

Executive Summary

Blueprint for Academic Excellence College of Hospitality, Retail, and Sport Management AY2021-2022

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. After a comprehensive relocation across campus, the College has strategically added key assets that will enhance our delivery of high quality programs.

Highlights

- Industries critical to the state are continually served by College efforts-especially during the COVID pandemic
- Strong ties with international partners welcome many students to Columbia and provide valued revenue
- Continued enrollment growth [despite pandemic] across college shows resilience of College and popularity of our programs
- Maintained elevated positions in international rankings for Hospitality and Sport Management programs
- Completed a comprehensive relocation to a new academic building on campus

Dr. Matt Brown Dean
College of Hospitality, Retail & Sport Management



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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 Statement

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 previous Academic Year.

Goal 1 - Complete a comprehensive relocation to the Close Hipp Building and ensure a smooth transition of all faculty, staff, and students.

Goal Statement	The College completed a 100% move from the Carolina Coliseum to the newly renovated Close-Hipp building across campus.
Linkage to University Goal	<ul style="list-style-type: none"> • Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Assemble and cultivate a world-class faculty and staff.
Alignment with Mission, Vision, and Values	Newly renovated space will allow for much more productivity in the HRSM mission. Faculty and staff now have new office furniture, new offices, new commons area furniture, and new meeting spaces. Student services (advising) enjoys a new space expertly designed to maximize quick and efficient service. New digital screens provide additional messaging capabilities. New Marriott lab on the first floor adds potential to reach new target markets.
Status	Extended to following Academic Year
Action Plan	All faculty, staff, academic departments and units, and administration relocated January 2020. The new space was designed with several amenities that greatly contribute to the mission. For instance, a new Welcome Center on the first floor gives prospective students and families a dedicated space that can be used in recruiting. A new Marriott Cooking and Teaching Lab allows us to offer culinary classes in a fresh environment with state of the art technology and equipment. We have incorporated new student study labs and gathering areas (which have not yet been fully optimized due to COVID) with over 100 new work stations. We have 13 new college-operated classrooms which have been automated to allow for delivery of multi-modal instruction. We installed one touch studio where faculty can record online lectures to be used later in their classes. All faculty were given new office furniture which brings a nice, new feel to the work areas, in addition to 6 new conference rooms that are outfitted with smart technology suitable for virtual presentations. At present: we are remodeling 8-10 bathrooms and working through plans to use the first floor space.
Achievements	All college personnel are getting settled in the new home. College invested in 12 newly updated classrooms, two new computer labs, with brand new equipment. College built a one touch teaching lab that will allow faculty to teach synchronous delivery. College built an HRSM Welcome Center that will support an elevated recruiting experience.

Goals - Looking Back

	College built a dedicated student lounge area of clubs and other groups to work College built a new Marriott Culinary Lab in first floor
Resources Utilized	Facilities, Interior Design Group, Campus Planning, Outside Vendors, Equipment Leasing
Goal Continuation	Continue to remodel bathrooms on 6,7, and 8 floors. Continue to utilize the student learning areas to facilitate healthy student interactions and engagement. Update key suites with decorative items appropriate for the theme/brand of the area (hospitality, tourism, sport management, entertainment, retail, fashion, hotel, restaurant, etc..).
Goal Upcoming Plans	Develop plans to further utilize 1st floor space behind the Welcome Center.
Resources Needed	Continuing renovation will cost about \$1Million.
Goal Notes	

Goals - Real Time

Goals for the current Academic Year.

Goal 1 - Monitor the fluid impact of COVID across both the HRSM educational enterprise and related industries and develop appropriate academic programs in response

Goal Statement	College of HRSM will closely monitor the fluid impacts of COVID across the industries we serve and our educational enterprise, then create and continually adjust operational plans in pursuit of exceptional student and industry-directed conversations.
Linkage to University Goal	<ul style="list-style-type: none"> • Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Assemble and cultivate a world-class faculty and staff. • Create new pathways to research excellence to become AAU eligible. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive.
Alignment with Mission, Vision, and Values	The COVID pandemic has greatly impacted our internal and external environments. The impacts to the internal environment are related to HRSM students, faculty, and staff which have each encountered unique challenges that College leadership has managed. Externally, the industries we serve, and disciplines that make up our college have each been dealt a significant blow; thus, tourists, customers, shoppers, guests, travelers, fans, patrons, and spectators all have endured significant changes in their "way of life" which impacts the college mission.
Status	Progressing as expected (multi-year goal)
Action Plan	<p>Facilities: comprehensively assess Close Hipp facility, fully explore CDC and University COVID guidance for delivery of academic components, and make appropriate adjustments / modifications throughout.</p> <p>Academic: monitor, explore, assess the impact of COVID on student's progression, retention, and graduation, and make appropriate adjustments.</p> <p>Faculty: create a supportive organizational environment, make appropriate adjustments to accommodate needs and strengthen morale.</p> <p>Staff: adjust work schedules, provide support, equipment where necessary, adjust work flow of particular units to accommodate changes in typical work processes</p> <p>Academic Disciplines: provide thought leadership for disciplinary responses to the COVID pandemic, gather industry executives and</p>

Goals - Real Time

	facilitate productive conversations
Achievements	<p>Completed a thorough Continuity of Operations Plan (COOP). Maintained close contact with University departments contributing to the COVID guidance. Prepared the Close Hippi Building floors 1,6,7 8 for return of students in Fall 2020. Outfitted 13 classrooms with technology resources that would accommodate the online delivery of classes, marked seats to align with CDC recommendations for social distancing, designed the flow of traffic in and around the hallways, faculty work spaces, department suites, classrooms, and dean's suite. Ordered and installed instructor podium barriers in classroom to offer protection for faculty. Produced unique COVID signage and placed in key areas. Offered additional sections of classes (especially internships in 3 departments) for students whose academic progression would have been impacted negatively by the pandemic. Created virtual experiential learning opportunities and College level internships to facilitate student progression. Implemented a one button studio that faculty can use to record lectures that would be used in an online class. Monitored daily health screenings of all 100+ faculty, staff in the building. Executed the return to work paperwork required by HR. Provided accommodations for Faculty and staff who requested to work remotely. Facilitated several industry panels discussing the impact of COVID on their business and possible ways College of HRSM faculty can assist.</p>
Resources Utilized	UofSC department of facilities, DoIT, Provost's office, Study Abroad, Division of HR, State of SC, CDC, DHEC-SC
Goal Continuation	This goal is ongoing and our response will last as long as the pandemic, and likely even afterwards as students, faculty, and staff may have lasting effects related to their situational reactions.
Goal Upcoming Plans	<p>Closely monitor recommendations alongside environmental conditions and adjust accordingly.</p> <p>Facilitate additional industry panels (Sport and Entertainment Management; Hotel, Restaurant and Tourism; South Carolina Restaurant and Lodging Association) discussing the impact of COVID on their business and possible ways College of HRSM faculty can assist.</p>

Goals - Real Time

Resources Needed	
Goal Notes	

Goals - Real Time

Goal 2 - Expand College of HRSM international relationships and activation.

Goal Statement	We seek to expand our international reach through partnerships which lead to shared curriculum, programs, research, and thought leadership.
Linkage to University Goal	<ul style="list-style-type: none">• Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders.• Assemble and cultivate a world-class faculty and staff.• Create new pathways to research excellence to become AAU eligible.• Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive.• Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student.
Alignment with Mission, Vision, and Values	Growing the brand equity of the College of HRSM in the international 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
Resources Utilized	Travel to conferences and meetings with international partner schools Implemented an internal study abroad planning grant to incentivize faculty for the development of study abroad courses
Goal Continuation	Renewed dual degree program with National Taiwan Normal University Renewed exchange agreement with National Taiwan Normal University Currently exploring ways to collaborate with Qatar for World Cup in 2022 Exploring a dual degree in Sport and Entertainment Management with Real Madrid
Goal Upcoming Plans	Working to initiate several partnerships with key stakeholders abroad. Signed new exchange agreement with Externado in Colombia South America Signed new exchange agreement with Peruvian University of Applied Sciences
Resources Needed	HRSM needs to hire an international programs manager to facilitate and maintain our expanding international relationships.
Goal Notes	

Goals - Real Time

Goal 3 - Develop collaborative programs domestically and locally which build community relationships, provide additional access, and enhance college reputation.

Goal Statement	HRSM will continually explore new collaborative programs and courses for HRSM across the United States, in South Carolina, and across the region.
Linkage to University Goal	<ul style="list-style-type: none"> • Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Assemble and cultivate a world-class faculty and staff. • Create new pathways to research excellence to become AAU eligible. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student.
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	<p>Partnership with new, upcoming Apple Store on campus. Partnership discussions with Voorhees for a blended degree.</p> <p>Partnership with Moore School for MBA/MSEM</p> <p>Partnership with School of Music on a Gamecock Record label</p> <p>Developing plans for a dessert cafe run by Hotel Restaurant and Tourism Management on Green Street UMC/School of Music facility</p> <p>Continued our series of research brown bag lunches which provided faculty an opportunity to exchange ideas and collaborate.</p> <p>Developed interdisciplinary courses at all levels and achieve resource efficiency.</p> <p>Currently exploring ways to collaborate with Qatar for World Cup in 2022</p> <p>Submitted NSF grant with college of engineering to investigate impacts of flooding an tourism in Charleston</p>
Achievements	<p>Coaching Certificate program in Sport and Entertainment Management.</p> <p>Summer Enrichment Course for High Schoolers interested in Sport Management.</p> <p>Signed Prostart program to enhance culinary skills of high school students. Destinations Together in Caribbean to provide post COVID education to key stakeholders.</p>
Resources Utilized	

Goals - Real Time

Goal Continuation	
Goal Upcoming Plans	
Resources Needed	
Goal Notes	

Goals - Real Time

Goal 4 - Initiate, develop, and strengthen industry partnerships which connect students and faculty to meaningful opportunities.

Goal Statement	<p>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.</p>
Linkage to University Goal	<ul style="list-style-type: none"> • Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Assemble and cultivate a world-class faculty and staff. • Create new pathways to research excellence to become AAU eligible. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive. • Harness the power, attributes and institutional diversity of an integrated and interoperative university system that enhances access, success and affordability for every eligible SC student.
Alignment with Mission, Vision, and Values	<p>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.</p>
Status	<p>Extended to following Academic Year</p>
Action Plan	<p>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. Facilitated very successful HRSM experience expo; incorporated virtual visits to the College; developed field trips for students to visit corporate offices of industry leaders and engage in meetings with industry professionals.</p>
Achievements	<p>COVID-19 significantly impacted the operations of the Office of Corporate Engagement as all recruitment activities were transitioned to virtual engagement. HRSM industries were negatively impacted by the global pandemic, thus many employers canceled internships and recruitment activity was decreased. Despite the economic downturn, the Office of Corporate Engagement offered HRSM Expo two times during the year and had over 1,000 students participating.</p>

Goals - Real Time

	<p>Over 90 employers attended the fall and spring Virtual Expo.</p> <p>30 guest speakers from industry presented virtually in classes since May 2020.</p> <p>760 students completed an internship between Summer 2020 to date.</p> <p>Currently 54% of HRSM students are active on the University's Handshake recruiting platform; which is the fourth highest college at the University. HRSM students applied for over 400 positions through Handshake since May 2020.</p>
Resources Utilized	
Goal Continuation	
Goal Upcoming Plans	<p>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.</p>
Resources Needed	<p>New positions: HRSM event coordinator</p>
Goal Notes	

Goals - Real Time

Goal 5 - Design exceptional spaces in the Close Hipp building in support of the educational mission.

Goal Statement	<p>At present: we are remodeling 8-10 bathrooms and working through plans to use the first floor space.</p> <p>We have 13 new college-operated classrooms which have been automated to allow for delivery of multi-modal instruction.</p> <p>We installed one touch studio where faculty can record online lectures to be used later in their classes.</p> <p>All faculty were given new office furniture which brings a nice, new feel to the work areas, in addition to 6 new conference rooms that are outfitted with smart technology suitable for virtual presentations.</p>
Linkage to University Goal	<ul style="list-style-type: none"> • Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Assemble and cultivate a world-class faculty and staff.
Alignment with Mission, Vision, and Values	<p>Newly renovated space will allow for much more productivity in the HRSM mission. Faculty and staff now have new office furniture, new offices, new commons area furniture, and new meeting spaces.</p> <p>Student services (advising) enjoys a new space expertly designed to maximize quick and efficient service. New digital screens provide additional messaging capabilities. New Marriott lab on the first floor adds potential to reach new target markets.</p>
Status	<p>Extended to following Academic Year</p>
Action Plan	<p>Renovate common areas of Close Hipp.</p> <p>Remodel bathrooms.</p> <p>Reclaim unused spaces for Center business operations.</p>
Achievements	<p>All college personnel are getting settled in the new home.</p> <p>College invested in 12 newly updated classrooms, two new computer labs, with brand new equipment.</p> <p>College built a one touch teaching lab that will allow faculty to teach synchronous delivery</p> <p>College built an HRSM Welcome Center that will support an elevated recruiting experience.</p> <p>College built a dedicated student lounge area of clubs and other groups to work</p> <p>College built a new Marriott Culinary Lab in first floor</p>
Resources Utilized	<p>Facilities, Interior Design Group, Campus Planning, Outside Vendors, Equipment Leasing</p>
Goal Continuation	<p>Continue to remodel bathrooms on 6,7, and 8 floors. Continue to utilize the student learning areas to facilitate healthy student interactions and engagement. Update key suites with decorative items appropriate for the theme/brand of the area (hospitality, tourism, sport management, entertainment, retail, fashion, hotel, restaurant, etc..).</p>

Goals - Real Time

Goal Upcoming Plans	Develop plans to further utilize 1st floor space behind the Welcome Center.
Resources Needed	Financial resources are needed to offset use of carry forward funds.
Goal Notes	

Goals - Looking Ahead

Goals for the next Academic Year.

Goal 1 - Create and adjust operational plans in response to current COVID

environmental conditions for the delivery of exceptional educational experiences.

Goal Statement	College of HRSM will closely monitor the fluid impacts of COVID on the campus and within industries we serve; continually adjust college internal operational plans and maintain pursuit of educational outcomes.
Linkage to University Goal	<ul style="list-style-type: none"> • Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Assemble and cultivate a world-class faculty and staff. • Create new pathways to research excellence to become AAU eligible. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive.
Alignment with Mission, Vision, and Values	The COVID pandemic has greatly impacted our internal and external environments. The impacts to the internal environment are related to HRSM students, faculty, and staff which have each encountered unique challenges that College leadership has managed. Externally, the industries we serve, and disciplines that make up our college have each been dealt a significant blow; thus, tourists, customers, shoppers, guests, travelers, fans, patrons, and spectators all have endured significant changes in their "way of life" which impacts the college mission.
Status	Progressing as expected (multi-year goal)
Action Plan	<p>Facilities: comprehensively assess Close Hipp facility, fully explore CDC and University COVID guidance for delivery of academic components, and make appropriate adjustments / modifications throughout.</p> <p>Academic: monitor, explore, assess the impact of COVID on student's progression, retention, and graduation, and make appropriate adjustments.</p> <p>Faculty: create a supportive organizational environment, make appropriate adjustments to accommodate needs</p> <p>Staff: adjust work schedules, provide support, equipment where necessary, adjust work flow of particular units to accommodate changes in typical work processes</p> <p>Academic Disciplines: provide thought leadership for disciplinary responses to the COVID pandemic, gather industry executives and facilitate productive conversations</p>
Achievements	

Goals - Looking Ahead

Resources Utilized	UofSC department of facilities, DoIT, Provost's office, Study abroad, Division of HR, State of SC, CDC, DHEC-SC
Goal Continuation	This goal is ongoing and our response will last as long as the pandemic, and likely even afterwards as students, faculty, and staff may have lasting effects related to their situational reactions.
Goal Upcoming Plans	Closely monitor recommendations alongside environmental conditions and adjust accordingly.
Resources Needed	
Goal Notes	

Goals - Looking Ahead

Goal 2 - Develop strategic planning across college and academic Units

Goal Statement	The College of HRSM will initiate new strategic planning exercises for the College level, and throughout the academic units.
Linkage to University Goal	<ul style="list-style-type: none"> • Attract, inspire, challenge and enable our students to become innovative thinkers and transformative leaders. • Assemble and cultivate a world-class faculty and staff. • Create new pathways to research excellence to become AAU eligible. • Cultivate a more diverse, equitable, and inclusive campus culture where every individual, regardless of background, has the full opportunity to flourish and thrive.
Alignment with Mission, Vision, and Values	An international search for the HRSM Dean is underway and it will be appropriate to initiate strategic planning exercises across all academic units and at the College level for the next academic year.
Status	Newly Established Goal
Action Plan	Initiate strategic planning discussions in: Department of Sport and Entertainment Management Department of Retailing School of Hotel, Restaurant, and Tourism Management
Achievements	School of Hotel, Restaurant, and Tourism Management recently passed their strategic plan.
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. 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. 9 in the U.S. and No. 17 in the world in hospitality and tourism management, ShanghaiRanking's Global Rankings of Academic Subjects 2020

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

Sport and Entertainment Management

No. 1 US, No. 13 Global, Sport Sciences, Shanghai Ranking's Global Ranking of Sport Science Schools and Departments, 2020.

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

No. 6 Global and No. 7 in North America, M.S., SportsBusiness International, 2020.

#1/#1 Sport Science and Management 2019 - CEO World

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.

None

Program Terminations

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

Academic Programs

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.

Professional development is a cornerstone of the College of Hospitality, Retail and Sport Management's education excellence, and it's what sets our students apart in the job market. The Marnie Pearce Professionalism Seminar (known as HRSM 301) prepares all HRSM students with the skills and confidence to achieve their career goals. Marnie Pearce Professionalism Seminar

- 758 students participated in HRSM 301 in 2020
- 2,274 credit hours generated for HRSM

Student Development Outcomes

- 386 earned the HRSM Professionalism Certification
- Approximately 200 HRSM faculty, UofSC staff, Alumni and Industry volunteered to assist our students in meeting their goals.
- Certification areas include: Personality/Temperament, Accomplishment-Based Resume Writing, Networking, Behavioral Interviewing, Salary Negotiation, Professional Dress, Professional Online Presence, Life-Work Balance, Business Dining Etiquette, Emotional Intelligence, Customer Service Delivery

Experiential Learning For Graduate 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

Academic Initiatives

been a campus leader in developing summer programs and accelerated degrees to help students contain costs associated with their degree.

The College of HRSM continues to 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 UofSC Columbia regionally and nationally.

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.

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.

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 moving to the Close Hipp building 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 by Track and Title

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

Table 1. Faculty Employment by Track and Title.

	Fall 2020	Fall 2019	Fall 2018
Tenure-track Faculty	38	35	38
Professor, with tenure	15	12	13
Associate Professor, with tenure	20	19	19
Assistant Professor	3	4	6
Librarian, with tenure	0	0	0
Research Faculty	1	2	1
Research Professor	1	2	1
Research Associate Professor	0	0	0
Research Assistant Professor	0	0	0
Clinical/instructional Faculty	18	13	17
Clinical Professor	0	0	0
Clinical Associate Professor	0	0	0
Clinical Assistant Professor	0	0	0
Instructor	17	12	14
Lecturer	1	1	3
Visiting	0	0	0
Adjunct Faculty	18	18	10

Faculty Population

Faculty Diversity by Gender and Race/Ethnicity

Note: UofSC follows US Department of Education IPEDS/ National Center for Education Statistics guidance for collecting and reporting race and ethnicity. See this link: https://nces.ed.gov/ipeds/Section/collecting_re

Table 2. Faculty Diversity by Gender and Race/Ethnicity.

	Fall 2020	Fall 2019	Fall 2018
Gender	61	56	60
Male	36	33	36
Female	25	23	24
Race/Ethnicity	61	56	60
American Indian/Alaska Native	0	0	0
Asian	10	7	8
Black or African American	2	2	1
Hispanic or Latino	2	1	1
Native Hawaiian or Other Pacific Islander	0	0	0
Nonresident Alien	1	3	3
Two or More Races	0	0	1
Unknown Race/Ethnicity	0	0	0
White	46	43	46

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

Faculty Population

Illustration 1. Faculty Diversity by Gender

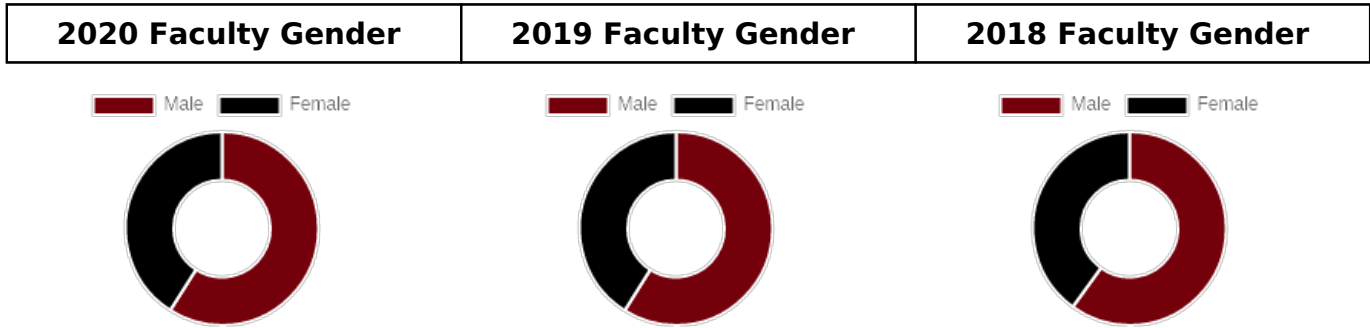
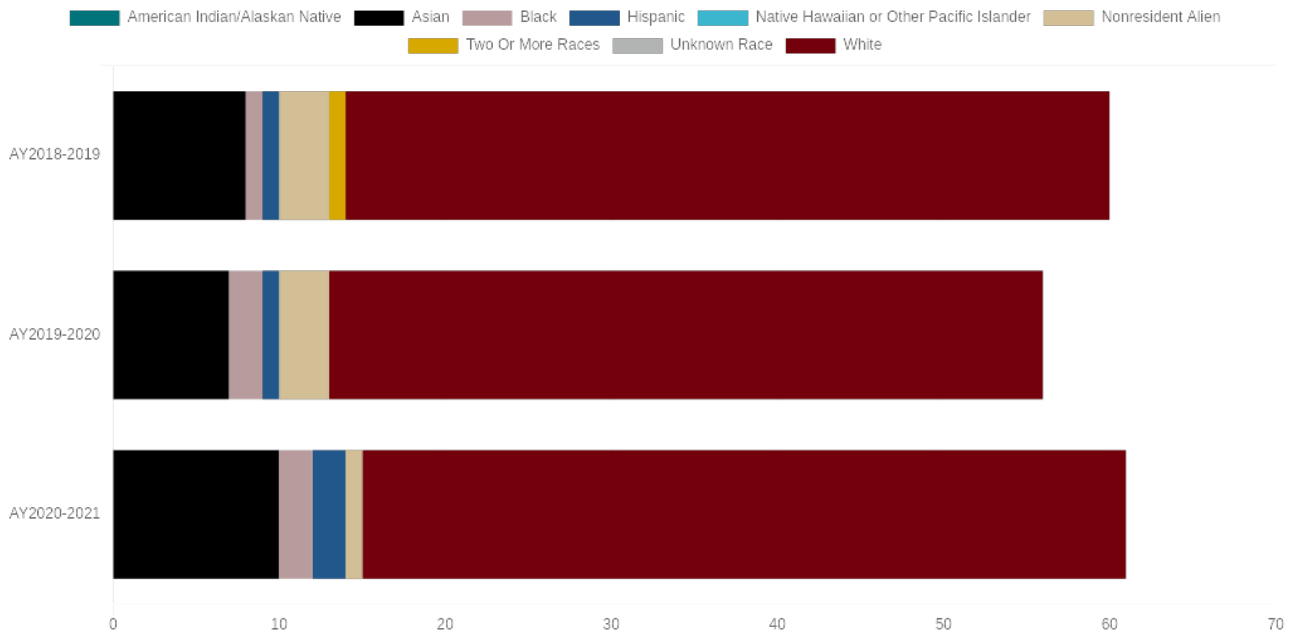


Illustration 2. Faculty Diversity by Race & Ethnicity



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 for the appropriate fiscal year (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.*

HRSM Research Visibility Project

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. For instance, internal data from "HRSM Research Visibility" project ranks the following programs against our domestic peers in research output across top discipline outlets:

Tourism 2 out of 7 domestic institutional peers in research visibility.

Hospitality 3 out of 7 domestic institutional peers in research visibility.

Sport Management 5 of 12 domestic institutional peers in research visibility.

Sponsored Awards

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 (5) 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.

Recognizing / Rewarding Faculty Excellence

Consistent with the VP Research's Strategic Plan, the College of HRSM makes consistent effort to recognize and reward faculty excellence in form of merit pay, annual awards of teaching, research, and international scholarship, and supportive media promotion.

Providing Resources

*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

Faculty Information

their research efforts. Goals include: industry networking and departmental representation, knowledge dissemination, and research promotion.

*The Dean's office regularly updates faculty computers and maintains software licenses required for research

Developing Programs to Stimulate Organizational Culture

*Seed Grant for Assistant and Associate Professors were continued despite COVID budget constraints:

- Policy highlights: For new, unfunded, original research proposals; no salary support; once awarded not eligible for five years.
- Amount: up to \$7,500

*Interdisciplinary Faculty Research Grant

- Policy highlight: Interdisciplinary; Mentor-mentee pair project; No salary support
- Amount: up to \$10,000

Steering Faculty to Campus Resources

*HRSM faculty regularly encouraged to take advantage of the programs at the Center for Excellence in Teaching.

*Department Chairs and Dean's Leadership team hold informal meetings with faculty to promote advancement.

Other Activity

Teaching

Faculty to Student Ratio

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

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

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

Analysis of Ratio

Analysis of the ratio, agreement with the data, and plans for the future to impact this ratio. College of HRSM faculty student ratio is 1:38 according to the latest internal data; this appears to be the highest ratio on campus.

The College of HRSM has a 3 year trend rate of 4%, but the primary growth has been in the Sport and Entertainment major, which has grown at nearly 10% per year. As the College of HRSM has core classes spread over all academic units, unique departmental growth actually impacts the college at large and compresses student success initiatives.

Ten new faculty lines and three staff positions are needed in order to sufficiently handle the surge and deliver the exceptional student services and educational experiences that contribute to the HRSM brand.

Table 4. Faculty-to-Student Ratio.

	Fall 2020	Fall 2019	Fall 2018
Analysis of Ratio	01:38.9	01:42.5	01:38.6

Student Recruiting and Retention

Student Recruitment

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

Student Recruitment Efforts: In 2020, the College of HRSM recruited/enrolled 844 new students to the UofSC Columbia campus. The size of the HRSM freshmen class in 2020 decreased by 3.9% from 2019's record breaking year for enrollment. The total enrollment of HRSM increased by 1.1% from 2019 to 2020. Since 2015, the total enrollment of the College of HRSM has increased by 15.1%. The Director of Enrollment Management and Professional Development oversees year-round, undergraduate, and graduate recruitment efforts for the College of HRSM in accordance with the Office of Undergraduate Admissions and the Graduate School. College of HRSM faculty and staff fully support all ongoing student recruitment activities. HRSM maintains a group of approximately 70 student ambassadors who are recruited, trained, and strategically engaged with our stakeholder populations including prospective students and their parents, donors, faculty candidates, industry partners and alumni.

In March of 2020, the newly opened HRSM Welcome Center was closed for in-person visits in accordance with the UofSC Visitor Center and campus-wide visit guidelines for the remainder of 2020. HRSM immediately began providing live, virtual academic information sessions for prospective students and parents. In 2020, with the early in-person and continued virtual options, HRSM hosted/pre-registered approximately 1,000+ visitors.

In accordance with Undergraduate Admissions, HRSM implements an annual engagement plan that includes daily yield activities with our incoming new student populations. In 2020, because of the hiring freeze, the one additional full-time, professional staff position approved for the expansion of targeted HRSM recruitment goals and operations support of the new HRSM Welcome Center was not filled.

- Focused recruitment, outreach, and retention of underrepresented populations through HRSM Student Leadership Development, Ambassador Recruitment, and marketing and communications. In 2020, HRSM increased total undergraduate enrollment of URM students by 5.9% (402 to 423 students enrolled).
- Since fall 2015, HRSM has rapidly increased international student enrollment by 202% (236 in fall 2020). As of Spring of 2021, international undergraduate student enrollment in HRSM is 180, the largest undergraduate international student population among colleges on the UofSC Columbia campus.
- In 2020, 1,000+ prospective students, parents and family members connected with the new HRSM Welcome Center with restrictions in place.
- In 2020, 1,280 students enrolled/joined the College of HRSM. This was an increase of 12.2% from 2019. 436 current students were attracted to HRSM from other colleges at UofSC Columbia
- In Fall 2020, 2,441 prospective undergraduate students applied to HRSM.
- In Fall 2020, HRSM achieved a Freshmen Yield rate of 36% (416 students) while Transfers enrolled at a 71% yield rate (184 students).
- HRSM Faculty are fully engaged and influential to all Undergraduate Recruitment efforts (Open Houses/Admitted Student Days, meeting/connecting with prospective students year-round).
- Increased size of the HRSM Ambassador Program from 60 to 70 in 2020-21. Annual Recruitment, Training, and weekly deployment of HRSM Ambassadors interacting with

Student Recruiting and Retention

stakeholders.

- Increased engagement with the Gamecock Gateway population has resulted in the second most popular destination for these students. 139 in fall of 2020, second only to the College of A&S with 195.
- Customized electronic messaging outreach to all new HRSM student populations through HRSM Marketing and Communications.
- 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 and virtual meetings, calls and email recruitment.
- HRSM has maintained current, printed recruitment materials in 2020.
- Provides regular HRSM faculty/staff recruitment support to USC Athletics in year-round prospective student-athlete recruitment efforts for all teams.
- Ongoing support given to our international partners for additional international recruitment efforts on campus and abroad.
- HRSM Student Ambassadors completed direct outreach and recruitment efforts through student driven calls, text messages and social media connections throughout 2020. Every admitted student was contacted directly by a current HRSM Student Leader.

Student Retention

Efforts at retaining current students in College/School programs.

AY2020-2021 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.

1. Advising caseloads: 300-350
2. Advising sessions are 30 minutes in length.
3. Daily caseload: 10-12 students.
4. 100% advising technology utilization:
 1. Self Service Carolina - Resource
 2. DegreeWorks
 1. Worksheets reviewed during advising sessions.
 2. Notes and recommendations posted to Planner.
 3. Pathway to graduation planned as necessary.
 3. Navigate
 1. Advising campaigns communicate pertinent information, send messages with appointment scheduling links, and track advisement activity.
 2. Reporting feature and watch lists utilized as necessary when identifying special populations (honors, probation, degree candidacy first generation students, students of color, etc.).
4. Microsoft 365

Student Recruiting and Retention

1. Adopted collaboration tool (Teams) for meetings, New Major Information sessions, advising and other student services.
5. Paperless advising – advising notes are available to students in DegreeWorks. Close of appointment notes made available in Navigate.
6. Success markers and risk scoring for early intervention monitored in Navigate.
7. Referrals to campus resources – ongoing and noted in Navigate.
8. Alerts - issued as necessary.
9. HRSM advisors are required to complete a multi-level level training and certification program.
 1. HRSM advisors achieved at least Level 3 certification.
10. HRSM Office of Student Services Professional Development and Updates:
 1. Every Student. Every Voice, One University. Fostering Diversity, Equity and Inclusion in Advising – USC Advisors Educational Conference, February 2020
 2. Academic Advising Update with Vice Provost Dr. Sandra Kelly, May 2020
 3. Cocky’s Coop Training May 2020
 4. Study Abroad Office Updates, June 2020
 5. Department Meetings, September 2020
 6. Immigration and International News, December 2020
 7. HRSM Advising team is actively seeking Advisor Certification; thus, numerous professional development workshops have been attended and training and development is on going.
11. Retention Initiatives:
 1. Advisors and HRSM staff instructed seven HRSM UNIV 101 sections
 1. HRSM instructors received at least one nomination for Outstanding Teaching Award.
 2. Retailing and Sport and Entertainment Management First-Year Interest Groups (FIG) – ongoing.
 3. Outreach for underrepresented students:
 1. One-on-one Sessions with Assistant Dean
 2. Listening Session facilitated by Julian Williams – Spring 2020
 3. HRSM underREPRESENTED! - New Student Organization Intent Form has been submitted – Fall 2021 launch
 4. Missing and Disengaged Student Outreach
 5. Transfer Student Initiative: provided two advising sessions during admit term.
12. AY 2020-2021 Newly Implemented Services and Initiatives:
 1. Academic Probation Initiative: established early intervention outreach for at-risk students.
 2. Efforts to improve advising consistency and rapport:
 1. HRSM/UAC Advisors will maintain assigned advisees through sophomore year.
 2. HRSM Major Advisors will maintain assigned juniors and seniors.
 3. HRSM Online Petition Request Form
 4. Online Major Change Request Form
 5. Flipped Advising – Advising and registration modules are in preparation and will be shared via social media platforms, email and website.

Student Enrollment & Outcomes

The following data was provided by UofSC'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 2020	Fall 2019	Fall 2018
Undergraduate Enrollment			
Freshman	523	526	460
Sophomore	709	668	718
Junior	623	665	562
Senior	765	739	708
Dual/Non-Degree	0	1	5
Sub Total	2620	2599	2453
Graduate Enrollment			
Masters	95	87	93
Doctoral	29	28	27
Graduate Certificate	0	0	0
Sub Total	124	115	120
Professional Enrollment			
Medicine	0	0	0
Law	0	0	0
PharmD	0	0	0
Sub Total	0	0	0
Total Enrollment (All Levels)	2744	2714	2573

Student Enrollment & Outcomes

Illustration 3. Undergraduate Student Enrollment by Classification

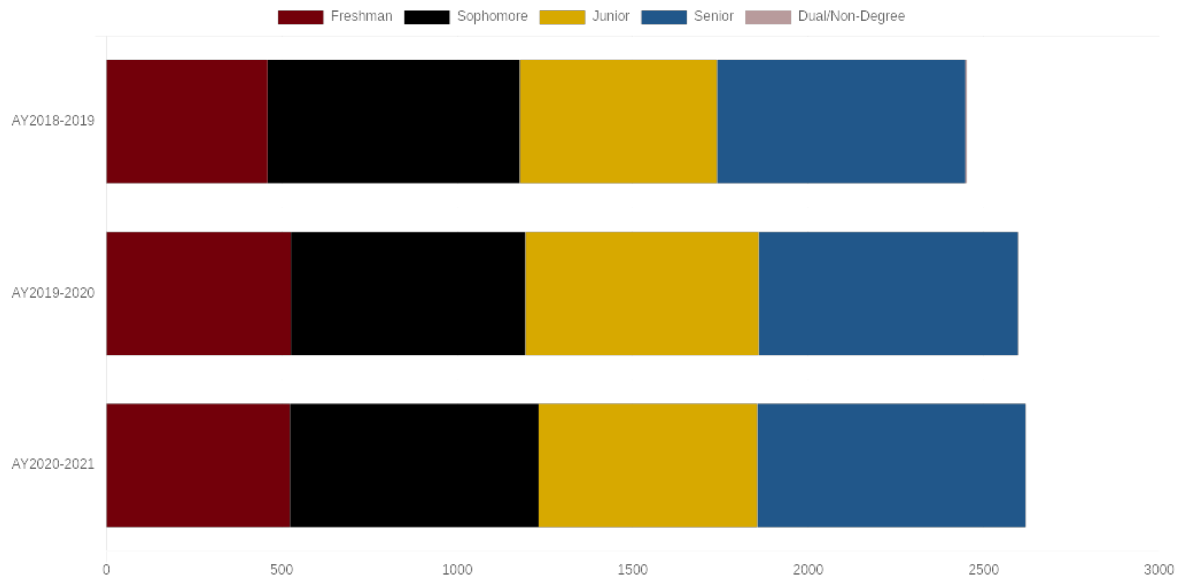
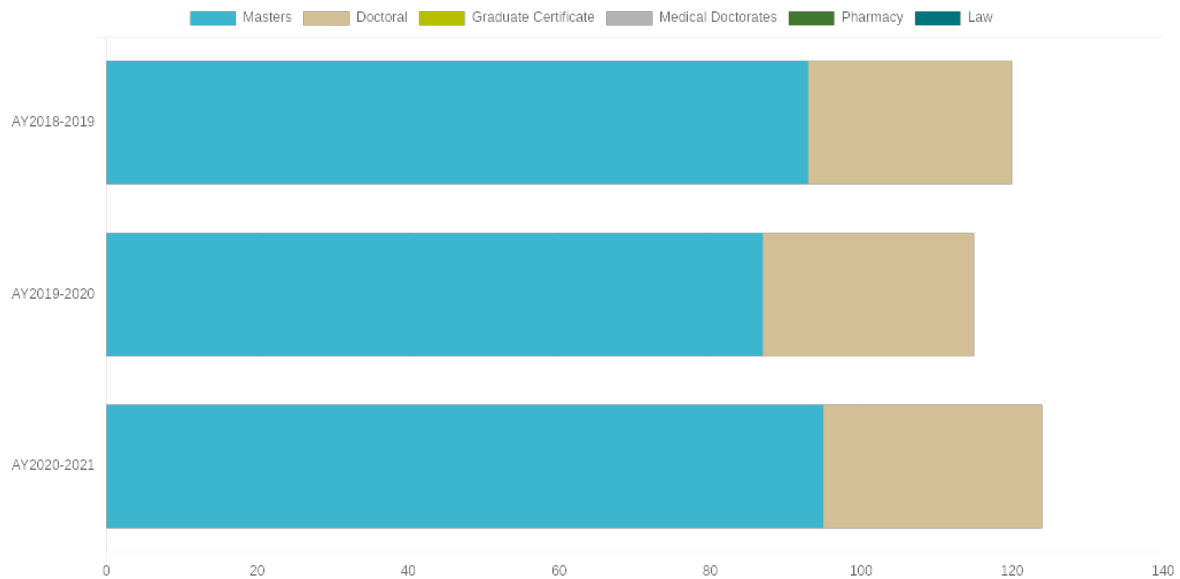
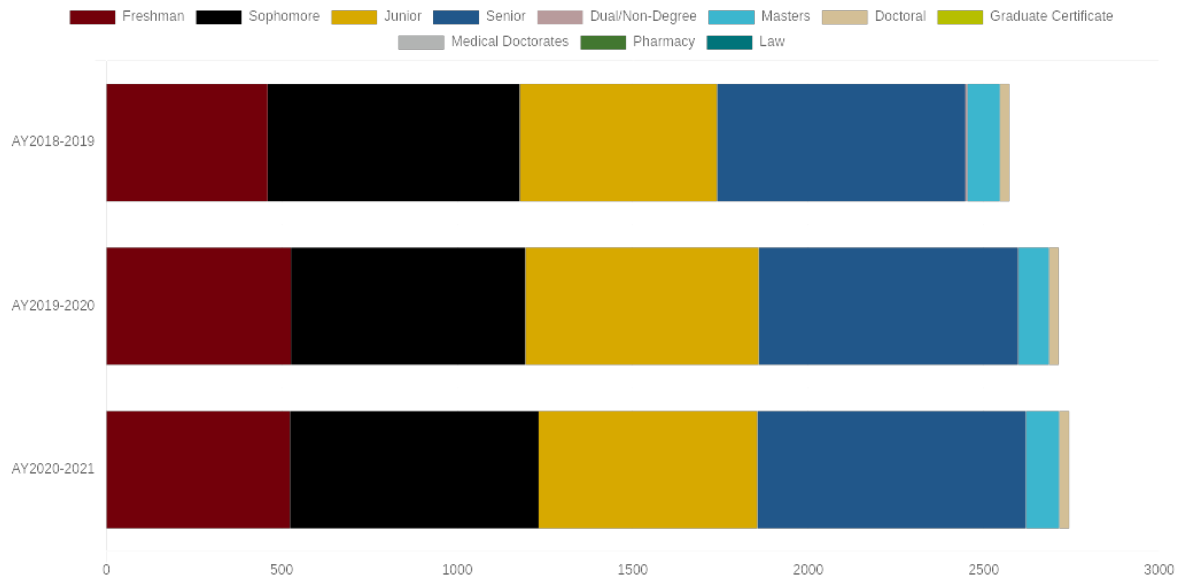


Illustration 4. Graduate/Professional Student Enrollment by Classification



Student Enrollment & Outcomes

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



Enrollment by Time Status

Table 6. Student Enrollment by Level and Time Status

	Fall 2020	Fall 2019	Fall 2018
Undergraduate	2621	2599	2453
Full-Time	2498	2493	2334
Part-Time	123	106	119
Graduate/Professional	124	115	120
Full-Time	102	100	107
Part-Time	22	15	13
Total - All Levels	2745	2714	2573
Full-Time	2600	2593	2441
Part-Time	145	121	132

Student Enrollment & Outcomes

Student Diversity by Gender

Table 7. Student Enrollment by Gender.

	Fall 2020	Fall 2019	Fall 2018
Undergraduate	2621	2599	2453
Female	1099	1102	1109
Male	1522	1497	1344
Graduate/Professional	124	115	120
Female	64	58	66
Male	60	57	54

Illustration 6. Undergraduate Student Diversity by Gender

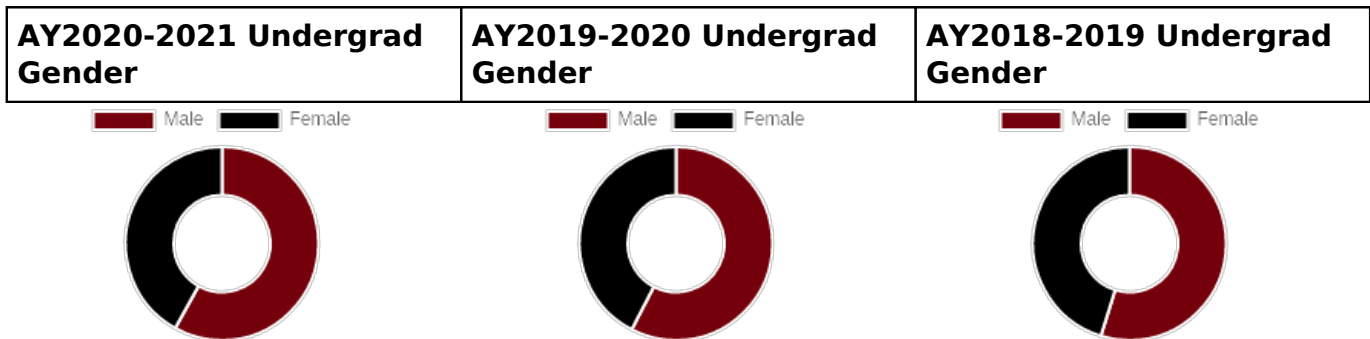
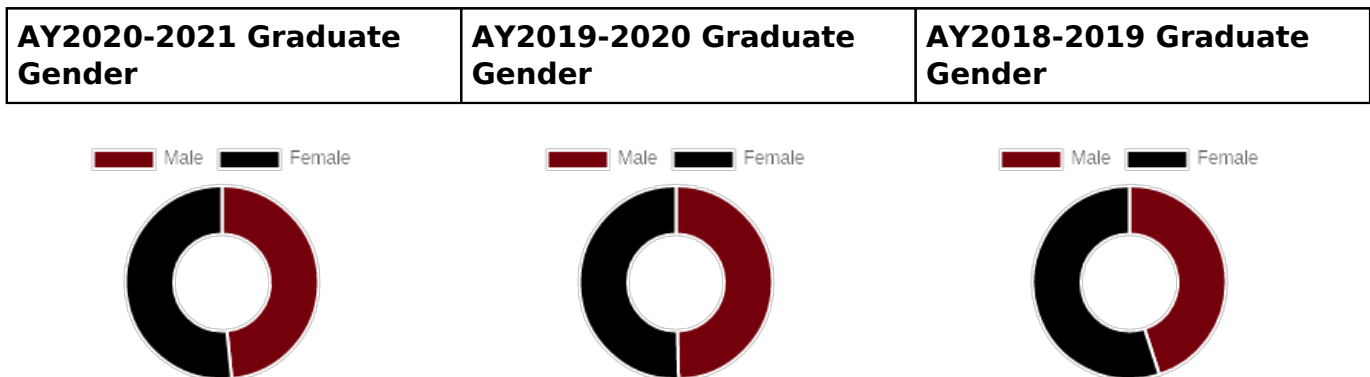


Illustration 7. Graduate/Professional Student Diversity by Gender



Student Enrollment & Outcomes

Student Diversity by Race/Ethnicity

Table 8. Student Enrollment by Race/Ethnicity

	Fall 2020	Fall 2019	Fall 2018
Undergraduate	2621	2599	2453
American Indian/Alaska Native	5	3	1
Asian	33	33	39
Black or African	188	189	186
Hispanic or Latino	108	102	99
Native Hawaiian or Other Pacific Islander	2	3	3
Nonresident Alien	165	195	150
Two or More Races	83	75	76
Unknown Race/Ethnicity	15	14	16
White	2022	1985	1883
Graduate/Professional	124	115	120
American Indian/Alaska Native	0	0	0
Asian	1	2	1
Black or African	4	6	8
Hispanic or Latino	0	2	2
Native Hawaiian or Other Pacific Islander	0	0	0
Nonresident Alien	71	40	37
Two or More Races	2	2	4
Unknown Race/Ethnicity	0	2	2
White	46	61	66

Student Enrollment & Outcomes

Illustration 8. Undergraduate Student Diversity by Race/Ethnicity

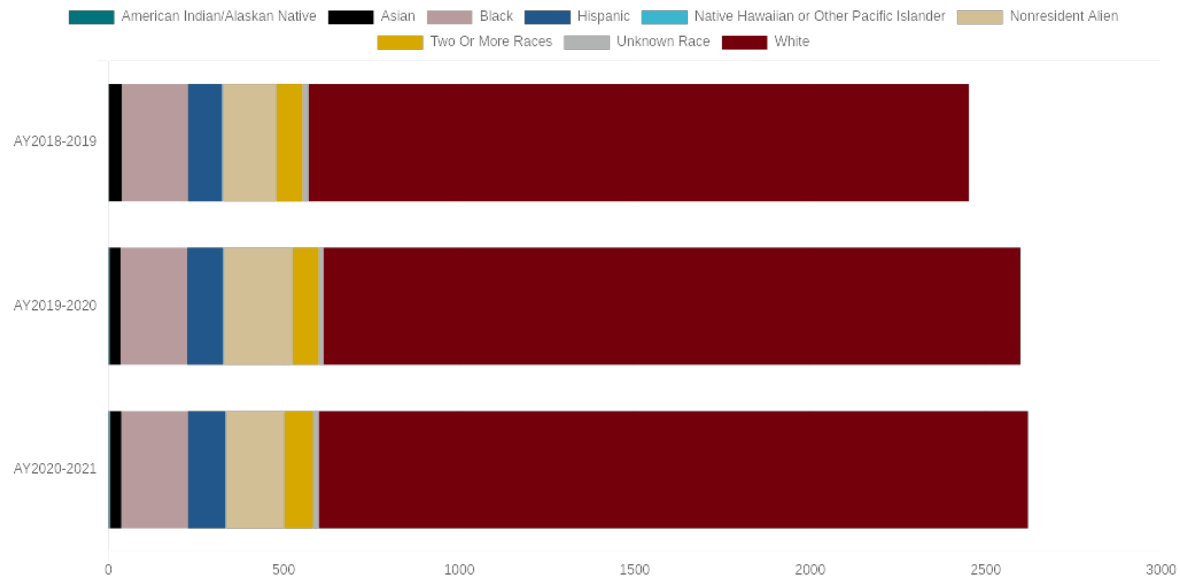
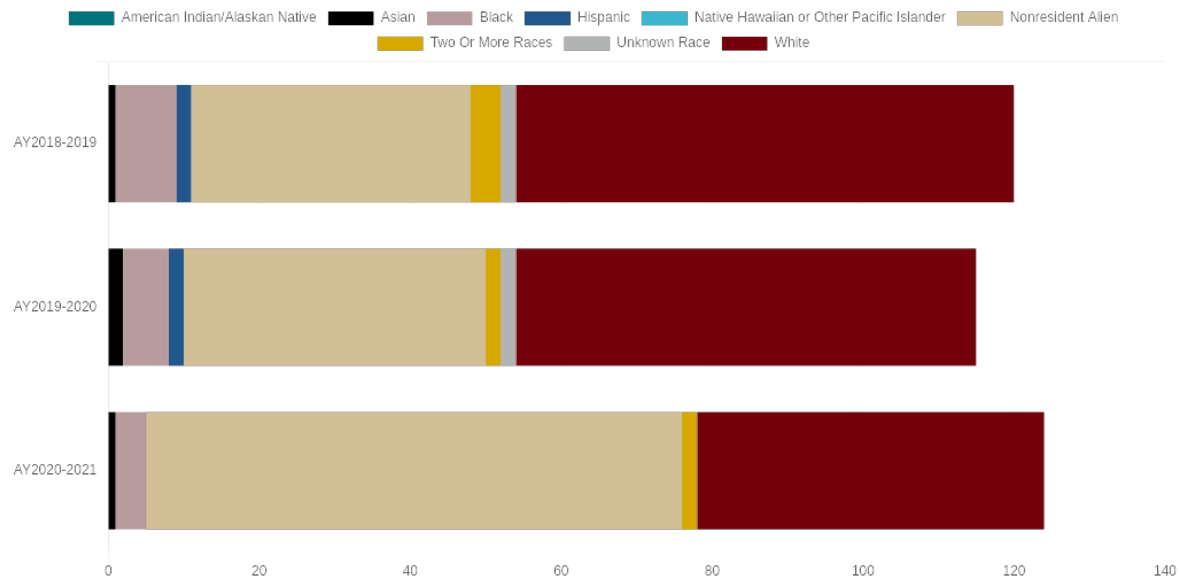


Illustration 9. Graduate/Professional Student Diversity by Race/Ethnicity



Student Enrollment & Outcomes

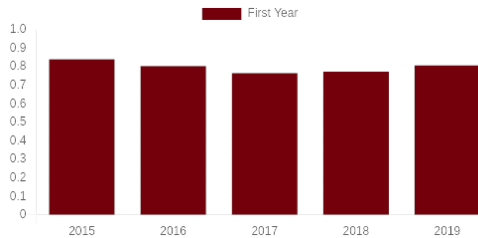
Undergraduate Retention

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

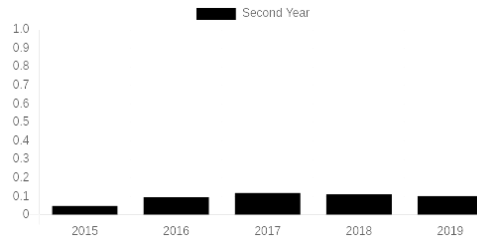
	First Year	Second Year
Fall 2019 Cohort	80.9%	10.3%
Fall 2018 Cohort	77.4%	11.2%
Fall 2017 Cohort	76.7%	12%

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.

	Fall 2020	Fall 2019	Fall 2018
4-Year Same Cohort	46.7%	52.1%	48.5%
4-Year Diff Cohort	12.4%	13.6%	17.5%
4-Year Total Cohort	59.1%	65.7%	66%
5-Year Same Cohort	53.8%	64%	57.8%
5-Year Diff Cohort	17.1%	19.1%	19.8%
5-Year Total Cohort	70.9%	83.1%	77.6%
6-Year Same Cohort	54.8%	64.4%	59.3%

Student Enrollment & Outcomes

6-Year Diff Cohort	18.6%	19.5%	20.5%
6-Year Total Cohort	73.4%	83.9%	79.8%

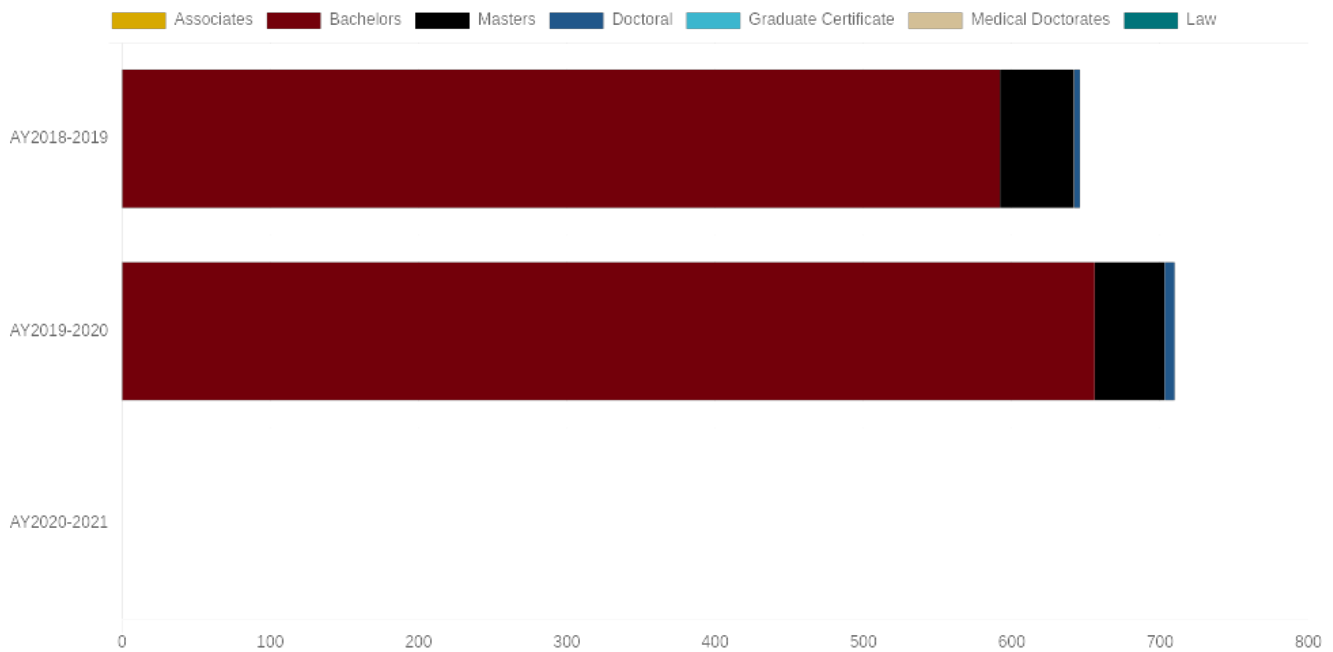
Student Enrollment & Outcomes

Degrees Awarded by Level

Table 11. Degrees Awarded by Level.

	Fall 2020	Fall 2019	Fall 2018
Associates Degree		0	0
Bachelors		656	592
Masters		47	50
Doctoral		7	4
Medical		0	0
Law		0	0
Pharmacy Doctorate		0	0
Graduate Certificate			

Illustration 11. Degrees Awarded by Level



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
Meng, Fang	Best paper award nominee	25th Annual Graduate Student Research Conference in Hospitality and Tourism
Yan, Grace	Mihalik Global Scholar of the Year	College of HRSM
Strick, Sandy	Mihalik Global Scholar of the Year	College of HRSM

Faculty Awards Nominations

Service Award Nominations

Recipient(s)	Award	Organization
Edwards, Karen	Educational Foundation Outstanding Service Award	University of South Carolina
Bickle, Marianne	Educational Foundation Outstanding Service Award	University of South Carolina

Faculty Awards Nominations

Teaching Award Nominations

Recipient(s)	Award	Organization
Kubickova, Marketa	HRSM Teacher of the Year	College of HRSM
Jankovska, Daniela	HRSM Teacher of the Year	College of HRSM
Shaomian, Armen	HRSM Teacher of the Year	College of HRSM

Faculty Other Awards Nominations

No Award Nominations have been entered for this section.

Faculty Awards Received

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

Research Awards

Recipient(s)	Award	Organization
Watanabe, Nicholas	Breakthrough Star Award	UofSC
Yan, Cheng Grace	Research Fellow	North American Society of Sport Management
Pennington-Gray, Lori	Fellow	Academy of Leisure Sciences
Nagel, Mark	Best Paper	Journal of Issues in Intercollegiate Athletics
Jeong, Miyoung	Researcher of the Year	College of HRSM
Strick, Sandy	Mihalik Global Scholar of the Year	College of HRSM

Faculty Awards Received

Service Awards

Recipient(s)	Award	Organization
Watanabe, Nick	Reviewer of the Year	Sport Management Review (journal)
Watanabe, Nick	Reviewer of the Year	International Journal of Sports Marketing and Sponsorship

Faculty Awards Received

Teaching Awards

Recipient(s)	Award	Organization
DiPietro, Robin	Outstanding Hospitality Educator of the Year Award	South Carolina Restaurant and Lodging Association
Shaomian, Armen	Harry E. and Carmen S. Varney Distinguished Teacher of the Year	College of HRSM
Gustafson, Cathy	Garnet Apple Teaching Award	University of South Carolina

Faculty Awards Received

Other Awards

Recipient(s)	Award	Organization
Knezevich, Chris	Inducted into society	Upsilon Zeta Chapter of Alpha Sigma Lambda
DiPietro, Robin	Honorary Professor	University of Aruba

Alumni Engagement & Fundraising

Alumni

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

Homecoming *October 12-16, 2020, was the 42nd HRSM Homecoming. We had 53 event participants and over 28,000 Homecoming-related touchpoints through social media. The Homecoming auction brought in \$2862 this year and we awarded \$2400 in student scholarships.

HRSM Alumni Society Fund *Created and endowed by the Alumni Society Board, has contributed over \$120,000 since 2009.

*Has awarded more than \$44,000 in scholarships that have helped 33 HRSM students enhance their educational experience through domestic/international travel and industry conference attendance.

*Fund supports all scholarships and alumni operations including alumni reconnects and At the Table with HRSM events.

HRSM Alumni Society Career Night *Held once in the fall and twice in the spring, the events this year brought in 114 alumni/industry partners/faculty/staff that help 600+ students develop their networking skills in a virtual setting.

*A pre-event is offered for networking and building relationships.

*To date, over 7,400 HRSM students and over 1,200 networkers have participated in this event.

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

*To date, we have had 206 participants including RETL alumna Mary Wagner, Assistant Vice President for Enrollment Management, who has attended every event.

HRSM Alumni Awards *Two distinguished alumni, a distinguished service and a friend of the college awards are given during this annual event.

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.

*To date, we have had 12 events across the Southeast—including ones in Atlanta, Charleston, Charlotte, Myrtle Beach, and Nashville.

COVID Response: Hosted HRSM Alumni Panel: Exploring Non-Traditional Career Paths for alumni and students.

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

Social Media *We engage daily through social media including LinkedIn, Facebook, and Instagram.

*The alumni director has over 6,000 LinkedIn connections and over 1,000 Facebook connections that are used to communicate about the college and build relationships.

*Official College of HRSM Alumni Network on LinkedIn has over 3200 members. We invite students in the HRSM 301 class to join after creating their LinkedIn profile.

*UofSC College of HRSM Alumni and Industry Friends Network on Facebook has over 400 members. Use LI updates to support UofSC advancement database information.

Alumni Society Board *Board instrumental in engaging alumni and industry to support students and the college.

Development, Fundraising and Gifts

Alumni Engagement & Fundraising

Substantial development initiatives and outcomes, including Fundraising and Gifts.

To date during FY 2021, the College of HRSM has documented gifts totaling \$1,059,341.00 through March 10th, 2021, an increase from last year which totaled \$851,625.00 through year end. Like most units during the pandemic, we are struggling with smaller, annual fund gifts and thus our number of unique donors has decreased but we are fortunate to have an overall increase in major gifts this FY. Gifts to date include a \$567,000.00 donation from The David Tepper Foundation to establish the Tepper Scholars Program in SPTE which will award incoming SPTE freshman with an emphasis on supporting underrepresented student populations, a \$126,374.00 planned gift to support an existing endowed scholarship, an additional \$50,000.00 to support an existing endowed scholarship benefiting incoming SPTE freshman students and another gift in kind of \$120,000 in software to support our Department of Retailing. Faculty engaged in fundraising, helping to secure \$150,000 in funding from FC Cincinnati to support the Center for the Advancement in Sport and Entertainment. We were able to grow Family Fund participation across the college from 8% participation to 47% participation in an ongoing effort to rework our annual fund strategy to grow annual giving support. We plan to kickstart a new Internship Support Fund, focused on providing scholarships for unpaid or out of state internships, this FY through the Give 4 Garnet campaign in April.

Community Engagement

Community Engagements and Community - Based Activities

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.

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.

Community Engagement

Supplemental Info - Community Engagement

Any additional information on Community Engagement appears as 'Appendix 1. Community Engagement' (bottom).

Collaborations

Internal Collaborations

Our most significant academic collaborations and multidisciplinary efforts characterized as internal to the University.

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.

External Collaborations

Our most significant academic collaborations and multidisciplinary efforts characterized as external to the University.

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.

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
Charleston Food and Wine Festival
Walt Disney World
University of Aruba
The United States Olympic Committee (USOC)
Cape Peninsula University of Technology, Capetown, South Africa
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.
Yonder Field, Bowman, SC
Universidad Autonoma de Madrid (Spain) with Dr. J.L. Paramio Salcines.
University of Kentucky's Fine Arts / Arts Management Program
South Carolina Arts Commission and SPTE Presents Making Money III
Ministry of Health, Welfare and Sport, Aruba
Xingbo Sports, China

Collaborations

The Hague University of Applied Sciences

Columbia Fireflies

World Anti-Doping Association with Adelphi University

President's Arts and Entrepreneurship Initiative

Equity and Diversity Plan

Improve Under-Represented Minority (URM) Student Enrollment

The College of HRSM has been focusing on improving Under-Represented Minority enrollment and success for years. In fact, in 2015, HRSM awarded 37 degrees to persons identifying as Black or African American; in 2019, the number was 54 which is a 45% increase. This is a noteworthy achievement and one that should be celebrated.

Some of the initiatives currently underway include:

1. HRSM representatives attended two URM recruitment events to promote the college to incoming students during the Summer 2020 to bring presence virtual or in-person to promote URM enrollment. These events were focused on advanced conversations with a multitude of URM prospective students and led to follow-up and campus tours following the recruitment event.
2. Developed a partnership with HRSM and Keenan High School, 20 students received invitations to experience HRSM's "virtual career fair" and strategically organized to meet with industry recruiters from various companies. The students met with advisors and presented with academic material exploring career paths suitable to HRSM majors. The students participated on a tour of the HRSM building and were presented with a short program illustrating a day in the life of an HRSM student.
3. The Department of Retailing developed a specialized student group at Keenan High School (Columbia) which equipped and trained students in the development of building online stores, digital tools for provide insight to startup retail companies.
4. HRSM organized committee initiatives within the department to outline and underscore the significant efforts that were made to feature student diversity in all academic promotion materials, marketing efforts, college brochures, scholarship awards and social media posts.
5. Planning ahead, the HRSM Director of Enrollment Management and Assistant Dean of Diversity and Inclusion will visit regional high schools and technical colleges to recruit targeted underrepresented populations.
6. HRSM stakeholders are looking to build partnerships with Historically Black Colleges and Universities to develop 3+2 and 4+1 accelerated master's degree programs.

Improve The Number Of Full-Time URM Faculty Across Academic Units

- HRSM is dedicated to attracting and selecting URM faculty which begins with a pronounced effort to broadcast the available opportunities to URM populations. The HRSM Dean's office allocated over \$10,000 in extra funds to target diverse audiences to attract a diverse applicant pool. This year, there were three open faculty searches, and each finalist pool was rich in diversity.
- During the fall 2020, the HRSM faculty were made aware of search committee training sponsored by the College of Information and Communications and facilitated by Julian Williams, Vice President of Diversity, Equity, and Inclusion. The training placed a special

Equity and Diversity Plan

emphasis on diversity in hiring and was recommended for all U of SC faculty on search committees in the coming academic year.

Enhance Outcomes For URM Undergraduate and Graduate/Professional Students

- HRSM committed significant effort to broaden inclusivity in the Hospitality Honor Society (HHS); as a result, the URM representation at the HHS induction ceremony was much improved.
- The HRSM Dean's office developed a leadership workshop for undergraduate leaders across all disciplines; URM groups were specifically targeted to elevate and enhance the skills of those in the current leadership positions.
- UofSC and Tepper Sports have partnered to create Tepper Scholars. The selection of Tepper Scholars is based on academic merit and commitment to sport and entertainment management with an emphasis on supporting underrepresented student populations. Tepper Scholars receive \$10,000 per year toward their education, benefit from mentorship and participate in additional enrichment opportunities.

Improve Post-Graduate Outcomes For URM Undergraduate and Graduate/Professional Students

- UofSC and Monumental Sports & Entertainment partnered together to create and are proud to announce a new internship program for female students majoring in sport and entertainment management. The partnership will provide four paid internships per year to advance students' career experience and develop the industry's future leaders.
- HRSM's Dean, Assistant Dean of Diversity and Inclusion and Director of Development have had preliminary discussions with Township Auditorium on sponsoring a scholarship and guaranteed internship for underrepresented minority Master of Sport Management student.

Increase the engagement of students, faculty, staff, administrators in Equity and Inclusion

The college hosted several successful events to enhance outcomes for URM students including:

1. Roundtable discussion with Columbia Mayor Steve Benjamin. The event focused on mentoring URM students and occurred at McCutchen House.
2. Specific URM students were invited to a Lean-In event, where an HRSM panel discussed ways to build the HRSM climate to be more inclusive and equitable for all students.
3. The Dean's Office hosted a very productive listening session for African American HRSM alumni and current students. The session was moderated by Julian Williams, Vice President of Diversity, Equity, and Inclusion.
4. The HRSM Assistant Dean of Diversity and Inclusion hosted an African American Male Summit which connected community leaders with current and former HRSM male students.
5. The Department of Sport Management began offering a new special topics course this spring taught by an African American adjunct instructor. SPTE 490—Diversity in Sport class will be offered in the fall and possibly be expanded as a college wide diversity course in the future.

Equity and Diversity Plan

6. The Assistant Dean of Diversity and Inclusion and Assistant Dean of Student Services will host a “Speak with The Dean’s” session for underrepresented minority students.

Improve The Sense Of Inclusion Amongst All University Community Members

1. The Associate Dean for Operations held over 35 meetings with college personnel to discuss ways to make the environment more inclusive, respectful, and consistent with the Carolina Creed. The HRSM Diversity and Inclusion Committee have built a foundation for future initiatives for community-wide involvement.
2. The Diversity and Inclusion committee has been re-energized with new faculty and staff members. The committee is currently working on a Diversity and Inclusion Board prominently displayed in the Close-Hipp Building. The UofSC community will be able to write statements on the board that reinforce diversity and inclusion.
3. HRSM’s Marketing and Communications department has highlighted significance contributions by African Americans in Hospitality, Retail and Sport & Entertainment during Black History Month.

Dashboard Metrics and Narrative

Metrics

Student Information Narrative

Student growth and related increases in revenues have allowed our college to remain financially healthy, even after including expenses related to its move from the Carolina Coliseum to Close-Hipp last year. Our PhD programs have outpaced the undergraduate and master's programs a bit. These programs are still relatively new and remain in the process of creating a brand in the marketplace. Growth in the PhD program should level off as the program becomes established and we reach capacity for doctoral education. As an added note of caution, continued enrollment growth for the undergraduate program may be affected by the impact of COVID-19 on our industries. Some of the remaining hardest hit industries include sport, entertainment, travel and tourism, hotels, and restaurants. It is uncertain how the current economic outlook in these industries will impact students choosing to study within our college over the next few years.

Contribution (Per Student) Narrative

- While contributions per student remain positive, the contribution amount has been trending downward. This is likely attributable to the increased costs associated with the college's move to Close-Hipp including renovation expenses and additional square footage costs.
- HRSM has also recently replaced several faculty and staff lines that had been vacant.
- Please note these are Contributions per student FTE and the costs include restricted and unrestricted funds.

Model Allocations (Per Student) Narrative

- HRSM remains a producer. The amount of the contribution is likely reflected as increasing due to the \$4.5M Legacy Model Adjustment.
- The Legacy Model Adjustment will need to be lowered within the next year or so as our square footage costs in the new budget model will be increasing by over \$750K per year. In addition, we are top heavy and need to hire new assistant professors in all disciplines due to our significantly high 38:1 student-to-faculty ratio and desire to increase research productivity. If the university wishes to attain AAU status, we will need to hire additional faculty to lower the ratio.
- Please note these are Model Allocations per student FTE and the costs include restricted and unrestricted funds.

Faculty Information Narrative

- Growth in the number of students within the college has outpaced growth in faculty. The college is in desperate need to hire new faculty to reduce the 38:1 student-to-faculty ratio. The ratio has been high for some time and there has been an historic need to increase the number of faculty lines within the college. In the short term, there is a need to hire tenure track assistant professors to reduce the size of classes and an over-reliance on adjunct professors. This is especially true within the Department of Sport and Entertainment Management where much of the growth has occurred.

Dashboard Metrics and Narrative

Credit Hours Taught Narrative

- As the number of majors has grown and the faculty size has remained stable, the number of hours taught has grown as has the number of hours taught per faculty member. There is a need to hire faculty to match the growth that has occurred as class sizes are increasing and we have created a dependence on adjunct professors to fill in the gaps between student demand and full-time faculty resources.

College/School Financial Information Narrative

- Last fiscal year, the College moved from the Carolina Coliseum to Close-Hipp. Many one-time costs were incurred including moving, facility renovation, and new furnishing expenses.
- Academic programs are looking to tap into new markets.
 - On-line master's option in International Hospitality and Tourism Management
 - On-line graduate certificate/master's option in Sport and Entertainment Management with focus in interscholastic athletics/high school athletic directors
- HRSM has always been a revenue producer for the university. Within the new budget model, this has led to HRSM providing a Legacy Model Adjustment of \$4.5M to offset losses within other units. This allocation within the new budget model will make it difficult to adequately hire to reduce student/faculty ratios within the college to a ratio that is more in line with the average at the university. As noted above, HRSM will also be absorbing the cost of additional square footage after moving to the Close-Hipp Building.

Student Outcomes Narrative

- The college has a relatively new Corporate Engagement unit tasked to improve the relationship between our programs and the industries we serve while also creating new partnerships. Over time, it is hoped that this unit will improve the placement rate within the college
- While the amount of debt our students hold is less than that of the average UofSC student, the salary/debt ratio is higher due to the lower entry level wages in our industries
- The college has been a leader in experiential education on campus. The long established, multi-semester internship programs has been successful in increasing student employability through the real life experiences the students gain through these experiences. Further, many non-credit bearing opportunities have been created by our internship directors and corporate engagement unit.
- Our new assistant dean for diversity and inclusion position (formed August 1, 2020) has been tasked to work with first-generation and underrepresented student populations to improve engagement, retention, and graduation rates.

HERD Research Expenditures Narrative

- The college has had a few center director positions vacant in FY 2019 and into FY 2020. The SmartState chair and center director position was recently filled this fiscal year and should lead to greater research expenditures in the future.

Other Information Narrative

- We are currently financially healthy but handcuffed as a result of the \$4.5 million legacy model adjustment and increased cost of business in Close-Hipp.

Dashboard Metrics and Narrative

- HRSM is top heavy and needs to hire additional tenure-track faculty to lower our 38:1 student-to-faculty ratio and increase research production.
- The total budgeted Model Allocations for HRSM are nearly negative \$11.1M due to the legacy model adjustment, participation fee to aide other units, and negative subvention amount due to COVID budget cuts. We have also received no Strategic Initiative Funding.
- If the university continues to trend toward admitting a higher percentage of resident vs. non-resident (including international) students, there could be a significant decrease in the number of students in our undergraduate programs, particularly our highly ranked SPTE program. The HRSM student body maybe further impacted by the upcoming decrease in the number of high school student cohorts.

Concluding Remarks

Quantitative Outcomes

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

The College of HRSM has maintained strong growth in student enrollment (3 year trend rate is over 4%) with exceptionally high demand for some college majors

Cool Stuff

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

Apple Campus Store, coming soon, will be staffed by HRSM Department of Retailing personnel and will provide a laboratory for students and faculty to exercise their expertise.

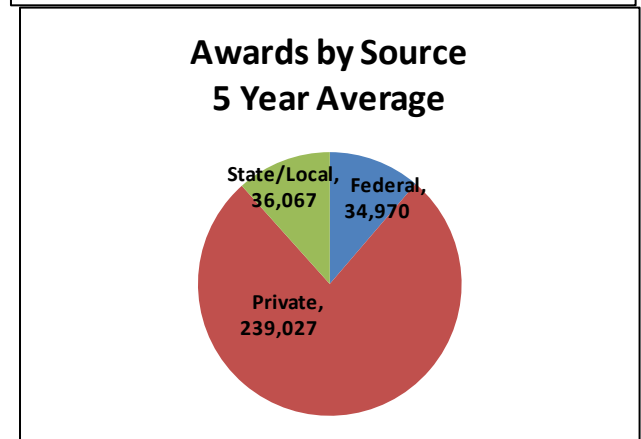
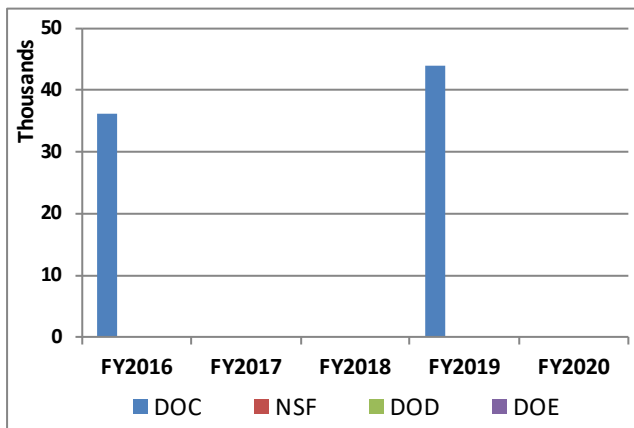
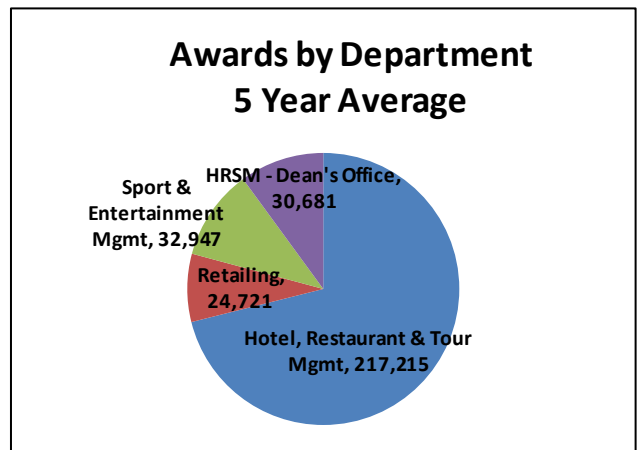
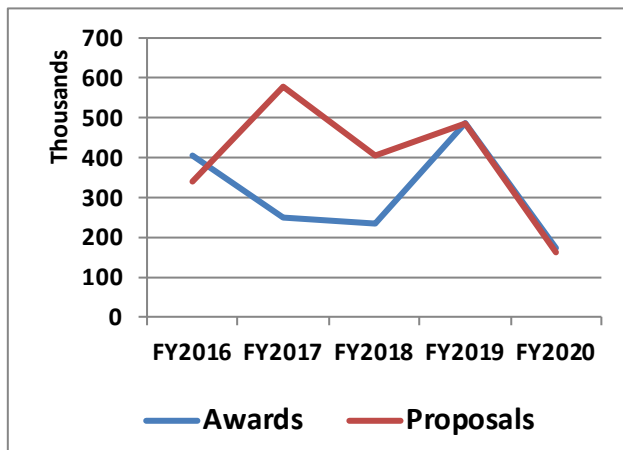
New Marriott culinary lab in Close Hipp offers excellent opportunities for Hotel Restaurant and Tourism students.

Appendix A. Research & Scholarly Activity

Office of Research IT and Data Management Office

Hosp., Retail, & Sport Mgmt Summary of Awards

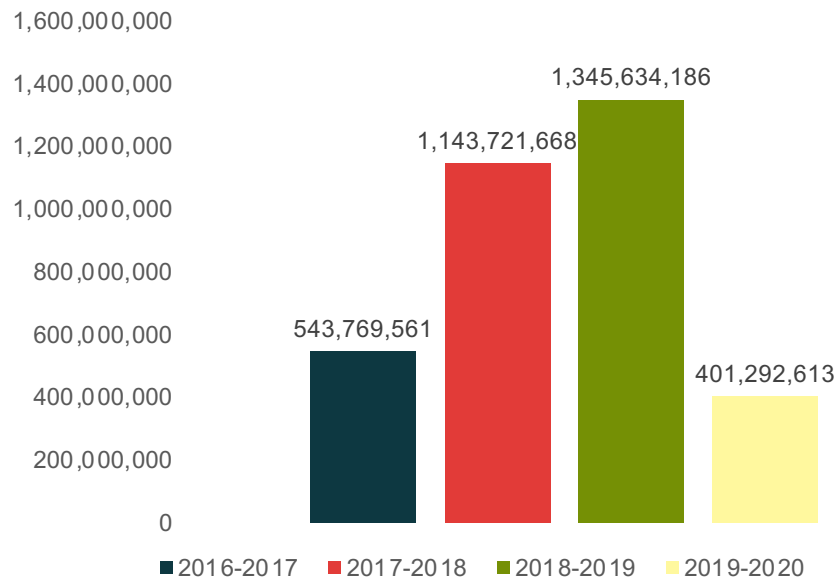
SAM ACTIVITY	FY2016	FY2017	FY2018	FY2019	FY2020	% Change Avg. (16-19) & 2020
Division Award Totals	407,288	248,354	235,426	486,588	172,666	(49.9)
Unit Totals						
Hotel, Restaurant & Tour Mgmt	200,856	200,854	195,856	317,655	170,856	(25.3)
Retailing	60,324	0	14,570	48,710	0	(100.0)
Sport & Entertainment Mgmt	42,661	25,000	25,000	70,266	1,810	(95.6)
HRSM – Dean’s Office	103,447	0	0	49,957	0	(100.0)
Source						
Federal	83,518	0	0	91,332	0	(100.0)
Private	264,933	223,354	185,426	348,756	172,666	(32.5)
State/Local	58,837	25,000	50,000	46,500	0	(100.0)
Proposals						
Submissions	12	9	11	9	5	(51.2)
Dollars Requested	337,155	577,879	405,215	486,427	161,805	(64.2)



Appendix 1. Community Engagement

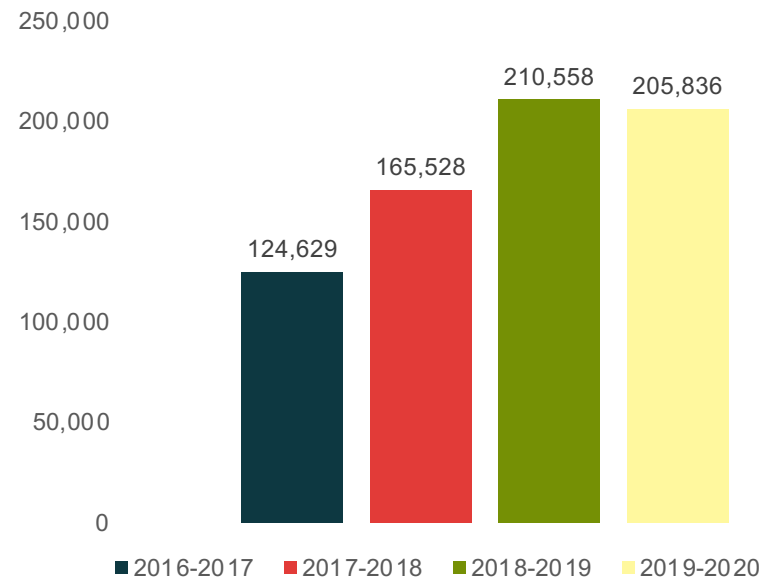
TOTAL BRAND REACH AND ENGAGEMENT

Total Estimated Reach



media impressions + web unique visitors +
social reach + emails delivered

Total Estimated Engagement



Social media engagement + email clicks/opens
+ event attendance

HRSM Communications & Marketing
Annual Metrics Report 7/1/19 – 6/30/20

