

Executive Summary

Blueprint for Academic Excellence

College of Hospitality, Retail, and Sport Management

AY2019-2020

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.

Highlights

- 3 year trend rate in attempted credit hours for college +7%, led by Sport Management at over 20%
- Faculty research output in Hospitality and Sport Management now among highest in U.S.
- Hospitality and Sport Management programs maintaining top 5 international rankings
- Retailing program showing strong growth
- 5-year graduation rate for college is over 75%, which above university average.
- Student and faculty retention rate is over 90% on average.
- College fundraising team generated over \$8 Million
- Numerous new international relationships show promise for successful partnerships.
- International student population grew 44% over last year, now among highest on campus



Haemoon Oh Dean
College of Hospitality, Retail & Sport Management



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



Blueprint for Academic Excellence

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AY2019-2020

Table of Contents

Executive Summary	1
Introduction	1
Highlights	1
Foundation for Academic Excellence	2
Mission Statement	2
Vision Statement.....	2
Values	2
Goals - Looking Back	3
Goals - Looking Ahead	4
Academic Programs	9
Program Rankings	9
Instructional Modalities	9
Program Launches.....	10
Program Terminations	10
Academic Initiatives	11
Experiential Learning for Undergraduates	11
Experiential Learning For Graduate Students.....	11
Affordability	11
Reputation Enhancement	12
Challenges	12
Faculty Population	13
Faculty Employment by Track and Title.....	13
Faculty Information	16
Research and Scholarly Activity	16
Faculty Development	16
Other Activity.....	16
Teaching	18
Faculty to Student Ratio.....	18
Analysis of Ratio	18
Faculty Awards Nominations	19
Research Awards Nominations.....	19
Teaching Awards Nominations	19
Faculty Awards Received	20
Research Awards.....	20
Service Awards	21
Teaching Awards	21
Other Awards	21
Student Recruiting and Retention	22
Student Recruitment	22

Student Retention	23
Student Enrollment & Outcomes	25
Student Enrollments.....	25
Student Population by Headcount	25
Student Retention, Transfer, and Graduation	32
Alumni Engagement & Fundraising	34
Alumni	34
Development.....	35
Community Engagement	37
Community Engagements and Community - Based Activities.....	37
Community Perceptions.....	37
Incentivizing Faculty Engagement	37
Collaborations	38
Internal Collaborations	38
External Collaborations.....	38
Other Collaborations	38
Campus Climate and Inclusion	40
Concluding Remarks	40
Quantitative Outcomes	41
Cool Stuff	41
Appendix 1. Academic Programs
Appendix 2. Academic Initiatives
Appendix 3. Research & Scholarly Activity
Appendix 4. Faculty Information
Appendix 5. Academic Analytics Report
Appendix 6. Alumni Engagement & Fundraising
Appendix 7. Community Engagement
Appendix 8. Collaborations
Appendix 9. Campus Climate & Inclusion

Foundation for Academic Excellence

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: 02/21/2019

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: 02/19/2019

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: 02/19/2019

Goals - Looking Back

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

Goal 1 - Develop and implement performance metrics for centers and institutes

Goal Statement	Develop and implement unit performance metrics including centers and directors to track key performance activities.
Linkage to University Goal	<ul style="list-style-type: none"> •Educating the Thinkers and Leaders of Tomorrow •Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners •Spurring Knowledge and Creation •Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Providing exemplary integrative and experiential academic preparation.
Status	Extended to following Academic Year
Action Plan	Hire a staff to develop measurement metrics and performance indices; Require all professional staff (directors) to set yearly goals and action plans
Achievements	Conversations with Center directors are ongoing.
Resources Utilized	
Goal Continuation	<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"> i. the extent to which they have met the stated goals and objectives as originally proposed; ii. the extent to which the long term funding objectives have been met in a progression towards financial stability; and 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.
Goal Upcoming Plans	
Resources Needed	
Goal Notes	Academic Years for Goal : 2017-18

Goals - Looking Ahead

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

Goal 1 - Expand international and national reputation

Goal Statement	We seek to expand our international and national reputation through branding, curriculum, partnerships, research and thought leadership.
Linkage to University Goal	<ul style="list-style-type: none"> •Educating the Thinkers and Leaders of Tomorrow •Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners •Spurring Knowledge and Creation •Building Inclusive and Inspiring Communities •Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Growing the brand equity of the College of HRSM in the international and national marketplace is an important part to both the mission of the College and the University.
Status	Progressing as expected (multi-year goal)
Action Plan	Continually explore future international partnerships; sign MOU, dual degree, exchange programs, collaborate with partners to create attractive curricula, build student exchange programs, develop internal curricula in key areas, intentionally pursue media strategies which highlight matters of significance, promote and feature faculty work that contributes to national stories of interest.
Achievements	<p>Signed new dual degree with National Economic University in Vietnam, Hospitality Management</p> <p>In process of developing other dual degree programs with partner schools in China</p> <p>Developing an international internship program for non degree seeking international students who will be on campus taking classes and enrolled in internship experiences</p> <p>Leadership team is attending University Ranking Conferences to increase visibility in key regions</p>
Resources Utilized	<p>Travel to conferences and meetings with international partner schools</p> <p>Implemented an internal study abroad planning grant to incentivize faculty for the development of study abroad courses</p> <p>In process of hiring a new international internship coordinator</p>
Goal Continuation	
Goal Upcoming Plans	
Resources Needed	
Goal Notes	

Goal 2 - Explore new collaborative programs and courses to enhance reputation and revenue

Goal Statement	Explore new collaborative programs and courses for HRSM. For instance, the College of HRSM is working on an innovative partnership that would merge hospitality, technology and health care to create a new model for senior care to benefit the state of South Carolina and communities across the country. Working with physicians, independent living specialists and senior care innovators, the partnership is exploring potential for new curriculum and centers that could become the foundation for redefining senior citizens' quality of life.
Linkage to University Goal	<ul style="list-style-type: none"> •Educating the Thinkers and Leaders of Tomorrow •Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners •Spurring Knowledge and Creation •Building Inclusive and Inspiring Communities •Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	In a collaborative environment that promotes seminal and applied research and service projects with peer institutions, global colleagues, and industry partners.
Status	Extended to following Academic Year
Action Plan	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.
Achievements	HRSM faculty recently approved the addition of a minor in Event Management, which will help students who wish for greater refinement and specialization in their major. Hosted 1 Faculty Brown Bag Research Talk in Fall 2018 and 3 in Spring 2019. Attendance was very strong.
Resources Utilized	
Goal Continuation	Established two new core classes for the college (SPTE 274 and RETL 242) as part of the college core for all students.
Goal Upcoming Plans	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.
Resources Needed	
Goal Notes	

Goal 3 - Continually engage industry partners / connect students, faculty to meaningful and desirable opportunities

Goal Statement	Given the national trend of adding value to university degree, we work hard to engage our industry partners and connect our students and faculty with meaningful and desirable opportunities. Our programmatic offerings through the academic year cross over the functions and roles of many, including the Office of Corporate Engagement, Internship Directors, Alumni Affairs, Student Recruitment, Associate Dean of Academic Programs, Marketing and Communications, and many faculty and staff who volunteer at numerous events held throughout the year.
Linkage to University Goal	<ul style="list-style-type: none"> •Educating the Thinkers and Leaders of Tomorrow •Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners •Spurring Knowledge and Creation •Building Inclusive and Inspiring Communities •Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	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.
Status	Extended to following Academic Year
Action Plan	Continually develop a model for student and industry engagement; streamline efforts between the Office of Corporate Engagement and others on the issue; assess and develop enriched teaching strategies by incorporating corporate engagement efforts. Developed first HRSM experience expo; developed field trips for students to visit corporate offices of industry leaders and engage in meetings with industry professionals. Partnering with University advising to develop a joint professional development program to mentor students
Achievements	The Office of Corporate Engagement opened in 2017 with a focus on employer, student and faculty engagement. It has cultivated employer relationships through meetings with over 94 employers and coordinated over 81 corporate days in which industry partners served as guest lecturers, hosted corporate site tours and networked with students and faculty. Notable achievements include the inaugural, college-wide Experience Expo, which hosted 70 companies, 3 study abroad organizations and 4 professional student organizations; the event facilitated connections for 834 students. In addition, we traveled to the National Retail Federation's Big Show in New York with 20 retailing students and faculty. Currently 47% of HRSM students are active on the University's Handshake recruiting platform; which is the third highest college at the University.
Resources Utilized	
Goal Continuation	
Goal Upcoming Plans	We have dedicated time to evaluating current internship processes; advising internship directors and developing an internship agreement to secure additional corporate partnerships. The Office of Corporate Engagement 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.

Resources Needed	International Student Advisor HRSM academic advisor HRSM event coordinator
Goal Notes	

Goal 4 - Review and evaluation of HRSM College Core course requirements

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

Academic Programs

Program Rankings

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

Hospitality, Restaurant and Tourism Management

No. 5 Ph.D. in Hospitality Management (HM) program among 10 schools by Hospitality-Colleges.com (2018)

No. 3 undergraduate Hospitality Management program among 184 schools by Hospitality-Colleges.com (2018).

No. 3 undergraduate Tourism Management program among 118 schools by Hospitality-Colleges.com (2018).

No. 7 overall program ranking for Hospitality Schools among 740 schools by Hospitality-Colleges.com (2018).

No. 8 Master of International Hospitality and Tourism Management (MIHTM) program among 54 schools by Hospitality-Colleges.com (2018)

No. 11 in the U.S. and No. 24 in the world in hospitality and tourism management, ShanghaiRanking's Global Rankings of Academic Subjects 2018

Sport and Entertainment Management

No. 1 US, Sport Sciences, Shanghai Ranking's Global Ranking of Sport Science Schools and Departments, 2018.

No. 3 US/ No. 5 Global, B.S., SportsBusiness International, June 2015.

No. 6 in the world and No. 5 in North America, M.S., SportsBusiness International, 2018.

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 #35 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 in RETL 115 Fashion History, HRTM 344, Personal Organization and Supervision, HRTM Hospitality and Tourism Marketing & SPTE 203 Introduction to Events and Venues, 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.

- A new international 2+2 dual-degree program with National Economic University (NEU) was developed.
- The School of HRTM revised, updated and innovated its Master's program reducing the credit hours from 36 to 33.
- A partnership was developed with the Universidad San Francisco de Quito (USFQ) to offer a semester long program focused in Sustainable Tourism in the Galapagos. Five three-week courses are offered by faculty members from both USFQ and UofSC.
- The College of HRSM will be launching an interdisciplinary minor in Event Management. The minor is in its final stage of approval and once approved will be included in the 2020-2021 Bulletin.

Program Terminations

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

No Programs were terminated during this period.

Academic Initiatives

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.

Faculty Population

Faculty Employment Summary

Table 1. Faculty Employment by Track and Title.

	Fall 2018	Fall 2017	Fall 2016
Tenure-track Faculty	39	40	42
Professor, with tenure	14	12	11
Associate Professor, with tenure	19	18	18
Assistant Professor	6	10	13
Librarian, with tenure	0	0	0
Research Faculty	1	1	1
Research Professor	1	1	1
Research Associate Professor	0	0	0
Research Assistant Professor	0	0	0
Clinical/instructional Faculty	17	14	15
Clinical Professor	1	0	0
Clinical Associate Professor	0	0	0
Clinical Assistant Professor	0	0	0
Instructor	14	12	12
Lecturer	2	1	2
Visiting	0	0	0
Adjunct Faculty	10	16	28

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

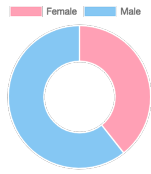
Table 2. Faculty Diversity by Gender and Race/Ethnicity, Fall 2018, Fall 2017, and Fall 2016.

	Fall 2018	Fall 2017	Fall 2016
Gender	61	57	60
Female	24	24	26
Male	37	33	34
Race/Ethnicity	61	57	60
American Indian/Alaska Native	0	0	0
Asian	9	10	8
Black or African American	1	2	2
Hispanic or Latino	1	1	1
Native Hawaiian or Other Pacific Islander	0	0	0
Nonresident Alien	3	2	1
Two or More Races	1	1	0
Unknown Race/Ethnicity	0	0	0
White	46	41	48

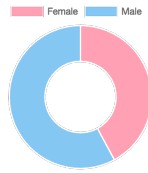
Illustrations 1 and 2 (below) portray this data visually.

Illustration 1. Faculty Diversity by Gender

2018 Faculty Gender



2017 Faculty Gender



2016 Faculty Gender

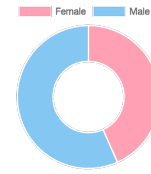
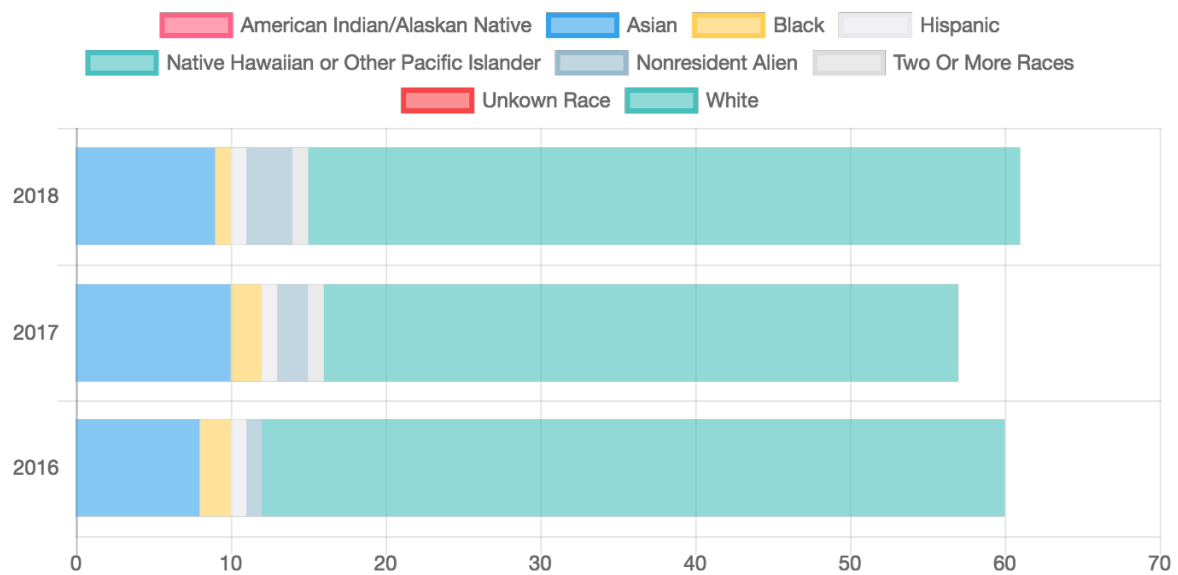


Illustration 2. Faculty Diversity by Race & Ethnicity



Faculty Information

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 2018 (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

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)

Teaching

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 2018, Fall 2017, and Fall 2016

Fall 2018	Fall 2017	Fall 2016
01:38.6	1:33.9	1: 35.0

Analysis of Ratio

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

College of HRSM 3 year trend rate in attempted student credit hours +7%.

Department of Sport and Entertainment Mgmt 3 yr growth in attempted student credit hours +19%

Department of Retailing 3 yr growth in attempted student credit hours +4%

School of Hotel Restaurant & Tourism Mgmt 3 yr growth in student credit hours -1%

Faculty Awards Nominations

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

Research Award Nominations

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

Teaching Award Nominations

Recipient(s)	Award	Organization
Smith, Scott	Harry E. Varney Teacher of the Year	USC College of Hospitality, Retail and Sport Management
Strick, Sandy	Garnet Apple Award	USC

Faculty Awards Received

Faculty of HRSM were recognized for their professional accomplishments in the categories of Research, Service, and Teaching.

Research Awards

Recipient(s)	Award	Organization
Watanabe, Nick	Research Fellow	North American Society for Sport Management
So, Kam Fung (Kevin)	Patricia G. Moody Research of the Year	College of HRSM
So, Kam Fung (Kevin)	Breakthrough Star	UofSC
Bickle, Marianne	Fellow	International Textile and Apparel Association (ITAA)
Harrill, Rich	Brian J. and Linda L. Mihalik Global Scholar Award	College of HRSM

Service Awards

Recipient(s)	Award	Organization
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Teaching Awards

Recipient(s)	Award	Organization
Smith, Scott	Harry E. and Carment S. Varney Distinguished Teacher of the Year	College of HRSM
Strick, Sandy	Garnet Apple Teaching Award	UofSC

Other Awards

Recipient(s)	Award	Organization
Burke, Tim	HRSM Staff Member of the Year	College of HRSM
Edwards, Karen	2018 Distinguished Achievement Award	Coker College Alumni Association

Student Recruiting and Retention

Student Recruitment

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

Since 2015, the College of HRSM has experienced a 10.8% increase in total undergraduate enrollment. During this same time, HRSM awarded 1,471 undergraduate degrees, the third largest among colleges on the UofSC Columbia campus.

The Director of Recruitment oversees year-round, undergraduate recruitment efforts for the College of HRSM in accordance with the Office of Undergraduate Admissions. HRSM maintains a group of approximately 50 Student Ambassadors. We recruit, train and strategically engage our HRSM Ambassadors with stakeholder populations including prospective students and their parents, industry partners and alumni. The Admissions and Student Recruitment Committee ensure full faculty and staff support of all ongoing student recruitment activities. In accordance with the UofSC Visitor Center, HRSM provides daily Academic Information Sessions year-round to all visiting students and parents. In 2018-19, HRSM will host/pre-register more than 700 prospective students and approximately 2,000 visitors. The college also hosts New Student Welcome events with HRSM Faculty, Students and Staff each August with over 400 new students participating.

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

- Since fall 2015, HRSM has rapidly increased international undergraduate student enrollment (150 in fall 2018). **As of spring 2019, international undergraduate student enrollment in HRSM was 177, or 7.2% of our total undergraduate enrollment. This is the largest undergraduate international student population among colleges on the UofSC campus.**

- Faculty fully support all Undergraduate Recruitment Events (Open House/Admitted Student Days)
- Increased size of the HRSM Ambassador Program from 40 to 50 in 2018-19. Annual Recruitment, Training and weekly deployment of HRSM Ambassadors interacting with stakeholders.
- 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 145 Gamecock Gateway students or 5.9% of our undergraduate population in Spring 2019).
- Hosts the Annual Guidance Counselor Fly-in for interactive session with HRSM faculty.
- Recruitment literature sent to all admitted new students (more than 1,000 per year).
- Customized electronic messaging outreach to all new HRSM student populations.
- Honors/Scholar recipients receive outreach from HRSM Faculty for high achieving population yield.
- Annually train 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 through face-to-face meetings, calls and email.
- The HRSM has developed all new printed recruitment materials in 2018-19.
- Provides regular HRSM faculty/staff recruitment support to USC Athletics in year-round prospective student-athlete recruitment efforts for all teams.

Support given to 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 intentional efforts to improve student retention, academic progression, time to graduation as well as career planning and readiness.

AY2018-2019 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 and services are ongoing:

One hundred percent of HRSM students assigned to staff advisors.

-
- Advising caseloads: 330-375:1. •
- Advising sessions are 30 minutes in length. •
- Advisors service 10-12 students per day. •
- 100% Advising technology utilization: •
- Self Service Carolina - Resource •
- DegreeWorks •
- Worksheets reviewed during advising sessions. •
- Notes and recommendations posted to Planner. •
- Pathway to graduation planned as necessary. •
- Navigate •
- Advising campaigns communicate pertinent information, send messages with appointment scheduling links, and track advisement activity. •
- Reporting feature and watch lists utilized as necessary when identifying special populations (honors, probation, degree candidacy first generation students, students of color, etc.). •
- Paperless advising - advising notes are available to students in DegreeWorks. Close of appointment notes made available in Navigate. •
- Success markers and risk scoring for early intervention monitored in Navigate. •
- Referrals to campus resources - ongoing and noted in Navigate. •
- Alerts - issued as necessary. •
- HRSM advisors are required to complete a multi-level level training and certification program. •
- HRSM advisors achieved at least Level 2 certification. •
- HRSM Office of Student Services Professional Development and Training: •
- Career Coach - May 3, 2018 •
- Student Educational Planner (SEP) - July 20, 2018 •
- OSS Chat With the Chair - Curriculum Overview: •
- Sport and Entertainment Management - October 12, 2018 •

Hotel, Restaurant and Tourism Management - October 16, 2018•
 Retailing - October 22, 2018•
 Pathways to Profession partnership with Career Center•
 Tour of Bank of America Stadium, Charlotte, NC - October 18, 2018•
 University Advising Center - Advising Notes Guidelines - December 11, 2018•
 Navigate Utilization and Best Practices - January 28, 2019•
 Study Abroad Overview and Best Practices for Approval Processes - January 31, 2019•
 Study Abroad Italy (SAI) - overview of program, February 1, 2019•
 Internship Forum - February 8, 2019•
 Building Bridges: Mind the Gap - USC Advisors Educational Conference - February 15, 2019 •
 Retention Initiatives:•
 Advisors and HRSM staff instructed six HRSM UNIV 101 sections - fall 2018. •
 HRSM instructors received at least one nomination for Outstanding Teaching Award. •
 Retailing and Sport and Entertainment Management First-Year Interest Groups - ongoing. •
 Initiatives for underrepresent students. •
 Meet and Mingle - Faculty, Industry Engagement - October 25, 2018•
 HRSM Mentor Match - on going•
 Launched campaign for one on one check-ins as necessary. •
 Recent and Planned Initiatives for AY2019-20:•
 HRSM Online Petition Request Form - Newly launched•
 Online Major Change Request Form - Newly launched•
 HRSM Edge: Faculty/Industry Mentorship program - Pilot Program•
 HRSM Career Champion training for faculty and staff - Scheduled•
 Study Abroad Field Study for underrepresented students - planned for March 2019•
 Changes to Advising Model and practices - Planned•
 Implement Lower/Upper Division Advisors:•
 HRSM/UAC Advisors caseloads will consist of both freshmen and sophomores. •
 Upper Division Advisors - Interdisciplinary caseloads (juniors and senior). •
 Addition of 1-2 Tier III Advisors - Funded through University Advising Center:•
 Coordinator of Faculty/Industry Mentorship Program and Lower Division Advisor (caseload up to 200 students).
 Coordinator of Engagement and Lower Division Advisor (caseload up to 200 students).

Student Enrollment & Outcomes

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 2018	Fall 2017	Fall 2016
Undergraduate Enrollment			
Freshman	460	522	412
Sophomore	718	621	550
Junior	562	512	600
Senior	708	718	809
Sub Total	2453	2373	2371
Graduate Enrollment			
Masters	93	85	140
Doctoral	27	24	24
Graduate Certificate	0	0	0
Sub Total	120	109	164
Professional Enrollment			
Medicine	0	0	0
Law	0	0	0
PharmD	0	0	0
Sub Total	0	0	0
Total Enrollment (All Levels)	2573	2482	2535

Illustration 3. Undergraduate Student Enrollment by Classification

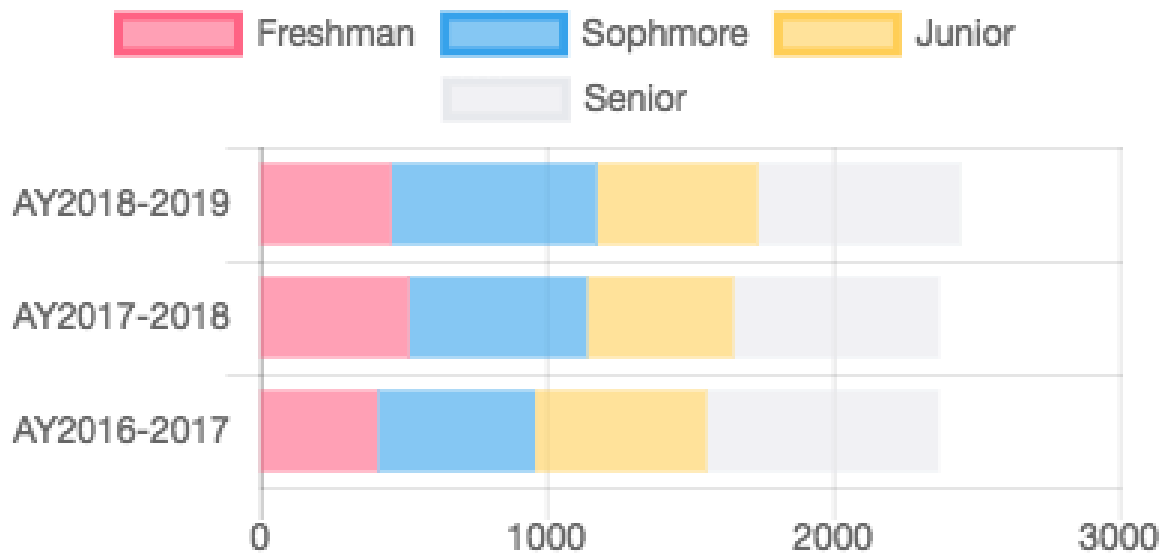


Illustration 4. Graduate/Professional Student Enrollment by Classification

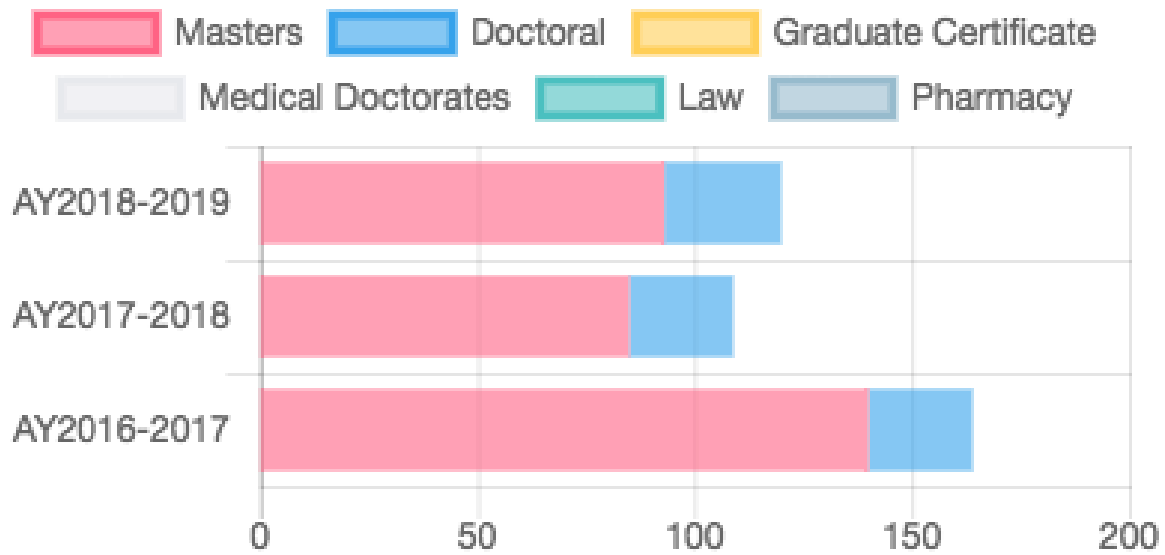
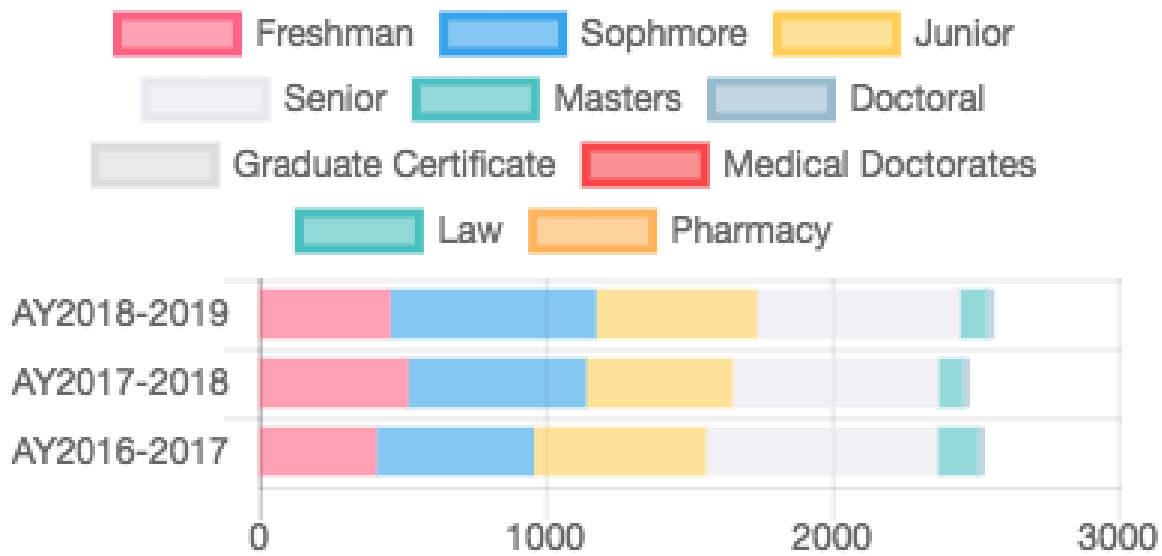


Illustration 5. Total Student Enrollment by Classification (All Levels)



Enrollment by Time Status

Table 6. Student Enrollment by Level and Time Status.

	Fall 2018	Fall 2017	Fall 2016
Undergraduate	2453	2373	2371
Full-Time	2334	2253	2249
Part-Time	119	120	122
Graduate/Professional	120	109	164
Full-Time	107	95	106
Part-Time	13	14	58
Total - All Levels	2573	2482	2535
Full-Time	2441	2348	2355
Part-Time	132	132	132

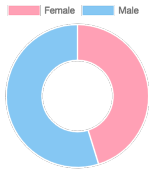
Student Diversity by Gender

Table 7. Student Enrollment by Gender.

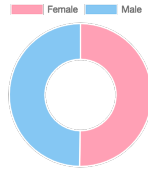
	Fall 2018	Fall 2017	Fall 2016
Undergraduate	2453	2373	2371
Female	1109	1191	1213
Male	1344	1182	1158
Graduate/Professional	120	109	164
Female	66	58	70
Male	54	51	94

Illustration 6. Undergraduate Student Diversity by Gender

2018 Undergraduate Gender



2017 Undergraduate Gender



2016 Undergraduate Gender

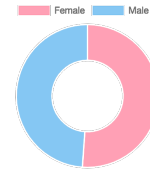
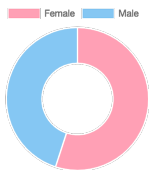
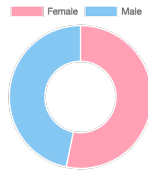


Illustration 7. Graduate/Professional Student Diversity by Gender

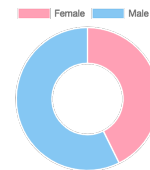
2018 Graduate Gender



2017 Graduate Gender



2016 Graduate Gender



Student Diversity by Race/Ethnicity

Table 8. Student Enrollment by Race/Ethnicity.

	Fall 2018	Fall 2017	Fall 2016
Undergraduate	2453	2373	2371
American Indian/Alaska Native	1	1	4
Asian	39	32	34
Black or African	186	186	249
Hispanic or Latino	99	95	85
Native Hawaiian or Other Pacific Islander	3	2	5
Nonresident Alien	150	99	52
Two or More Races	76	70	84
Unknown	16	20	23
Race/Ethnicity			
White	1883	1868	1835
Graduate/Professional	120	109	164
American Indian/Alaska Native	0	0	0
Asian	1	3	4
Black or African	8	13	24
Hispanic or Latino	2	4	3
Native Hawaiian or Other Pacific Islander	0	0	0
Nonresident Alien	37	30	31
Two or More Races	4	2	3
Unknown	2	1	1
Race/Ethnicity			
White	66	56	98

Illustration 8. Undergraduate Student Diversity by Race/Ethnicity

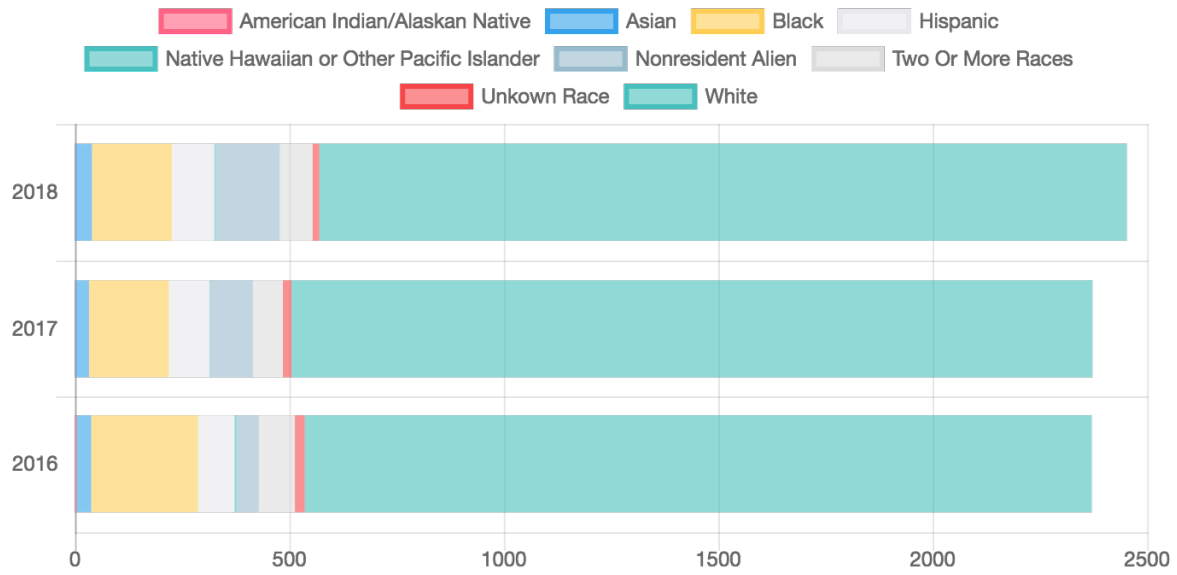
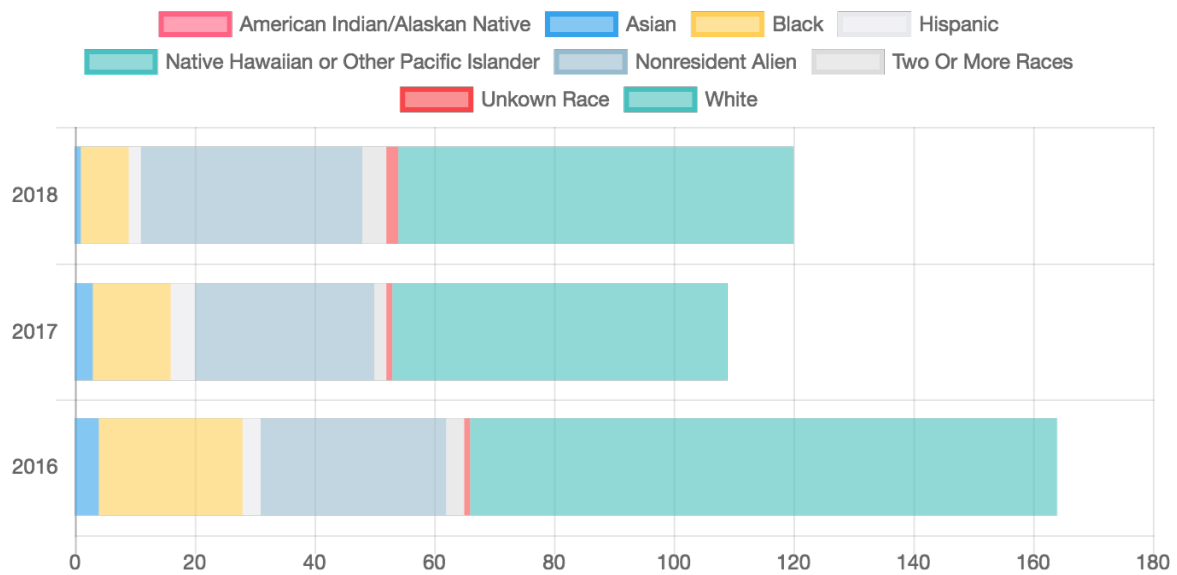


Illustration 9. Graduate/Professional Student Diversity by Race/Ethnicity



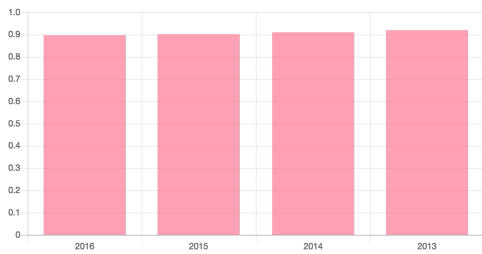
Undergraduate Retention

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

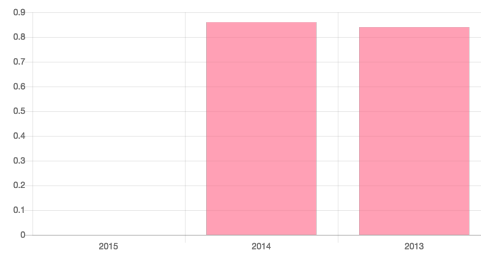
	First Year	Second Year
Fall 2016 Cohort	89.7%	N/A
Fall 2015 Cohort	90.2%	N/A
Fall 2014 Cohort	91%	86%
Fall 2013 Cohort	92%	84%

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.

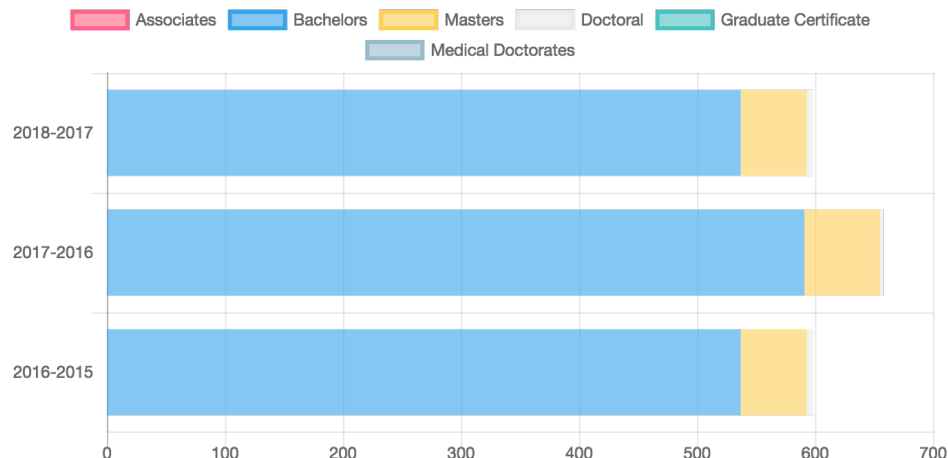
	2011	2010	2009
4-Year Same	46.7%	43.7%	54%
4-Year Diff	11.9%	15%	9.8%
4-Year Total	58.6%	58.7%	63.8%
5-Year Same	54.3%	55.1%	63.3%
5-Year Diff	16.7%	20.9%	14%
5-Year Total	71%	76%	77.3%
6-Year Same	55.2%	55.9%	64.2%
6-Year Diff	18.1%	22.4%	14%
6-Year Total	73.3%	78.3%	78.2%

Degrees Awarded by Level

Table 11. Degrees Awarded by Level.

	AY2017-2018	AY2016-2017	AY2015-2016
Associates Degree	0	0	0
Bachelors	541	591	537
Masters	36	64	56
Doctoral	6	3	5
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

Alumni

Substantial activities, engagements, and initiatives with alumni, focusing on relationships and activities with alumni.

Homecoming

*In November 2018, we held our 40th HRSM homecoming celebration and had 286 participants.

*Serves to engage alumni and industry friends.

*Event auction provides opportunities to build relationships with alumni, industry partners.

*The proceeds allow us to award \$6000 in student scholarships each year. This year, the auction brought in \$13,745.

HRSM Alumni Society Career Night

*Held once each semester where 50 alumni/industry partners/faculty/ staff help 300+ students develop their networking skills in a real-life setting.

*A pre-event is offered for networking and building relationships. Over 800 networking participants since inception.

Luncheon for HRSM alumni who work at UofSC

*For the nearly 200+ HRSM alumni who work on campus, many of whom are in leadership roles, to engage this internal audience.

*The program includes a welcome from the Dean and a presentation from one of our Alumni Society Fund scholarship winners.

*To date, we have had 150 participants including RETL alumna Mary Wagner, Assistant Vice President for Enrollment Management, who has attended every event. Our next event is scheduled for March 19, 2019 at McCutchen House.

HRSM Alumni Awards Ceremony

*Two distinguished alumni, a distinguished service and a friend of the college awards are given during this

annual event. This year, we had a dinner on October 25, 2018 at McCutchen House. There were 29 total guests including family, friends, faculty and staff.

*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. Audience size varies depending on the area/region. All events include at least two eblasts for awareness as well as additional social media. Events for 2018-2019 include Atlanta, Charlotte and Columbia.

At the Table with HRSM

*A high priority for 2018-2019, with events held at Quail Hollow Club in the fall, 2018 and at The Cherokee Town and Country Club in the spring, 2019. There were 29 attendees at Quail Hollow Club. The Atlanta event will take place on March 1, 2019.

*The event is a brunch/lunch with the Dean in a destination where we have a high population of alumni and industry partners. Attendees are 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.

Social Media

Official College of HRSM Alumni Network on LinkedIn with nearly 2500 members. We invite students in the HRSM 301 class to join after creating their LinkedIn profile.

Daily Engagement

We engage daily through social media including LinkedIn, Facebook, and Instagram. The alumni director has nearly 4,400 LinkedIn connections and over 900 Facebook connections that are used to build relationships.

Other ways we engage with our audiences:

*A priority this year is to connect students and alumni visitors. Students have dined with executives from Applebees, The Alotian Club, and Club Corp, to name a few.

*Alumni Director strategically participates in HRSM 301 class to begin "alumni" relationship with students including, but not limited to, True Colors 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.

*Alumni Society sponsored two Welcome Back events (at the beginning of each semester) as well as an exam "study break" station.

Development, Fundraising and Gifts

Substantial development initiatives and outcomes, including Fundraising and Gifts.

To date during Academic Year 2018-2019, the College of HRSM has had 540 unique donors. The number of donors has increased dramatically with the first system-wide day of giving - Give 4 Garnet - that was completed in April 2018. We had 200 gifts in one day from 192 donors that resulted in \$12,993 raised for corporate engagement and career initiatives to benefit students.

Documented gifts totaling \$867,514 through February 5, 2019 include two new endowed scholarship funds, one for incoming SPTE freshman students and one to benefit our Retail Management students. HRSM also received gifts from their partnerships with Darlington Raceway and Augusta National, a new bequest designation to benefit scholarships for students in the School of Hotel, Restaurant, and Tourism Management, and a large gift for a named lab space in the McCutchen House on campus that will assist with renovation costs for the home. Faculty helped to secure funding from The Prosper Foundation, the Incentive Research Foundation, and the American Hotel and Lodging Foundation.

HRSM's office of Corporate Engagement has secured over \$10,000 in sponsorships for corporate initiatives from companies like Target, Pappas Restaurant Group, Heilen Restaurant Group, Kohls, and Extended Stay Hotels. They look forward to more success with their career fair- Experience Expo at the end of February.

Out of the classroom experiences continue to be a development opportunity for HRSM with a partnership agreement with the University of Aruba as well as sponsored travel scholarships from The Statler Foundation and Banfi Vintners.

Community Engagement

Description

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

The College of HRSM engaged the community through a multi-channel approach to marketing and outreach, including content marketing, social media, events and public relations. Through these efforts the college increased its overall brand engagement by 32.8% compared to the prior year. The college generated 57 feature stories reaching 25,800 people and grew its newsletter subscription from 650 to 930 active subscribers. Participation in the HRSM Homecoming party, its largest alumni event, increased by 15 percent. The college launched a new At the Table with HRSM event to engage influential alumni and industry leaders in key markets. And, the college earned more than 161,000 engagements across its social media platforms and 95,000 website visitors. One highlight to the social media engagement was a photo contest that incorporated user-generated content to garner more than 13,700 engagements on Facebook.

Community Perceptions

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

Overall brand visibility INCREASED by more than 100 percent.

Earned 254 media placements with an estimated 1 billion earned media impressions based on outlet circulation and web visitors.

More than 2 million people were reached across the College's social media channels.

To help build college pride and advocacy, the college also implemented an alumni career journeys campaign, showcasing 30 successful alumni from across its departments.

The campaign was implemented through posters in the building, web stories, videos and social media posts.

Additionally, the college invested in video content updated event signage and building signage to showcase the college's excellence, diversity and growth.

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.

Collaborations

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

Campus Climate and Inclusion

Campus Climate & Inclusion

Activities unit conducted that were designed to improve campus climate and inclusion.

Key Highlights:

- *International student population in college increased 125% in two years, now among highest on campus
- *Assoc Dean Sam Todd helped develop a partnership with Keenan High (Columbia) school to engage community URM students in Hospitality and Entrepreneurship topics.
- *Sport Management faculty Susan O'Malley developed a unique opportunity for female students to secure meaningful internships in the sport industry.
- *College marketing and communications has a targeted goal of featuring the successes of URM alumni in college disciplines.
- *Sport Management faculty Sporty Jeralds hosted a group from Voorhees College and discussed graduate school opportunities in Sport Management with them.
- *Assistant Dean Kathy Smiling together with HRSM leadership team hosted several "meet and greets" for students of color
- *HRSM has been represented in several campus-level D&I initiatives covering topics of search committee training, sexual abuse, sexual harassment, race on campus, recruiting from diverse populations, and celebrating cultural differences.
- *Best practices in recruiting for a diverse faculty and staff have been implemented across the college

Key Initiatives

- *Taskforce is underway to explore ways to increase African American and Hispanic student population-particularly graduate level
- *Efforts underway to improve representation of minority groups in the HRSM faculty
- *A minority student mentoring program is in development
- *Changes are being made which will bolster the College's ability to advise and support growing population of international students

Concluding Remarks

Quantitative Outcomes

Explain any surprises regarding data provided in the quantitative outcomes modules throughout this report.

Cool Stuff

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

- **Kevin So** won the 2018 William Bradford Wiley Memorial Best Research Paper of the Year Award published in Tourism Management. The annual award is given to a superior research publication on a topic relevant to the field of hospitality or tourism management by an International CHRIE member. **Dean Haemoon Oh** and Ph.D. student **Somang Minare** coauthors on the paper. •
- **Marianne Bickle** has been selected as the 2018 ITAA Fellow --; the highest award bestowed upon ITAA members and only one Fellow is awarded annually. •
- **Ercan Turk** conducted a seminar at the Simon Kuznets Kharkiv National University of Economics, a Ukrainian institution which will soon form a partnership with HRSM. •
- **Sporty Jerals** was honored with the International Association of Venue Managers Education and Service Award at the IAVM national conference in Toronto in July. •
- **Drew Martin** and **Mark Rosenbaum** hosted the two Uzbekistan universities, Tashkent University of Economics and Tashkent University of Information Technologies, on July 26. HRSM is finalizing MOU's with the universities and will be partnering on ways to build Uzbekistan's emerging service economy through research, education and training. •
- In an effort led by the **Department of Sport and Entertainment Management**, the University of South Carolina has signed two memorandums of understanding with Beijing Sport University and Shanghai University of Sport. The partnership will support international collaboration, research and education in the area of sport management. •
- **Karen Edwards**, **Mark Rosenbaum** and **Deborah Brosdahl's** paper, "[Designing retail spaces for inclusion](#)," was published in the Journal of Retailing and Consumer Services. •
- **RETL** is now home to the Journal of Services Marketing. Department Chair Mark Rosenbaum was selected as co-editor of this prominent service industry journal, impact factor of 2.408, along with scholars from Queensland University of Technology. •
- **Pam Osman** was honored as the Administrative Employee Club (AEC) Employee of the Year at the club's annual meeting this summer. •
- **Sang Byun**, **Jeff Campbell**, **Karen Edwards**, **Miyoung Jeong**, **Scott Kaplan**, **Jung-Hwan Kim**, **Joohyung Park**, **Mark Rosenbaum**, **Sandy Strick** and **Donna Watts** became the first university faculty members and staff in the world to complete Wix Certification. •
- **Erica Lake** served as a panelist in the Southern Association of Colleges and Employer's professional development event titled, "Assessment from the Director's Chair: A Panel Discussion on Using Data to Advocate for Resources & Tell the Story of Career Services." •
- **Rui Qi**, **David Cardenas** and **Simon Hudson's** article, "[The Strategic Value of Advertising Expenditures in the Tourism and Hospitality Industry](#)." was published in Tourism Economics. •
- Armen Shaomian was named president of the Music and Entertainment Industry Educators Association

Appendix 3. Research & Scholarly Activity

Office of Research
Information Technology & Data
Management

**College of Hospitality, Retail
and Sport Management**

Fiscal Year 2018



UNIVERSITY OF
SOUTH CAROLINA

Summary of Extramural Proposal Submissions by Source - FY2018

Appendix 1

PI Home Department	Amount First Year	Commercial	Federal	Other	Private/Non-Profit	State
Hotel, Restaurant & Tour Mgmt	288,144			1	2	
HRSM - Dean's Office	18,150			1		
Retailing	68,357	3	2			
Sport & Entertainment Mgmt	30,564			1		1
Total Count	11	3	2	3	2	1
Total Amount First Year	405,215	16,070	52,287	211,417	100,441	25,000

Extramural Funding by Source, Department, Faculty & Rank - FY2018

Appendix 2

PI Home Department	Total Department	PI Name	Primary Job Desc/Rank	Tenure Status	Total Funding	Commercial	Local Govt.	Other	State
Hotel, Restaurant & Tour Mgmt		DiPietro, Robin	PROFESSOR	TENURED	170,856			170,856	
Hotel, Restaurant & Tour Mgmt		Harrill, Richard	RESEARCH PROFESSOR		25,000		25,000		
Total HRTM	195,856								
Retailing		Bickle, Marianne	PROFESSOR	TENURED	13,070	13,070			
Retailing		Brosdahl, Deborah	ASSOC. PROFESSOR	TENURED	1,500	1,500			
Total Retailing	14,570								
Sport & Entertainment Mgmt		Ballouli, Khalid	ASSOC. PROFESSOR	TENURED	25,000				25,000
Total Funding	235,426				235,426	14,570	25,000	170,856	25,000