In recognition of the importance of assessment in planning and budgeting, we have made some changes to the annual academic department and program report template. The goal continues to be a robust process to regularly analyze the performance of departments and academic programs; determine strengths, weaknesses, opportunities, and challenges; develop and implement plans for strengthening our departments, faculty, curriculum, and programs; assess our progress on strategic initiatives, and where appropriate and possible, tie results to allocation of resources in support of initiatives and enhancements.

As before, we worked with the Office of Institutional Research and Planning to compile data and graphs from multiple sources including census files, Office of Research and Grants Administration statistics, student satisfaction surveys, and our Delaware profiles for your use in preparing your report.

Chairs, directors of programs residing outside departments, and directors of graduate programs are asked to complete the annual report/annual program report using the template below. In addition to your analyses of the data, please feel free to add sections you feel are appropriate as long as the information requested is provided.

Graduate programs undergo external review on a schedule maintained by the Graduate School. External review of undergraduate programs has been limited in recent years primarily to those programs applying for or holding external accreditation through a professional organization. Any graduate or undergraduate program undergoing such a review this past year should include the report of the Review Committee as an appendix to this report.

Departmental and program reports should be submitted electronically to the dean by August 1, 2012 at the latest, and earlier if possible. The dean will create a school report following another template and submit the school report and departmental/program reports electronically to Clara Hodges in Academic Affairs by September 1.

Academic Affairs reviews departmental and school reports. Following the Provost’s review of these reports with each dean in August, these reports will be posted to school webpages.
2011-12 Annual Report

INTRODUCTION

This document represents the activity for members of the Department of Management and Entrepreneurship in the School of Business at the College of Charleston during the academic year 2011-12 (July 1, 2011 – June 30, 2012).

Faculty and Staff

There were a number of personnel changes throughout the year. Dr. David Desplaces returned to the department after two years in the marketing department. Dr. David Hansen was selected to take over as interim chair on January 1, 2012 after Dr. Tom Kent completed one full year as interim. Hansen will be replaced by Associate Dean Rhonda Mack as interim department chair beginning July 1, 2012 while a search takes place. Two members of the department completed their final year with the College: Dr. Laquita Blockson and visiting professor Dr. Carmen Paz-Aparicio. The department was successful in hiring a replacement for Dr. Blockson. The visiting professor line will not be filled while the department continues the search for a new chair. Three department members successfully went through the tenure and/or promotion process. Dr. David Desplaces and Dr. David J. Hansen received tenure and promotion to Associate Professor. Dr. Tom Kent received promotion to full Professor. Two faculty members, Dr. Gordon Dehler and Dr. Kelly Shaver were on sabbatical during the fall semester.

Teaching & Learning

Faculty in the department taught 1636 students in 68 class sections. The number of sections and students were lower than the prior academic year, due in part to the two faculty members on sabbatical. The average number of students per section was down 1.4 students per section. The department offered two First Year Seminars and two learning communities – the only department in the School of Business to do so for the second year in a row. The department offered several unique classes including Biomedical Commercialization, Ecopreneurship and Global Tech Ventures. These courses, along with other courses, independent studies, bachelor’s essays and programs such as the Schottland Scholars enable the department to support interdisciplinary and high impact student learning. Of the 210 students of the class of 2012 graduating with a degree in Business Administration that completed the exit survey, 66% report that they have either found employment or are continuing on to graduate school. This is an increase from 49% in 2011.

Continuing his practice of bringing business professionals to the School of Business, Dr. Howard Rudd hosted the following speakers in his MGMT 345 Leadership course throughout the year:

<table>
<thead>
<tr>
<th>Name</th>
<th>Title/Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gabi Moreira Dalnekoff</td>
<td>Marketing area of Sherman Capital Markets</td>
</tr>
<tr>
<td>Dr. Tom Kent, Ph.D.</td>
<td>Professor, Management &amp; Entrepreneurship Dept, SoFB</td>
</tr>
<tr>
<td>Justin McLain (CofC)</td>
<td>President &amp; CEO of Endeavor Telecom</td>
</tr>
<tr>
<td>Peter Marks</td>
<td>President &amp; CEO of Bosch North America</td>
</tr>
<tr>
<td>Neal Peterson</td>
<td>Author, solo around-the-world racing yachtsman</td>
</tr>
<tr>
<td>Hank Holliday</td>
<td>Proprietor, The Holliday Companies</td>
</tr>
<tr>
<td>Marty Markowitz</td>
<td>retired CofC Exec-in-Residence; retired V.P. of Time Warner</td>
</tr>
<tr>
<td>Bill Scarborough</td>
<td>President &amp; CEO of Atlantic Coast Life Insurance Co.</td>
</tr>
</tbody>
</table>
List of Guest Speakers—H. Rudd (cont.)

- Anita Zucker, Chairwoman & CEO of The InterTech Group, et al
- Dr. Garth Cook, Director of Leadership Development & Training for Boeing SC
- Kevin Macomber (CofC), Engineering Manager with Integrated Technologies
- Rick Throckmorton, former E-I-R; retired lead partner of Booz, Allen and Hamilton
- Mike Bosch (CofC), Real Estate Appraiser with The Guerry Group
- Elizabeth Colbert-Busch, Director of Development for Clemson Restoration Institute
- Grace Young, SC Economic Developer in the Campbell administration
- Bob Brinson, Executive-in-Residence (CofC); semi-retired entrepreneur

Our Spaulding Speaker Series, in coordination with Dr. Rudd’s Leadership course, hosted Gov. Nikki Haley and Ken Czubay, Vice President of Marketing for the Ford Motor Company.

Research

In every category, activities are listed in alphabetical order by the senior contributor. In each case, the last name of the participating College of Charleston faculty member is identified in bold print. If two or more College of Charleston faculty members are co-authors on a contribution, the contribution is listed only once, so the totals in each category avoid all double-counting. With no double-counting the Department’s scholarly activity for the academic year involved:

- Articles published – 5
- Articles accepted – 3
- Book chapters – 1
- Papers presented – 12
- Grants – 3
- Other intellectual contributions – 8
- Articles under review – 10

Not only are department members conducting, presenting and publishing scholarly research, two members, Dr. Gordon Dehler and Dr. Kelly Shaver were both among the most influential and highly cited scholars in their fields. As of the end of the academic year, Dehler has the #5 most cited article in the journal Management Learning and the 16th most cited article in the Journal of Management Education. Shaver was determined, through a systematic review published in the journal Research Policy, to have two papers in the “core contributions” of the entrepreneurship literature. Via rank ordering, one paper was effectively within the top one-quarter of one percent (0.0025) of the core entrepreneurship contributions – the best of the best.

Service

The Center for Entrepreneurship was re-opened with the appointment of Dr. David Desplaces in January 2012. Unfortunately due to lack of budget and excessive demands Desplaces put in a letter of resignation by the end of the semester. Thus the future of the center is in doubt, along with the highly successful, award-winning SIFE club and the student-run enterprise CUBE.

I. Narrative Description of the Status of the Discipline from a National Perspective (including emerging issues and trends)
The Academy of Management has had a number of themes for the annual conference (attended by thousands of scholars from around the world.) The themes have fit the interests and foci of the department and the School of Business. The past three themes have been: Green Management Matters (2009), Dare to Care (2010) and West Meets East (2011). The first two fit the department’s commitment to the Triple Bottom Line (financial, ecological and social), while the 2011 theme fits the school’s focus on globalization. The 2012 theme continues the trend of highlighting the management discipline’s role in examining business’ impact on the lives of people around the world with a theme of The Informal Economy, which “accounts for between 50 and 75 percent of non-agricultural employment in many developing countries.” Thus the department is well-focused on the current trends of the discipline.

II. Program

a. Mission statement

The Department of Management & Entrepreneurship believes organizations have an obligation to optimize the “Triple Bottom Line;” that is, to achieve financial, ecological, and social objectives in increasingly competitive global markets.

As teachers, we seek to prepare our students to be global citizens who will think and act systemically regarding the multiple purposes of creating and managing organizations in this responsible way.

Through our faculty service we reach out to the greater community, creating business relationships and partnerships. We serve as a resource to international, national, regional and local organizations.

The faculty take pride in the fact that their research represents a variety of disciplinary perspectives.

b. Program goals and their relationship to the College’s strategic plan

Communication Skills: Students will demonstrate the ability to effectively present, critique, and defend ideas in a cogent, persuasive manner.

Develop oral and written skills as measured in written assignments and student presentations.

- Ties in with writing-related tactics under Strategy 1 in the strategic plan

Quantitative Fluency: Student will demonstrate development of relevant computational skills.
Use quantitative skills to solve practical problems, and analyze “real world” situations. For example, students will conduct inter-company financial comparisons, calculate investment ratios, conduct weighted inter-company strength assessments, etc.

**Global Civic Responsibility**: Students will be able to integrate knowledge and skills in applications that facilitate student articulation and response to social, ethical, environmental and economic challenges at local, national and international levels.

Understand the political implications – internal, local, and global – and the subsequent process of persuading others of the viability of plausible problem interpretations and solutions.

- Ties in with tactic to embed global competencies under Strategy 1

**Intellectual Innovation and Creativity**: Students will be able to demonstrate their resourcefulness and originality in addressing unscripted problems by applying and building upon knowledge and life experience.

Develop skills related to making sense of complex business situations, including problem finding/definition as well as innovatively creating workable problem solutions.

Be able to apply classical and modern management theories and concepts to effectively analyze observations, experiences, and business cases.

**Synthesis**: Students will demonstrate the ability to integrate knowledge from multiple disciplines incorporating learning from both classroom and non-classroom settings, in the completion of complex and comprehensive tasks.

Recognize the implication of business decisions within a defensible ethical framework as well as address issues of corporate social responsibility.

Utilize management concepts to solve practical problems in private, public, not-for-profit and social organizations.

c. *Strategies and tactics in the College’s strategic plan your department would place as highest priorities (please consider this a preliminary and tentative list that would collectively provide a starting point for a workshop on strategic priorities this fall)*

**Strategy 1**
- Stress writing competency
- Embed global competencies
- Increase number and enrollment in interdisciplinary courses and programs

**Strategy 3**
- Increase faculty roster lines
- Enhance support for faculty research and pedagogical innovation
- Increase number of endowed chairs
- Improve salary for faculty and staff
- Make competitive employment offers
- Reward performance with annual raises
- Double funding for development programs
- Benchmarking school

**Strategy 7**
- Develop and support a faculty development center to improve teaching methodologies

**d. Student Learning Outcomes of the program**
See II.b.

### III. Narrative Summary and Analysis of Departmental or Program Accomplishments

a. Please discuss any of the following that apply to your department or program over the last year, making reference to any data provided at [http://ir.cofc.edu/aadepdata/](http://ir.cofc.edu/aadepdata/) or data that you supply in the Supporting Data section as appropriate. What are your strengths and weaknesses?

- *Curricular offerings unusual for your discipline*

  Mr. Tommy Baker continued to lead our MGMT 445, *Seminar in Entrepreneurship*, throughout the year. Entrepreneurial guest speakers included: Daniel Russel-Einhorn, Adam Paul, Courtney Friedman, Chris DiMattia, Stewart Vernon, Michael Porcoro, Greg Zaccaro, Nick Gavalas, Pam Hartley, Terry Haas, Aaron Smith, Bill Barr, Steve Peper, Amanda Rosen, Judith Moore, Jimmy Bailey, Michelle Mills, Marc Chardon, Carrie Bailey-Morey

  Mr. Bob Brinson, Executive-in-Residence (CofC) and semi-retired entrepreneur, team-taught with Dr. Howard Rudd our MGMT 345 *Leadership* course.

  Dr. Howard Rudd spear-headed the George Spaulding Speaker Series.

  Dr. Kelly G. Shaver created and taught *Biomedical Commercialization* (as MGMT 360, now approved as ENTR 451). The course is quite unique. Undergraduate students from the College of Charleston work with graduate students at MUSC to help determine the commercial feasibility of medical innovations developed at MUSC. CofC students include both business and science majors. This year there were two projects, one dealing with a glutamate-based potential treatment for cocaine addiction and one employing a patented method for the tissue engineering of artificial blood vessels. The course gives CofC students an extremely valuable experience, while also contributing to economic development in Charleston. The course is currently competing for a national innovation in pedagogy award.

  Dr. David J. Hansen created and taught *Ecopreneurship* (MGMT 360). There are very few such courses found around the world, most eco/sustainability courses are focused on Corporate Social Responsibility (CSR) and deal with large
corporations rather than startup businesses. It is currently going through the approval process to be a permanent course in the course catalog. It is expected to be, combined with the Social Entrepreneurship course, a third core course in the entrepreneurship concentration. The course provides a significant opportunity to market to prospective students as it has proved to be very popular, with many students requesting to be on a waiting list to get into the course.

Lancie Affonso taught a special topics course entitled Global Tech Ventures.

Dr. Harland Hodges organized a unique experiential learning course. It was structured as an independent study where the student spent the fall semester relating her experience working at GE to the theories taught in management. While the student had a great learning experience and worked to recruit students for spring 2012, demand was very low and thus the course was not continued.

- **Instructional contributions to other units, programs, and initiatives, including the Honors and First Year Experience programs, undergraduate and graduate programs outside your department, the REACH program, etc.**

Dr. Carrie Blair Messal taught two First Year Seminars – FYSE146: Business Skills, Campus Leadership: Taking the Plunge; & FYSE146 Civic Engagement Project – the class had 100% participation in the James Island Connector Run, either via running or volunteering. Furthermore, the students completed a projects on volunteer motivation and presented these to a JICR Board Member.

Dr. David Desplaces offered a learning community called Art of Business with Theatre with his study abroad first year experience in Maymester (first such offering at CofC across all schools). He also participated in the REACH program after training this summer. It will be a MGMT 105 class in fall with one REACH student.

Lancie Affonso taught a learning community entitled “Business, Technology, & Innovation: From Web 2.0 to Business 2.0.”

Note: The Management and Entrepreneurship Department is the only department in the School of Business to offer FYSE and LC courses (second year in a row).

- **Distance education or hybrid course offerings**

Dr. David Desplaces is offering two DE courses this summer – MGMT 325 and 105. The 105 class is a new offering. He also taught MGMT 260 “Business of
Culture,” which was offered as a hybrid with the last component and class being offering via Google hangout with students in Europe and throughout the US.

- Departmental or program contributions to interdisciplinarity, internationalization/globalization, personalized education and high impact student experiences (such as research and creative activities, civic engagement, study away, internships, peer education and service learning) during review year.

Dr. Carrie Blair Messal served as Director of the Schottland Scholars Program. In the 2011-2012 Academic year, students visited 21 organizations and hosted 13 on-campus speakers. In total, they made connections with more than 40 senior-level business leaders.

Dr. Amy Davis required a service learning project with blog entries for ENTR 406 hosted on http://posterous.com. She also had students complete executive summaries in order to enter the Dell Social Innovation Competition.

Dr. David Desplaces once again brought CofC students to Dubai for an international business course. His MGMT 105 course in the fall was service learning oriented with the class focused on supporting the James Island Connector Run with business recommendations.

Dr. David J. Hansen’s MGMT 360 (Ecopreneurship) was cross-listed as EVSS 695. Three MES students took the course.

Dr. Tom Kent conducted two courses on Leadership in Academic Medicine at MUSC. One was a traditional classroom course; the 2nd was a distance education course with 76 students world-wide.

Dr. Kelly Shaver’s Biomedical Commercialization course (was MGMT 360, now ENTR 451) had both business and science undergraduate students.

Over the academic year the department faculty supervised three bachelor’s essays, two by Dr. Hansen, one by Dr. Kent. The department faculty also supervised 10 independent studies, six in the fall and four in the spring.

- Changes in departmental or program enrollments

With two members of the department on sabbatical, there were fewer courses offered in the academic year. This resulted in fewer students overall enrolled in courses. In addition, there was a slight drop in the average enrollment in courses, from 25.5 to 24.1.

- Departmental workload productivity
• **Instructional costs**, if such costs seem unusual in comparison to peers or to other departments at the College similar in nature, including a discussion of any constraints that significantly raise or lower such costs (Please make use of both the Delaware instructional cost data and the internal Study of Instructional Costs data).

Given the data provided by the Provost’s Office, no significant changes in workload productivity and instructional costs were observed this year.

• **Summary of student and/or graduate accomplishments**

The SIFE team, supervised by Dr. David Desplaces, won the regional competition and is going on to the national competition with eight projects and over 2,700 volunteer hours. CUBE operations increased to $14,000 in sales.

Of the 210 students of the class of 2012 graduating with a degree in Business Administration that completed the exit survey, 66% report that they have either found employment or are continuing on to graduate school. This is an increase from 49% in 2011. Of those 66%, 11% are seeking a Master’s Degree and 2% report seeking a Doctorate.

b. Please provide a brief narrative summary of the curricular assessment activities undertaken by your unit this year, along with plans for improvement. Please attach a copy of your annual assessment report submitted to the Office for Institutional Effectiveness to this report.

A common quiz was administered in all sections of MGMT 301 in spring semester. This was requested of the coordinator after the semester had already begun. In the next academic year plans are to institute a common case analysis for all sections of 301.

c. Please discuss the diversity among your faculty, including efforts made in recruitment to increase the presence of under-represented groups.

Of the 11 faculty members in the department, four were female, one of which was African-American and one was Spanish (Spain).

d. Please provide a summary analysis of research and professional development productivity in your department, referring to the Supporting Data section as appropriate. What are your strengths and weaknesses?

Overall, the department remains productive in regards to research, number of research grants are three (3), of which one is pending currently.
**Articles Published**


**Articles Accepted for Publication**


**Book Chapters**


**Papers presented**


Dehler, G.E. & Welsh, M.A. (2011). Making claims to knowledge: A learning-centered approach to enhancing student understanding. Published in Proceedings and presented at 18th EDiNEB International Conference, IDRAC, Lyon, France. [Recognized by conference organizers as one of the three ‘Best Papers’ presented at the conference]


Grants

Shaver, K.G. (Principal Investigator), “Professional Development for Doctoral Students” Kauffman Foundation Project period: 5/5/10 – 5/14/12; $40,000

Shaver, K.G. (Principal Investigator), Davis, A.E., Blair Messal, C.A. “Lowcountry Partnership for Biomedical Innovation” Partnerships for Innovation Program, National Science Foundation Project period: 03/01/10 – 2/31/12; $599,996

Shaver, K.G. “Enhancing Entrepreneurship Development and Innovation Skills of Young Researchers in Egypt” Submitted to US Agency for International Development PEER Program by the
Egyptian Academy of Scientific Research and Technology, Nabila El-Sheikh, PI Project Period: 1/1/12 – 12/31/14; $150,000 (US Partner). Pending.

**Other contributions**


**Papers Currently Under Review**


Blackwell, C. & Dehler, G.E. Beyond critical thinking: Student learning through critical action in an undergraduate environmental economics course. *Journal of Economics Education*
Welsh, M.A. & Dehler, G.E. Scholarly teaching and design thinking: Transcending disciplinary constraints and creating student transformative experiences. *Journal of Management Education*

Dehler, G.E. & Welsh, M.A. Using claims to knowledge to develop integrative learners. *Journal of Management Education*

Hansen, D.J. Examining Opportunity Development Using a Creativity Perspective. Preparing revision for 2nd round review at *Journal of Small Business Management*.

e. Please provide a summary of departmental service contributions to the school, college, community (of a professional nature), or profession. What are your strengths and weaknesses?

**Editorial and Reviewing Activity**

**Blair Messal**
Ad hoc Reviewer – *Contemporary Organizational Behavior in Action*, Pearson.
Ad hoc Reviewer – *Analysis of Social Issues and Public Policy*
Ad hoc Reviewer – United States Association for Small Business and Entrepreneurship (USASBE) Conference
Ad hoc Reviewer – *Human Performance*

**Blockson**
Editorial Board – *Journal of Ethics and Entrepreneurship*
Editorial Board – *Journal of Management, Spirituality and Religion*
Ad hoc reviewer – *Entrepreneurship: Theory and Practice*

**Dehler**
*Organization*: reviewed 1 manuscript
*Canadian Journal of Administrative Sciences*: reviewed 1 manuscript
*Journal of Management Education*: reviewed 2 manuscripts
*Journal of Management, Spirituality and Religion*: reviewed 3 manuscripts
*Management Learning*: reviewed 1 manuscript

**Hansen**
Editorial Review board – *Journal for Research in Marketing and Entrepreneurship* – won Outstanding Reviewer Award for 2012 – also Electronic Communications – includes maintaining journal presence on social media, especially Twitter (@J_RME)
*International Small Business Journal* – 1 manuscript
*Journal of Business Venturing* – 2 manuscripts
*Journal of Small Business Management* – 1 manuscript
*PDMA Research Competition* – 1 manuscript
Ad hoc Reviewer for several other journals and conferences

**Kent**
Ad hoc reviewer – *Journal of Leadership and Organizational Studies*
Ad hoc reviewer – *Journal of Leadership Studies*
Ad hoc reviewer – *Journal of International Business Studies*

**Service to the Department, School and College**

**Blair Messal**
Member – School of Business Curriculum Committee
Facilitator – College of Charleston Convocation Small Group Discussion.
Member – Department Search Committee – 2 faculty positions

**Blockson**
Faculty Affiliate and Steering Committee Member – African American Studies Program

**Davis**
Member – Scholarship committee for School of Business
Core course coordinator curriculum committee for School of Business
Course coordinator for Management 301
Member of the faculty affiliation committee for Women and Gender Studies

**Hansen**
Department Eco-rep
Course coordinator for Entrepreneurship 320

**Hodges**
Department Representative – Faculty Senate
Course Coordinator for Management 408

**Kent**
SOB MBA Committee
MBA student selection committee
College committee on Student Affairs and Athletics

**Shaver**
Faculty Representative – Federal Demonstration Project
Member – FDP Faculty Burden Survey 2 task force

**Service to the Community and Profession**

**Blair Messal**
Advisor – Omnicron Delta Kappa Leadership Society

**Hansen**
Organizer – Ecopreneur Roundtable, a monthly event where current and prospective ecopreneurs meet to discuss ideas, challenges and success stories in order to facilitate growth of green businesses in the Charleston area
Hodges
Member – the American Apparel & Footwear Association Supply Chain & Product Innovation Committee

f. Please provide a summary of new or continuing outreach activities in your department. What are your strengths and weaknesses?

Blair Messal

Designing an effective mentoring program. Invited speaker at College of Charleston’s Honors College Advisory Board Meeting.
Effective Management. One-day seminar to City of Charleston Employees.

Schottland Scholars
From the Classroom to the Boardroom: From the President (2012, Spring). College of Charleston Magazine, 6-7. – This article is about the Schottland Scholars Program.
Leading the Way (2011). College of Charleston Donor Report. – Schottland Scholars are included in picture with caption on page 15.
In Good Company. (2011, Fall). Momentum: Celebrating Philanthropy at the College of Charleston, 5-6. – The article features the Schottland Scholars Program.

Blockson
Florida A&M University School of Business and Industry Global Leadership Conference plenary speaker (2012)
Bennett College Women’s Leadership Summit panelist (2012)
Nissan North America (Canton, MS facility) Diversity Week keynote speaker (2011)
Led seminar for Paine College School of Professional Studies faculty development retreat. “Looking Behind the Curtain: Current Challenges and Innovations in Business Academe” 2012 (February).

Davis
Facilitated entrepreneurship and creativity exercise for third graders at Charles Pinckney Elementary School
Participated in Op-Ed Project November 2011

Desplaces
Program chair case association
James island connector run 2011 board member
SIFE advisor
Possibilities without orders chairman and worked to raise $21,000 for the water for Kenya project
Member of the north campus dean search committee
SB professional development committee
Graduate curriculum committee (2011-2012)
Presented at Mt Pleasant business association to over 100 people
Director of the Center for Entrepreneurship

Multiple

Has your department conducted professional development opportunities for faculty?

What success have you had in meeting departmental, school or College goals? What obstacles prevent you from reaching specific departmental, school or College goals? In what way can Academic Affairs support your efforts?

What curricular development or other major changes in the program are planned for the next three years? Briefly, what resources are required to implement these?

The department is currently working on developing a management major and a minor in entrepreneurship. The new major will take the place of the current B.S. in Business Administration – one of the top four degrees in the College of Charleston. It is crucial that we attract a strong department chair to lead this new major and provide additional course staffing as well. Also important is securing a permanent line for our departmental administrative assistant who is integral to the continuing operations of all departmental aspects including the management of new as well as on-going programs.
Supporting Data

There is no need to include in your submitted report any data we have provided to you. Such data are listed below for completeness.

j. Teaching Data (for addressing workloads and contributions to programs beyond the department) *(The following data mostly appears at [http://ir.cofc.edu/aadeptdata/](http://ir.cofc.edu/aadeptdata/), a secure site for which you should have access)*

- Department’s or program’s enrollments, credit hours, and courses (sections) taught, broken down by all roster faculty, tenured and tenure-track faculty, other roster faculty, adjuncts, and teaching assistants, along with school-wide and college-wide data
- Total SCH in HONS, FYSM/LC taught by each school, and percentage of each school’s HONS, FYSM/LC taught by each department
- Department’s teaching workloads from Delaware report, along with comparisons to peers and any approved targets; number of sabbatical semesters and semesters of modified duties approved
- Average class size
- Numbers of majors, minors and graduates
- Instructional costs by program, department, and school from (1) the 2011 Study of Instructional Costs and (2) the Delaware Study, along with peer comparisons *(Since the Delaware data provides our only source of comparative data, we will continue to report and note where we stand in reference to that information.)*

k. Student (and recent graduate) accomplishments *(This information is not available in the FAS. Chairs should supplement the information provided below.)*

- Off-campus awards, fellowships, and post-graduate scholarships received by students, if known *(Information provided by the Office of Nationally Competitive Awards on external awards received by students over the last three years appears at [http://ir.cofc.edu/aadeptdata/](http://ir.cofc.edu/aadeptdata/).)*
- Recent graduate employment and post-graduate study information, if available

l. Diversity

- Campus faculty diversity data, broken down by school and department *(posted at [http://ir.cofc.edu/aadeptdata/](http://ir.cofc.edu/aadeptdata/))*

m. Faculty Productivity in and Support of Research and Professional Development *(From the Faculty Activity System (FAS), will appear in the Departmental Annual Report pulled from the FAS)*
- Books
- Articles in Refereed Journals
- Other Articles, Chapters in Books, Publications of a Special Nature, including Book Reviews
- Other Editorial/Review Activities
- Papers and Posters Presented at Conferences *(will include plenary/invited tag when appropriate; no abstracts will be included)*
- Conferences and Workshops Attended/Panels Chaired/Other Professional Activity
- Performances and Exhibitions
- Intellectual Property
  1. Patents Awarded
  2. Patents Applied For
  3. Copyrights
  4. Software Development
- Grants Received from External Sources
- Grants Received from Research and Development or URCA
- Grant Proposals Pending
- Publications with Students/Presentations of Students

n. Service Contributions beyond the Department *(From the FAS Departmental Annual Report)*
   - Service contributions of faculty during review year to school, College, community (of a professional nature), or profession
   - Departmental programming supporting campus-wide initiatives and community engagement

o. Honors/awards received by faculty or department/program during review year *(From the FAS Departmental Annual Report)*

p. Consulting *(From the FAS Departmental Annual Report)*