

# **Darla Moore School of Business**

## **2011-12 Academic Blueprint**

**February 25, 2010**

**A. The top 10 colleges by discipline and five peer institutions are listed in Appendix A.**

**B. Executive Summary**

The Moore School has continued to make progress despite significant external challenges including the state's budget crisis and competitive pressures in the business education landscape. We are very proud of the exceptional reputation we enjoy in many areas of research, such as in international business, behavioral accounting, human resource management and consumer behavior. Programmatically, our international business programs, risk/insurance undergraduate program and our supply chain management program have high rankings.

During the past few years we have had notable achievements in many areas:

- Strategic Planning Process with School stakeholders undertaken to determine key thematic focus area(s) for anticipated faculty hiring and program development. Sustainable Enterprise and Development was selected as an umbrella theme to join International Business as a school-wide theme; four pillar sub-themes identified: leveraging global talent; innovation, commercialization, and entrepreneurship; risk and uncertainty management, and global supply chain management
- Reorganization to exploit synergies in programming and recruitment and direct resources to key areas (international, assessment/innovation, e.g.).
- Developed position descriptions for all staff and initiated regularized performance reviews
- Developed comprehensive, all-funds five year budget planning process
- Re-engaged Business Partnership Foundation board with new, more diverse and active recruits and updated expectations concerning board member participation with school
- Implemented regular strategic planning and financial management/budgeting process at unit level with required professional development for unit managers
- Extended Moore School Office of Career Management services from only graduate students to all Moore School students and initiated new Careers course for undergraduates
- Launched/gained approval for new programs/activities (CUHK cohort, MIB, EMHR, required IB course for all undergraduates)
- Maintained AACSB accreditation without condition and with commendation in key areas
- Met (exceeded) Darla Moore challenge match
- Center for International Business Education and Research (CIBER) grant renewed by Department of Education for four years for \$1.4 million
- Managed through organizational climate survey and resulting media attention
- Engaged DEGW consultancy to collaborate on the visioning and programming of new Moore School facility with diverse stakeholders
- Received key grant from the US Department of Energy to receive technical assistance (valued at \$2 million +/-) for designing a demonstration-quality sustainable building for the School in their Commercial Building Partnership program
- Engaged CISCO and AT&T in co-design of a world-class telepresence/multimodal learning program to extend our reach

Our chief weakness concerns our shortage of tenure-track and clinical/practitioner faculty. Our faculty-student ratios are below peer and sub-peer institutions. We believe that at a minimum 2-3 new faculty, at least 1 of which is in the tenure track are required for each of our academic units in the next three years.

Cost estimate (recurring): \$3.6 million. Faculty salaries (matching to market) is a related critical concern regarding retention. Cost estimate (recurring): \$1.4 million. Professional Staff for International Programming, Distance Education and Careers Support are areas of critical need. Cost estimate (recurring): \$1 million.

#### Appendix A:

Department	Top 10	Five Peer Schools
<b>Accounting</b>		
	Stanford University	Florida State University
	Michigan State University	University of Alabama
	University of Texas at Austin	University of Missouri
	Texas A&M University	University of Tennessee
	University of Chicago	Virginia Tech University
	University of Pennsylvania	
	The Ohio State University	
	University of Southern California	
	University of Illinois at Urbana-Champaign	
	Arizona State University	
<b>Finance</b>		
	University of Pennsylvania	Georgia
	University of Chicago	Pittsburgh
	UCLA	Texas A&M
	MIT	Penn State
	Cal-Berkeley	Oklahoma
	Ohio State	
	Boston College	
	New York University	
	Columbia	
	Duke	
<b>Marketing</b>		
	University of Pennsylvania	Connecticut
	Northwestern University	Virginia Tech
	Duke University	Georgia
	University of Chicago	Missouri
	Columbia University	Arizona
	University of Southern California	
	New York University	
	University of Florida	
	University of Michigan at Ann Arbor	
	University of California at Los Angeles	

Department	Top 10	Five Peer Schools
<b>International Business</b>		
	University of Pennsylvania	Western Ontario
	Harvard Business School	Rutgers
	MIT	Minnesota
	London Business School	Chinese University of Hong Kong
	Chinese University of Hong Kong	London Business School
	Western Ontario	
	South Carolina	
	Duke	
	Rutgers	
	University of Minnesota	
<b>Economics</b>		
	Harvard	Clemson
	Chicago	Kentucky
	MIT	Georgia
	Berkeley	Florida State
	Princeton	North Carolina State
	Columbia	
	Stanford	
	Yale	
	University of Pennsylvania	
	Northwestern	
<b>Management</b>		
	Wharton	Rutgers University
	Stanford	University of Colorado
	Harvard	University of Tennessee
	Michigan	Georgia Tech
	Cornell	University of Georgia
	Northwestern	
	MIT	
	UC Berkeley	
	UCLA	
	University of Illinois	

Department	Top 10	Five Peer Schools
<b>Management Science</b>		
Productions	MIT	University of Minnesota
	Carnegie Mellon	Michigan State University
	University of Michigan	Indiana University
	Purdue	Ohio State University
	University of Pennsylvania	Georgia Tech
	Ohio State University	
	Univ. of California, Berkeley	
	Univ. of Texas, Austin	
	Indiana University	
	Univ. of North Carolina	
Supply Chain	MIT	
	Michigan State Univ.	
	Penn State Univ.	
	Carnegie Mellon	
	Ohio State University	
	Arizona State Univ.	
	Univ. of Tennessee	
	Purdue University	
	Univ. of Pennsylvania	
	Univ. of Maryland	
MIS	MIT	
	Carnegie Mellon	
	Univ. of Arizona	
	Univ. of Texas	
	Univ. of Minnesota	
	Univ. of Maryland	
	Georgia State Univ.	
	Univ. of Michigan	
	Univ. of Pennsylvania	
	Indiana University	

## **Five Year Goals**

### **1. Grow the School's reputation as a world-class research institution.**

- Enhance reputation for thought leadership overall, especially in the school's main theme areas [International Business, SEAD (Sustainable Enterprise and Development), Global Supply Chain Management, Managing Human Talent, ICE (Innovation, Commercialization, and Entrepreneurship), and RUM (Risk & Uncertainty Management)], and in the areas with recognized reputations (e.g., Behavioral Accounting Research and Consumer Behavior Research).
- Secure significant new resources to accelerate faculty hiring in both tenure track and professional/clinical areas to move closer to peer institutions' faculty: student ratios
- Connect our scholarly endeavors to the needs of business practitioners by advancing knowledge creation and translation in ways relevant to business
- Improve the impact and dissemination of the research produced by the faculty and doctoral students
- Increase the number of and improve the placement of Ph.D. students
- Increase involvement in novel cross-disciplinary research collaboration within the School, across the campus, and with external partners

### **2. Enhance and sustain the Moore School's reputation as a thought-leader in international business education**

- At the Undergraduate level, be the best IB program in the nation; develop and support a portfolio of language/culture based and functionally based cohort programs; develop and support a portfolio of programs with overseas partners
- At the master's level, enhance the reputation and grow the portfolio of masters level programs, and introduce a portfolio of double degree programs within USC and with external partner schools
- Develop career and placement engagement related to international business education programming that leverages and complements our thought-leadership in this key area

### **3. Enhance the reputation of the traditional core business programming activities**

- Enhance the quality of our “traditional” undergraduate business majors and programs for non-majors with special support provided for building on emerging successes that present great reputational promise with rankings and employers (e.g. global supply chain management area)
- Develop “honors” type experiences for selected students in selected majors
- Enhance placement and internship opportunities for students
- Provide greater opportunities for undergraduates to engage in integrated learning along the lines envisioned by the USC Connect initiative to include activities such as study abroad, organizational leadership activities, service learning, research, etc.
- Enhance the reputation of the PMBA program and the portfolio of specialty masters programs

### **4. Implement and refine an organizational structure, incentive system, discretionary resource base, technological environment and physical infrastructure platform(s) to foster innovation, reputation enhancement and revenue growth in the School to achieve our research and teaching mission objectives**

- Refine an organizational structure that fosters information flow and encourages risk taking and accountability in light of market and competitive realities
- Incent and support faculty and staff to participate in developing and experimenting in new activities and programs that enhance reputation and/or generate revenue
- Build a competitive Advancement Operation that facilitates the engagement of external stakeholders in enhancing the quality of the School’s programs and activities
- Move into our new building
- Develop and deploy the technology needed to enhance our effectiveness by extending the reach of our faculty and programs and accessing global expertise relevant to our programming: The Moore School as a robust multinational enterprise with its headquarters in Columbia.

### **5. Launch and institutionalize a Corporate Solutions Division to develop alliances in South Carolina and beyond incorporating a range of non-philanthropic activities deemed strategically valuable to partner and key client organizations**

- Ensure a client-focused approach to business development and partnership management that rejects a transactions-oriented selling of services in favor of a solutions-providing model of engagement with external groups. This approach will ensure gains for DMSB (enhancement of reputation and diversified revenue through executive education, consultative education, contract

research, business development and workforce development/professional development) in providing critical service to the local, national and global business community in promoting economic development.

- Develop faculty and staff expertise and capability relevant to executive education, consulting and contract research to improve the nature and quality of opportunities (research access, teaching improvement, remunerative and non-remunerative outreach) for interested faculty members to engage with practitioners and to deliver clear added value to our partners
- Develop a core group of faculty and staff (and grow opportunities for others) engaged with businesses and faculty from around the university in innovation, commercialization, and entrepreneurial activities through Innovista and beyond
- Leverage the key value we create in preparing future business leaders in partnering with external organizations through robust career management, placement, and life-long learning for the benefit of client organizations and our students and alumni.



## One Year Goals

### 1. Grow the School's reputation as a world-class research institution.

*Progress:*

- Research ranking among all business schools in Financial Times improved from #60 to #48 (weighted by faculty size)
- UT Dallas top journal publication rankings among North American Universities improved across the departments (not weighted by faculty size):

		00 - 03	01 - 04	02 - 05	03 - 06	04 - 07	05 - 08	06 - 09	07 - 10
<b>ACCOUNTING</b>	The Accounting Review								
	Journal of Accounting and Economics	-	-	-	-	99	67	64	44
	Journal of Accounting Research								
<b>FINANCE</b>	Journal of Finance								
	Journal of Financial Economics	-	62	58	67	51	53	53	46
	The Review of Financial Studies								
<b>INFO SYSTEMS</b>	Information Systems Research								
	Journal of Computing	40	24	31	35	55	87	-	-
	MIS Quarterly								
<b>MARKETING</b>	Journal of Consumer Research								
	Journal of Marketing	27	23	28	27	31	36	55	43
	Journal of Marketing Research								
	Marketing Science								
<b>OPERATIONS</b>	Management Science								
	Operations Research								
	Journal of Operations Management	44	39	47	39	40	54	51	49
	Manufacturing and Service Op Management								
<b>MANAGEMENT</b>	Production and Operations Management								
	Academy of Management Journal								
	Academy of Management Review								
	Administrative Science Quarterly	41	53	60	61	54	38	26	21
<b>INT'L BUSINESS</b>	Organization Science								
	Strategic Management Journal								
	Journal of International Business Studies	2	5	5	2	2	2	1	2
	ALL JOURNALS	45	40	48	44	40	40	44	37

- Retained faculty members who were recruited by Cornell and Tennessee
- Recruited 30 new Ph.D. students to bring total number of students in residence to 51

***Plans for coming year:***

- Strive to offer research support that is sufficient for research productivity (on par with peers; approaching aspirants)
- Secure new resources to bring faculty compensation in better alignment with market
- Secure new resources to hire more faculty
- Develop strategy for doctoral institution partnering to advance our capabilities and prospects in this area

**2. Enhance and sustain the Moore School's reputation as a thought-leader in international business education**

***Progress:***

- Maintained #1 Undergraduate International Business program ranking by *US News and World Report*
- New MIB enrollment increased from 9 to 16, and expected to increase in 2012
- IBCE cohort program with CUHK implemented
- Alliances for new cohort programs initiated in Egypt, Austria, France, and Spain

***Plans for coming year:***

- Build out language/bicultural undergraduate cohort programs and obtain the necessary support to ensure high quality
- Implement and provide necessary support for revised IMBA program
- Implement a Ph.D. student exchange agreement with CUHK
- Build a portfolio of double degree programs and the associated necessary support
- Build the portfolio of exchange agreements for undergraduate IB majors' new requirement to study overseas

- Design and implement a plan for supporting language training and internship procurement for international programs

### **3. Enhance the reputation of the traditional core business programming activities**

#### *Progress*

- Developed and implemented pilot program for one-credit hour course in career management for undergraduate students
- Student research with faculty increasing (based on Magellan proposals)
- Largest MACC enrollment in recent past
- PMBA enrollment appears to be rebounding

#### *Plans for Coming Year*

- Rollout additional career services, including the new required 1 credit hour course, for undergraduate students
- Review the core undergraduate curriculum to ensure that the appropriate material is being learned in prerequisite courses
- Review and adapt as needed core programming and curricular design elements of PMBA program to remain competitive (sequencing, virtual vs. residential components, sub-cohorts, etc.)
- Implement experiments in using TelePresence for undergraduate and PMBA programs

### **4. Implement and refine an organizational structure, incentive system, discretionary resource base, technological environment and physical infrastructure platform(s) to foster innovation, reputation enhancement and revenue growth in the School to achieve our research and teaching mission objectives**

#### *Progress*

- Organizational structure plan developed and initiated
- Searches for new positions targeted for revenue generation and enhanced career services underway
- Building plans progressing well

- Received Department of Energy grant (\$2 million) for technical assistance and design for an energy efficient building
- Funding for Telepresence (Phase 1) approved by Business Partnership Foundation
- Partnerships established with external entities to broaden our reach using technology
- Staff hired and hiring strategy developed in Advancement arena.

### *Plans for Coming Year*

- Consolidate and implement new, less hierarchical, top management team structure focused on intra-team accountability and inspiration for innovation, matrixed with enterprise-wide supporting teams
- Design and Implement faculty incentive program for engagement in innovation to complement workload policies, compensation policies and T&P policy(ies)
- Create organizational and funding support for innovation in activities and new programming throughout the School for significant (and novel) revenue and reputation enhancement while enhancing support to traditional, core programs
- Develop more engaged partnerships with other USC units for new program development that is revenue and reputation enhancing (e.g. Engineering Management, HEBA with Education, pharmacy/entrepreneurship program design, etc.)
- Finalize DMSB Advancement Operational and Strategic Plan to comport with USC Campaign and to provide needed private funding support
- Continue to develop BPF board for furthering School's advancement
- Identify and secure appropriate space/locations for renewed and upgraded programming in Charleston, Greenville, and Charlotte to co-locate with our telepresenced PMBA offerings and to establish significant executive offerings in these key business centers
- Ensure effective building planning process continues and promote effective transition to new space through prototyping and active stakeholder engagement throughout process
- Develop novel and significant advancement opportunities around building program for products/services providers to participate in our cutting edge facility
- Experiment and gradually build out multimodal/telepresence learning network in South Carolina and beyond to support PMBA, Executive programs, extension of reach through USC system, etc.

**5. Launch and institutionalize a Corporate Solutions Division to develop alliances in South Carolina and beyond incorporating a range of non-philanthropic activities deemed strategically valuable to partner and key client organizations**

*Progress*

- Search underway for Director
- Initial plan for Key Client relationships developed

*Plans for Coming Year*

- Hire Executive Director and Develop policies/routines for staff integration across newly integrated team
- Initiate a marketing, communications, and outreach strategy to ‘launch’ Division and revised business development approach
- Implement a Key Account strategy for external relations through modest reorganization and modified incentive structures to include: executive education, consultative education, careers/internships, alumni affairs, advancement, division of research (applied research), etc. to provide comprehensive solutions to our clients and to promote cross-selling of services with greater administrative efficiency and effectiveness
- Develop and initiate an outreach strategy to bring faculty expertise to bear on SC, US and global policy and business dialogues

### III. Unit Statistical Profile

#### A. Instructional

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

	Fall 2008	Fall 2009	Fall 2010
# Fresh/SAT Avg.	1038/1195	1004/1199	1057/1194
# Fresh/ACT Avg.	1038/26	1004/27	1057/27

2. Freshman retention rate for classes entering Fall 2008, Fall 2009 and Fall 2010

	Fall 2008	Fall 2009	Fall 2010
Same school	73.7%	72.0%	70.0%
Other school	13.3%	15.9%	14.9%
<b>Total</b>	<b>87.0%</b>	<b>87.9%</b>	<b>84.8%</b>

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

	FALL 2008		FALL 2009		FALL 2010	
	Headcount	FTE	Headcount	FTE	Headcount	FTE
Undergraduate	3785	2390	3953	2518	3977	2577
Masters	362	580	373	580	775	617
Certificate	0	0	0	0	0	0
First Professional	0	0	0	0	0	0
Doctoral	58	46	51	21	71	53
<b>Total</b>	<b>4205</b>	<b>3016</b>	<b>4377</b>	<b>3119</b>	<b>4823</b>	<b>3247</b>

4. Number of entering first professional and graduate students, Fall 2008, Fall 2009, and Fall 2010 and their average GRE, MCAT, LSAT, scores, etc.

2008									
PROGRAM	EIMBA	IMBA	MACC	MAEC	MHR	MIB	PMBA	PhD	TOTAL ENROLLED
NUMBER ENROLLED	20	88	65	4	31	NONE	179	8	395
AVERAGE GMAT	NONE	650	590	535	542	NONE	614	676	
AVERAGE GRE (Q+V)	NONE	NONE	NONE	1225	1089	NONE	1101	NONE	
AVERAGE PAEP	575	NONE	NONE	NONE	NONE	NONE	NONE	None	

2009									
PROGRAM	EIMBA	IMBA	MACC	MAEC	MHR	MIB	PMBA	PhD	TOTAL ENROLLED
NUMBER ENROLLED	20	93	43	13	35	9	157	2	372
AVERAGE GMAT	NONE	643	592	625	595	602	605	715	
AVERAGE GRE (Q+V)	NONE	NONE	NONE	1206	1062	NONE	1186	NONE	
AVERAGE PAEP	615	NONE	NONE	NONE	NONE	NONE	NONE	NONE	
2010									
PROGRAM	EIMBA	IMBA	MACC	MAEC	MHR	MIB	PMBA	PhD	TOTAL ENROLLED
NUMBER ENROLLED	21	81	90	11	33	16	155	30	437
AVERAGE GMAT	555	630	593	740	601	595	587	700	
AVERAGE GRE (Q+V)	NONE	1057	NONE	1197	1030	1010	1099	1349	
AVERAGE PAEP	608	NONE	NONE	NONE	NONE	NONE	NONE	NONE	

**NOTE: Score averages are not calculated across programs as admission criteria are different for each degree program.**

5. Numbers of graduates in Fall 2009, Spring 2010 and Summer 2010 level (certificate, first professional, masters, doctoral)

	Fall 2009	Spring 2010	Summer 2010
Undergraduate	206	559	63
Masters	69	179	90
Certificate	0	0	0
First Professional	0	0	0
Doctoral	2	3	4
<b>Total</b>	<b>277</b>	<b>741</b>	<b>157</b>

Placement of undergraduate, terminal masters and doctoral students for statistical year 2009-2010.

	Total for which data is available	Total seeking employment 2009-2010	Percent placement by 90 days after graduation
Undergraduate	441	345	65%
Masters			
IMBA	72	61	82%
MHR	28	26	80%
MACC	43	43	90%
Certificate	0	0	0
First Professional	0	0	0
Doctoral		9	100%

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

	2004 Cohort		
	4 Year	5 Year	6 Year
Same school	39.2%	53.2%	54.2%
Other school	8.2%	16.7%	19.5%
<b>Total</b>	<b>47.3%</b>	<b>69.9%</b>	<b>73.7%</b>

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

	Fall 2009	Spring 2010	Summer 2010	Total
Undergraduate	37,768	35,935	3,267	76,970
Masters	6,959	7,512	2,300	16,771
Doctoral	192	215	10	417
<b>Total</b>	<b>44,919</b>	<b>43,662</b>	<b>5,577</b>	<b>94,158</b>

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

Undergraduate	ACCT	CBC	ECON	FINA	IBUS	MGMT	MGSC	MKTG	Total
Adjunct	1,185	636	3,366	2,371	282	3,507	4,002	483	<b>15,832</b>
Non-Tenure Track	7,508	2,214	4,329	741		3,315	1,458	3,366	<b>22,931</b>
Ph.D. Students	1,337		270	24		789	276	291	<b>2,987</b>
Retired Faculty	249		474		72		585		<b>1,380</b>
Tenure Track	2,964		3,903	6,315	930	4,251	3,612	5,871	<b>27,846</b>
<b>Total</b>	<b>13,243</b>	<b>2,850</b>	<b>12,342</b>	<b>9,451</b>	<b>1,284</b>	<b>11,862</b>	<b>9,933</b>	<b>10,011</b>	<b>70,976</b>



Graduate	ACCT	CBC	ECON	FINA	IBUS	MGMT	MGSC	MKTG	Total
Adjunct	84			156	493	198		180	<b>1,111</b>
Non-Tenure Track	1,149		504	309		336			<b>2,298</b>
Retired Faculty	612				204		21		<b>837</b>
Tenure Track	2,117		1,722	684	1,687	2,598	2,668	1,185	<b>12,661</b>
<b>Total</b>	<b>3,962</b>		<b>2,226</b>	<b>1,149</b>	<b>2,384</b>	<b>3,132</b>	<b>2,689</b>	<b>1,365</b>	<b>16,907</b>

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

	Fall 2008	Fall 2009	Fall 2010
<b>Tenure Track</b>			
Professor	39	34	30
Associate Professor	20	21	24
Assistant Professor	38	33	30
Research Faculty	1	1	1
Visiting Faculty	0	0	1
Assistant Professor	0	3	
<b>Clinical Faculty</b>			
Professor	0	3	2
Associate Professor	3	0	0
Assistant Professor	1	7	6
Instructors	0	1	0
Lecturers	21	18	18
Adjunct Faculty	43	40	38
<b>Total</b>	<b>166</b>	<b>158</b>	<b>150</b>

10. Total Continuing Education units (standard University CEUs or Institutional CEUs) generated for Fall 2009, Spring 2010, and Summer 2010.

	Fall 2009	Spring 2010	Summer 2010
Daniel-Mickel Center	142	76	137

11. Percent of credit hours by undergraduate departments, taught by full-time faculty.

Undergraduate	ACCT	CBC	ECON	FINA	IBUS	MGMT	MGSC	MKTG	Total
% Adjunct	8.9%	22.3%	27.3%	25.1%	22.0%	29.6%	40.3%	4.8%	<b>22.3%</b>
% Full-Time Faculty	79.1%	77.7%	66.7%	74.6%	72.4%	63.7%	51.0%	92.2%	<b>71.6%</b>
% Ph.D. Students	10.1%	0.0%	2.2%	0.3%	0.0%	6.7%	2.9%	3.0%	<b>4.2%</b>
% Retired Faculty	1.9%	0.0%	3.8%	0.0%	5.6%	0.0%	5.9%	0.0%	<b>1.9%</b>
<b>Total</b>	<b>100.0%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

## B. Research and Creative Accomplishments

1. Number of publications in calendar years 2008, 2009, and 2010 by category (e.g., books, book chapters, refereed articles, no-refereed publications).

Department	Refereed Articles	Non-refereed Articles	Books Authored	Book Chapter	Total
<b>2008</b>					
Accounting	9	0	2	1	12
Economics	14	0	0	0	14
Finance	10	0	0	6	16
International Business	19	1	1	3	24
Management	14	0	0	4	18
Management Science	11	0	0	0	11
Marketing	12	0	3	0	15
<b>Total</b>	<b>87</b>	<b>1</b>	<b>6</b>	<b>14</b>	<b>108</b>
<b>2009</b>					
Accounting	8	0	0	0	8
Economics	12	1	2	1	16
Finance	11	1	2	2	16
International Business	15	0	0	7	22
Management	10	1	1	2	14
Management Science	6	0	0	0	6
Marketing	6	0	0	4	10
<b>Total</b>	<b>68</b>	<b>3</b>	<b>5</b>	<b>16</b>	<b>92</b>
<b>2010</b>					
Accounting	8	0	0	0	8
Economics	14	0	0	0	14
Finance	7	0	0	2	9
International Business	17	0	2	3	22
Management	10	0	0	4	14
Management Science	9	0	0	2	11
Marketing	8	0	0	0	8
<b>Total</b>	<b>71</b>	<b>0</b>	<b>2</b>	<b>11</b>	<b>84</b>

2. Number of research paper presentations at national or international conferences in calendar year 2010.

122

3. List the national awards, scholarships, and fellowships awarded to faculty in calendar year 2010.

1

4. Number of performances and/or juried exhibitions at national or international venues in calendar year 2010.

None

5. Summary of sponsored research activity to include grant applications submitted and awarded by sponsoring agency)

Sponsor	Applications	Awards
<b>FEDERAL</b>		
Center for International Business Education & Research (CIBER)	16	16
Fulbright Foundation	1	1
National Science Foundation (NSF)	1	1
U.S. Dept. of Agriculture (USDA)	1	1
U.S. Dept. of Health & Human Services (USDHHS-AHRQ)	1	0
National Institutes of Health (NIH)	1	0
<b>STATE</b>		
SC Development Disabilities Council	1	1
SC Research Foundation	2	2
SC Research Authority (SCRA)	1	1
SC Universities Research & Education Foundation	1	1
<b>PRIVATE</b>		
Center for Advanced Purchasing Studies (CAPS) Research	1	1
John Templeton Foundation	2	1
KPMG	1	1
Riegel & Emory Foundation	4	4
SC Manufacturers Alliance (SCMA)	1	1
Society for Human Resources Management (SHRM)	1	0
<b>UNIVERSITY</b>		
Magellan	2	2
DMSB Research Fund	9	9
DMSB Sustainable Enterprise & Development Initiative Grant	1	1
USC-Rule of Law Initiative	1	1
<b>OTHER</b>		
Family-Owned Business Institute Research Scholars Program (India)	1	1
Humboldt Foundation	2	2
Inter-American Development Bank	1	1
Ministry of Education (Spain)	1	1
Social Sciences & Humanities Research Council (Canada)	1	1
University of Pittsburgh	1	0
<b>Total</b>	<b>30</b>	<b>27</b>

6. Total extramural funding processed through SAM in FY2010 and federal extramural funding processed through SAM in FY2010.

Funding Type	Dollar Amount
Commercial	\$112,389
Federal	\$376,300
Local Government	\$0
State	\$197,609
Nonprofit	\$0
Total	\$686,298

7. Total research expenditures per tenured/tenure track faculty for FY2010, by rank and by department, if applicable.

Description	Estimated Research Expenditures
Summer research support	2,023,527
Data	213,380
Faculty budgets	304,500
Research assistants	438,074
Seminars	49,000
Moore School grants	61,743
Center grants	94,498
BPF research budgets	39,000
Miscellaneous	
<b>Total</b>	3,223,722
Number of tenure track faculty	87
Expenditures per faculty member	37,054

8. Amount of sponsored research funding per faculty member (by rank, type of funding, e.g., federal competitive versus non-competitive, state, etc., and by department if applicable).

Dept	Rank	Fed	State	Private	Local	Univ.	Other	Amount
<b>Economics</b>								
	Professor			8,424				8,424
	Professor	7,500	169,898	90,389				267,787
	Asst Prof			47,000				47,000
	Asst Prof		2,932			7,020		9,952
	Assoc Prof		100,000					100,000
	Assoc Prof					5,320		5,320
	Assoc Prof	24,996	12,367					37,363
	Clinical	1,000						1,000

Dept	Rank	Fed	State	Private	Local	Univ.	Other	Amount
<b>Finance</b>								
	Professor							0
	Asst Prof							0
	Assoc Prof					3,000		3,000
	Assoc Prof	3,500		10,000		1,500		15,000
	Assoc Prof					3,000		3,000
Dept	Rank	Fed	State	Private	Local	Univ.	Other	Amount
<b>Int'l Bus</b>								
	Professor	6,000						6,000
	Professor	8,000						8,000
	Asst Prof	19,000		16,100		3,000	256,000	439,000
	Assoc Prof	9,000				3,000		12,000
	Assoc Prof	19,000		32,800		9,800	140,000	201,600
	Assoc Prof	25,000				3,000	40,000	68,000
	Assoc Prof	5,000						5,000
Dept	Rank	Fed	State	Private	Local	Univ.	Other	Amount
<b>Mgmt</b>								
	Professor	219,680		80,000				299,680
	Professor			7,765				7,765
	Asst Prof							0
	Assoc Prof			6,670				6,670
	Assoc Prof	600,000						600,000
Dept	Rank	Fed	State	Private	Local	Univ.	Other	Amount
<b>Mgmt Sci</b>								
	Professor	7,000		6,000				13,000
	Asst Prof	12,500						12,500
	Asst Prof			750				750
	Asst Prof					5,000		5,000
	Assoc Prof	11,000		15,000		1,300		27,300
Dept	Rank	Fed	State	Private	Local	Univ.	Other	Amount
<b>Marketing</b>								
	Professor	2,500				2,500		5,000
	Professor	8,500						8,500
	Asst Prof					3,000		3,000
	Asst Prof						5,000	5,000
	Asst Prof	9,000				2,500		11,500
	Asst Prof					7,500		7,500
Dept	Rank	Fed	State	Private	Local	Univ.	Other	Amount
<b>Accounting</b>								
	Professor	25,000						25,000
	Professor					1,300		1,300
	Asst Prof					1,570		1,570
	Asst Prof			5,500				5,500
	Assoc Prof							0
	Lecturer						6,500	6,500

9. Percentage of unit faculty with sponsored research activity.

<b>Dept</b>	<b>Total Faculty</b>	<b>Total w/Sponsored Research</b>	<b>Percent of Faculty w/Sponsored Research</b>
<b>Economics</b>	16	8	50%
<b>Finance</b>	20	5	25%
<b>Int'l Bus</b>	13	8	62%
<b>Mgmt</b>	24	4	17%
<b>Mgmt Sci</b>	14	5	36%
<b>Marketing</b>	15	6	40%
<b>Accounting</b>	20	5	25%
<b>Total</b>	122	41	34%

10. Number of patents, disclosures, and licensing agreements in calendar years 2008, 2009 and 2010.

None

11. Number of proposals submitted to external funding agencies during calendar year 2010 (by type and by department, if applicable)

<b>Department</b>	<b>Fed</b>	<b>State</b>	<b>Private</b>	<b>Local</b>	<b>Univ.</b>	<b>Other</b>	<b>Total</b>
<b>Economics</b>	7	5	4	0	3	0	19
<b>Finance</b>	0	0	0	0	1	0	1
<b>International Business</b>	8	0	3	0	5	1	17
<b>Management</b>	2	0	3	0	0	0	5
<b>Management Science</b>	1	0	3	0	0	0	4
<b>Marketing</b>	1	0	0	0	4	0	5
<b>Accounting</b>	0	0	0	0	1	0	1
<b>Total</b>	19	0	13	0	14	1	47

**C. Faculty Hiring**

1. Number of full time faculty hired during AY 2010-11

<b>Department</b>	<b>Assistant Professor</b>	<b>Associate Professor</b>	<b>Professor</b>	<b>Clinical</b>	<b>Lecturer</b>
Accounting	3	--	--	--	--
Economics	1	--	--	--	--
Finance	1	--	--	--	--
International Business	--	--	--	--	--
Management	--	1	--	--	1
Management Science	--	--	--	--	--
Marketing	--	1	--	--	--
<b>Total</b>	<b>5</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>1</b>

2. Number of post-doctoral scholars (Ph.D., non-faculty hires) in FY 2010:

None

3. Anticipated losses of faculty by year for the next 5 years

FY 2009-2010	ACCT	ECON	FINA	IBUS	MGMT	MGSC	MKTG	Total
Losses <i>Tenure Track</i> TERI		1					1	2
Other	2						1	3
<i>Non-Tenure Track</i> TERI		1						1
Other							1	1
Hires <i>Tenure Track</i>			1					1
<i>Non-Tenure Track</i>					1	1		2
<b>Net</b>	<b>-2</b>	<b>-2</b>	<b>1</b>		<b>1</b>	<b>1</b>	<b>-3</b>	<b>-4</b>

FY 2010-2011	ACCT	ECON	FINA	IBUS	MGMT	MGSC	MKTG	Total
Losses <i>Tenure Track</i> TERI								
Other			1		2			3
<i>Non-Tenure Track</i> TERI								
Other								
Hires <i>Tenure Track</i>	3	1	1		1		1	7
<i>Non-Tenure Track</i>					1			1
<b>Net</b>	<b>3</b>	<b>1</b>	<b>0</b>		<b>0</b>		<b>1</b>	<b>5</b>

FY 2011-2012	ACCT	ECON	FINA	IBUS	MGMT	MGSC	MKTG	Total
Losses <i>Tenure Track</i> TERI	1			2	2			5
Other			1					1
<i>Non-Tenure Track</i> TERI								
Other								
Hires <i>Tenure Track</i>	1			1		1		3
<i>Non-Tenure Track</i>	1		1		2	1	1	6
<b>Net</b>	<b>1</b>		<b>0</b>	<b>-1</b>	<b>0</b>	<b>2</b>	<b>1</b>	<b>3</b>

FY 2012-2013	ACCT	ECON	FINA	IBUS	MGMT	MGSC	MKTG	Total
Losses <i>Tenure Track</i> TERI	1	1						2
Other								
<i>Non-Tenure Track</i> TERI								
Other								
Hires <i>Tenure Track</i>	1	1		1	2		1	6
<i>Non-Tenure Track</i>								
<b>Net</b>	<b>0</b>	<b>0</b>		<b>1</b>	<b>2</b>		<b>1</b>	<b>4</b>

FY 2013-2014	ACCT	ECON	FINA	IBUS	MGMT	MGSC	MKTG	Total
Losses <i>Tenure Track</i> TERI							1	1
Other								
<i>Non-Tenure Track</i> TERI								
Other								
Hires <i>Tenure Track</i>								
<i>Non-Tenure Track</i>								
<b>Net</b>							<b>1</b>	<b>1</b>



## D. Funding Sources

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

2010	STATE	PRIVATE						OTHER		GRAND TOTAL
	Appropriations, Tuition & Fees	Moore	BPF Operating	BPF Endowment	BPF Enrichment	BPF Building	Education Foundation	E Funds	Grants	
Beginning Balance	\$ 2,874,242	\$ 38,988,741	\$ 1,451,702	\$ 26,691,647	\$ 6,520,660	\$ 3,989,940	\$ 4,990,288	\$ 1,211,176	\$ 364,507	\$ 87,082,903
Revenue	50,136,605	1,811,809	814,709	921,397	1,298,905	778,340	180,391	557,537	3,693,345	60,193,038
Personnel	(27,667,765)		(446,863)					(35,057)	(1,270,507)	(29,420,192)
Non-personnel	(3,936,419)	(897,910)	(228,774)	(504,200)	(3,720,163)		(122,367)	(554,474)	(2,589,116)	(12,553,423)
Student support	(1,496,640)	(430,200)	(29,625)	(356,765)	(51,173)		(88,070)			(2,452,473)
USC Tax Assessment	(17,875,399)									(17,875,399)
Non Operating Gain(Loss)				3,554,121			477,825			4,031,946
Initiatives - Non-personnel	(176,573)									(176,573)
New Building Transfer				(1,395,893)		1,395,893				-
Ending Balance	\$ 1,858,051	\$ 39,472,440	\$ 1,561,149	\$ 28,910,307	\$ 4,048,229	\$ 6,164,173	\$ 5,438,067	\$ 1,179,182	\$ 198,229	\$ 88,829,827
2009	STATE	PRIVATE						OTHER		GRAND TOTAL
	Appropriations, Tuition & Fees	Moore	BPF Operating	BPF Endowment	BPF Enrichment	BPF Building	Education Foundation	E Funds	Grants	
Beginning Balance	\$ 4,892,013	\$ 38,877,023	\$ 2,425,532	\$ 32,563,924	\$ 6,563,104	\$ 3,989,940	\$ 6,535,579	\$ 1,519,738	\$ 140,391	\$ 97,507,244
Revenue	48,104,639	1,464,672	318,647	992,609	2,414,768			348,220	879,681	54,523,236
Personnel	(28,454,703)		(543,603)					(150,259)	(225,697)	(29,374,262)
Non-personnel	(3,065,768)	(622,704)	(376,222)	(302,871)	(2,334,638)		(143,988)	(506,523)	(429,868)	(7,782,582)
Student support	(1,888,471)	(730,250)	(30,000)	(479,382)	(122,574)		(85,068)			(3,335,745)
USC Tax Assessment	(16,713,468)									(16,713,468)
Non Operating Gain(Loss)			(342,652)	(6,082,633)			(1,316,235)			(7,741,520)
Ending Balance	\$ 2,874,242	\$ 38,988,741	\$ 1,451,702	\$ 26,691,647	\$ 6,520,660	\$ 3,989,940	\$ 4,990,288	\$ 1,211,176	\$ 364,507	\$ 87,082,903
2008	STATE	PRIVATE						OTHER		GRAND TOTAL
	Appropriations, Tuition & Fees	Moore	BPF Operating	BPF Endowment	BPF Enrichment	BPF Building	Education Foundation	E Funds	Grants	
Beginning Balance	\$ 1,724,354	\$ 38,129,618	\$ 2,205,573	\$ 35,034,390	\$ 5,696,653	\$ 2,702,480	\$ 6,535,579	\$ 1,486,003	\$ 261,294	\$ 93,775,944
Revenue	49,214,691	1,793,401	1,166,282	323,681	2,478,156	1,287,460		448,224	1,673,346	58,385,241
Personnel	(24,503,662)		(498,148)							(25,001,810)
Non-personnel	(2,918,381)	(244,196)	(446,831)	(485,842)	(1,404,917)			(414,490)	(1,794,249)	(7,708,906)
Student support	(2,622,797)	(801,800)	(29,250)	(436,325)	(206,788)					(4,096,960)
USC Tax Assessment	(16,002,192)									(16,002,192)
Non Operating Gain(Loss)			27,906	(1,871,980)						(1,844,074)
Ending Balance	\$ 4,892,013	\$ 38,877,023	\$ 2,425,532	\$ 32,563,924	\$ 6,563,104	\$ 3,989,940	\$ 6,535,579	\$ 1,519,738	\$ 140,391	\$ 97,507,244

### 2. Information related to gifts and pledges received:

	FYE 6/30/2009	FYE 6/30/2010
Pledge Payments Received	\$1,578,426.40	\$1,621,273.07
New Cash/Property/In-Kind Grants	\$2,343,124.74	\$4,141,534.51
New Pledges for Future Cash	\$8,093,287.49	\$1,377,499.84
New Documented (Irrevocable) Planned Gifts	\$0.00	\$0.00
New Documented (Revocable) Planned Gifts	\$1,235,642.34	\$6,431,757.00
Number of Donors in New Cash Commitments	2,142	1,963