



College of Hospitality, Retail and Sport Management
Blueprint for Academic Excellence at USC
2014-2015

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Section 1: Executive Summary

1) Describe how your college contributes to meeting the Academic Dashboard targets

- Total Undergraduate Enrollment: HRSM continues to grow undergraduate enrollment at a 27.425% rate since the F09 (annual growth rate of 6.85%) and is the third largest undergraduate college with a total enrollment of 2236: F13. HRSM undergraduate credit hours in fall 2013 were 24,089 up from 22,968 in F12.
- Average SAT Score: The average SAT score of HRSM undergrads has increased each year since 2010. In fall 2010, the average SAT score was 1145 and in fall 2013 = 1167.
- Freshman-Sophomore Retention Rate: Since 2008, the HRSM freshman-sophomore retention rate has been more than 85%. In 2012, the retention rate was 89.5%. HRSM retention methods and activities are assessed each semester via the Graduating Senior Survey and the HRSM Advisement Survey. In an effort to exceed the Provost's Dashboard Metrics, the Office of Student Services implemented a number of academic planning initiatives included in the "College Planning Document on Recruitment, Retention and Graduation" submitted to Dr. Doeringhaus. It is the College's goal to raise the retention rate to 90%.
- Six-year Graduation Rate: The College of HRSM six-year graduation rate for the two most recent cohorts exceeds the University's average and the Dean has charged the Assistant Dean of Student Services to raise the six-year graduation rate to 80%. The retention strategies put in place should make this goal a reality. Currently our six-year graduation rate is 77%.
- FTE Student to Faculty Ratio: HRSM F13: 1,606 FTE/39TTR faculty = 41:1. Greatly exceeds Dashboard target of 24:1 thus requiring the addition of, at a minimum, 5 new faculty members/yr. for the next 5 years. This translates into an additional \$600,000/yr. base budget increase or internal change of majors will have to be greatly restricted, thus potentially impacting our USC retention targets as students may transfer out of USC.
- Research Funding and Expenditures: Total extramural funding processed through SAM in FY13 = \$1,225,384 and expenditures were \$314,625.
- National Honors and Awards for Faculty: Faculty in HRSM departments continue to excel in the area of honors and awards on a national and international basis. Four HRTM faculty received 5 awards; 1 iIT faculty received an award; 1 RETL faculty member received an award for research; and 2 SPTE faculty received national awards. HRSM continues to encourage and support Fulbright applications. As such, SPTE is hosting a Fulbright during 2014 from Ireland.
- Doctoral Degrees: HRTM implemented a Ph.D. program in F11 that has resulted in increased doctoral students (8 F11, 12 F12, 11 F13). SPTE will implement a Ph.D. program effective F14. Ph.D. students are progressing toward graduation as student credit hours produced by doctoral students were 54 (F11), 59 (F12) and 61 (F13).

2) Describe how your college contributes to the Key Performance Parameters: (Teaching Excellence, Research/Scholarship Reputation and Productivity, Service to State, Community, Profession and University, and Sustainability). HRSM continues to excel in teaching as seen by course evaluations. Research productivity has increased along with our national and international reputation. HRSM is a campus leader incorporating service learning and USC Connect activities in the classroom. Service to the state, community, profession and university excel as faculty serve on national/international boards. Multiple faculties address sustainability in their respective classes and will be joined in the fall of 2014 with a new FRI hire in resort sustainability in HRTM. Due to budget restrictions impacting faculty hiring combined with rapid enrollment growth in both HRSM majors and undergraduate student minors, HRSM's FTE student to tenure/tenured track ratio is detrimental to the university attaining a 24:1 target.

Section II. Meeting the University's Academic Dashboard Targets

The purpose of this section is for each unit to show its contribution to each of the Academic Dashboard parameters in terms of:

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 USC change of majors but faculty and staff additions must match enrollment growth. HRSM utilizes a fulltime undergraduate Recruiting Director. We will continue to utilize this fulltime position and expand recruiting efforts to graduate students. His strategies are included in the "College Planning Document on Recruitment, Retention and Graduation" submitted to Dr. Doerpinghaus. Growth in HRTM, RETL and iT will continue to be a HRSM strategic focus so long as new resources are allocated to maintain instructional quality. Enrollments in the SPTE undergraduate major will remain capped due to a tighter internship and employment market. We will continue strategic support of Undergraduate Admissions with in-state and out-of-state recruiting efforts. Will increase outreach and education to prospective transfer populations prior to admission and enrollment through Undergraduate Admissions, Gamecock Gateway, STrack and the technical college system. Will increase efforts to personalize the campus visit experience year-round for prospective student visitors.
- **Average SAT Score:** The average SAT score of HRSM undergraduate students has increased each year since 2010. Part of this is our participation in the Academic Common Market that attracts a relatively large group of out of state freshman who have attended high schools funded at a higher level than SC public schools. Utilizing our Recruiting Director, we also allocate about 15 scholarships to incoming freshmen to attract students that fall below the USC scholarship level, but have above 1200 SAT scores. He will increase support of our Undergraduate Admissions and Visitor Center recruitment activities for high achieving students to include more faculty and current student interactions.
- **Freshman-Sophomore Retention Rate:** The recently published Undergraduate Retention Rate by USC indicates the HRSM 2012 Freshman-Sophomore retention rate has improved to 89.5 % - just shy of the College's targeted rate of 90%. Examples of HRSM retention efforts are: College of HRSM retention methods and activities are assessed each semester via the Graduating Senior Survey and the HRSM Advisement Survey. HRSM has taken advantage of the proven, positive impact on graduation rates among USC students who enroll in UNIV 101. This fall, five sections of UNIV 101, enrolling 95 HRSM freshmen were designated as HRSM sections and lead by the professional staff of HRSM. This is the third year of HRSM sections and we are now seeing outstanding leadership in our upperclassmen as a result of early engagement. The College of HRSM has also taken advantage of the opportunity through University Housing to host a Living and Learning Community. SPTE enters its 4th year of hosting a community for freshmen majors. The community encourages collaborative learning, leadership development, career exploration and engagement in academic opportunities both inside and outside the classroom. We intend to expand this across other HRSM units.
- **Six-year Graduation Rate:** The College of HRSM 6 year graduation rate for the two most recent cohorts exceeds the University's average and the Dean has charged the Assistant Dean of Student Services to raise the six-year graduation rate to 80%. HRSM has seen significant improvement as the College's current six-year graduation rate is 77.0%. Multiple initiatives have been successful in achieving this outcome including conducting 1st semester junior pre-advisement surveys to engage juniors and ultimately graduate seniors within the 6 year benchmark.
- **Student to Faculty Ratio:** HRSM Fall 2013: 1606 FTE/39TTR faculty = 41:1. Either new faculty resources will need to be invested by USC for HRSM faculty and support staff or we will need to implement caps on internal change of majors transfers in all 4 HRSM academic units which then can

force current USC students to potentially transfer to other universities and negatively impact USC retention rates and thus potentially reducing USC gross tuition revenues by \$1,000,000+.

- **Research Expenditures:** HRSM will continue to incorporate into each new faculty member's offer letter, the importance of funded research for all new faculty hires. HRSM will establish a new research Center in SPTE and Health IT with the objective of pursuing a fixed amount of external funded research dollars per year to enhance the support Ph.D. and M.S. students. The HRSM Dean and Assoc. Dean will continue to reach out to other Deans to find areas of common faculty research interest that will support new joint federal grants. The Dean will continue to evaluate all HRSM Chairs and Center and Institute Directors on the number and amount of external funding proposals submitted and received.
- **National Honors and Awards for Faculty:** Faculty in HRSM departments/programs continue to excel in the area of honors and awards on a national and international basis. Besides supporting the pursuit of discipline awards, the College will implement a strategy effective in 2014-15 and allocate resources to encourage and support Fulbright applications and awards.
- **Doctoral Degrees:** HRTM implemented a Ph.D. program in F11 that has resulted in a steady enrollment of doctoral students (8 F11, 12 F12, 11 F13). The recently approved SPTE Ph.D. program will admit its first class in F14.

2) Progress made toward meeting Dashboard targets this past year

Excellent progress was made toward meeting some Dashboard targets this past year. Undergraduate enrollment is up approximately 27% over the past five years with enrollment growing from 1,765 in F09 to 2,236 in F13. Average SAT scores of undergraduate students are increasing, as well as out-of-state student enrollments. The freshman-sophomore retention rate is 89.5% and sophomore retention rate is 95.6%. HRSM 6 year graduation rates exceed the university average by nearly 5% at 77%. Research expenditures lag behind some of our peers Colleges, but federal grants to support HRSM research are limited. HRSM has partnered with Public Health, Social Work and Pharmacy to explore mutual interest among select faculty from each college to pursue jointly funded research grants. Doctoral enrollment has also increased through the enrollment of the third cohort of Ph.D. students in HRTM and will increase further with the introduction of the new Ph.D. in SPTE in F14. Strong Provost support has occurred in the past 3 years allowing an increase in HRSM faculty lines so we can approach the 24:1 Dashboard metric. Yet enrollment growth has increased at a faster rate so additional faculty support costing about \$600,000/yr. needs to be allocated annually to begin to reduce the HRSM Student FTE:TTR ratio to a 30:1 range. Otherwise HRSM will have to restrict internal change of majors, transfer students and those selecting HRSM as a minor and thus potentially reducing USC gross tuition revenues by \$1,000,000+ as some students decide to transfer from USC.

3) Strategies planned to meet Dashboard targets in 2014-15

Continue to build on strategies listed above. Continue to solicit College faculty and staff input as well as monitor campus wide successes and challenges in all Dashboard metrics. Submit metrics that support additional faculty resources and support staff to allow HRSM to continue its growth in size and thus continue to have a significant positive financial impact on the overall USC budget. An investment in new HRSM faculty and staff lines will generate more in tuition revenue than the HRSM faculty and staff salaries will cost as an expense. Thus supporting continued HRSM enrollment growth combined with corresponding growth in faculty and staff is a sound business decision for a university that is now a private entity. HRSM continues to serve as a "profit center" at USC.

Section III. College's Goals and Their Contributions to Key Performance Parameters

2014-2015 Academic Year Goals (Same as 5 Year Goals)

Goal 1: Create an environment to secure ranking in the top ten in each of the respective HRSM disciplines within the next decade.

- Progress: The College of HRSM Dean, development team, all unit Chairs/Directors and select Center Directors and faculty will work with individual and corporate donors that will result in the renovation of the Law School. This new building will assist the College in attaining excellence in faculty recruitment and provide for improved student learning spaces, research and Q.E.P. service and enhance student recruitment, retention and graduation rates via enhanced physical plant. This will help the College proactively recruit and retain leaders, scholars and staff who have the vision and management skills to lead our programs during this difficult fiscal environment. The HRSM Communications and Public Relations team will increase visibility and recognition for the College, its faculty, staff, students, alumni and industry partners, which will enhance our College's ability to have a positive impact on the USC Dashboard and College metrics. As a profit center, this investment will result in greater enrollments and increased positive cash flow from HRSM.
- Plans for Upcoming Year: The College will actively "market" the HRSM-Law School renovation project. It will recruit and hire scholars for research and grant focused, tenure track positions that will support the mission and goals of USC and HRSM. The continued growth of HRSM fosters the need to hire 5 tenure track faculty members per year for the next 5 years to match enrollment growth and work towards achieving the Provost's Dashboard metric of student FTE:TTR ratio of 24:1. We will continue to improve HRSM's academic image and stature among our stakeholders and quality of education built on quality faculty and staff hires. To this end, we have hired excellent new faculty from established research institutes; we have a strong presence in social media; we have increased undergraduate enrollment and SAT scores, established a HRTM Ph.D. program and are creating a second Ph.D. program in SPTE in the fall of 2014. We have increased the number and amount of internal and external research funding and organized college research symposia. We have increased the number of publications and the quality of outlets of those publications and will create a new research center in SPTE to pursue external funding in support of the new Ph.D. program. Utilizing The All Access Pass, e-blasts/e-newsletters, web postings, media relations/PR relationships, and Social Media including the use of Twitter, Facebook, LinkedIn and YouTube videos, the HRSM Communications Team will lead the effort on College-wide visibility and recognition through the use of web, print and social media and select fundraising events. Finally, the Comm. and PR team will lead the redesign efforts of the HRSM web site which will take a significant investment of our limited human resources and force us to hire temporary support staff.

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

- Progress: This will allow the College of HRSM to move its F13 FTE student to faculty ratio (41:1) more towards the USC Dashboard metric of 24:1 while exceeding the USC Dashboard metrics of freshman to sophomore retention and six-year graduation. The College also plans to allow enrollment of HRSM majors to grow by an additional 350 to 2,700 major students by 2015-2016 concentrating on the School of HRTM, Departments of Retailing, integrated Information Technology and BAIS while capping enrollments in SPTE at N=600 due to limited internship and employment sites. 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. This

will help USC address the Governor's concerns about workforce development for USC graduates. HRSM will continue teaching improvement initiatives, Centralized Advising, supporting USC Connect, designing new on-line asynchronous classes, supporting the curriculum use of Advisory Boards, continue growth of the M.S. in Health IT and M.S in Retailing degrees and continue to strongly support the ACM as a tool to recruit more out of state students who enroll with higher SAT scores.

- Plans for Upcoming Year: The College has already begun discussion of managing majors and minors as a part of the growth management strategies that maximize instructional quality for HRSM majors. To this end, the College will be an active participant in the President's expanded Summer Institutes during the SU14. We are creating 1 new Summer Institute in each Department in Summer 2014. HRSM minors can enroll in 4 of their 6 needed classes via these Institutes. This also will positively impact the HRSM Dashboard metric of FTE student to faculty ratio. HRSM needs to hire 5 tenure track faculty members/yr. for the next 5 years to match enrollment growth and work towards achieving the Provost's Dashboard metric of student FTE:TTR ratio of 24:1. HRSM will continue to reward teaching excellence, conduct multiple student surveys including a new graduate student entry and exit surveys. Per the Provost's Blueprint comments in 2013, HRSM needs to immediately increase our \$50/student/semester undergraduate "Enhancement Fee" to \$250 to support USC Connect and Dashboard requirements by hiring more Advisors, Internship Coordinators and support staff.

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

- Progress: In order to raise the number and quality of publications as well as grant proposal submissions to external funding agencies, HRSM has instituted multiple financial incentive programs. All new faculty hires have a stated obligation in their offer letters for sustained commitment to research including the pursuit of external funding. The Dean and Provost are providing generous start-up packages for new faculty which include course releases and summer research support for the first three years of the tenure track appointment. Effective July 1, 2014, all Center Directors will now report directly either to the Dean or Associate Dean for Research for those activities associated with Centers/Institutes. All Center Directors will revert to 9 month contracts after an initial 3 years of summer research support and be required to generate a minimum of \$100,000 via multiple revenue streams to support Ph.D. students, Fellows and Center/Institute operations. The Dean's Office is providing funding for graduate assistants to help faculty with research and has increased annual stipends to support faculty research productivity. In 2013, the College implemented a cash incentive program for all publications in print for each unit's A+ journals. This has resulted in \$9,150 cash awards for 2013-14. Select units are supporting undergraduate research and the College is developing partnerships that will generate sponsored funding or gifts.
- Plans for Upcoming Year: Faculty incentives and support for research will continue. The HRSM faculty members have also 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 "with distinction" designation and the number of students presenting research at industry and academic conferences. We are funding support of 4 doctoral SPTE students/year in F14. SPTE will propose a new research center with the primary goal to pursue external funding to support Ph.D. students. HRSM will continue partnerships with IT-o_Logy, the Univ. of Aruba and the Master's Golf Tournament and investigate an expansion to other programs in the Caribbean and South America.

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

- Progress: In order to raise the number of opportunities for student interaction with international institutions, governments and/or businesses, the College of HRSM has implemented international travel grants (\$1500) for faculty, international scholarships for students and developed connections with Aruba, Curacao, Barbados, India, China, Taiwan, Turkey, Ecuador and Venezuela. The College continues to host exchange faculty and students from other universities every year and student internships have been provided at the Olympics in Vancouver, Canada and London, U.K. The College awarded \$3,000 to all tenure track and tenured faculty and \$2,000 to all full-time Instructors to support academic international and domestic travel, research and equipment acquisition. As a result of these funds, each department offers at least 1 study abroad program annually. While only N=98/2161 or 4.5% of our HRSM students studied abroad during the F12, SP13 and S13, over 40% of HRSM faculty had interaction with international institutions and/or businesses exceeding our the HRSM faculty target.
- Plans for Upcoming Year: During the 2014-15 academic year, study abroad trips are in place for student/faculty trips to China, France, Germany, Czech Republic and Austria. A Director of International Studies was hired to develop academic 2+2 and summer based academic programs with universities in China and South America and provide leadership on an international scale. The College will continue in 2014-15 to support these Study Abroad programs with financial assistance for HRSM undergraduate and 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 graduate students who plan to attend HRSM research and learning initiatives held overseas. To stimulate graduate student international interest in 2013-2014, the College will pay about 95% of the expenses for up to 6 HRSM Ph.D. and M.S. graduate students to undertake joint classes with 5 Chinese and Taiwan universities as part of the HRSM 787, "Global Interdisciplinary Seminar" led by the Dean. In 2014-15, HRSM will create a "Global Scholar" certificate program modeled after the successful DMSoB international program. HRSM also will attempt to increase annually the number of HRSM graduates who earned the "Leadership with Distinction" via international participation. We also will continue to nurture all active HRSM-Intl. university relationships.

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 is a campus leader in outreach initiatives for undergraduate learning as all students are required to successfully pass in a minimum of 6 credit hours of graded Q.E.P. internships. Also HRSM takes the lead in placing 500+ HRSM and USC students annually at the Master's Golf Tournament to engage in Q.E.P., non-traditional student learning at one of the world's largest showcases combining sports, tourism, hospitality, retail and IT. HRSM research center's collected data and prepared applied research reports and projects for businesses, associations and government entities in South Carolina, the nation and the world. HRSM hosts 6 research centers lead by the SmartState Center for Economic Excellence in Tourism and Economic Development and the highly successful International Tourism Research Institute (ITRI) and Sloan Foundation Center. The SmartState Center, ITRI and Sloan Center have been very active applying for and winning research grants and the Center for Retailing is gaining external funding momentum.
- Plans for Upcoming Year: All Research Centers will be required to generate a minimum of \$100,000 via multiple revenue streams to support Ph.D. students, Fellows and Center/Institute operations. Multiple Centers continue to work with the SC Lake City Partnership. We will continue to support the hosting of academic conferences and develop a Student Leadership Council in the SP2014.
- **Five Year Goals: Goals 1-5 same as 2013-14 Academic Year Goals.**

Section IV: Appendices

Appendix A. Resources Needed

Goal 1: 10 initiatives in more detail in College Blueprint document: **Type of Resource:** New HRSM building; **Existing:** Since this building project is a campus renovation, the College will encumber \$900,000 of its Carry Forward for architect fees. These funds have been exempt from the annual Carry Forward tax; **Additional: State Source:** Funds are needed for building renovation including air-conditioning and elevator replacement, earthquake retrofit, asbestos removal and sprinkler additions. 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 for the Law School renovation; **Strategy:** Develop a “marketing and promotion” plan to realistically generate \$5M in external funds for the new building. Work with President, Provost and VP of Finance supplement this \$5M with \$1 million/year allocated to HRSM for 10 years from the future USC F & B/managed services contract to offset the other \$10M for the HRSM-Law School renovation. This F & B managed services contract is closely aligned with all 4 HRSM units.

Goal 2: 18 initiatives in more detail in College Blueprint document: **1. Type of Resource:** Q.E.P. and Dashboard mandated initiatives; **Existing:** Carry Forward funds and state base budget; **Additional: State Source:** Increase \$50/major/semester “Student Services Enhancement Fee” to \$250; **Strategy:** Effective F13, implement new HRSM fees to pay for faculty and staff to provide mandated Q.E.P and HRSM “transformational advising” to achieve Dashboard metrics.

2. Type of Resource: FTE student to tenured and tenure track ratio Dashboard metric; **Existing:** F08 FTE student-faculty ratio: **55.34:1**; F13 FTE student-faculty ratio: **41:1**; Using FRI requests and summer school budget; **Additional: State Source:** Because of consistent annual student growth, a minimum of 5 new faculty per year for the next 5 years are needed for the College to allow for HRSM growth and to approach a modest HRSM **30:1** FTE-TTR ratio; **Strategy:** Increase base HRSM budget by \$600,000 per year for next 5 years to hire 25 new faculty or cap internal change of majors and minors into HRSM. An investment in HRSM faculty and staff lines will generate more in tuition revenue than the HRSM faculty and staff salaries will cost as an expense. Supporting continued HRSM enrollment growth combined with corresponding growth in faculty and staff is a solid business decision for a university that is private business “with a public mission”.

Goal 3: 5 initiatives in more detail in College Blueprint document: **Type of Resource:** HRSM base and summer school budget and faculty; **Existing:** Continue HRSM summer fiscal support to current new faculty for submitting external proposals; All new faculty hires awarded 15% summer support for 2-3 summers with contractual obligations to submit external grants and publish refereed research; **Additional: State Source:** Continue to grow summer school institutes supporting minor and accelerated graduation. **Strategy:** USC should develop a process and implementation strategy for “Differential Teaching Loads” by F15.

Goal 4: 3 initiatives in more detail in College Blueprint document: **Type of Resource:** Base budget and summer school; **Existing:** Faculty and student study abroad development grants; **Additional: State Source Strategy:** Use portion of new “Student Services Enhancement” fees for study abroad; **Strategy:** Continue the faculty and student study abroad development grants and initiatives.

Goal 5: 4 initiatives in more detail in College Blueprint document: **Type of Resource:** HRSM base and summer school budget; **Additional: State Source Strategy:** Use portion of new “Student Services Enhancement” fees to support the creation of an HRSM Recruiting and Career Center with 4 new Internship Coordinators and the addition of 4 new undergraduate Advisors in our Office of Student Services. **Strategy:** Use portion of new “Student Services Enhancement” fees.

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.

Purdue University	CA State Polytechnic Institute (Pomona)
University of Nevada (Las Vegas)	University of Massachusetts (Amherst)
Pennsylvania State University	Oklahoma State University
University of Houston	University of South Carolina
Virginia Tech	University of Florida

Top HRTM Peers

Purdue University
Cornell University
Penn State University
University of Central Florida
Virginia Tech

Top iIT Programs in the U.S.

Brigham Young University	Georgia Southern University
University of Cincinnati	IUPUI - Indianapolis
Drexel University	University of Missouri (Kansas City)
East TN State University	Purdue University
George Mason University	Syracuse University

Top iIT Peers

New Jersey Inst. of Tech.
George Mason University
Drexel University
Purdue University
Syracuse University

Top RETL Programs in the U.S.

University of South Carolina	University of Arizona
University of Illinois (Champaign)	Brigham Young University
Babson College	Georgia State University
University of Tennessee	
Purdue University	

Top RETL Peers

Auburn University
Purdue University
University of Tennessee
University of Wisconsin
*University of Kentucky
(*Fashion Merchandise only)

Top SPTE Programs in the U.S.

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

Top SPTE Peers

Florida State University
Texas A & M University
University of Florida
University of Louisville
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 3 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 770 undergraduates, 22 masters, and 11 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 accredited by the ACPHA.

Department status for **IIT** was approved by the BOT in 2013. The Department completed its self-study for the ABET Accrediting team visit in October and the reviewers identified 4 weaknesses, but no deficiencies. We are anticipating accreditation with a 2-year review and remedies for all 4 weaknesses are in progress. The STEM program CIP code 11-0103 was updated for the BS in IIT and approved by CHE on June 6, 2013. New 3-D printing lab implemented for collaborative teaching and research. New mainframe courses for IIT program attracting students and leading to internships and job placements. Internship placements with major Fortune 500 firms, like IBM, BCBSSC, Boeing and AT&T are increasing. IIT is major partner in the new Applied Computing Minor with 5 out of the 9 available tracks. The new MS in Health IT (MHIT) is growing with enrollment currently over 40. Initiative to earn CAHIIM accreditation for the MHIT was launched in January 2014. Partnership with IT-oLogy continues to grow with strong College support. Faculty collaboration with IBM continues to expand in the areas of mainframe, data analytics, networking, and information assurance and security, with IBM recruiting IIT students during fall and spring semesters.

According to a 2009 study published by the American Collegiate Retailing Association/American Marketing Association, **RETL** was ranked 2nd in North America based on faculty publications in the 4 major retailing specialist journals. RETL undergraduate enrollment has increased 41% from 390 in 2007 to 549 in 2013. The Department became 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. About 60 undergraduate students completed internships abroad at the Paris Fashion Institute and through the American Intercontinental University. The Center for Retailing was reactivated in F10 to develop national and international exposure due to outreach efforts via a *Forbes* blog and is working closely with the Lake City Partnership, SC and Ms. Darla Moore in the pursuit of external grants. RETL faculty members continue to serve as advisors for Fashion Board at USC and SIFE.

The **SPTE** undergraduate program was identified in a 2010 study as the largest undergraduate program in the country. This is a continuing indicator of its academic reputation in both the academic & practitioner ranks. The Department continues to attract high profile & sought after faculty. The Department added 2 new associate professors in the F13. 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 21st best global program by SportBusiness International and the 9th best in the US. The Department's new Ph.D. program was approved to begin F14 with 15 applications for the program received to date. 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 F14 is already almost at 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.

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 (51:1). Its 7.64 % annual growth over the past four years is exceeding faculty and staff support. It can't support summer internship supervision site visitation 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 Provost and VP for Finance need to increase HRSM base budget \$600,000/yr. to match enrollment growth. Per the Provost's Blueprint comments in 2013, HRSM needs to immediately increase our \$50/student/semester undergraduate "Enhancement Fee" to \$250 to support USC Connect and Dashboard requirements by hiring more Advisors and support Q.E.P. initiatives. The new Law School building renovation should allow this program to grow to become the 2nd largest in the entire U.S. that should then drive more industry philanthropic support.

IIT exceeds the Provost's Dashboard FTE student to tenure track and tenured faculty ratio (30:1). It must overcome the national decline in interest among young people in IT careers and program visibility. IIT had an outdated CIP Code that leads to misclassification and lack of visibility for the program on the state level and for high school and community college advising. The Provost and VP for Finance need to increase the HRSM base budget \$600,000/yr. to match enrollment growth and support a fee increase to \$250/student /semester. IIT must recruit more female students and market the Health IT master's program to grow enrollment. IIT has updated the CIP code to be consistent with the evolution of the IIT program and will continue to collaborate with IT-ology. IIT will continue to work with the HRSM Development and the Communications Office to more aggressively market the IIT program. IIT will establish a new multi-disciplinary Health IT Innovation Research Center as soon as enrollment in the MS in Health IT hits targets.

RETL greatly exceeds the Provost's Dashboard FTE student to tenure track and tenured faculty ratio (48:1). 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. It can't support summer internship supervision due to lack of funding. Enrollment in the RETL master's program is soft. The Provost and VP for Finance need to increase HRSM base budget \$600,000/yr. to match enrollment growth. Per the Provost's Blueprint comments in 2013, HRSM also needs to immediately increase our \$50/student/semester undergraduate "Enhancement Fee" to \$250 to support USC Connect and Dashboard requirements by hiring more Advisors and Internship Coordinators. RETL is working to hire new faculty members from the Dean and/or USC Provost and will hire full-time instructors to teach a 4-4 load of lower level courses. RETL is developing an aggressive recruiting plan for master's students.

SPTE exceeds the Provost's Dashboard FTE student to tenure track and tenured faculty ratio (30:1). It lacks a systematic method of tracking alumni. SPTE also has a limited ability to conduct practicum and internship site visits due to funding constraints. SPTE is working to implement a 3 prong solution to developing a systematic method of tracking SPTE alumni. For practicum/internship courses, SPTE is implementing a phased plan: 1) Budget submitted to allot funds to travel to sites within a 250 mile radius of the Columbia campus and at other selected sites; 2) For students outside of this radius, the SPTE and the College are considering contracting representatives of the Department to conduct site visits or using Skype technology; 3) The Provost and VP for Finance need to increase HRSM base budget \$600,000/yr. to match enrollment growth and increase fees to \$250/student /semester. 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. The SPTE Ph.D. program will launch in F14 and will greatly enhance research productivity and visibility.

Appendix E. Statistical Data for Your College

The Office of Institutional Assessment and Compliance will provide the following data on the following web site: <http://kudzu.ipr.sc.edu/planning/> Please append these data to your *Blueprint*.

1. Number of entering freshman for Fall 2010, Fall 2011, Fall 2012, and Fall 2013 classes and their average SAT and ACT scores.

Freshman	Fall 2010	Fall 2011	Fall 2012	Fall 2013
Number Enrolled	259	214	238	269
Average ACT	26	25	26	26
Average SAT	1145	1151	1163	1167

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

Freshman Retention Rate	Fall 2010	Fall 2011	Fall 2012
Percent	88.9%	86.7%	89.5%

3. Sophomore retention rate for classes entering Fall 2009, Fall 2010, and Fall 2011.

Sophomore Retention Rate	Fall 2009	Fall 2010	Fall 2011
Percent	94.4%	91.4%	90.1%

4. Number of majors enrolled in Fall 2010, Fall 2011, Fall 2012 and Fall 2013 by level: undergraduate, certificate, first professional, masters, and doctoral (headcount).

Majors Enrolled	Fall 2010	Fall 2011	Fall 2012	Fall 2013
Undergraduate	1,860	1,999	2,161	2,236
Masters	74	96	94	99
Doctoral	0	8	12	11
Total	1,934	2,103	2,267	2,346

5. Number of entering first professional and graduate students: Fall 2010, Fall 2011, Fall 2012, Fall 2013 and their average GRE, MCAT, LSAT, etc.

2010 Enrollment				New/Continuing Enrollment Status						Total
				New Graduate			Continuing			
				Citizenship		Total	Citizenship		Total	
Program Description (School/Major)	Degree Level	No	Yes	No	Yes					
School of Hotel, Restaurant and Tourism Management (HRTM)										
International Hospitality and Tourism Management										
355/932	Degree Level	Number enrolled		.	8	8	5	12	17	25
	Masters	GRE Quantitative	Average	.	508	508	580	522	539	530
		GRE Verbal	Average	.	470	470	315	464	420	436
		TOEFL Score	Average	.	.	.	76	.	76	76
		GMAT Total	Average	.	575	575	520	593	572	573
Retailing Department (RETL)										
355/940	Degree Level	Number enrolled		1	4	5	.	.	.	5
	Masters	GRE Quantitative	Average	800	578	622	.	.	.	622
		GRE Verbal	Average	370	463	444	.	.	.	444
		TOEFL Score	Average	105	.	105	.	.	.	105
		GMAT Total	Average
Sport and Entertainment Management Department (SPTE)										
355/980	Degree Level	Number enrolled		2	18	20	.	24	24	44
	Masters	GRE Quantitative	Average	800	589	610	.	567	567	587
		GRE Verbal	Average	550	463	472	.	454	454	462
		TOEFL Score	Average
		GMAT Total	Average	460	530	533	.	530	530	531

2011 Enrollment				New/Continuing Enrollment Status						Total
				New Graduate			Continuing			
				Citizenship		Total	Citizenship		Total	
Program Description (School/Major)	Degree Level	No	Yes	No	Yes					
School of Hotel, Restaurant and Tourism Management (HRTM)										
Hospitality Management										
355/930	Degree Level	Number enrolled		4	4	8	.	.	.	8
	Doctorate	GRE Quantitative	Average	500	543	522	.	.	.	522
		GRE Verbal	Average	295	515	405	.	.	.	405
		TOEFL Score	Average	89	.	89	.	.	.	89
		GMAT Total	Average	510	330	420	.	.	.	420

2011 Enrollment (continued)				New/Continuing Enrollment Status						Total
				New Graduate			Continuing			
				Citizenship		Total	Citizenship		Total	
Program Description (School/Major)	Degree Level	No	Yes	No	Yes		Total			
International Hospitality and Tourism Management										
355/932	Degree Level	Number enrolled		6	9	15	3	12	15	30
	Masters	GRE Quantitative	Average	675	482	559	615	486	512	536
		GRE Verbal	Average	510	484	494	370	443	428	461
		TOEFL Score	Average	102	.	102	88	.	88	95
		GMAT Total	Average	575	505	533	520	563	554	544
Retailing Department (RETL)										
355/940	Degree Level	Number enrolled		1	2	3	2	7	9	12
	Masters	GRE Quantitative	Average	570	550	557	755	486	546	549
		GRE Verbal	Average	380	490	453	340	434	413	423
		TOEFL Score	Average	93	.	93	100	.	100	98
		GMAT Total	Average	.	660	660	.	.	.	660
Sport and Entertainment Management Department (SPTE)										
355/980	Degree Level	Number enrolled		4	21	25	1	28	29	54
	Masters	GRE Quantitative	Average	725	588	610	800	570	578	593
		GRE Verbal	Average	395	433	427	550	462	465	447
		TOEFL Score	Average	91	.	91	.	.	.	91
		GMAT Total	Average	550	470	604	.	520	520	559

2012 Enrollment				New/Continuing Enrollment Status						Total
				New Graduate			Continuing			
				Citizenship		Total	Citizenship		Total	
Program Description (School/Major)	Degree Level	No	Yes	No	Yes		Total			
* New GRE scores/conversion to old GRE scores										
School of Hotel, Restaurant and Tourism Management (HRTM)										
Hospitality Management										
355/930	Degree Level	Number enrolled		5	1	6	2	4	6	12
	Doctorate	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	Degree Level	Number enrolled		4	8	12	8	16	24	36
	Masters	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

2012 Enrollment (continued)				New/Continuing Enrollment Status						Total
				New Graduate			Continuing			
* New GRE scores/conversion to old GRE scores				Citizenship		Total	Citizenship			
Program Description (School/Major)	Degree Level			No	Yes		No	Yes	Total	
Integrated Information Technology Program (iIT)										
Health Information Technology										
355/922	Degree Level	Number enrolled		1	2	3	.	.	3	
	Masters	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	Degree Level	Number enrolled		1	4	5	3	7	15	
	Masters	GRE Quantitative	Average	.	483	483	693	565	519	
		GRE Verbal	Average	.	433	433	353	412	407	
		TOEFL Score	Average	.	.	.	98	.	98	
		GMAT Total	Average	380	.	380	.	660	567	
Sport and Entertainment Management Department (SPTE)										
355/980	Degree Level	Number enrolled		5	27	32	4	32	68	
	Masters	GRE Quantitative	Average	775	560	594	725	575	593	
		GRE Verbal	Average	510	426	439	395	462	447	
		TOEFL Score	Average	84	.	84	91	.	88	
		GMAT Total	Average	573	576	576	550	475	527	

2013 Enrollment				New/Continuing Enrollment Status						Total
				New Graduate			Continuing			
* New GRE scores/conversion to old GRE scores				Citizenship		Total	Citizenship			
Program Description (School/Major)	Degree Level			No	Yes		No	Yes	Total	
School of Hotel, Restaurant and Tourism Management (HRTM)										
Hospitality Management										
355/930	Degree Level	Number enrolled		1	.	1	7	4	12	
	Doctorate	GRE Quantitative	Average	.	.	.	694	588	601	
		GRE Verbal	Average	.	.	.	398	553	416	
		TOEFL Score	Average	.	.	.	85	.	85	
		GMAT Total	Average	630	.	630	504	.	515	
International Hospitality and Tourism Management										
355/932	Degree Level	Number enrolled		5	3	8	8	13	29	
	Masters	GRE Quantitative	Average	605	633	616	633	465	553	
		GRE Verbal	Average	431	457	441	457	469	458	
		TOEFL Score	Average	93	.	.	92	.	92	
		GMAT Total	Average	595	.	595	616	480	549	

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

6. Number of graduates in Fall 2012, Spring 2013, Summer 2013 by level).

Number of Graduates	Fall 2012	Spring 2013	Summer 2013
Undergraduate	149	225	154
Masters	26	14	1
Doctoral	0	0	0
Total	175	239	155

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

Graduation Rate	2005 Cohort		2006 Cohort		2007 Cohort	
	Same School	Other School	Same School	Other School	Same School	Other School
4-Year Graduation	41.6%	6.4%	46.8%	12.4%	50.0%	9.8%
5-Year Graduation	53.8%	14.5%	60.8%	15.6%	58.6%	16.1%
6-Year Graduation	58.4%	14.5%	62.4%	15.6%	60.3%	16.7%

8. Total credit hours generated by your unit regardless of major for Fall 2012, Spring 2013, and Summer 2013.

Student Credit Hours	Fall 2012	Spring 2013	Summer 2013
Undergraduate	22,968	24,262	7,301
Masters	763	590	171
Doctoral	59	53	12
Total	23,790	24,905	7,484

(NOTE: The raw data for the responses to questions 9-10 below was gathered from the Institutional Assessment & Compliance web site: <http://ipr.sc.edu/SACS/blueprints/354/>

9. Percent of credit hours by undergraduate major taught by faculty with the highest terminal degree in Fall 2013.

Program (from Undergraduate Academic Bulletin)	FALL 2013 % Yes Cred Hrs
Hospitality Management, B.S.	31.48%
Integrated Information Technology, B.S.	30.27%
Retailing, Fashion Merchandising, B.S.	39.46%
Retailing, Retail Management, B.S.	37.24%
Sport and Entertainment Management, B.S.	32.64%
Tourism Management, B.S.	47.70%

10. Percent of credit hours by undergraduate major taught by full-time faculty in Fall 2013.

Program (from Undergraduate Academic Bulletin)	FALL 2013 FT % Cred Hrs
Hospitality Management, B.S.	52.75%
Integrated Information Technology, B.S.	51.73%
Retailing, Fashion Merchandising, B.S.	47.61%
Retailing, Retail Management, B.S.	50.27%
Sport and Entertainment Management, B.S.	65.02%
Tourism Management, B.S.	61.25%

11. Number of tenure-track and non-tenure track (research professor or instructor) faculty by title and rank for Fall 2011, Fall 2012, and Fall 2013 (by department where applicable).

Dept	Title/Rank	Fall 2011	Fall 2012	Fall 2013
HRSM	Professor	1	1	1
RETL	Professor	2	1	1
	Assoc Professor	2	4	4
	Assist Professor	3	2	2
	Senior Instructor	2	2	2
	Instructor	1	1	1
	Clinical Instructor	1	1	1
IIT	Professor	2	2	2
	Assoc Professor	2	3	3
	Assist Professor	1	3	3
	Instructor	3	1	1
	Clinical Instructor	1	1	1
SPTE	Professor	1	1	1
	Assoc Professor	5	5	5
	Assist Professor	3	4	4
	Lecturer	1	1	1
	Instructor	1	1	1
	Clinical Instructor	2	2	2
HRTM	Professor	3	4	3
	Assoc Professor	5	5	4
	Assist Professor	3	4	4
	Research Professor	1	1	1
	Lecturer	3	2	2
	Instructor	2	2	2
	Clinical Instructor	2	2	2
TOTAL		53	56	54

12. Current number and change in the number of tenure-track and tenured faculty from underrepresented minority groups¹ from AY2013 and AY2012.

- Number from underrepresented minority groups in AY2013: 17 out of 37 (45.95%)
- Number from underrepresented minority groups in AY2012: 18 out of 39 (46.15%)

¹As indicated on USC application by faculty members and includes women as minority group.

Appendix F. Statistical Research Data for Your College (to be provided by the Office of Research Information Technology and Data Management)

The Office of Research's Information Technology and Data Management will provide the following information for each college/school. Please append this information to your *Blueprint*.

1. The total number and amount of external sponsored research proposal submissions by funding source for FY 2013.

Agency	Number Submitted	Amount Submitted
Academy of Nutrition and Dietetics	1	\$4,508
ARDA International Foundation	1	\$86,371
Claremont Graduate University/ Idaho Transportation Department/Federal Highway Administration	1	\$63,171
Department of Education	1	\$100,000
Ebonite International	1	\$5,670
Economic Development Administration	1	\$40,000
Lake City Partnership Council	2	\$60,443
Moore & Van Allen PLLC	2	\$23,500
National Association of College Stores	1	\$18,625
National Science Foundation (NSF)	1	\$614,218
North Hills Medical Center	1	\$1,800
Patriots Point Naval & Maritime Museum	1	\$32,000
Rawle Murdy Inc. /Bluffton Chamber of Commerce	1	\$32,600
South Carolina Space Grant Consortium / NASA	4	\$61,878
SC Arts Commission	1	\$1,000
SC National Heritage Corridor/Duke Energy	1	\$60,000
USDA/Lexington-Richland 5 School District	1	\$19,600
TOTAL	22	\$1,225,384

2. Summary of external sponsored research awards by funding source for FY 2013. Total extramural funding processed through Sponsored Awards Management (SAM) in FY 2013, and Federal extramural funding processed through SAM in FY 2013. (Available <http://sam.research.sc.edu/awards.html>).

Total Extramural Funding Processed Through SAM in FY3	\$1,225,384
Federal Extramural Funding Processed Through SAM in FY13	\$256,583

44.5% increase over FY2012

3. Amount of sponsored research funding per faculty member in FY 2013 (by rank, type of funding; e.g., federal, state, etc., and by department if applicable).

Name	Amount	Rank	Funding Type	Dept
Bickle, Marianne	\$16,013	Professor	Private, Foundations, Non-Profit	RETL
Gerdes, John	\$86,371	Associate Professor	Private, Foundations, Non-Profit	iIT
Gillentine, Andrew	\$16,000	Professor	Commercial	SPTE
Harrill, Richard	\$32,000	Research Professor	State	HRTM
Harrill, Richard	\$60,000	Research Professor	Commercial	HRTM
Hikmet, Neset	\$1,800	Associate Professor	Other	iIT
Hudson, Simon	\$32,600	Professor	Private, Foundations, Non-Profit	HRTM
Schooley, Benjamin	\$63,171	Assistant Professor	Federal	iIT
Koesters, Todd	\$5,670	Assistant Professor	Commercial	SPTE
Shaomian, Armen	\$1,000	Assistant Professor	State	SPTE

4. Total sponsored research expenditures per tenured/tenure-track faculty for FY 2013, by rank and by department, if applicable.

Name	Research Expenditure	Rank	Dept
Hudson, Simon	\$6,864	Professor	HRTM
Bickle, Marianne	\$14,932	Professor	RETL
Gillentine, Andy	\$20,598	Professor	SPTE
Harrill, Rich	\$46,446	Research Instructor	HRTM
Hikmet, Neset	\$1,799	Professor	iIT
Shaomina, Armen	\$1,000	Assistant Professor	SPTE
Koesters, Todd	\$1,964	Assistant Professor	SPTE
DiPietro, Robin	\$105,745	Associate Professor	HRTM
Li, Robert	\$23,626	Associate Professor	HRTM
Schooley, Ben	\$47,485	Assistant Professor	iIT
Gerdes, John	\$53,910	Associate Professor	iIT

5. Number of patents, disclosures, and licensing agreements in fiscal years 2011, 2012 and 2013.

Number of patents, disclosures and licensing agreement	0
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