number of tenure-track and tenured faculty from underrepresented minority groups[1] from FY2014.
   - Number from underrepresented minority groups in FY2015: 20 out of 42 (47.62%)
   - Number from underrepresented minority groups in FY2014: 19 out of 42 (45.24%)

[1]As indicated on UofSC application by faculty members and includes women as minority group.

Appendix E2. HRSM Statistical Research Data

1. The total number and amount of external sponsored research proposal submissions by funding source for FY2015.

Agency	Number Submitted	Amount Submitted
Beaufort Hospitality Enterprises (BHE)	1	9,425
Circuit of The Americas	1	14,364
City of Columbia	1	38,200
Economic Development Administration/DOC	1	72,690
JC & Associates	1	80,030
National Food Service Management Institute, Applied Research Division/US Dept. of Agriculture	1	68,846
NSF	1	619,020
Partners of the Americas, US Dept. of State, NAFSA, 100,000 Strong in the Americas	1	24,570
Patriot's Point Naval & Maritime Museum	1	32,000
SC Arts Commission	2	9,495
SC Department of Commerce	1	55,000
Shanghai International Theme Park	1	71,835
SMT, Inc.	1	130,000
Sodexo, Inc.	1	10,000
South Carolina Department of Agriculture/USDA	1	47,174
Target	2	3,000
University of Aruba	1	854,280
TOTAL	**19**	**2,139,929**

2. a. Summary of external sponsored research awards by funding source for FY2015.

Agency	Awarded	Declined
Beaufort Hospitality Enterprises (BHE)	X	
Circuit of The Americas	X	
City of Columbia	X	
Economic Development Administration/DOC	X	
JC & Associates		X
National Food Service Management Institute, Applied Research Division/US Dept. of Agriculture		X
NSF		X
Partners of the Americas, US Dept. of State, NAFSA, 100,000 Strong in the Americas		X
Patriot's Point Naval & Maritime Museum	X	
SC Arts Commission	X	X
SC Department of Commerce		X
Shanghai International Theme Park	X	
SMT, Inc.	X	
Sodexo, Inc.	X	
South Carolina Department of Agriculture/USDA	X	
Target	X	
University of Aruba	X	

b. Total extramural funding processed through Sponsored Awards Management (SAM) in FY2015, and Federal extramural funding processed through SAM in FY2015. (Available http://sam.research.sc.edu/awards.html).

Total Extramural Funding Processed Through SAM in FY15	2,139,929
Federal Extramural Funding Processed Through SAM in FY15	832,300
Total Research Expenditures in FY2015	501,156

c. Amount of sponsored research funding per faculty member in FY2015 (by rank, type of funding; e.g., federal, state, etc., and by department if applicable).

Name	Amount	Rank	Funding Type	Dept
Brosdahl, Deborah	1,000	Associate Professor	Commercial	RETL
Campbell, Jeffrey	47,174	Assistant Professor	Federal	RETL
DiPietro, Robin	10,000	Professor	Commercial	HRTM
DiPietro, Robin	854,280	Professor	Other	HRTM
Edwards, Karen	2,000	Senior Instructor	Commercial	RETL
Harrill, Richard	32,000	Research Professor	State	HRTM
Hudson, Simon	9,425	Professor	Commercial	HRTM
Hudson, Simon	38,200	Professor	Local Government	HRTM
Hudson, Simon	72,690	Professor	Federal	HRTM
Koesters, Todd	14,364	Assistant Professor	Commercial	SPTE
Li, Xiang (Robert)	71,835	Associate Professor	Commercial	HRTM
Schooley, Benjamin	130,000	Assistant Professor	Commercial	IIT
Shaomina, Armen	4,500	Assistant Professor	State	SPTE

3. Total sponsored research expenditures per tenured/tenure-track faculty for FY2015, by rank and by department, if applicable.

Faculty Name	Research Expenditure	Rank	Dept
Ballouli, Khalid	708	Assistant Professor	SPTE
DiPietro, Robin	300,096	Professor	HRTM
Edwards, Karen	1,897	Senior Instructor	RETL
Harrill, Richard	29,495	Research Professor	HRTM
Hudson, Simon	62,337	Professor	HRTM
Koesters, Todd	4,061	Assistant Professor	SPTE
Li, Robert	92,139	Associate Professor	HRTM
Schooley, Benjamin	5,899	Assistant Professor	IIT
Shaomian, Armen	1,500	Assistant Professor	SPTE
Smith, Scott	3,024	Assistant Professor	HRTM
Total	**501,156**		

4. Number of patents, disclosures, and licensing agreements in fiscal years 2013, 2014 and 2015.

Number of patents, disclosures and licensing agreement	0

Appendix F. Challenges

The College of HRSM is expected to be the fastest growing college on the USC campus. Our desire is to accommodate our growth and continue to provide a superior quality education to our students. We have invested heavily in our departments and programs over the past several years, which has paid off greatly but there is more to accomplish, thus we have requested an undergraduate program fee increase.

The revenue produced from the HRSM undergraduate student program fee increase will be used to enhance our students' experience and help the college attain the following:

- Provide improved experiential education opportunities for our students through ongoing corporate/recruiter engagement programs at all school year levels, geared toward achieving 90% or higher placement rates.
- Support student activities and participation in nationwide competitions.
- Upgrade instructional technology continuously.
- Revamp hands-on learning experience and outcome at McCutchen House through more customized teaching strategies with additional staffing.
- Hire additional tenure-track faculty to improve classroom experience of our students and remain competitive against peer programs.
- Attract the best undergraduate applicants from within and outside our state; build strong ties with potential employers and industry professionals; and have a positive impact on program rankings and reputation.

To accomplish these goals, HRSM has established the following student initiatives, programs and services that it plans to implement over the next four years:

- **Center for Corporate Engagement:** includes a director, events coordinator, staffing, travel, etc. to assist students with internship/job placement, solicit potential business partnerships throughout the U.S. and abroad, plan and implement business events such as corporate demos and seminars, host corporate campus visits, and conduct onsite corporate seminars with classes.
- **Field Internship Supervision:** ability to have internship director's travel around the country to supervise our students on internship and build relationships with new and current employers.
- **Student Retention/Advisement:** Retaining students is of the utmost importance which has spurred a national trend toward providing exemplary advisory and student services leading toward successful on-time graduation. To aid in accomplishing this task, HRSM plans to hire additional advisors for upper classmen and lower our student to advisor ratio; currently 575:1 ratio.
- **Student Case Competitions:** Experiential learning offers students the opportunity to hone their skills learned in the classroom. HRSM plans to provide funding for students to travel and compete in case team competitions and/or host events. These cases will be coordinated with industry panels that will serve as case evaluators and will enhance the reputation of our programs.
- **Undergraduate Research Training:** As a Carnegie VH institution we wish to place an emphasis on research and training. Our goal is to fund undergraduate research opportunities including training and travel to research/present findings. We also wish to encourage our students to complete our 5-year bachelor and master programs.
- **Student Club Activities:** As noted above, experiential learning offers students the opportunity to hone their skills learned in the classroom. HRSM plans to provide funding for students to travel and participate in educational club activities that are a part of our College. Participation in regional and national conferences will positively impact our reputation and success.

- **Computer Labs and Equipment:** New computers and printers (if necessary) for 1/3 of faculty and staff each year in rotation. Add additional 24-hour computer labs for HRSM students to meet accreditation and student needs. Investment in software licensing and furnishings. Currently, professors and staff historically given computers as needed when lab computers for students are retired.
- **McCutchen House Equipment and Staffing:** The McCutchen House serves as a teaching lab for our HRTM students. The College plans to hire additional staff at the McCutchen House to better serve student learning and engage with our community; this includes two additional chefs, a PT cashier, host, etc. New kitchen equipment, a POS system, and computers for new hires are needed.
- **Tenure Track Faculty:** The current FTE to TT ratio in our RETL department is 54:1 and HRTM is 34:1. HRSM plans to continue investing in ourselves to lower these ratios and produce better learning opportunities for our students.
- **Marketing, Business and Performance Metrics:** HRSM will invest in marketing our undergraduate and graduate programs through advertising, attending events directed toward prospective students, and increasing our visibility. An emphasis will also be made on assessment of programs and improving our rankings. As part of a campus wide initiative, we will hire a new Associate Dean to provide diversity programming for our students as well as monitor and evaluate diversity issues within the college and external audience.

The total cost of investment for these student enhancements is expected to be approx. $1.9M per year. The expected outcome for this initiative is an improved/enhanced educational quality and experience for our students through our focus on increased experiential learning and student preparation for professional careers.