

# Executive Summary

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## Blueprint for Academic Excellence College of Hospitality, Retail, and Sport Management AY2018-2019

### Introduction

The College of HRSM continues to be a leader in teaching, research and service on campus and around the world. Our academic programs are ranked in the top 5 internationally, and are very popular choices for students on the Columbia campus. Enrollment growth has filled the gap left by the departure of one academic unit from the college. Student retention is very high; over 90% of the students that start in the college stay. Moreover, 70% of recent graduates held a full time job upon graduation, and 50% of those jobs were in the state of South Carolina. Our world class faculty increased scholarly output by 60% over the last year, publishing over 58 top tier peer reviewed articles and contributing to over 24 books.

### Highlights

- \*Hospitality, Tourism, and Sport Management programs all continue to maintain top 5 international rankings.
- \*Retailing signed \$6 Mil partnerships with JDA and Wix.com to provide curriculum innovation across department.
- \*Faculty scholarly productivity in college increased 62% over the previous year.
- \*Robust enrollment growth in college filled the gap left by iIT departure in one year.
- \*The new Center for Corporate Engagement cultivated over 70 corporate relationships and 40 corporate visits.
- \*Recent data suggests over 70% of HRSM graduates had full time employment following graduation.
- \*5-year graduation rate for HRSM is over 75%, which above university average.
- \*New international relationships show promise for successful partnerships.
- \*Undergraduate degrees awarded in college grew 10% over the previous year.
- \*Masters degrees awarded increased 48% in two years.
- \*Freshmen selection of HRSM grew 50% in two years.



Haemoon UnJae



UNIVERSITY OF  
**SOUTH CAROLINA**  
College of Hospitality, Retail  
and Sport Management

# Blueprint for Academic Excellence

## College of Hospitality, Retail, and Sport Management

### AY2018-2019

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# Foundation for Academic Excellence

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## **Mission Statement**

The College of Hospitality, Retail, & Sport Management (HRSM) prepares the next generation of leaders in our fields by integrating experiential learning, teaching excellence, impactful research and industry collaboration across a dynamic and highly synergistic blend of academic areas dedicated to the industries that ultimately create and improve customer, guest, fan and patron experiences around the world.

Updated: 03/14/2018

## **Vision Statement**

A powerful learning arena where passionate students, teaching excellence and industry leaders come together to advance the world's customer experience industries.

Updated: 03/14/2018

## **Values**

HRSM is a community of travelers, sports fanatics, foodies, digital retailers, fashionistas and moment makers. But this isn't a hobby. It's our business. We are lifelong-learners, scholars, leaders and entrepreneurs.

We:

- Lead by example and teach from experience.
- Respect colleagues and appreciate differences.
- Pursue excellence in what we do.
- Are inherently and intentionally global.
- Share ideas and make time for mentorship.
- Are friendly, welcoming, helpful and inclusive.
- Love what we do.

Updated: 03/14/2018

# Goals - Looking Back

Goals for the College of Hospitality, Retail, and Sport Management for the previous Academic Year.

## Goal 1 - Build a foundation to achieve a top five ranking in each academic unit.

<b>Goal Statement</b>	Build a foundation to achieve a top five ranking for each academic unit within the next eight years.
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>•Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners</li> <li>•Spurring Knowledge and Creation</li> <li>•Ensuring Institutional Strength, Longevity, and Excellence</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	Prepare future leaders and scholars in their respective fields by providing exemplary integrative and experiential academic preparation.
<b>Status</b>	Progressing as expected (multi-year goal)
<b>Action Plan</b>	<p>Increase program visibility through enhanced marketing presence.</p> <p>Develop funding model to ensure program visibility nationally and internationally.</p> <p>Continue to hire faculty that attract high quality students and industry partners.</p>
<b>Achievements</b>	<p>Hospitality, Restaurant and Tourism Management</p> <p>No. 6 overall program ranking for Hospitality Schools among 716 schools by Hospitality-Colleges.com (2017).</p> <p>No. 4 undergraduate Hospitality Management program among 184 schools by Hospitality-Colleges.com (2017).</p> <p>No. 3 undergraduate Tourism Management program among 118 schools by Hospitality-Colleges.com (2017).</p> <p>No. 2 Master of International Hospitality and Tourism Management (MIHTM) program by the Journal of Hospitality and Tourism Education (2013).No. 5 Master of International Hospitality and Tourism Management (MIHTM) program among 36 schools by Hospitality-Colleges.com (2017).No. 4 Ph.D. in Hospitality Management (HM) program among 7 schools by Hospitality-Colleges.com (2017).</p> <p>Sport and Entertainment Management</p> <p>No. 1 US/ No. 4 Global Sport Sciences (three USC departments were combined in the ranking: Department of Sport and Entertainment Management, Department of Exercise Science, Department of Physical Education and Athletic Training), Shanghai Ranking, 2017.</p> <p>No. 10 US/ No. 15 Global, Masters of Sport and Entertainment Management, SportsBusiness International, 2017.</p> <p>No. 3 US/ No. 5 Global, Bachelor of Science, Sport and Entertainment Management, SportsBusiness International, June 2015. They have only released undergraduate rankings once.</p> <p>Retailing</p> <p>Learn.org and Study.com ranks USC as #2 of the top three retail management schools in the USA.</p> <p>FashionSchools ranks our Fashion Merchandising program #23 out of the Top 50 Fashion Merchandising Schools</p>
<b>Resources Utilized</b>	Combination of college-level funding for Ph.D. students, masters students, faculty development initiatives, and synchronized staff support where appropriate.

<b>Goal Continuation</b>	The leading publication in the Sport Management Discipline is working on a formula to rank undergraduate programs and the the draft should be out in the next year. We expect to perform quite well.
<b>Goal Upcoming Plans</b>	Increase reputation and scholarly ranking of doctoral programs in the College. Continue discussions in Retailing that will frame the trajectory of the curricula for the next 5 years.
<b>Resources Needed</b>	
<b>Goal Notes</b>	

**Goal 2 - Develop and improve graduate and undergraduate curricula and instruction.**

<b>Goal Statement</b>	Develop and improve graduate and undergraduate curricula and instruction.
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>•Educating the Thinkers and Leaders of Tomorrow</li> <li>•Spurring Knowledge and Creation</li> <li>•Building Inclusive and Inspiring Communities</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	Providing exemplary integrative and experiential academic preparation for students in a collaborative environment that promotes seminal and applied research and service projects
<b>Status</b>	Progressing as expected (single year goal)
<b>Action Plan</b>	Complete task(s) by the end of 2017-18 academic year.
<b>Achievements</b>	Ongoing Process. Preparing for inclusion and insight from new HRSM Leadership Team.
<b>Resources Utilized</b>	
<b>Goal Continuation</b>	
<b>Goal Upcoming Plans</b>	
<b>Resources Needed</b>	
<b>Goal Notes</b>	

### Goal 3 - Increase applied research activities, sponsored funding and publication record

<b>Goal Statement</b>	Increase the College's applied research activities, sponsored funding and publication records as indicated in the appropriate UofSC Dashboard and College metrics while not compromising the College's reputation for teaching excellence.
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>•Educating the Thinkers and Leaders of Tomorrow</li> <li>•Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners</li> <li>•Spurring Knowledge and Creation</li> <li>•Building Inclusive and Inspiring Communities</li> <li>•Ensuring Institutional Strength, Longevity, and Excellence</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	A collaborative environment that promotes seminal and applied research.
<b>Status</b>	Completed successfully
<b>Action Plan</b>	<p>Continue merit rewards and salary increases</p> <p>Invest in cross-disciplinary big data research and researcher(s) and obtain related</p> <p>Promote, manage, and encourage external grants</p>
<b>Achievements</b>	The College of Hospitality, Retail and Sport Management is home to many, highly productive scholars who are thought leaders in their disciplines. In 2017, HRSM faculty published 122 peer-reviewed journal articles, 58 of which are considered to be top tier in their respective fields, and collectively contributed to over 24 books or book chapters. Additionally, HRSM faculty gave 137 academic presentations around the world in places such as Switzerland, Canada, Turkey, Hong Kong, Columbia, Austria, Portugal, Spain and Croatia. Indeed, we literally generate the knowledge that frames (in part) the future of the industries we serve.
<b>Resources Utilized</b>	HRSM leadership team has allocated funds for faculty development, including travel to support the dissemination of scholarly content. Moreover, the College seeks to find new and creative solutions for funding Ph.D. students as we improve the solid research culture we have in the college.
<b>Goal Continuation</b>	
<b>Goal Upcoming Plans</b>	HRSM faculty should be able to continue producing at a constant rate; there are no known obstacles impacting the performance at this time.
<b>Resources Needed</b>	
<b>Goal Notes</b>	

#### Goal 4 - Develop and expand international involvement

<b>Goal Statement</b>	Develop and expand international involvement with comparable institutions and businesses for faculty and students as indicated in the appropriate College metrics.
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>•Educating the Thinkers and Leaders of Tomorrow</li> <li>•Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners</li> <li>•Building Inclusive and Inspiring Communities</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	Promotes seminal and applied research and service projects with peer institutions, global colleagues, and industry partners.
<b>Status</b>	Progressing as expected (single year goal)
<b>Action Plan</b>	Continue investments and international efforts. Continue to search for appropriate international partners
<b>Achievements</b>	Signed two new contracts and in final stages of securing 4 additional. Many more in development, primarily in Asia and Latin America. Hosted visiting professors from: Turkey, South Korea and China.
<b>Resources Utilized</b>	
<b>Goal Continuation</b>	
<b>Goal Upcoming Plans</b>	Several new MOU are in various stages of development.
<b>Resources Needed</b>	Continued support and networking with international partners.
<b>Goal Notes</b>	

## Goal 5 - Provide service and outreach efforts to our respective professions

<b>Goal Statement</b>	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.
<b>Linkage to University Goal</b>	•Building Inclusive and Inspiring Communities
<b>Alignment with Mission, Vision, and Values</b>	Promotes service projects in college disciplines that make an impact locally, regionally, and internationally.
<b>Status</b>	Progressing as expected (single year goal)
<b>Action Plan</b>	Explore additional activities and programs with research centers as well as individual faculty.
<b>Achievements</b>	<p>HRTM: Students and faculty regularly support efforts of PGA Tour events. The School oversees a lab restaurant that is a centerpiece of the University of South Carolina on the historic horseshoe (McCutchen House). Center directors provide thought leadership and policy direction in tourism, restaurant, and hospitality sectors. Faculty have board positions on associations serving industries.</p> <p>SPTE: Host two industry conferences per year, with high profile industry speakers, conference forums, academic presentations, research posters, and case study competitions. Students serve in a variety of capacities at numerous events both locally and abroad. Faculty expertise in many areas contributes to the national conversation on important topics in the sport and entertainment industry.</p> <p>RETL Faculty are exploring opportunities to train in e commerce platforms, sales lead software, and interacting with industry professionals.</p>
<b>Resources Utilized</b>	
<b>Goal Continuation</b>	
<b>Goal Upcoming Plans</b>	Increasing College reach in the region, nationally, and internationally. Expand corporate connections across all disciplines.
<b>Resources Needed</b>	
<b>Goal Notes</b>	

## Goal 6 - Establish and instill an inclusive culture

<b>Goal Statement</b>	Establish and instill an inclusive culture that values, engages and supports diversity of cultures, races, ideas, and people.
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>•Educating the Thinkers and Leaders of Tomorrow</li> <li>•Building Inclusive and Inspiring Communities</li> <li>•Ensuring Institutional Strength, Longevity, and Excellence</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	Prepare future leaders and scholars in its respective fields by providing exemplary integrative and experiential academic preparation for students in a collaborative environment.
<b>Status</b>	Progressing as expected (single year goal)
<b>Action Plan</b>	Participate in University sponsored Diversity and Inclusion initiatives. Have representation on the UofSc Council of Academic Deans of Diversity Conduct roundtable discussions with key groups in college to assess the success of inclusion initiatives.
<b>Achievements</b>	Ongoing process. Faculty and staff roundtable forums have been executed which provide opportunity for the leadership team to collect data relative to our inclusion efforts. *International student population in college increased 420% in two years *Total minority student population in college is growing year over year *Undergraduate and graduate gender in the college is nearly equal
<b>Resources Utilized</b>	
<b>Goal Continuation</b>	
<b>Goal Upcoming Plans</b>	The HRSM leadership team will continue to host the roundtable discussions with various groups around the college to build a robust understanding of the culture.
<b>Resources Needed</b>	
<b>Goal Notes</b>	

# Goals - Real Time

Goals for the College of Hospitality, Retail, and Sport Management that are in progress for AY2018-2019.

## Goal 1 - Establish a Center for Corporate Engagement

<b>Goal Statement</b>	Given the national trend of adding value to university degree, we established a Center for Corporate Engagement that will connect our students and faculty to the industries we serve in the College.
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>•Educating the Thinkers and Leaders of Tomorrow</li> <li>•Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners</li> <li>•Spurring Knowledge and Creation</li> <li>•Ensuring Institutional Strength, Longevity, and Excellence</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	Will prepare future leaders and scholars in its respective fields by providing exemplary integrative and experiential academic preparation for students in a collaborative environment that promotes seminal and applied research and service projects with peer institutions, global colleagues, and industry partners.
<b>Status</b>	Completed successfully
<b>Action Plan</b>	Hire Director for the new Center in 2017; Develop a model for Center operations and implementation; Create a marketing plan for introduction of the new Center; Assess and develop enriched teaching strategies by incorporating corporate engagement efforts.
<b>Achievements</b>	The Center for Corporate Engagement opened in August 2017 with a focus on employer, student and faculty engagement. The Center has cultivated employer relationships through meetings with over 70 employers to discuss internships, full-time employment and recruitment opportunities for HRSM students. In addition, we coordinated over 40 corporate days in which industry partners served as guest lecturers, hosted corporate site tours and networked with students and faculty. The Center collaborated with faculty to conduct classroom presentations and sent monthly, targeted, student emails to highlight attractive job postings. This activity led to a 265% increase in student participation in the University's Handshake recruitment platform since August 2017. Currently 281 HRSM students are active on Handshake.
<b>Resources Utilized</b>	
<b>Goal Continuation</b>	
<b>Goal Upcoming Plans</b>	We have dedicated time to evaluating current internship processes; advising internship directors and developing an internship agreement to secure additional corporate partnerships. The Center has also collaborated with the Office of Student Services to lead a HRSM mentorship taskforce comprised of industry partners and faculty to develop a comprehensive college-wide mentoring program.
<b>Resources Needed</b>	
<b>Goal Notes</b>	

# Goals - Looking Ahead

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Goals for the College of Hospitality, Retail, and Sport Management that are slated for the upcoming year.

## Goal 1 - Explore new collaborative programs and courses for HRSM

<b>Goal Statement</b>	Explore new collaborative programs and courses for HRSM
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>•Educating the Thinkers and Leaders of Tomorrow</li> <li>•Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners</li> <li>•Spurring Knowledge and Creation</li> <li>•Building Inclusive and Inspiring Communities</li> <li>•Ensuring Institutional Strength, Longevity, and Excellence</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	In a collaborative environment that promotes seminal and applied research and service projects with peer institutions, global colleagues, and industry partners.
<b>Status</b>	Extended to following Academic Year
<b>Action Plan</b>	Initiate series of brown bag lunches to encourage idea exchanges and identify collaborative possibilities among HRSM faculty. Develop interdisciplinary courses at all levels and achieve resource efficiency. Develop additional 10% of revenue generation from new and innovative online, certificate, and international programs. Hire a College level graduate program director to oversee and lead expansion of interdisciplinary efforts.
<b>Achievements</b>	HRSM is currently in the process of identifying a Director of Graduate Programs, who will be asked to lead future plans regarding graduate education in the college, and implement the collaborative agenda.
<b>Resources Utilized</b>	The college will provide the Director with a stipend, travel, and opportunities to build the programs that are essential to the growth of the college.
<b>Goal Continuation</b>	Established two new core classes for the college (SPTE 274 and RETL 242) as part of the college core for all students.
<b>Goal Upcoming Plans</b>	In the process of developing an integrated event minor which incorporates curriculum from all three academic units in the college. Will be proposed later in the academic year.
<b>Resources Needed</b>	
<b>Goal Notes</b>	

**Goal 2 - Develop and implement unit performance metrics including centers and directors to track key performance activities**

<b>Goal Statement</b>	Develop and implement unit performance metrics including centers and directors to track key performance activities.
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>•Educating the Thinkers and Leaders of Tomorrow</li> <li>•Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners</li> <li>•Spurring Knowledge and Creation</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	Providing exemplary integrative and experiential academic preparation.
<b>Status</b>	Extended to following Academic Year
<b>Action Plan</b>	Hire a staff to develop measurement metrics and performance indices; Require all professional staff (directors) to set yearly goals and action plans
<b>Achievements</b>	Conversations with Center directors are ongoing.
<b>Resources Utilized</b>	
<b>Goal Continuation</b>	<p>Center directors will seek to set goals year to year which outline current grants in fulfillment, targeted opportunities in process, and proposals currently in development. As a guide, we are utilizing ACAF 2.01</p> <p>New and existing centers and institutes will be evaluated according to the criteria outlined in Section I.B as well as:</p> <ol style="list-style-type: none"> <li>i. the extent to which they have met the stated goals and objectives as originally proposed;</li> <li>ii. the extent to which the long term funding objectives have been met in a progression towards financial stability; and</li> <li>iii. evidence of effectiveness or impact. Such evaluations will also provide recommendations for enhancement of the center's productivity, and assess the national and international standing and impact of the center.</li> </ol>
<b>Goal Upcoming Plans</b>	
<b>Resources Needed</b>	
<b>Goal Notes</b>	Academic Years for Goal : 2017-18

### Goal 3 - Review and evaluation of HRSM College Core course requirements

<b>Goal Statement</b>	Review and Evaluation of HRSM College Core course requirements
<b>Linkage to University Goal</b>	<ul style="list-style-type: none"> <li>•Educating the Thinkers and Leaders of Tomorrow</li> <li>•Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners</li> <li>•Spurring Knowledge and Creation</li> <li>•Building Inclusive and Inspiring Communities</li> <li>•Ensuring Institutional Strength, Longevity, and Excellence</li> </ul>
<b>Alignment with Mission, Vision, and Values</b>	Our HRSM mission is to prepare future leaders and scholars in its respective fields by providing exemplary integrative and experiential academic preparation.
<b>Status</b>	Extended to following Academic Year
<b>Action Plan</b>	Gather information from faculty, staff, students, alumni, and industry regarding viability of HRSM core courses.
<b>Achievements</b>	<ul style="list-style-type: none"> <li>*HRSM 301 Carolina Core is being revised to be a flipped class where students have an interactive delivery.</li> <li>*Changed iTech classes to RETL or SPTE</li> <li>*Adding event minor for all HRSM students</li> <li>*BISU student are required to take more HRSM core classes</li> </ul>
<b>Resources Utilized</b>	
<b>Goal Continuation</b>	
<b>Goal Upcoming Plans</b>	
<b>Resources Needed</b>	
<b>Goal Notes</b>	

# Academic Programs

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## Program Rankings

*Academic programs that were nationally ranked or received external recognition during the Academic Year.*

### **Hospitality, Restaurant and Tourism Management**

No. 6 overall program ranking for Hospitality Schools among 716 schools by Hospitality-Colleges.com (2017).

No. 4 undergraduate Hospitality Management program among 184 schools by Hospitality-Colleges.com (2017).

No. 3 undergraduate Tourism Management program among 118 schools by Hospitality-Colleges.com (2017).

No. 2 Master of International Hospitality and Tourism Management (MIHTM) program by the Journal of Hospitality and Tourism Education (2013).

No. 5 Master of International Hospitality and Tourism Management (MIHTM) program among 36 schools by Hospitality-Colleges.com (2017)

No. 4 Ph.D. in Hospitality Management (HM) program among 7 schools by Hospitality-Colleges.com (2017).

### **Sport and Entertainment Management**

No. 1 US/ No. 4 Global, Sport Sciences (three USC departments were combined in the ranking: Department of Sport and Entertainment Management, Department of Exercise Science, Department of Physical Education and Athletic Training), Shanghai Ranking, 2017.

No. 10 US/ No. 15 Global, Masters of Sport and Entertainment Management, SportsBusiness International, 2017.

No. 3 US/ No. 5 Global, Bachelor of Science, Sport and Entertainment Management, SportsBusiness International, June 2015. They have only released undergraduate rankings once.

### **Retailing**

Learn.org and Study.com ranks USC as #2 of the top three retail management schools in the USA.

FashionSchools ranks our Fashion Merchandising program #23 out of the Top 50 Fashion Merchandising School.

## Instructional Modalities

*Innovations and changes to Instructional Modalities in unit's programmatic and course offerings that were implemented during the Academic Year.*

The College of HRSM has worked tirelessly to incorporate instructional innovations into course and degree programs. This has included the development of not only cutting edge courses and contents but also has modified existing courses into flipped, hybrid and distributed learning formats. Trend-setting coursework has incorporated HRTM 590 Wine, Beverage and Culture, SPTE 655 Social Media in Live Entertainment and Sport, and the continued expansion of our highly successful study/travel courses which combines 8 weeks of classroom instruction with an on-site 7-10 day visitation to the location(s) studied.

## Program Launches

*Academic Programs that were newly launched during the Academic Year; those that received required approvals but which had not yet enrolled students are not included.*

The Department of Retailing launched the Master of Retailing degree in a distributed learning format.

## **Program Terminations**

*Academic Programs that were newly terminated or discontinued during the Academic Year.*

No Programs were terminated during this period.

## **Supplemental Info - Academic Programs**

*Any additional information on Academic Programs appears as Appendix 1. (bottom).*

# Academic Initiatives

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## Experiential Learning for Undergraduates

*Initiatives, improvements, challenges, and progress with Experiential Learning at the Undergraduate level.*

The College of HRSM views Experiential Learning as the major component of the degrees offered. Each major is required to participate in two fulltime work experiences. The integration of curriculum into industry experiences blends textbook concepts with practical applications. Each program has a fulltime faculty member overseeing the experiences to insure quality and outcomes. The success of this experiential component, combined with the continuous growth of the college has presented new challenges. In order to continue the high-quality supervision and placement of this ever-growing number of students, additional faculty must be added to the college specifically to work with these programs.

To further enhance our experiential education, each department has developed a degree map that highlights how Graduation with Leadership Distinctions can be woven into the student's experiential learning participation.

## Experiential Learning For Graduate & Professional Students

*Initiatives, improvements, challenges, and progress with Experiential Learning at the Graduate or Professional level.*

Graduate students in all HRSM programs are not required to participate in experiential learning courses but they are offered the option. Due to the outstanding reputation of all programs and hence the remarkable opportunities available, most of the students enrolled in our Master's programs decide to participate in the experiential courses offered.

## Affordability

*Assessment of affordability and efforts to address affordability.*

In an effort to minimize the financial burden which often accompanies a college degree and to expedite graduation (and graduation rates), the College of HRSM reduced the credit hours necessary for graduation in all undergraduate programs from 127 to 120. The College has also been a campus leader in developing summer programs and accelerated degrees to help students contain costs associated with their degree.

To further help our undergraduates, the College of HRSM helps ensure students can complete their Practicum experience (HRTM 290; RETL 295; SPTE 295) at locations that offer affordable housing. The college of HRSM also works with private companies that offer affordable housing options to students completing their practicum and/or internship in other cities. As these learning experiences vary between paid and unpaid, the college of HRSM tries to ensure students can receive free or affordable housing while participating in their internship. Additionally, undergraduate students are encouraged apply for university, college and departmental scholarships.

The majority of Master's students in all programs are provided with graduate assistantships (teaching and/or research). Graduate students completing a thesis receive additional funding to help offset required course work and/or expenses incurred with completion.

## Reputation Enhancement

*Contributions and achievements that enhance the reputation of USC Columbia regionally and nationally.*

While resources to advertise and recruit students are limited, the College of HRSM consistently does all it can to enhance our college's (and individual departments) reputation and attract more highly qualified students to

our programs. Faculty members continue to publish in leading journals, serve as journal reviewers and editors in addition to holding prominent positions in professional associations. These activities lend positive credibility to the College's external brand. The College annually hosts conferences: (i.e. Sport, Entertainment, and Venues Tomorrow Conference and the College Sports Research Institute Annual Conference) and other professional events. These conferences attract industry leaders and academic leaders to campus where they network with our students and encounter our academic programs. These events also attract students from across the globe who encounter our academic offerings. The College and individual departments also support graduate student participation at annual professional conferences. These conferences attract academic and industry leaders to share in the dissemination of new innovative research and offers students an opportunity to network and communicate in ways they are not able to otherwise.

## **Challenges**

*Challenges and resource needs anticipated for the current and upcoming Academic Years, not noted elsewhere in this report and/or those which merit additional attention.*

The College of HRSM has experienced continual undergraduate growth over the past several years; we look forward to the positive contribution that a new facility will make on student success, faculty welfare and productivity, alumni engagement, corporate engagement, donor investment and participation, and brand reputation. We see some potential to grow interdisciplinary graduate programs in hospitality, tourism, and retail and hope to have faculty input on an acceptable path forward soon.

## **Supplemental Info - Academic Initiatives**

*Any additional information on Academic Initiatives appears as Appendix 2. (bottom)*

# Faculty Population

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## Faculty Employment Summary

Table 1. Faculty Employment by Track and Title.

	Fall 2017	Fall 2016	Fall 2015
<b>Tenure-track Faculty</b>	40	42	43
<b>Professor, with tenure</b>	12	11	12
<b>Associate Professor, with tenure</b>	18	18	15
<b>Assistant Professor</b>	10	13	16
<b>Librarian, with tenure</b>	0	0	0
<b>Research Faculty</b>	1	1	1
<b>Research Professor</b>	1	1	1
<b>Research Associate Professor</b>	0	0	0
<b>Research Assistant Professor</b>	0	0	0
<b>Clinical/instructional Faculty</b>	13	14	13
<b>Clinical Professor</b>	0	0	0
<b>Clinical Associate Professor</b>	0	0	0
<b>Clinical Assistant Professor</b>	0	0	0
<b>Instructor</b>	12	12	12
<b>Lecturer</b>	1	2	1
<b>Visiting</b>	0	0	0
<b>Adjunct Faculty</b>	16	28	23

## Faculty Diversity by Gender and Race/Ethnicity

Note: USC follows US Department of Education IPEDS/ National Center for Education Statistics guidance for collecting and reporting race and ethnicity. See [https://nces.ed.gov/ipeds/Section/collecting\\_re](https://nces.ed.gov/ipeds/Section/collecting_re)

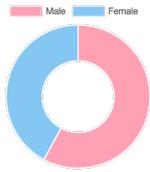
**Table 2. Faculty Diversity by Gender and Race/Ethnicity, Fall 2016, Fall 2015, and Fall 2014.**

	<b>Fall 2017</b>	<b>Fall 2016</b>	<b>Fall 2015</b>
<b>Gender</b>	57	60	61
<b>Female</b>	24	26	26
<b>Male</b>	33	34	35
<b>Race/Ethnicity</b>	57	60	61
<b>American Indian/Alaska Native</b>	0	0	0
<b>Asian</b>	10	8	7
<b>Black or African American</b>	2	2	2
<b>Hispanic or Latino</b>	1	1	1
<b>Native Hawaiian or Other Pacific Islander</b>	0	0	0
<b>Nonresident Alien</b>	2	1	3
<b>Two or More Races</b>	1	0	0
<b>Unknown Race/Ethnicity</b>	0	0	0
<b>White</b>	41	48	48

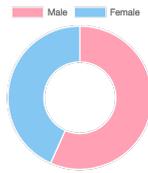
Illustrations 1 and 2 (below) portray this data visually.

## Illustration 1. Faculty Diversity by Gender

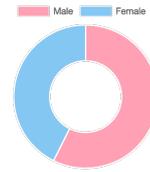
2017 Faculty Gender



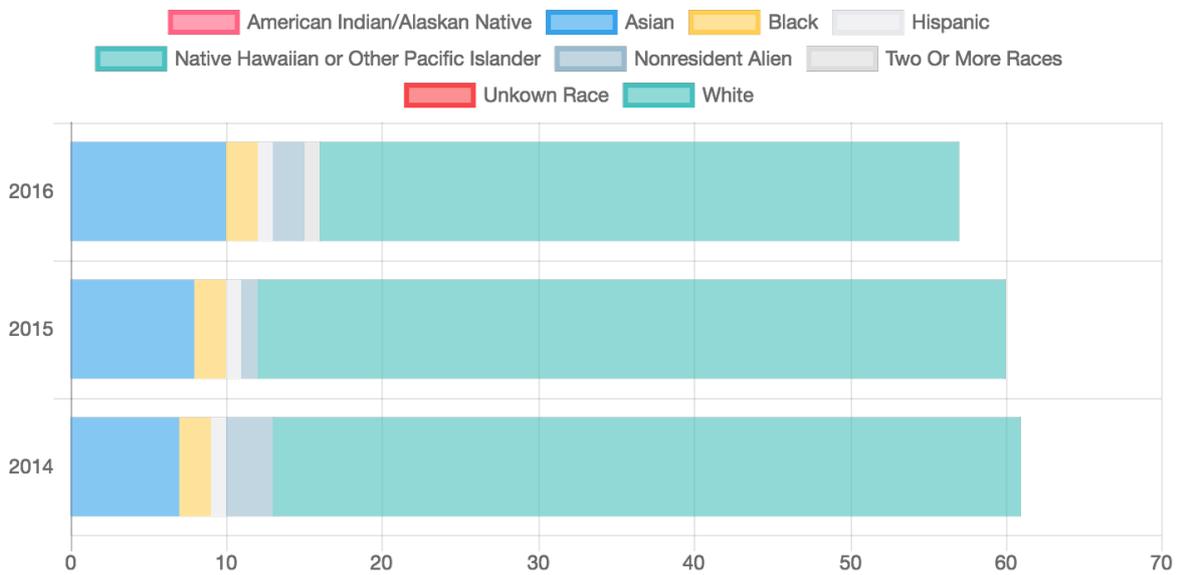
2016 Faculty Gender



2015 Faculty Gender



## Illustration 2. Faculty Diversity by Race & Ethnicity



# Faculty Information

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## Research and Scholarly Activity

*Please refer to Appendix 3, which provides detailed information from the Office of the Vice President for Research, department of Information Technology and Data Management, including:*

1) *The total number and amount of externally sponsored research proposal submissions by funding source for the appropriate Fiscal Year.*

2) *Summary of externally sponsored research awards by funding source for the appropriate Fiscal Year. Total extramural funding processed through Sponsored Awards Management (SAM) in the Fiscal Year, and federal extramural funding processed through SAM in the Fiscal Year. (Available at:*

*<http://sam.research.sc.edu/awards.html>) Amount of sponsored research funding per faculty member in FY YYYY (by rank, type of funding; e.g., federal, state, etc., and by department if applicable).*

3) *Number of patents, disclosures, and licensing agreements for three most recent Fiscal Years.*

The College of HRSM continues to experience a positive change of research culture at all levels with increased numbers and quality of research as measured by the ranking of targeted journals. Internal adjustments were made to the tenure and promotion guidelines to reflect this emphasis. HRSM has placed great emphasis on the importance of identifying and submitting proposals for sponsored research to all faculty members. The college has implemented a high-performance metric for all research centers (7) to raise and monitor their performance standards. Our emphasis on sponsored research and higher standard publications will contribute to the university's mission as a top-tier research institution.

The availability of large external funding projects remains a challenge for the college. Faculty members have received extra encouragement to seek internal and external collaborations in order to identify and secure funding sources.

## Faculty Development

*Efforts at Faculty Development, including investments, activities, incentives, objectives, and outcomes.*

*Optional*

The HRSM Tenure & Promotion document was restructured to a department level Tenure & Promotion documents. This effort was undertaken to ensure the effectiveness and efficiency of the Tenure and Promotion committee and to make the process is as transparent as possible. Also, due to the continued growth of the college, not only had the College T&P committee was becoming size prohibitive, it was also becoming more and more difficult discern areas of expertise and quality at the macro level. These issues fueled the move to departmental evaluation of quality of submitted materials and help make the evaluation process more consistent and viable.

To help faculty continually develop, each HRSM department provides tenure track faculty with (approximately) \$2,500 and instructors with \$1500 to attend academic and industry conferences each year and to support their research efforts. The goal is both knowledge dissemination and acquisition. Plus, attendance enhances each faculty member's networks and research groups.

## Other Activity

*Efforts at Faculty Development, including investments, activities, incentives, objectives, and outcomes.*

*Optional*

Kevin So's article "The role of customer engagement in building consumer loyalty to tourism brands" in the Journal of Travel Research was downloaded more than 3,500 times in 2017, making it the #1 most

downloaded JTR article all year.

The rising popularity of our Entertainment emphasis has led to our faculty being invited to perform at several locations both on campus and off:

Shaomian, Armen, Performance with guest artists (2017), School of Music

Shaomian, Armen, Invited Performance at Mississippi University for Women's New Music Weekend (2017)

## **Supplemental Info - Faculty**

*Any additional content on Faculty Information appears as Appendix 4. (bottom)*

## **Supplemental Academic Analytics Report**

*Content from Academic Analytics appears as Appendix 5. (bottom)*

# Teaching

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## Faculty to Student Ratio

The formula used to compute the ratio uses data from Faculty Population by Track and Title and Student Enrollment by Time Basis, as follows:

$$\frac{(Total\ Full-time\ Students + 1/3\ Part-time\ Students)}{((Total\ Tenure-track\ Faculty + Total\ Research\ Faculty + Total\ Clinical/Instructional\ Faculty) + (1/3\ Adjunct\ Faculty))}$$

**Table 4. Faculty-to-Student Ratio, Fall 2017, Fall 2016, and Fall 2015**

Fall 2017	Fall 2016	Fall 2015
1:33.9	1: 35.0	1:33.22

## Analysis of Ratio

*Analysis of the ratio, agreement with the data, and plans for the future to impact this ratio.*

The current ratio for the academic year is 34:1 (Approx.). The department of iIT was recently transferred out of HRSM, and even so, our overall enrollment has grown year-over-year while our FTE ratio has remained constant in the 34 or 35:1 range.

# Faculty Awards Nominations

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Faculty nominated for the following awards in the categories of Research, Service, Teaching, or Other, during AY2017-2018.

## Research Award Nominations

<b>Recipient(s)</b>	<b>Award</b>	<b>Organization</b>
Grady, John	Patricia G. Moody Researcher of the Year	College of HRSM
Grady, John	Breakthrough Award for Leadership in Research	USC
So, Kam Fung (Kevin)	Patricia G. Moody Researcher of the Year Award 2017	USC College of Hospitality, Retail and Sport Management

## Teaching Award Nominations

<b>Recipient(s)</b>	<b>Award</b>	<b>Organization</b>
Grady, John	Mungo Distinguished Professor of the Year	USC
Cardenas, David	Harry E. Varney Teacher of the Year	USC College of Hospitality, Retail and Sport Management

# Faculty Awards Received

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*During AY2017-2018 faculty of HRSM were recognized for their professional accomplishments in the categories of Research, Service, and Teaching.*

## Research Awards

<b>Recipient(s)</b>	<b>Award</b>	<b>Organization</b>
Ballouli, Khalid	Patricia G. Moody Research of the Year	College of HRSM
So, Kam Fung (Kevin)	Thomson Reuters Highly Cited Researcher	Reuters International
Cardenas, David	Best Conference Paper Award	22nd Annual Graduate Education and Graduate Student Research Conference in Hospitality and Tourism, ICHRIE

## Service Awards

Recipient(s)	Award	Organization
Grady, John	President's award for outstanding service	Sport and Recreation Law Association
Edwards, Karen	USC Integrity Award	USC Office of Student Conduct and Academic Integrity
Grady, John	Outstanding advocate for first-year students	USC Office of U101 Programs
Brown, Matt	Garth Paton Distinguished Service Award	North American Society for Sport Management (NASSM)

## Teaching Awards

Recipient(s)	Award	Organization
Koesters, Todd	Harry E. and Carmen S. Varney Distinguished Teacher of the Year	College of HRSM

## Other Awards

Recipient(s)	Award	Organization
Edwards, Karen	2018 Distinguished Achievement Award	Coker College Alumni Association
Gillentine, Andy	Sport Management Scholar Lifetime Achievement Award	Applied Sport Management Association
Shaomian, Armen	Brian J. and Linda L. Mihalik Global Scholar Award	College of HRSM

# Student Recruiting and Retention

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## Student Recruitment

*Efforts, including specific actions, to recruit students into College/School programs.*

Since 2015, the College of HRSM has attained a 50% increase in freshmen enrollment. During this same time, HRSM has increased the number of undergraduate degrees awarded annually by 11.9%.

The Director of Recruitment oversees year-round, undergraduate recruitment efforts for the College of HRSM in accordance with the Office of Undergraduate Admissions. The Admissions and Student Recruitment Committee consists of representatives from each department within the College of HRSM, the Assistant Dean for Student Services and the Director of Recruitment. HRSM maintains a group of approximately 40 Student Ambassadors who are recruited, trained and strategically engaged daily with all stakeholder populations including prospective students and their parents.

The Admissions and Student Recruitment Committee ensure full faculty and staff support of all ongoing student recruitment activities. In accordance with the USC Visitor Center, HRSM provides daily Academic Information Sessions to all visiting students and parents (Approximately 150 sessions held annually with a 95% success rate among surveyed visiting students and parents) The college also hosts New Student Welcome events with HRSM Faculty, Students and Staff.

In accordance with Undergraduate Admissions, HRSM implements an annual engagement plan that includes monthly yield activities with our incoming new student populations.

- faculty fully support Undergraduate Recruitment Events (Open House/Admitted Student Days)
- Annual Recruitment, Training and weekly deployment of more than 40 HRSM Ambassadors interacting with prospective stakeholders.
- significantly increased International Student Recruitment reaching a milestone of 5% total undergraduate student enrollment (123). This number was at less than 1% two years ago (16).
- focused recruitment and engagement efforts with diverse/multicultural populations through HRSM Student Leadership Development, Ambassador Recruitment, and marketing and communications.
- increased engagement with the Gamecock Gateway population (current HRSM enrollment of 128 Gamecock Gateway students or 5.3% of our student body).
- Hosts the Annual Guidance Counselor Fly-in for interactive session with HRSM faculty.
- Recruitment literature is mailed to all admitted new students (more than 1,000 per year).
- Customized electronic messaging outreach to all new student populations.
- Honors/Scholar recipients receive outreach from HRSM Faculty for high achieving population yield.
- annually trains new and returning local and regional admissions counselors on degree program offerings and academic experiences in HRSM
- Daily, on demand support to all prospective students and parents seeking additional academic interest information from HRSM though face-to-face meetings, calls and email support
- The HRSM website is designed with prospective students needs in mind and provides direct access to the Dean's Office.
- provides regular HRSM faculty/staff recruitment support to USC Athletics in year-round prospective student-athlete recruitment efforts for all teams.
- supports our Shorelight partners for additional International Recruitment efforts on campus and abroad.
- External state and national Undergraduate Recruitment outreach through DECA (National Conference exposure to 18,000 select high school students and their teachers/advisors).
- hosts regular targeted high school groups for on campus visits.

# Student Retention

*Efforts at retaining current students in College/School programs.*

Since AY2015-16, HRSM Office of Student Services implemented a number of best practices to improve student retention, academic progression and time to graduation.

AY2017-2018 Advising/Retention Initiatives:

In an effort to assist students in making informed choices to make satisfactory progress toward degree, identify when students are off track and engage early career planning, the following advising practices are ongoing:

- HRSM staff advisor/advisee - assignment per discipline.
- Advising caseloads: 330-375:1.
- Advising sessions are 30 minutes in length.
- Advisors service 10-12 students per day.
- 100% Advising technology utilization
- Appointments scheduled via adopted scheduling platform.
- Progress to completion monitored via DegreeWorks and Pathfinder.
- Paperless advising - advisement notes are available to students in DegreeWorks. Close of appointment notes made available in Pathfinder.
- Success markers and risk scoring for early intervention monitored in Pathfinder.
- Referrals to campus resources - ongoing and noted in Pathfinder.
- Alerts - issued as necessary.
- Global communication and office activities shared via UAC's Constant Contact account.
- Increased focus on advisor training and development.
- HRSM advisors are required to complete a four level training program.
- HRSM advisors achieved Level One and Two certification.
- Professional Development and Training.
- SAI Programs, March 2017
- Green Zone Ally Training - June 2107
- Carolina Intercultural Training - June 2017
- Advising Students with Disabilities - December 2017
- Chat with the Chair: SPTE curriculum meeting - December 2017
- Legal Update for Academic Advisors: How Current Regulations Affect Your Role - February 2018
- Interpersonal Violence Reporting Guidelines & Campus Services for Advisors - March 2018
- Safe Zone Allay Training - March 2018
- Advising Hacks: Best Practices - USC Advisors Educational Conference - February 2018
- Retention Initiatives:
  - Advisors and HRSM staff instructed HRSM UNIV 101 sections - fall 2017.
  - Retailing and Sport and Entertainment Management Living and Learning Communities - ongoing.
  - Outreach for underrepresented students.
  - Planned Initiatives for AY2018-19:
    - Faculty/Industry Mentorship program
    - Mentorship Program for underrepresented students
    - Study Abroad Field Study for underrepresented students

# Student Enrollment & Outcomes

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The following data was provided by USC's Office of Institutional Research, Assessment, and Analytics.

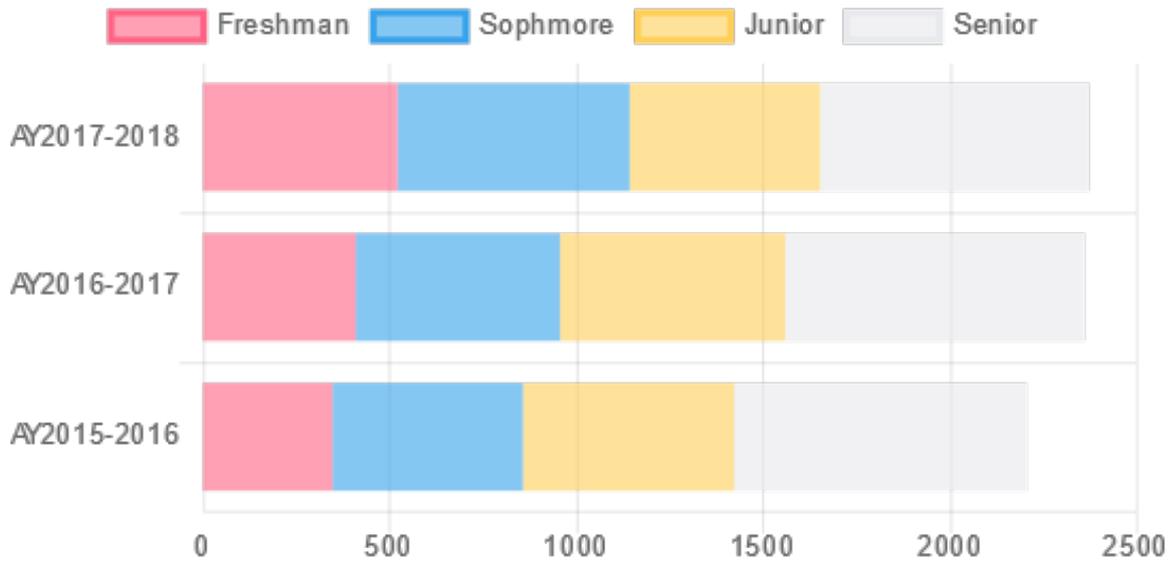
Note: Student enrollment and outcomes data are calculated by headcount on the basis of primary program of student only.

## Student Enrollment by Level & Classification

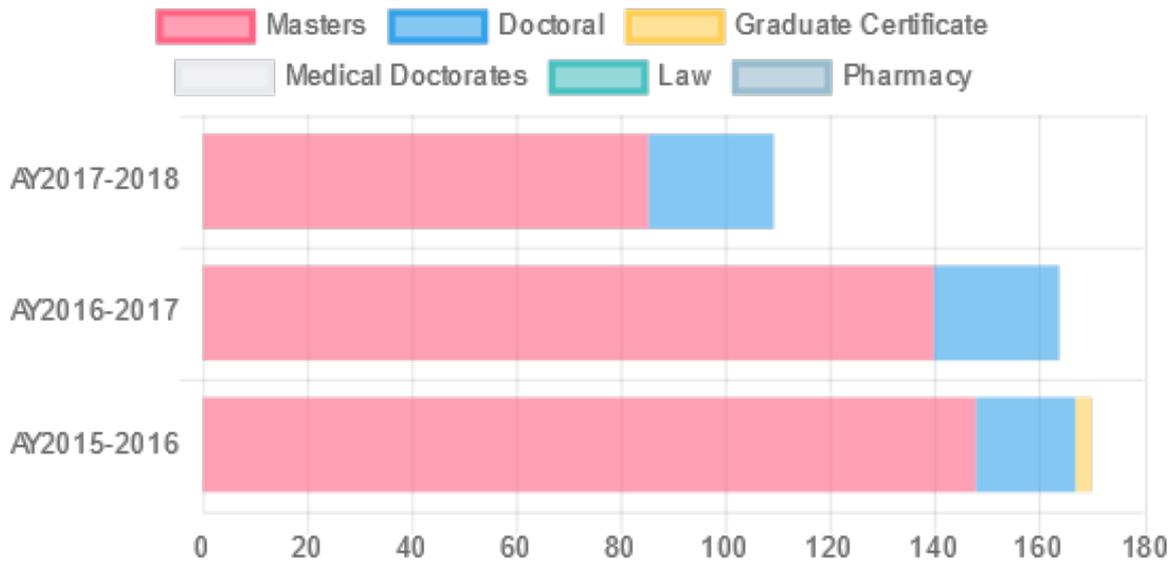
Table 5. Student Enrollment by Level & Classification.

	Fall 2017	Fall 2016	Fall 2015
<b>Undergraduate Enrollment</b>			
<b>Freshman</b>	522	412	347
<b>Sophomore</b>	621	550	511
<b>Junior</b>	512	600	563
<b>Senior</b>	718	809	788
<b>Sub Total</b>	2373	2371	2209
<b>Graduate Enrollment</b>			
<b>Masters</b>	85	140	148
<b>Doctoral</b>	24	24	19
<b>Graduate Certificate</b>	0	0	3
<b>Sub Total</b>	109	164	170
<b>Professional Enrollment</b>			
<b>Medicine</b>	0	0	0
<b>Law</b>	0	0	0
<b>PharmD</b>	0	0	0
<b>Sub Total</b>	0	0	0
<b>Total Enrollment (All Levels)</b>	<b>2482</b>	<b>2535</b>	<b>2379</b>

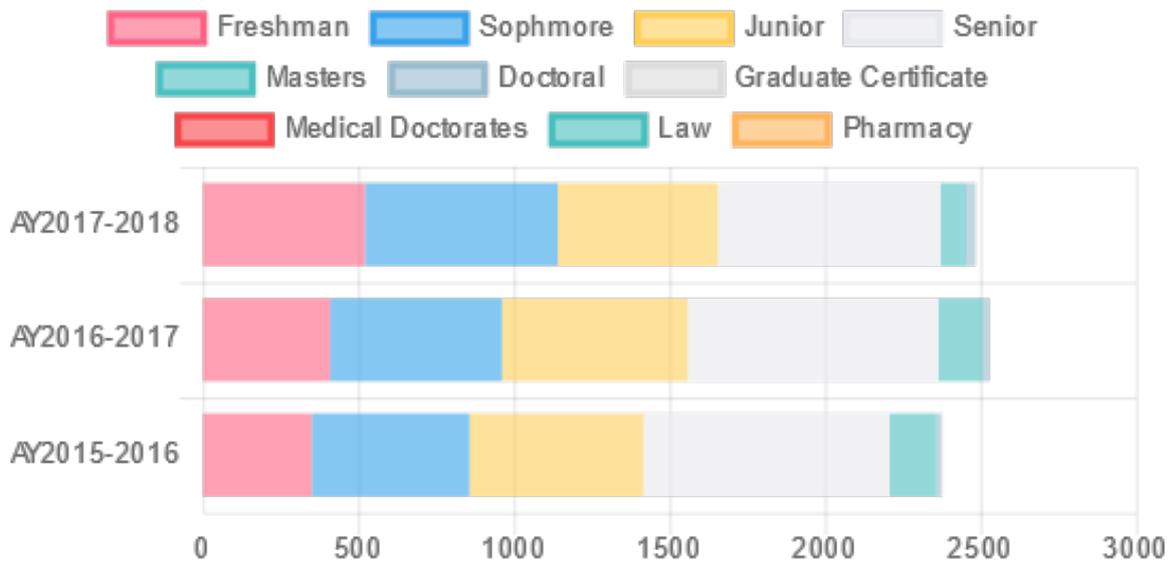
**Illustration 3. Undergraduate Student Enrollment by Classification**



**Illustration 4. Graduate/Professional Student Enrollment by Classification**



### Illustration 5. Total Student Enrollment by Classification (All Levels)



## Enrollment by Time Status

Table 6. Student Enrollment by Level and Time Status.

	Fall 2017	Fall 2016	Fall 2015
<b>Undergraduate</b>	<b>2373</b>	<b>2371</b>	<b>2214</b>
Full-Time	2253	2249	2038
Part-Time	120	122	176
<b>Graduate/Professional</b>	<b>109</b>	<b>164</b>	<b>170</b>
Full-Time	95	106	109
Part-Time	14	58	61
<b>Total - All Levels</b>	<b>2482</b>	<b>2535</b>	<b>2384</b>
Full-Time	2348	2355	2147
Part-Time	134	134	134

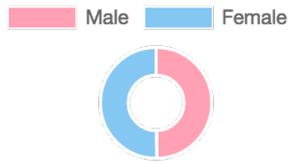
## Student Diversity by Gender

Table 7. Student Enrollment by Gender.

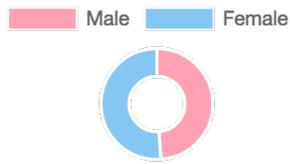
	Fall 2017	Fall 2016	Fall 2015
<b>Undergraduate</b>	<b>2373</b>	<b>2371</b>	<b>2214</b>
<b>Female</b>	1191	1213	1164
<b>Male</b>	1182	1158	1050
<b>Graduate/Professional</b>	<b>109</b>	<b>164</b>	<b>170</b>
<b>Female</b>	58	70	84
<b>Male</b>	51	94	86

## Illustration 6. Undergraduate Student Diversity by Gender

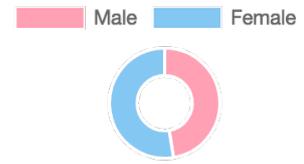
2018 Undergraduate Gender



2017 Undergraduate Gender

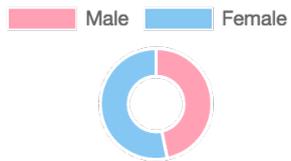


2016 Undergraduate Gender

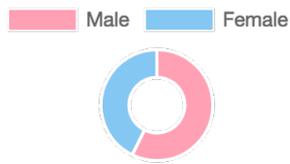


## Illustration 7. Graduate/Professional Student Diversity by Gender

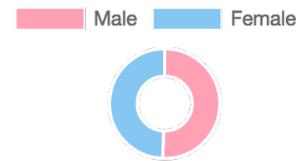
2018 Graduate Gender



2017 Graduate Gender



2016 Graduate Gender

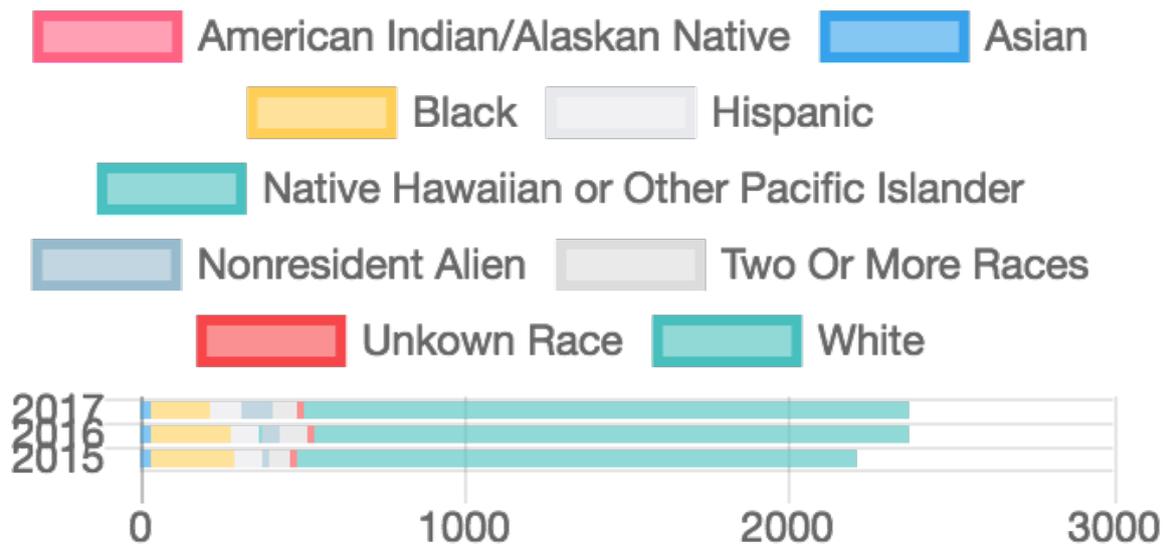


# Student Diversity by Race/Ethnicity

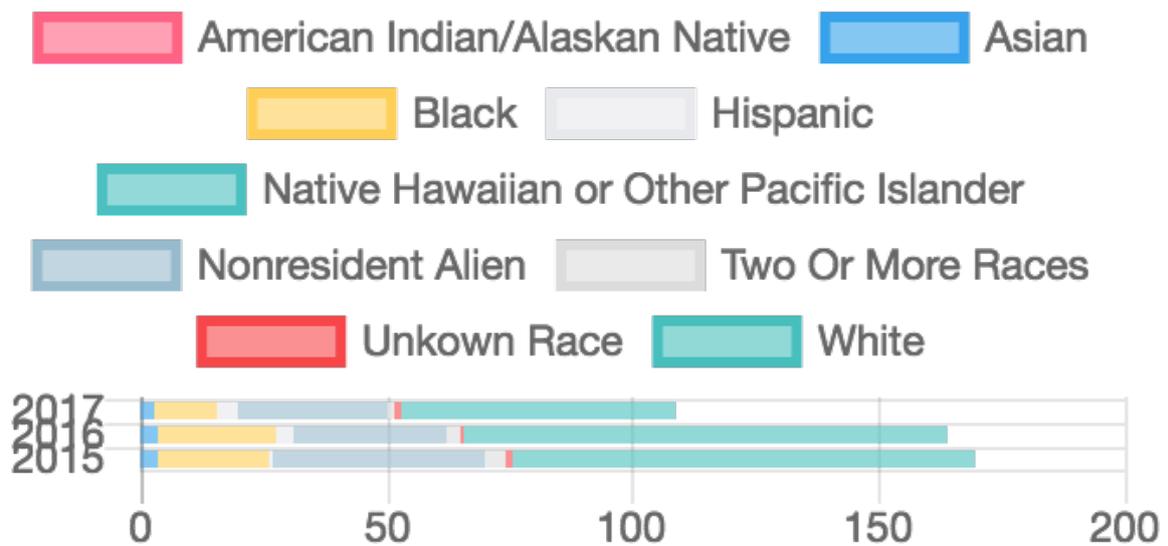
Table 8. Student Enrollment by Race/Ethnicity.

	Fall 2017	Fall 2016	Fall 2015
<b>Undergraduate</b>	<b>2373</b>	<b>2371</b>	<b>2214</b>
<b>American Indian/Alaska Native</b>	1	4	5
<b>Asian</b>	32	34	33
<b>Black or African</b>	186	249	253
<b>Hispanic or Latino</b>	95	85	89
<b>Native Hawaiian or Other Pacific Islander</b>	2	5	1
<b>Nonresident Alien</b>	99	52	19
<b>Two or More Races</b>	70	84	66
<b>Unknown</b>	20	23	24
<b>Race/Ethnicity</b>			
<b>White</b>	1868	1835	1724
<b>Graduate/Professional</b>	<b>109</b>	<b>164</b>	<b>170</b>
<b>American Indian/Alaska Native</b>	0	0	0
<b>Asian</b>	3	4	4
<b>Black or African</b>	13	24	22
<b>Hispanic or Latino</b>	4	3	1
<b>Native Hawaiian or Other Pacific Islander</b>	0	0	0
<b>Nonresident Alien</b>	30	31	43
<b>Two or More Races</b>	2	3	4
<b>Unknown</b>	1	1	2
<b>Race/Ethnicity</b>			
<b>White</b>	56	98	94

**Illustration 8. Undergraduate Student Diversity by Race/Ethnicity**



**Illustration 9. Graduate/Professional Student Diversity by Race/Ethnicity**



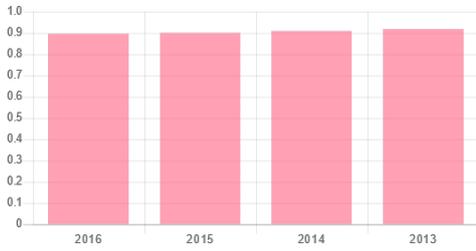
# Undergraduate Retention

Table 9. Undergraduate Retention Rates for First-time Full-time Student Cohorts

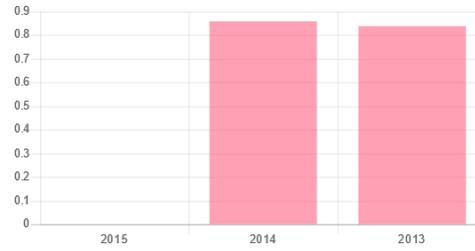
	First Year	Second Year
Fall 2016 Cohort	89.7%	N/A
Fall 2015 Cohort	90.2%	N/A
Fall 2014 Cohort	91%	86%
Fall 2013 Cohort	92%	84%

Illustration 10. Undergraduate Retention, First- and Second Year

First Year



Second Year



# Student Completions

## Graduation Rate - Undergraduate

Table 10. Undergraduate Graduation Rates for First-time Full-time Student Cohorts at 4-, 5-, and 6 Years.

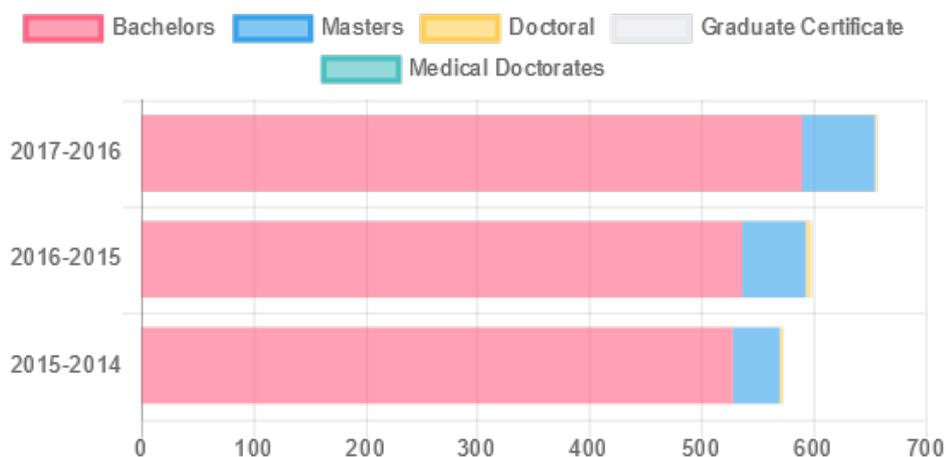
	4-Year	5-Year	6-Year
Fall 2011 Cohort	65.1%	72.2%	73.1%
Fall 2010 Cohort	0%	0%	0%
Fall 2009 Cohort	0%	0%	0%

## Degrees Awarded by Level

Table 11. Degrees Awarded by Level.

	AY2016-2017	AY2015-2016	AY2014-2015
Associates Degree	0	0	0
Bachelors	591	537	528
Masters	64	56	43
Doctoral	3	5	3
Medical	0	0	0
Law	0	0	0
Pharmacy Doctorate	0	0	0
Graduate Certificate	0	0	0

Illustration 11. Degrees Awarded by Level



# Alumni Engagement & Fundraising

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## Alumni

*Substantial activities, engagements, and initiatives with alumni during AY2017-2018, focusing on relationships and activities with alumni.*

The HRSM Alumni Society was created in 2006. The HRSM Alumni Board has been active and engaged since the first meeting in July 2006. There are a minimum of 3 annual board gatherings, two meetings and one retreat that is held regionally with an embedded reconnect event. The board has raised over \$100,000 for the Alumni Society Fund that they created to support student scholarships for international and conference travel and alumni operations. The first scholarship was given in 2009. To date, we have awarded 25 scholarships totaling over \$35,000.

### Signature Alumni Events:

**Homecoming-** In November 2017, we held our 39th HRSM homecoming celebration. The event is a way to showcase the college and our students, while engaging our alumni and industry friends. Our students (ambassadors, HRTM 370 and masters SPTE students) volunteer to work, so it is also a way we demonstrate our mission and begin cultivating students to be engaged alumni. The event auction gives us many opportunities to build relationships with alumni and industry because the alumni director and board members, as well as other faculty and staff ask for donations. The proceeds allow us to award student scholarships. We typically engage alumni several times throughout the fall with eblasts that include compelling information encouraging them to attend.

**HRSM Alumni Society Career Night-** Held once each semester-twice in the spring of 2018, the HRSM Alumni Society Career Night is a signature event started by the AS board in February 2007. It has evolved over the last 10 years to meet the needs of our students. Approximately 50 alumni/industry partners/faculty staff help 300+ students develop their networking skills in a real-life setting. A pre-event is offered so alumni/industry partners/faculty and staff can network prior to the event. Relationships among all our core constituencies are strengthened through the pre-event and event. Many students create relationships with participants that lead to internships and full-time jobs. In the history of our ASCN, there have been over 800 networking participants. Even with many of them being repeat attendees, we have had over 400 unique participants.

**Luncheon for HRSM alumni who work at USC-** We realized that based on the millennium data that we had nearly 250 HRSM alumni who work on campus and we felt like we needed to reestablish these relationships and engage this internal audience. The first luncheon was held in 2013. The program includes a welcome from the Dean with updates on what is happening at the college as well as a presentation from one of our Alumni Society Fund scholarship winners. We want to have alumni around campus who can be advocates for the college. However, they need to be informed and knowledgeable about our story.

**HRSM Alumni Awards Ceremony-** Two distinguished alumni awards are given as well as a distinguished service and friend of the college award. The awards help us identify and recognize outstanding alumni, often leading to cultivation. The friend and service awards allow us to recognize significant contributions to the college. They can be alumni, but it is not a requirement. These recipients are often already in the stewardship phase and give us another way to continue to recognize and cultivate the relationship.

**HRSM Alumni Society Reconnects-** Reconnect events are typically social/networking oriented. Sometimes

they are with an audience of 40-50 and sometimes 4-5, depending on the area/region. All events include at least two eblasts for awareness as well as additional social media. Events for 2017-2018 include: Atlanta, Baltimore, Bethesda/DC, Charleston, Charlotte and Columbia.

### **External Engagement:**

**Dean's Roundtable-** Host a brunch/lunch with the Dean in a destination where we have a high population of alumni and industry partners. Attendees will be high level/influential alumni/partners who can serve as advocates on behalf of the college and not only support and promote us, but also introduce us to others in the industry who have similar influence. HRSM leadership team and faculty/staff will be involved in identifying participants.

**Alumni Survey-** Conducted annually to assess HRSM experience and current situation including, but not limited to, employment status and salary. The audience is alumni who graduated 1 and 5 years ago.

**Travel with Dean to discuss externship opportunities at prestigious country club in Arkansas.** The GM, Assistant Clubhouse Manager and Director of Member Relations are alumni and there were student interns working there as well. More student interns were hired after the training and the team came later in the fall to recruit and hire externs for this year.

**Carolina Action Day-** Participate with alumni and University officials as we advocate for the needs of the University.

**Social Media-** We have an Official College of HRSM Alumni Network on LinkedIn with nearly 2300 members. We are growing our group organically, by requiring our students in the Marnie Pearce Professional Development class to join after creating their LinkedIn profile.

**One-on-one meetings-** Coordinate lunch/coffee with alumni/industry partners within and outside of the state for cultivation.

### **Daily Engagement:**

We engage daily through social media including LinkedIn, Facebook, and Instagram. The alumni director has nearly 4,000 LinkedIn connections and over 800 Facebook connections that are used to build relationships for our students, faculty, and staff as well as our corporate relations and development teams. There is daily engagement on these platforms. We also update alumni data in the millennium database so we can effectively communicate.

### **Other ways we engage with our audiences:**

- Alumni Director participates in HRSM 301 class to begin "alumni" relationship with current students including, but not limited to, True Colors Seminar Facilitator, Alumni Society Career Night, Final-Practical Exam, Personal Branding/LI, and presentation of HRSM padfolio to celebrate their graduation with enclosed information about ways to engage in the future. In spring 2018, all of this was double.

- Participate in Hooding and Cording ceremony. Alumni director talks to student participants about importance of staying involved and giving back to the college and distributes gift prior to ceremony.
- Deliver cookies to engaged alumni and industry partners during the holidays.
- Attend/host lunches/dinners with alumni who visit as recruiters/class speakers.
- HRSM hosted members of the Alumni Society Board, including prospective members, at a concert at the Colonial Life Arena.
- Alumni Society sponsored 2 Welcome Back events (at the beginning of each semester) as well as an exam "study break" station.
- Participate in college/university activities where alumni are present: SEVT, HRTM Career Fair, Corporate Engagement Days, Brazen online networking.

## **Development, Fundraising and Gifts**

*Substantial development initiatives and outcomes during AY2017-2018, including Fundraising and Gifts.*

To date during Academic Year 2017-2018, the College of HRSM has had 491 unique donors who directly contributed their support for initiatives within HRSM. We have had a record year in giving with a total of \$6,983,098 documented through March 15, 2018. We will have well surpassed our goal of \$1,100,000.00 by the end of the fiscal year, June 30, 2018. We were able to achieve such success this past Academic Year due to new partnerships with development through our Center for Corporate Engagement and work with new Department Chairs in the Department of Retailing and the School of Hotel, Restaurant, and Tourism Management. HRSM received large gift-in-kinds for software from JDA, Inc. as well as Shopify and Wix in order to create new courses in online retailing as well as supply-chain distribution and omni-channel retailing. We were able to get new gifts of hard lines for the McCutchen House. Gifts from corporate donors totaled \$6,487,569 so far this academic year; we have had \$708,278 in support from foundations and over \$83,400 in giving from alumni.

To close out the academic year, the College of HRSM will be a part of the first giving day ever at the University of South Carolina. We hope to put over 100 new unique donors in the pipeline to give to career support for HRSM students. In addition, we have worked on a naming proposal valued at \$25million for the College of HRSM that we hope to close by the end of FY 2018.

Our funding priorities for the remainder of FY 2018 and for FY 2109 will be the naming opportunities for the College as a whole, the naming opportunities for each individual department, and naming opportunities within the renovated Close-Hipp Building for anticipated building move. Dean Oh and the Director of Development will work on securing the naming opportunities and will establish an HRSM Partnership Board to begin next academic year. The Assistant Director of Development will focus his efforts on establishing an HRSM Partnership Program in conjunction with the Center for Corporate Engagement to secure sponsorships as well as adding new members to our HRSM Dean's Circle of Friends and engaging alumni to put them in the giving pipeline for multi-year commitments.

We hope to announce a new name for the College of HRSM after a donor at the end of this academic year which will significantly impact all of our work and elevate our name and brand for years to come.

## **Supplemental Info - Alumni Engagement & Fundraising**

*Any additional information on Alumni Engagement and Fundraising appears as Appendix 6. (bottom)*

# Community Engagement

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## Description

*Community engagement and community based research, scholarship, outreach, service or volunteerism conducted during AY2017-2018, including activities at the local, state, regional national and international levels.*

99 earned media placements in national, trade and local outlets with 346 million impressions Increased feature story reach by 41% HRSM newsletter exceeded annual goal of 600 subscribers, total of 8 new newsletters produced 1,532 newsletter deliveries Increased social media reach by 50 %

Increased social media engagement by 40% Reached~ 2K/day with new building signage 30 feature stories produced - generating 23,336 unique web visitors (up 41%).

## Community Perceptions

*How unit assesses community perceptions of engagement, as well as impact of community engagement on students, faculty, community and the institution.*

One of our most powerful marketing tools, HRSM strengthened its social media presence and brand engagement reaching 919,275 people and earning 69,416 engagements across Facebook, Twitter, Instagram, LinkedIn, Snapchat and YouTube. Social media is one of the top 3 drivers of traffic to HRSM's website.

## Incentivizing Faculty Engagement

*Policies and practices for incentivizing and recognizing community engagement in teaching and learning, research, and creative activity.*

Each faculty member is allocated a pre-determined amount of funds for professional development, travel etc. Funds enable the faculty members to be extremely active throughout SC, the nation and internationally. These resources are used to (a) develop and maintain useful industry relationships, (b) disseminate scholarly research and (c) implement new teaching methods within the classroom.

## Supplemental Info - Community Engagement

*Any additional information on Community Engagement appears as Appendix 7. (bottom)*

# Collaborations

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## Internal Collaborations

The college of HRSM prides itself on the collaborative potential of the programs housed within the college. The faculty and staff are consistently encouraged to find the intersection between, Hospitality, Tourism, Retail, and sport management and utilize those position for the development of new and innovative knowledge. To meet this end, the College of HRSM developed an internal grant program to reward faculty who found new and exciting ways to collaborate with colleagues not only within their respective departments but across departments. The results of this emphasis were a total of 24 new collaborative projects (articles, presentations and funding proposals).

## External Collaborations

The College of HRSM also encouraged and supported faculty in the advancement of external collaborations both across campus and beyond. The college of consistently offered financially support for faculty to pursue external collaborative projects as well as encouraging this growth through internal grants to support the development of international courses and study programs. The results of this emphasis was also very successful with a total of 76 new external collaborations (articles, presentations, and funding proposals).

## Other Collaborations

*Our most significant academic collaborations and multidisciplinary efforts that are not otherwise accounted for as Internal or External Collaborations.*

Charleston Area Convention & Visitors Bureau

The Columbia Metropolitan Convention Center

The Hilton Columbia Center

South Carolina State Museums

Sesquicentennial State Park

Columbia Philharmonic

Charleston Food and Wine Festival

Palmetto Center for Women

Regent's University (UK)

Association of Luxury Suite Directors

Families Helping Families

Books and a Blanket

Patriots Point Naval and Maritime Museum

Walt Disney World

University of Aruba

The United States Olympic Committee (USOC)

Cape Peninsula University of Technology, Capetown, South Africa

South African National Parks, Kruger National Park and SANPark Headquarters, Pretoria, SA

Clemson University Department of Parks, Recreation and Tourism Management

Clemson University's Social Media Listening Center

South East University, Nanjing, China

Beijing Studies International University, China

Beijing Sport University, Beijing, China

Fudan University, Shanghai, China

The Institute for Tourism Studies in Macao, SAR China

University of Havana

Universidad de Cienfuegos

Center of Sport, Tourism and Leisure Studies, University of Brighton. Eastbourne, UK.

Kadir Has University. Istanbul, Turkey.

Yonder Field, Bowman, SC

Universidad Autonoma de Madrid (Spain) with Dr. J.L. Paramio Salcines.  
University of Kentucky's Fine Arts / Arts Management Program  
University of Georgia's Terry College of Business / Music Business Program  
South Carolina Arts Commission and SPTE Presents Making Money III  
Ministry of Health, Welfare and Sport, Aruba  
Xingbo Sports, China  
The Hague University of Applied Sciences  
Columbia Fireflies  
World Anti-Doping Association with Adelphi University  
President's Arts and Entrepreneurship Initiative

## **Supplemental Info - Collaborations**

*Any additional information about Collaborations appears as Appendix 8. (bottom)*

# Campus Climate and Inclusion

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## **Campus Climate & Inclusion**

*Activities unit conducted within AY2017-2018 that were designed to improve campus climate and inclusion.*

The Associate Dean of Faculty/Diversity/Operations participates in the Council of Academic Deans of Diversity, and as such, seeks to align the college efforts with those of the University. Several "Townhall" style discussions with HRSM faculty and staff relative to Diversity and Inclusion have yielded some valuable insights which form an internal agenda. HRSM has been represented in several campus-level D&I initiatives covering topics of sexual abuse, sexual harassment, race and racist language on campus, recruiting from underserved populations, and celebrating cultural differences.

Key highlights:

\*International student population in college increased 420% in two years

\*Total minority student population in college is growing year to year

\*Undergraduate and graduate gender in the college is nearly equal

## **Supplemental Info - Campus Climate & Inclusion**

*Any additional information about Campus Climate and Inclusion appears as Appendix 9. (bottom)*

# Concluding Remarks

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## Quantitative Outcomes

*Explanation of any surprises with regard to data provided in the quantitative outcomes throughout this report.*

The departure of i-IT to another academic unit affected some of our student-level diversity metrics and our overall enrollment figures. However, strong enrollment growth overall in the college more than filled the gap in one year.

## Cool Stuff

*Describe innovations, happy accidents, good news, etc. that occurred within your unit not noted elsewhere in your reporting.*

Prof Mark Nagel gave the keynote address at Confines-The International Conference of Sports Health in October

Prof Nicholas Watanabe has been named as an associate editor for the Journal of Leisure Research

Prof Steven Shapiro is the editor of the Sport Marketing Quarterly

Prof Simon Hudson secured a contract to write a new book titled "A worldwide guide to retirement destinations."

Prof Mark Rosenbaum was appointed co-editor of the Journal of Service Marketing

Prof Sporty Jeralds completed 6 guest service training sessions for part-time employees at Mercedes-Benz Superdome and Smoothie King Superdome in New Orleans.

## **Appendix 3. Research & Scholarly Activity**

Office of Research  
Information Technology & Data  
Management

College of Hospitality, Retail  
and Sport Management

Fiscal Year 2017



UNIVERSITY OF  
**SOUTH CAROLINA**

# Faculty Information

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## RESEARCH AND SCHOLARLY ACTIVITY

The following refers to Appendix 1, 2 & 3 , which provides detailed information from the Office of the Vice President for Research, department of Information Technology and Data Management, including:

- 1) The total number and amount of externally sponsored research proposal submissions by funding source for the appropriate Fiscal Year.
- 2) Summary of externally sponsored research awards by funding source for the appropriate Fiscal Year. Total extramural funding processed through Sponsored Awards Management (SAM) in the Fiscal Year, and federal extramural funding processed through SAM in the Fiscal Year. (Available at: <http://sam.research.sc.edu/awards.html>) Amount of sponsored research funding per faculty member in FY YYYY (by rank, type of funding; e.g., federal, state, etc., and by department, if applicable).
- 3) Number of patents, disclosures, and licensing agreements for three most recent Fiscal Years.

*Identified areas of challenge and opportunities with faculty research and scholarly activity, referencing Academic Analytics data (through 2015) and the report provided by the Office of Research's Information Technology and Data Management, including specific plans to meet these challenges or take advantage of the opportunities.*

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## Summary of Extramural Proposal Submissions by Source - FY2017

### Appendix 1

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PI Home Department	Amount First Year	Commercial	Federal	Local Govt.	Other	Private, Non-Profit	State
Hotel, Restaurant & Tourism Management	54,755	1			1	1	
Integrated Information Technology	475,624	1	1			1	
Sport & Entertainment Management	47,500	1					2
<i>Total Count</i>	<i>9</i>	<i>3</i>	<i>1</i>	<i>0</i>	<i>1</i>	<i>2</i>	<i>2</i>
<i>Total Amount First Year</i>	<i>577,879</i>	<i>102,500</i>	<i>39,633</i>	<i>0</i>	<i>19,998</i>	<i>390,748</i>	<i>25,000</i>

## Extramural Funding by Source, Department, Faculty & Rank - FY2017

### Appendix 2

PI Home Department	Dept Total	PI Name	Primary Job/Rank	Tenure Status	Total Funding	Commercial - (COM)	Other - (OTH)	State - (STA)
Hotel, Restaurant & Tourism Mgmt		DiPietro, Robin	PROFESSOR	TENURED	200,854	10,000	190,854	
<b>Total HRTM</b>	<b>200,854</b>				0			
Sport & Entertainment Mgmt		Ballouli, Khalid	ASSOC. PROFESSOR	TENURED	22,000			22,000
Sport & Entertainment Mgmt		Regan, Tom	ASSOC. PROFESSOR	TENURED	22,500	22,500		
Sport & Entertainment Mgmt		Shaomian, Armen	ASST PROFESSOR		3,000			3,000
<b>Total SEM</b>	<b>47,500</b>							
<b>Total Funding</b>	<b>248,354</b>				<b>248,354</b>	<b>32,500</b>	<b>190,854</b>	<b>25,000</b>

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# Patents, Disclosures, and Licensing Agreements

## Fiscal Year 2017

### Appendix 3

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<b>COLLEGE OF HOSPITALITY, RETAIL AND SPORT MANAGEMENT</b>				
	Invention Disclosures	Provisional Patent Applications	Non-Provisional Patent Applications	Issued Patents
<b>TOTALS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Department Breakdown				
Hotel, Restaurant & Tourism Management	0	0	0	0
Interdisciplinary Studies	0	0	0	0
Retailing	0	0	0	0
Sport & Entertainment Management	0	0	0	0

**\*Note:** These numbers include US, PCT, and foreign applications/patents

**\*Source:** Office of Economic Engagement

# **Appendix 6. Alumni Engagement & Fundraising**



# Unit Performance

All **Gift Band** **Unit** **Year** **Calculation**  
 Hospitality, Retail and Sp.. FY 2018 Production

Data update time: 3/2/2018 11:09:39 AM - Printed by Jancy Houck

## FY - YTD Production



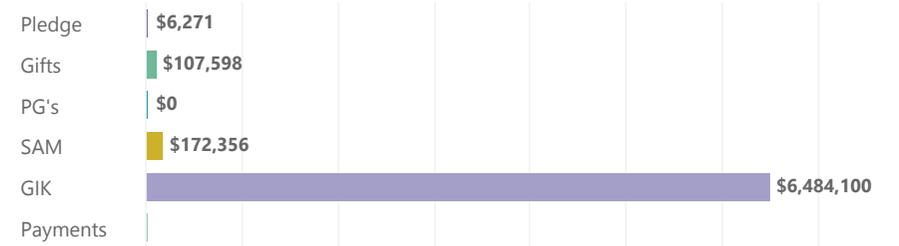
## Total \$ by Purpose



## Gift Type



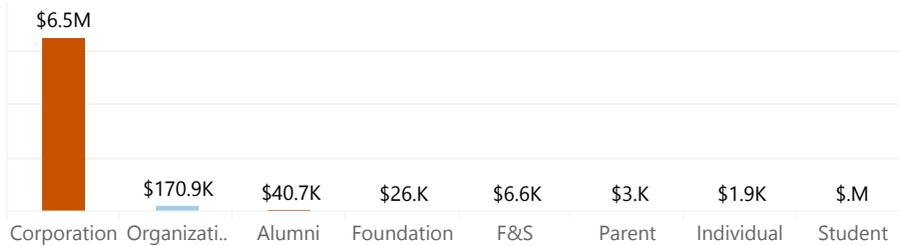
## Total \$ by Gift Type



## Donor # by Constituency



## Total \$ & Donor # by Constituency



## Designation

Spendable	\$6.7M
Endowment	\$49.2K
07/01/2017	

## Total \$ by Designation

