

# Executive Summary

---

## Blueprint for Academic Excellence College of Hospitality, Retail, and Sport Management AY2017-2018

### Introduction

The College of HRSM continues to be a leader in teaching, research and service in support of the goals and objectives of the President, Provost and University. Student enrollment in HRSM majors has continually risen over the last seven years. The average SAT score of HRSM undergrads has increased each year since 2010. HRSM retention rates and six-year graduation rate continue to exceed the University average. Faculty productivity continues to increase in quality and impact as well as quantity. Programs continue to grow in prominence and influence nationally and internationally. HRSM continues to be a campus leader in innovative instructional offerings and methodologies at the graduate and undergraduate levels.

### Highlights

- Achieved strong enrollment growth in all programs while maintaining top 5 international rankings
- Significant investment in experiential learning, including new Center for Corporate Engagement
- Hired 16 new positions, including 2 Associate Deans (Academic Programs, Diversity), 2 new department chairs, and big data analytics position
- Global expansion of academic programs; summer leadership academy and several joint degree programs

Haemoon Oh, Dean



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



# Blueprint for Academic Excellence

## College of Hospitality, Retail, and Sport Management

### AY2017-2018

#### Table of Contents

<b>Executive Summary</b> .....	1
Introduction .....	1
Highlights .....	1
<b>Foundation for Academic Excellence</b> .....	2
Mission Statement .....	2
Vision Statement .....	2
Values .....	2
<b>Goals - Looking Back</b> .....	3
<b>Goals - Real Time</b> .....	9
<b>Goals - Looking Ahead</b> .....	10
<b>Academic Programs</b> .....	14
Program Rankings .....	14
Instructional Modalities .....	14
Program Launches.....	14
Program Terminations .....	14
Supplemental Info - Academic Programs .....	15
<b>Academic Initiatives</b> .....	16
Experiential Learning for Undergraduates .....	16
Experiential Learning For Graduate Students.....	16
Affordability .....	16
Reputation Enhancement .....	17
Challenges .....	17
Supplemental Info - Academic Initiatives .....	17
<b>Faculty Population</b> .....	18
Faculty Employment by Track and Title.....	18
<b>Faculty Information</b> .....	21
Research and Scholarly Activity .....	21
Faculty Development .....	21
Other Activity.....	21
Supplemental Info - Faculty .....	22
Supplemental Academic Analytics Report .....	22
<b>Teaching</b> .....	23
Faculty to Student Ratio.....	23
Analysis of Ratio .....	23
<b>Faculty Awards Nominations</b> .....	24
Research Awards Nominations.....	24
Teaching Awards Nominations .....	24
Other Awards Nominations .....	24
<b>Faculty Awards Received</b> .....	25
Research Awards.....	25
Service Awards .....	26
Teaching Awards .....	26
Other Awards .....	26

<b>Student Recruiting and Retention</b> .....	27
Student Recruitment .....	27
Student Retention .....	28
<b>Student Enrollment &amp; Outcomes</b> .....	30
Student Enrollments.....	30
Student Population by Headcount .....	30
Student Retention, Transfer, and Graduation .....	37
<b>Alumni Engagement &amp; Fundraising</b> .....	39
Alumni .....	39
Development.....	40
Supplemental Info - Alumni Engagement & Fundraising .....	41
<b>Community Engagement</b> .....	42
Community Engagements and Community - based Activities .....	42
Community Perceptions.....	42
Incentivizing Faculty Engagement .....	42
Supplemental Info - Community Engagement .....	42
<b>Collaborations</b> .....	43
Internal Collaborations .....	43
External Collaborations.....	43
Other Collaborations .....	43
<b>Supplemental Info - Collaborations</b> .....	44
<b>Campus Climate and Inclusion</b> .....	45
Campus Climate & Inclusion.....	45
Supplemental Info - Campus Climate & Inclusion.....	45
<b>Concluding Remarks</b> .....	45
Quantitative Outcomes .....	46
Cool Stuff .....	46
<b>Appendix 1. Academic Programs</b> .....	...
<b>Appendix 2. Academic Initiatives</b> .....	...
<b>Appendix 3. Research &amp; Scholarly Activity</b> .....	...
<b>Appendix 4. Faculty Information</b> .....	...
<b>Appendix 5. Academic Analytics Report</b> .....	...
<b>Appendix 6. Alumni Engagement &amp; Fundraising</b> .....	...
<b>Appendix 7. Community Engagement</b> .....	...
<b>Appendix 8. Collaborations</b> .....	...
<b>Appendix 9. Campus Climate &amp; Inclusion</b> .....	...

# Foundation for Academic Excellence

---

## **Mission Statement**

The College of Hospitality, Retail, & Sport Management (HRSM) 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.

Updated: 08/10/2017

## **Vision Statement**

The College of Hospitality, Retail, & Sport Management (HRSM) prepares leaders and scholars who drive the economic engines of South Carolina, the nation and the world.

Updated: 08/10/2017

## **Values**

The College of Hospitality, Retail, & Sport Management (HRSM) is currently developing the statement of values that frames our work.

Updated: 08/10/2017

# Goals - Looking Back

---

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

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

<b>Goal Statement</b>	Build a foundation to achieve a top five ranking for each academic unit within the next eight years.
<b>Linkage to University Goal</b>	Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners Spurring Knowledge and Creation Ensuring Institutional Strength, Longevity, and Excellence
<b>Alignment with Mission, Vision, and Values</b>	Prepare future leaders and scholars in their respective fields by providing exemplary integrative and experiential academic preparation.
<b>Status</b>	Completed with mixed results
<b>Achievements</b>	All Programs continue to increase enrollment and quality; Incremental increases in faculty and staff positions; Change in leadership in progress
<b>Resources Utilized</b>	Evolving Strategies to include new HRSM Leadership Team.

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

<b>Goal Statement</b>	Develop and improve graduate and undergraduate curricula and instruction.
<b>Linkage to University Goal</b>	Educating the Thinkers and Leaders of Tomorrow Spurring Knowledge and Creation Building Inclusive and Inspiring Communities
<b>Alignment with Mission, Vision, and Values</b>	Providing exemplary integrative and experiential academic preparation for students in a collaborative environment that promotes seminal and applied research and service projects
<b>Status</b>	Completed with mixed results
<b>Achievements</b>	Ongoing Process. Preparing for inclusion and insight from new HRSM Leadership Team.
<b>Resources Utilized</b>	

**Goal 3 - Increase the College's applied research activities, sponsored funding and publication record**

<b>Goal Statement</b>	Increase the College's applied research activities, sponsored funding and publication records as indicated in the appropriate UofSC Dashboard and College metrics while not compromising the College's reputation for teaching excellence.
<b>Linkage to University Goal</b>	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
<b>Alignment with Mission, Vision, and Values</b>	A collaborative environment that promotes seminal and applied research.
<b>Status</b>	Completed with mixed results
<b>Achievements</b>	Continual improvement. Ongoing Process. Preparing for inclusion and insight from new HRSM Leadership Team.
<b>Resources Utilized</b>	

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

<b>Goal Statement</b>	Develop and expand international involvement with comparable institutions and businesses for faculty and students as indicated in the appropriate College metrics.
<b>Linkage to University Goal</b>	Educating the Thinkers and Leaders of Tomorrow Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners Building Inclusive and Inspiring Communities
<b>Alignment with Mission, Vision, and Values</b>	Promotes seminal and applied research and service projects with peer institutions, global colleagues, and industry partners.
<b>Status</b>	Completed with mixed results
<b>Achievements</b>	Highly successful but is an ongoing process. Preparing for inclusion and insight from new HRSM Leadership Team.
<b>Resources Utilized</b>	



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

<b>Goal Statement</b>	Provide service and outreach efforts to our respective professions, the State of South Carolina, nation and world communities as indicated in the appropriate College metrics.
<b>Linkage to University Goal</b>	Building Inclusive and Inspiring Communities
<b>Alignment with Mission, Vision, and Values</b>	Promotes service projects in college disciplines that make an impact locally, regionally, and internationally.
<b>Status</b>	Completed with mixed results
<b>Achievements</b>	Very successful efforts by all departments. Ongoing Process. Preparing for inclusion and insight from new HRSM Leadership team.
<b>Resources Utilized</b>	

## Goal 6 - Establish and instill an inclusive culture

<b>Goal Statement</b>	Establish and instill an inclusive culture that values, engages and supports diversity of cultures, races, ideas, and people.
<b>Linkage to University Goal</b>	Educating the Thinkers and Leaders of Tomorrow Building Inclusive and Inspiring Communities Ensuring Institutional Strength, Longevity, and Excellence
<b>Alignment with Mission, Vision, and Values</b>	Prepare future leaders and scholars in its respective fields by providing exemplary integrative and experiential academic preparation for students in a collaborative environment.
<b>Status</b>	Completed with mixed results
<b>Achievements</b>	Ongoing process. Preparing for inclusion and insight from new HRSM Leadership Team.
<b>Resources Utilized</b>	

# Goals - Real Time

---

Goals for the College of Hospitality, Retail, and Sport Management that are in progress for AY2017-2018.

## **Goal 1 - Establish a Center for Corporate Engagement**

<b>Goal Statement</b>	Establish a Center for Corporate Engagement
<b>Linkage to University Goal</b>	Educating the Thinkers and Leaders of Tomorrow Ensuring Institutional Strength, Longevity, and Excellence
<b>Alignment with Mission, Vision, and Values</b>	Will prepare future leaders and scholars in its respective fields by providing exemplary integrative and experiential academic preparation for students in a collaborative environment that promotes seminal and applied research and service projects with peer institutions, global colleagues, and industry partners.
<b>Goal Status</b>	Progressing as expected (multi-year goal)
<b>Achievements</b>	Ongoing process. Preparing for inclusion and insight from new HRSM Leadership Team.
<b>Resources Utilized</b>	
<b>Continuation</b>	Curriculum evaluation and improvements should be continual in order to meet the dynamic needs of all stakeholders.
<b>Action Plan for Achieving the Goal</b>	Hire Director for the new Center in 2017; Develop a model for Center operations and implementation; Create a marketing plan for introduction of the new Center; Assess and develop enriched teaching strategies by incorporating corporate engagement efforts.
<b>Upcoming Plans</b>	

# Goals - Looking Ahead

---

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

## **Goal 1 - Review and evaluation of HRSM College Core course requirements**

<b>Goal Statement</b>	Review and Evaluation of HRSM College Core course requirements
<b>Linkage to University Goal(s)</b>	Educating the Thinkers and Leaders of Tomorrow Building Inclusive and Inspiring Communities Ensuring Institutional Strength, Longevity, and Excellence
<b>Alignment with Mission, Vision, and Values</b>	Prepare future leaders and scholars in its respective fields by providing exemplary integrative and experiential academic preparation.
<b>Goal Status</b>	Newly Established Goal
<b>Action Plan for Achieving the Goal</b>	Gather information from faculty, staff, students, alumni, and industry regarding viability of HRSM core courses.
<b>Resources Needed</b>	New Associate Dean to initiate and lead actions. Work with the Office of Diversity and Inclusion to extend the University D&I goals to the College.

## Goal 2 - Explore new collaborative programs and courses for HRSM

<b>Goal Statement</b>	Explore new collaborative programs and courses for HRSM
<b>Linkage to University Goal(s)</b>	Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners Spurring Knowledge and Creation Ensuring Institutional Strength, Longevity, and Excellence
<b>Alignment with Mission, Vision, and Values</b>	In a collaborative environment that promotes seminal and applied research and service projects with peer institutions, global colleagues, and industry partners.
<b>Goal Status</b>	Newly Established Goal
<b>Action Plan for Achieving the Goal</b>	Initiate series of brown bag lunches to encourage idea exchanges and identify collaborative possibilities among HRSM faculty. Develop interdisciplinary courses at all levels and achieve resource efficiency. Develop additional 10% of revenue generation from new and innovative online, certificate, and international programs
<b>Resources Needed</b>	Resource allocation to successfully accomplish this goal will be determined by the new HRSM leadership team in August 2017.
<b>Notes</b>	Academic Years for Goal: On-going

**Goal 3 - Develop and implement unit performance metrics including centers and directors to track key performance activities**

<b>Goal Statement</b>	Develop and implement unit performance metrics including centers and directors to track key performance activities.
<b>Linkage to University Goal(s)</b>	Educating the Thinkers and Leaders of Tomorrow Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners Spurring Knowledge and Creation
<b>Alignment with Mission, Vision, and Values</b>	Providing exemplary integrative and experiential academic preparation.
<b>Goal Status</b>	Newly Established Goal
<b>Action Plan for Achieving the Goal</b>	Hire a staff to develop measurement metrics and performance indices; Require all professional staff (directors) to set yearly goals and action plans
<b>Resources Needed</b>	Budget to hire a business analyst
<b>Notes</b>	Academic Years for Goal : 2017-18

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

<b>Goal Statement</b>	Review and Evaluation of HRSM College Core course requirements
<b>Linkage to University Goal(s)</b>	Educating the Thinkers and Leaders of Tomorrow Building Inclusive and Inspiring Communities Ensuring Institutional Strength, Longevity, and Excellence
<b>Alignment with Mission, Vision, and Values</b>	Our HRSM mission is to prepare future leaders and scholars in its respective fields by providing exemplary integrative and experiential academic preparation.
<b>Goal Status</b>	Newly Established Goal
<b>Action Plan for Achieving the Goal</b>	Gather information from faculty, staff, students, alumni, and industry regarding viability of HRSM core courses.
<b>Resources Needed</b>	New Associate Dean to initiate and lead actions; Establish at least one program to achieve a higher level of diversity and inclusion in college

# Academic Programs

---

## Program Rankings

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

Hospitality, Restaurant and Tourism Management

No. 6 overall program ranking for Hospitality Schools among 716 schools by Hospitality-Colleges.com (2015).

No. 7 undergraduate Hospitality Management program among 392 schools by Hospitality-Colleges.com (2015).

No. 2 undergraduate Tourism Management program among 116 schools by Hospitality-Colleges.com (2015).

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

No. 7 Ph.D. in Hospitality Management (HM) by the Journal of Hospitality and Tourism Education (2013).

Sport and Entertainment Management

No. 1 US/ No. 3 Global - Sport Sciences (three USC departments were combined in the ranking: Department of Sport and Entertainment Management, Department of Exercise Science, Department of Physical Education and Athletic Training), Shanghai Ranking, December 8, 2016.

No. 5 US/ No. 5 Global - Masters of Sport and Entertainment Management, SportsBusiness International, June 2016, June 2016- June 2017.

No. 5 US/ No. 5 Global - Masters of Sport and Entertainment Management, SportsBusiness International, June 2016, June 2016- June 2017.

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

Retailing

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

FashionSchools ranks our Fashion Merchandising program #15 out of the Top 50 Fashion Merchandising Schools

## 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 its' 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. This has included the transformation of the retail graduate program into a dual offering of in person and on-line options.

Trend-setting coursework has incorporated HRTM 590- Wine, Beverage and Culture, SPTE 655 - Social Media in Live Entertainment and Sport, and the continued expansion of our highly successful study/travel courses which combines 8 weeks of classroom instruction with an on-site 7-10 day visitation to the location(s) studied.

## Program Launches

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

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



## **Program Terminations**

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

No Programs were terminated during this period.

## **Supplemental Info - Academic Programs**

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

# Academic Initiatives

---

## 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 it offers. Each major is required to participate in two fulltime work experiences (ITEC only required one work experience). The integration of curriculum into industry experiences blends curriculum (i.e., 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 of participating in them. 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. Due to current limited resources, there are not enough faculty to supervise the growing numbers of students effectively. Further, HRSM has students completing field projects across the globe and do not have resources to conduct site visits.

## 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 to ensure that students can complete their Practicum experience (HRTM 290; RETL 295, & SPTE 295) at locations that offer affordable housing. These locations can be in their hometown, grandparent's town, other family members, etc. 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 additional required course work and/or expenses incurred with the completion of their thesis.

## **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 secure external grants, 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 Department's reputation. 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 through which they learn more about our programs and students. These events also attract students from across the globe to a not only gain and share knowledge and expertise but also to learn about our master's and doctoral programs. 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 grow over the past several years. As program rankings continue to rise, the number of highly qualified students expressing interest, applying, accepted and enrolling at USC increasing. We need additional faculty and staff to meet the growing demand for our programs. Here are our immediate faculty needs: Chair for Retailing; New Director of McCutchen House; additional Instructor(s) in Restaurant Management; New faculty lines dedicated to HRSM (and Carolina) Core courses; additional faculty lines to oversee practicum/internship students; Marketing Professor in SPTE (replacement); additional faculty to help develop and mentor PhD students in HRTM and SPTE; New faculty lines in all departments that bring new and innovative research to the classroom. It would also enhance each of our HRSM programs to add Executive in Residence positions to each specialty area. Lastly, as growth has been extremely rapid and industry connections are vital for students getting jobs in each of our fields, there is a need to hire additional senior lecturers. These individuals can teach a 3/3 load and be responsible for assisting in the fostering of new partnerships within the industries.

## **Supplemental Info - Academic Initiatives**

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

# Faculty Population

---

## Faculty Employment Summary

Table 1. Faculty Employment by Track and Title.

	Fall 2016	Fall 2015	Fall 2014
<b>Tenure-track Faculty</b>			
Professor, with tenure	10	11	9
Associate Professor, with tenure	15	13	14
Professor	1	1	0
Associate Professor	3	2	3
Assistant Professor	13	16	16
Librarian, with tenure	0	0	0
Librarian	0	0	0
Assistant Librarian	0	0	0
<b>Research Faculty</b>			
Research Professor	1	1	1
Research Associate Professor	0	0	0
Research Assistant Professor	0	0	0
<b>Clinical/instructional Faculty</b>			
Clinical Professor	0	0	0
Clinical Associate Professor	0	0	0
Clinical Assistant Professor	0	0	0
Instructor/Lecturer	17	16	19
<b>Adjunct Faculty</b>	25	21	26

## Faculty Diversity by Gender and Race/Ethnicity

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

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

	Fall 2016	Fall 2015	Fall 2014
<b>Gender</b>	85	81	88
<b>Female</b>	41	37	38
<b>Male</b>	44	44	50
<b>Race/Ethnicity</b>	85	81	88
<b>American Indian/Alaska Native</b>	0	0	0
<b>Asian</b>	9	7	5
<b>Black or African American</b>	4	4	4
<b>Hispanic or Latino</b>	1	1	1
<b>Native Hawaiian or Other Pacific Islander</b>	0	0	0
<b>Nonresident Alien</b>	1	3	3
<b>Two or More Races</b>	0	0	0
<b>Unknown Race/Ethnicity</b>	3	4	3
<b>White</b>	67	62	72

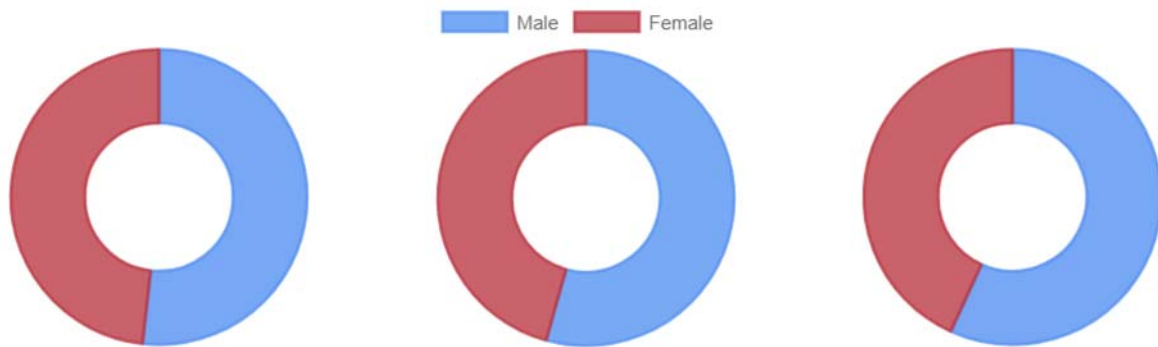
Illustrations 1 and 2 (below) portray this data visually.

### Illustration 1. Faculty Diversity by Gender

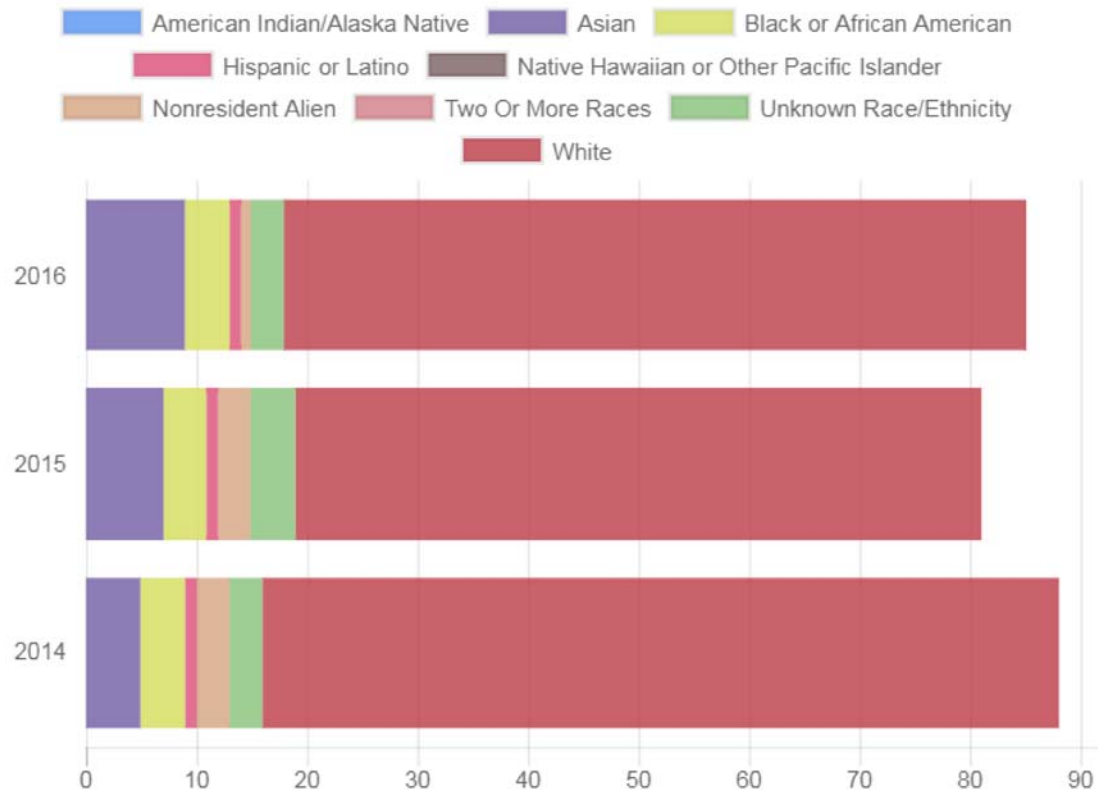
2016 Faculty Gender

2015 Faculty Gender

2014 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 YYYY (by rank, type of funding; e.g., federal, state, etc., and by department, if applicable).*
- 3) Number of patents, disclosures, and licensing agreements for three most recent Fiscal Years.*

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

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

## Faculty Development

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

*Optional*

The HRSM Tenure & Promotion document was restructured to a department level Tenure & Promotion documents. This effort was undertaken to ensure the effectiveness and efficiency of the Tenure and Promotion committee and to make the process 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.

As a result of these investments, HRSM faculty delivered over 98 professional presentations, published over 75 peer-reviewed articles, 3 published books, 6 book chapters, and 14 abstracts. Additionally, the supplied data reported over \$400,000.00 in externally funded projects (15) were initiated and/or completed. Faculty also delivered over a dozen invited lectures to a variety of audiences.

## Other Activity

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

*Optional*

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

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

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

## **Supplemental Info - Faculty**

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

## **Supplemental Academic Analytics Report**

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



# Teaching

---

## 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 2016, Fall 2015, and Fall 2014**

Fall 2016	Fall 2015	Fall 2014
1: 35.0	1:33.22	1:31.99

## Analysis of Ratio

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

The current ratio for the fiscal year is 39:1 (Approx.). This significant shortfall in the student-faculty ratio continues to pose a serious threat to the College's as well as the University's vision for a measured growth. This must be resolved creatively through a close collaboration between the central and college administration in order to realize the enrollment potential of this popular, fast growing college.

The data is consistent with observational data obtained from daily monitoring of HRSM courses. High demand for courses will continue to stress the instructional system.

The answer must rely on the continual funding and hiring full-time faculty both tenure track and senior lecturers. The development of Executives in Residence Programs and through the funding of Scholars in Residence Programs will also facilitate the college moving closer to the university goal.

# Faculty Awards Nominations

---

Faculty nominated for the following awards in the categories of Research, Service, Teaching, or Other, during AY2016-2017.

## Research Award Nominations

Recipient(s)	Award	Organization
Grady, John	Breakthrough Award for Leadership in Research	USC
So, Kam Fung (Kevin)	Patricia G. Moody Researcher of the Year Award 2017	USC College of Hospitality, Retail and Sport Management
Mihalik, Brian	2017 Scholar in Residence	Beijing Sports University in Beijing, China
Mihalik, Brian	2016 Scholar in Residence	South East University in Nanjing, China

## Teaching Award Nominations

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

## Other Award Nominations

Recipient(s)	Award	Organization
Mihalik, Brian	William McFall Mac Pearce Endowed Professor	USC College of Hospitality, Retail and Sport Management

# Faculty Awards Received

---

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

## Research Awards

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

## Service Awards

Recipient(s)	Award	Organization
Ballouli, Khalid	Outstanding Service Award	Sport Marketing Association
Grady, John	John J. Gardner outstanding faculty member award	USC Residence Life

## Teaching Awards

Recipient(s)	Award	Organization
Nagel, Mark	Distinguished Sport Management Educator Award	North American Society for Sport Management
Ballouli, Khalid	Best Student Paper (Advisor)	Sport Marketing Association

## Other Awards

Recipient(s)	Award	Organization
Gillentine, Andy	Mawson Scholar Award	University of Kansas
O Malley, Susan	Honorary Doctorate	Coastal Carolina University
Gillentine, Andy	Sport Management Scholar Lifetime Achievement Award	Applied Sport Management Association
Mihalik, Brian	2017 Scholar in Residence	Beijing Sports University in Beijing, China
Mihalik, Brian	William McFall Mac Pearce Endowed Professor	USC College of Hospitality, Retail and Sport Management

# Student Recruiting and Retention

---

## Student Recruitment

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

To meet the Academic Dashboard Metrics for student population target growth, the College of HRSM historically places operative recourses into recruitment and retention efforts through faculty and staff commitments. Since 2010, the College of HRSM has achieved a 29% undergraduate enrollment increase (11.8% increase from 2015 to 2016).

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

The Admissions and Student Recruitment Committee ensure full faculty and staff support of all ongoing student recruitment activities. In accordance with the USC Visitor Center, HRSM provides daily Academic Information Sessions to all visiting students and parents (Approximately 250 sessions held annually with a 95% success rate among surveyed visiting students and parents) The college also hosts incoming Freshmen Events - New Student Welcome/Convocation Events with HRSM Faculty

In accordance with Undergraduate Admissions, HRSM implements an annual engagement plan that includes several yield activities with our incoming new student population: HRSM faculty fully supports all Undergraduate Recruitment Events (Open House/Admitted Student Days); HRSM Hosts the Annual Guidance Counselor Fly-in for interactive session with HRSM faculty; Year-Round Dean's Welcome Letter including literature mailed to all admitted new students (more than 1,200 per year); Customized electronic messaging outreach to all new student populations; Honors/Scholar HRSM faculty contacts; HRSM regularly trains new and returning local and regional admissions counselors on degree program offerings and academic experiences in HRSM; Daily, on demand support to all prospective students and parents seeking additional academic interest information from HRSM though face-to-face meetings, calls and email support; HRSM website designed with prospective students needs in mind and provides direct access to Dean's Office; HRSM provides regular HRSM faculty/staff recruitment support to USC Athletics in year-round prospective student-athlete recruitment efforts for all teams.

HRSM has increased engagement with the Gamecock Gateway population (current HRSM enrollment of 111 Gamecock Gateway students or 4.9% of our student body)

External state and national Undergraduate Recruitment outreach through DECA (National Conference exposure to 18,000 select high school students and their teachers/advisors

HRSM supports our Shorelight partners for additional International Recruitment efforts on campus and abroad. On-campus training of more than 150 International partners who have visited campus

HRSM also sent their Director of Recruitment to Southeast Asia to promote all of USC with Shorelight for a two-week Recruitment College Road Show covering Indonesia and Vietnam.

Host regular targeted high school groups for on campus visits in Hospitality, Retail and Sport Management interests

## **Student Retention**

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

HRSM Office of Student Services implemented a number of best practices that will improve student retention, academic progression and time to graduation.

AY2016-2017 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 changes have been implemented:

All HRSM students have been assigned an advisor.

Advising loads have been reduced to 300-375:1.

Advising sessions have been extended to 30 minutes.

Daily appointments have been decreased to 10-12 per day.

Advising technology utilization - ongoing

Appointments are scheduled via the advisement web portal.

Progress to completion is monitored DegreeWorks and Pathfinder.

Paperless advising - notes are available to students in DegreeWorks as well as posted to Pathfinder.

Success markers and risk scoring for early intervention are monitored in Pathfinder.

Referrals to campus resources - ongoing and noted in Pathfinder.

Alerts are issued as necessary.

Global communication and office activities are shared via UAC's Constant Contact account.

Increased focus on advisor training and development.

HRSM advisors are required to complete a four level training program.

100% of HRSM advisors successfully completed Quick Start Training Module.

Advisors are charged to achieve Levels One and Two Certification by August 2017.

In an effort to ensure advisors are aware of available resources and equipped to appropriately refer students to faculty and campus

partners, workshops were scheduled and are ongoing.

SAI Programs, March 2017

Athletics-Beyond Sports Summer Internship Program, February 27, 2017

University Advising Center, February 21, 2017

Safe Zone Ally, November & December 2016

Unmuted: A Mandatory Illegal Discrimination Training Program, November 2016

International Student Services, November 30, 2016

Study Abroad, October 13, 2016

Chat with the Chair: Retailing curriculum meeting, May 9, 2016

Chat with the Chair: SPTE curriculum meeting, March 11, 2016

University 101 and Living and Learning Community

Advisors and HRSM staff led 7 major specific UNIV 101 sections - fall 2016.

Approximately 40 Sport and Entertainment Management majors are members of the SPTE Living and Learning Community.

RETL sponsored for the first time a Living and Learning Community for female freshmen majors.

# Student Enrollment & Outcomes

---

The following data was provided by USC's Office of Institutional Research, Assessment, and Analytics. Please note that Fall 2016 and AY2016-2017 data, where presented, are preliminary and unofficial.

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

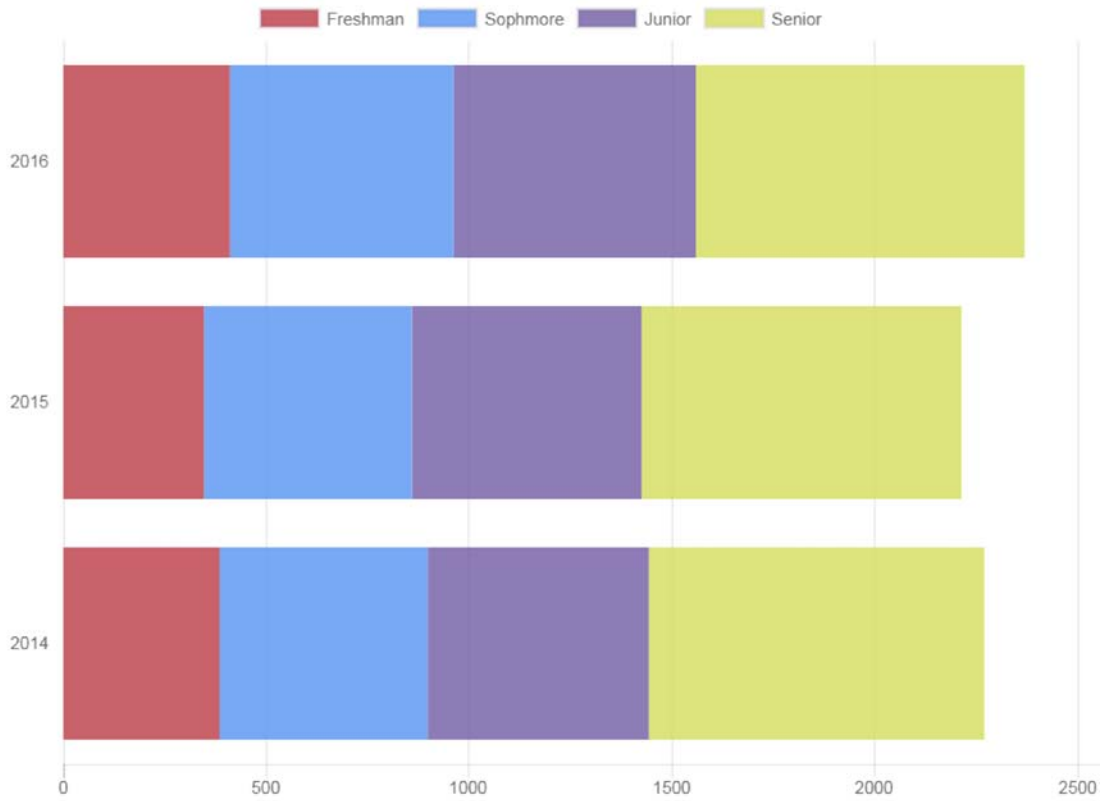
## Student Enrollment by Level & Classification

**Table 5. Student Enrollment by Level & Classification.**

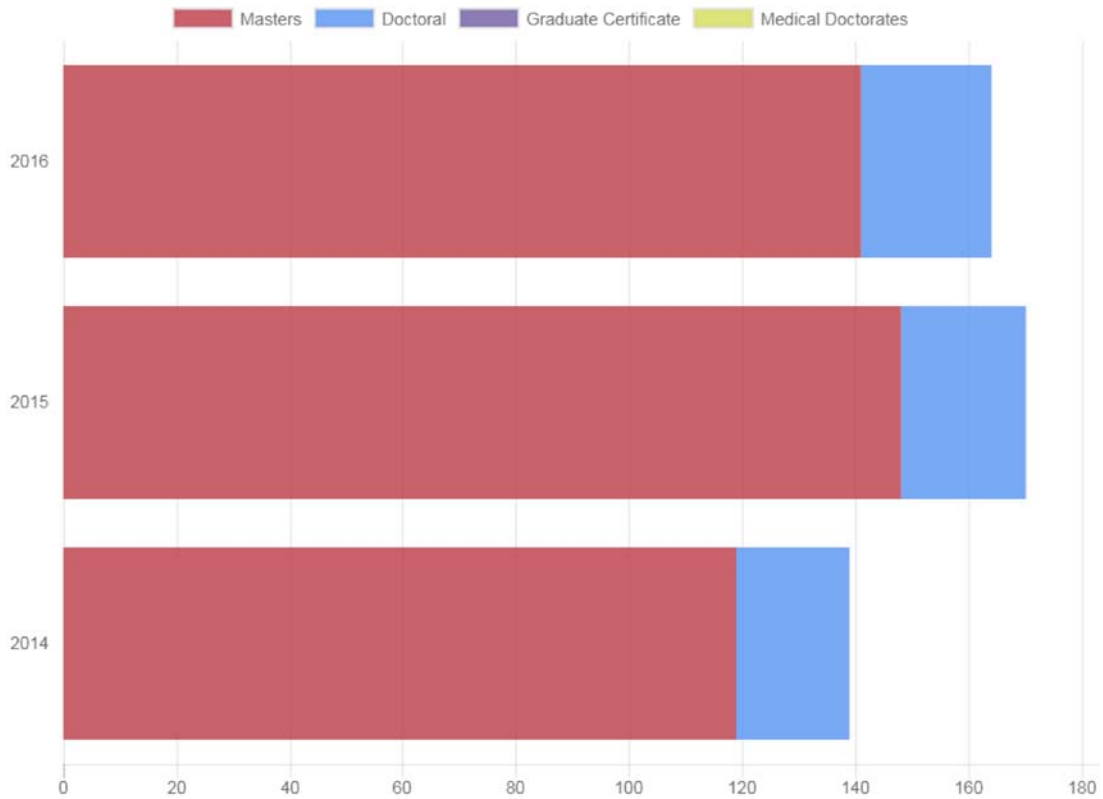
	Fall 2016-2017	Fall 2015-2016	Fall 2014-2015
<b>Undergraduate Enrollment</b>			
<b>Freshman</b>	412	347	387
<b>Sophomore</b>	550	512	511
<b>Junior</b>	600	566	545
<b>Senior</b>	809	789	828
<b>Sub Total</b>	2371	2214	2271
<b>Graduate Enrollment</b>			
<b>Masters</b>	141	148	119
<b>Doctoral</b>	23	22	20
<b>Graduate Certificate</b>	0	0	0
<b>Sub Total</b>	164	170	139
<b>Graduate Enrollment</b>			
<b>Medicine</b>	0	0	0
<b>Law</b>	0	0	0
<b>PharmD</b>	0	0	0
<b>Sub Total</b>	0	0	0
<b>Total Enrollment (All Levels)</b>	<b>2535</b>	<b>2384</b>	<b>2410</b>



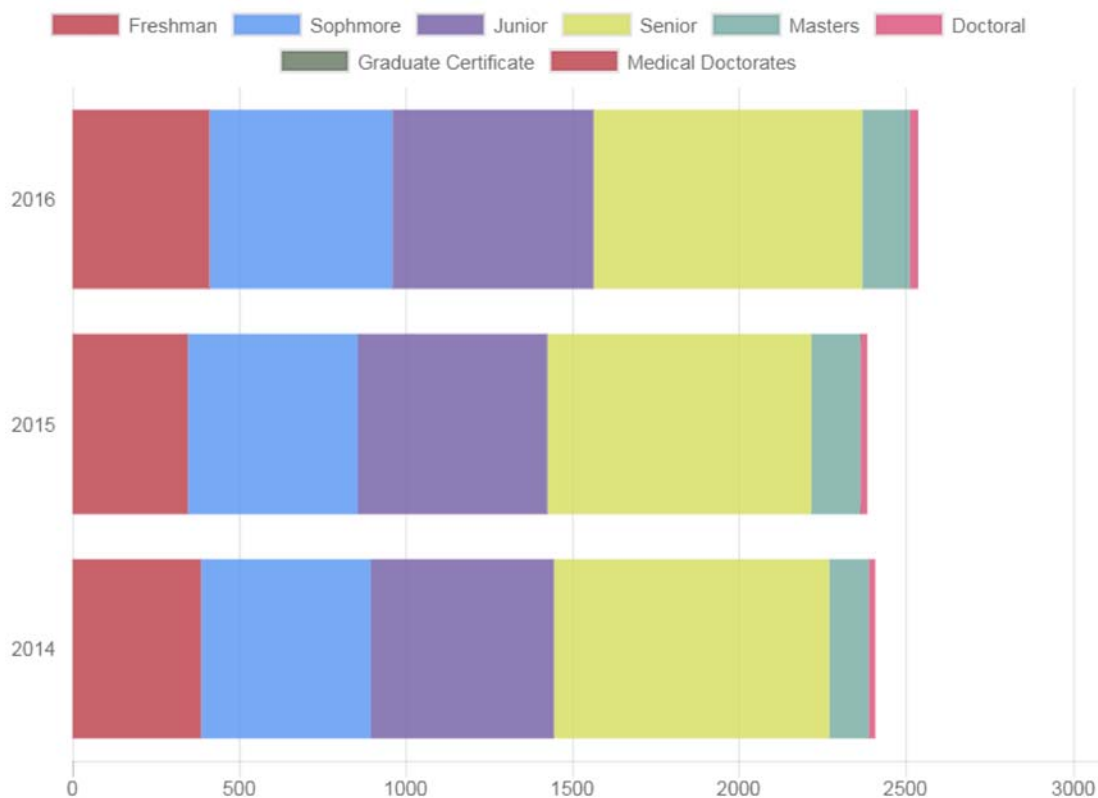
**Illustration 3. Undergraduate Student Enrollment by Classification**



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



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



## Enrollment by Time Status

Table 6. Student Enrollment by Level and Time Status.

	Fall 2016 (preliminary)	Fall 2015 (official)	Fall 2014 (official)
<b>Undergraduate</b>	<b>2371</b>	<b>2214</b>	<b>2271</b>
Full-Time	2217	2038	2093
Part-Time	154	176	178
<b>Graduate/Professional</b>	<b>164</b>	<b>170</b>	<b>139</b>
Full-Time	105	109	93
Part-Time	59	61	46
<b>Total - All Levels</b>	<b>2535</b>	<b>2384</b>	<b>2410</b>
Full-Time	2322	2147	2186
Part-Time	213	213	213

## Student Diversity by Gender

Table 7. Student Enrollment by Gender.

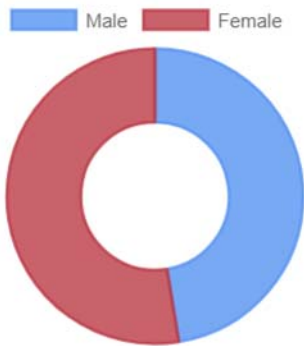
	Fall 2016 (preliminary)	Fall 2015 (official)	Fall 2014 (official)
<b>Undergraduate</b>	<b>2371</b>	<b>2214</b>	<b>2271</b>
<b>Female</b>	1213	1164	1226
<b>Male</b>	1158	1050	1045
<b>Graduate/Professional</b>	<b>164</b>	<b>170</b>	<b>139</b>
<b>Female</b>	70	84	71
<b>Male</b>	94	86	68

### Illustration 6. Undergraduate Student Diversity by Gender

2016 Undergraduate Gender



2015 Undergraduate Gender



2014 Undergraduate Gender

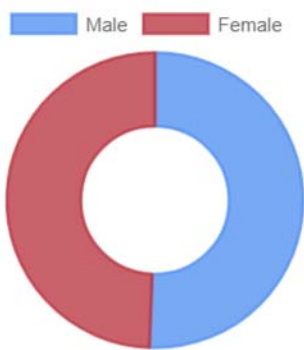


### Illustration 7. Graduate/Professional Student Diversity by Gender

2016 Graduate Gender



2015 Graduate Gender



2014 Graduate Gender

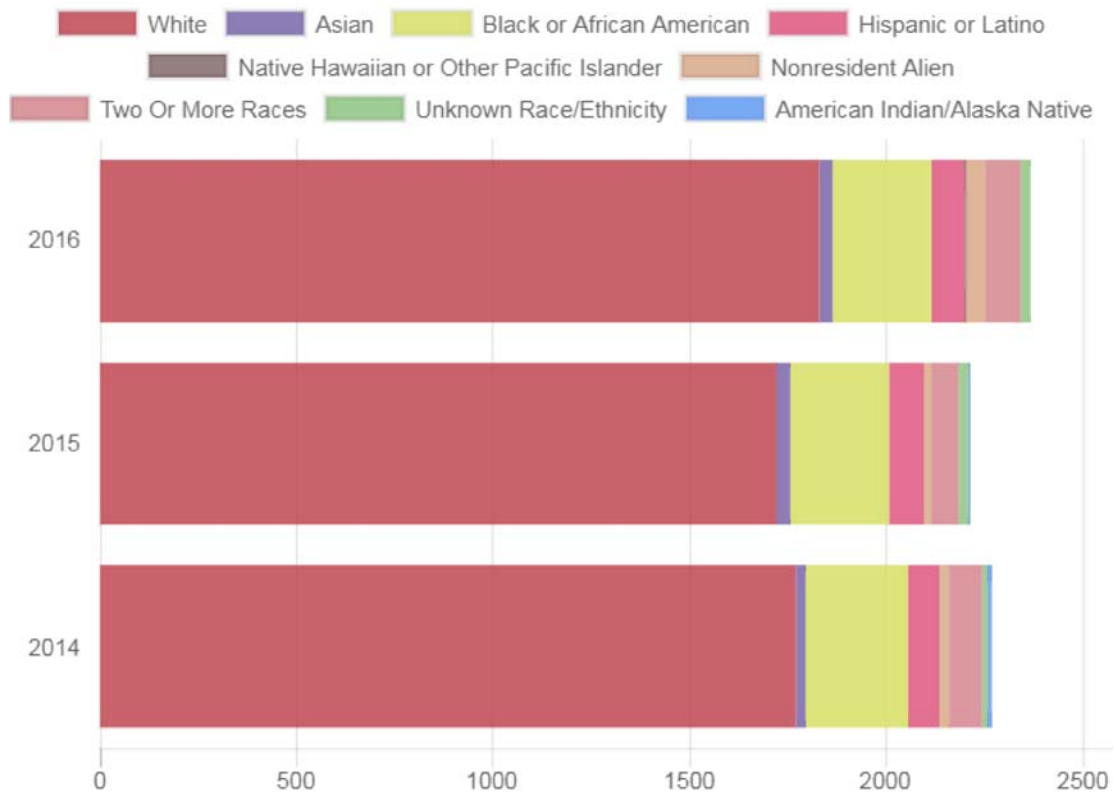


# Student Diversity by Race/Ethnicity

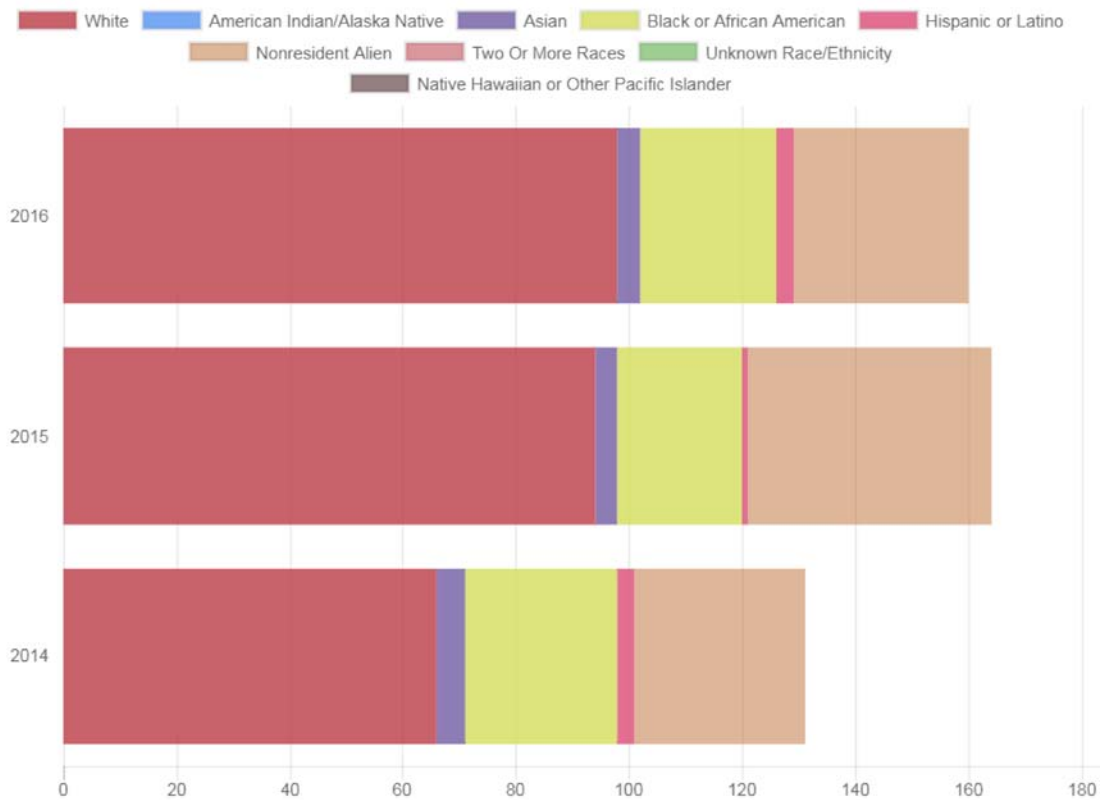
Table 8. Student Enrollment by Race/Ethnicity.

	Fall 2016 (preliminary)	Fall 2015 (official)	Fall 2014 (official)
<b>Undergraduate</b>	<b>2371</b>	<b>2214</b>	<b>2271</b>
American Indian/Alaska Native	4	5	10
Asian	34	33	25
Black or African	249	253	261
Hispanic or Latino	85	89	82
Native Hawaiian or Other Pacific Islander	4	1	1
Nonresident Alien	52	19	21
Two or More Races	89	68	83
Unknown	22	24	18
<b>Race/Ethnicity</b>			
White	1832	1722	1770
<b>Graduate/Professional</b>	<b>164</b>	<b>170</b>	<b>139</b>
American Indian/Alaska Native	0	0	0
Asian	4	4	5
Black or African	24	22	27
Hispanic or Latino	3	1	3
Native Hawaiian or Other Pacific Islander	0	0	0
Nonresident Alien	31	43	30
Two or More Races	3	4	6
Unknown	1	2	2
<b>Race/Ethnicity</b>			
White	98	94	66

**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

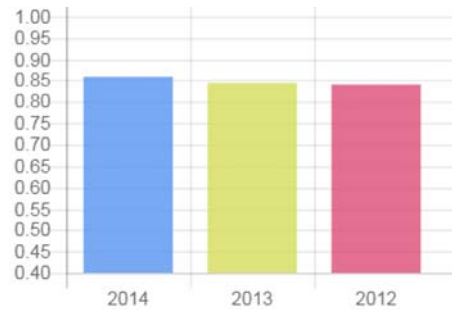
	First Year	Second Year
Fall 2015 Cohort	90.2%	N/A
Fall 2014 Cohort	91.1%	86%
Fall 2013 Cohort	91.5%	84.4%
Fall 2012 Cohort	89.5%	84%

Illustration 10. Undergraduate Retention, First- and Second Year

First Year



Second Year



## Student Completions

### Graduation Rate - Undergraduate

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

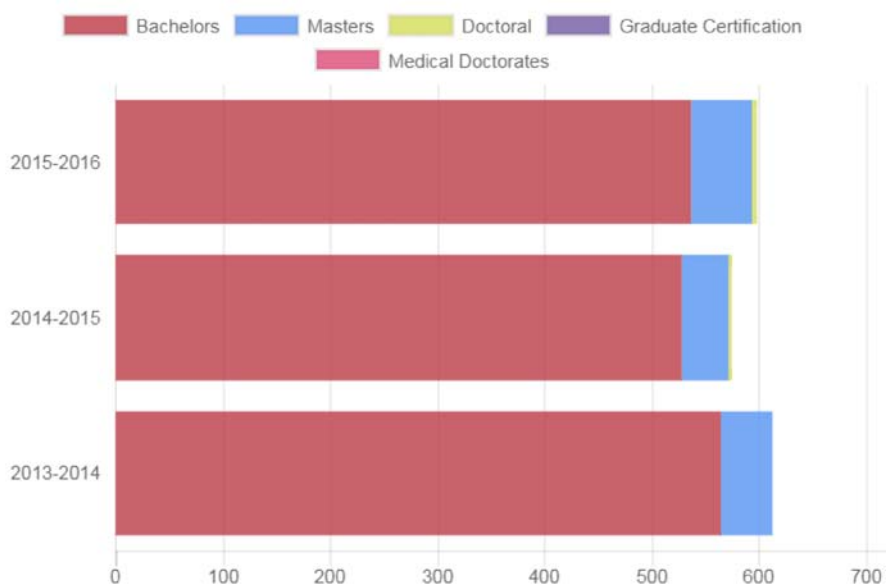
	4-Year	5-Year	6-Year
Fall 2010 Cohort	58.8%	75.1%	77.4%
Fall 2009 Cohort	63.4%	76.9%	77.8%
Fall 2008 Cohort	65.4%	76.5%	77.5%

### Degrees Awarded by Level

Table 11. Degrees Awarded by Level.

	AY2015-2016	AY2014-2015	AY2013-2014
Bachelors	537	528	564
Masters	56	43	48
Doctoral	5	3	1
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 during AY2016-2017, focusing on relationships and activities with alumni.*

The mission of the College of Hospitality, Retail and Sport Management Alumni Society is to build an engaged and active alumni group who will work together with industry partners to create a strong network that supports college endeavors and current students.

The HRSM Alumni Society was created in 2006. The HRSM alumni board has been active and engaged since the first meeting in July 2006. There are 3 annual board gatherings, two meetings and one retreat that is held regionally with an embedded reconnect event.

Signature Alumni Events:

Homecoming- In November 2016, we held our 38th HRSM homecoming celebration. The event is a way to showcase the college and our students, while engaging our alumni and industry friends. Our students (ambassadors, HRTM 370 and masters SPTE students) volunteer to work, so it is also a way we demonstrate our mission and begin cultivating students to be engaged alumni. The event auction gives us many opportunities to build relationships with alumni and industry because the alumni director and board members, as well as other faculty and staff ask for donations. The proceeds allow us to award student scholarships. We typically engage alumni several times throughout the fall with e-blasts that include compelling information encouraging them to attend.

HRSM Alumni Society Career Night- Held once each semester, the HRSM Alumni Society Career Night is a signature event started by the AS board in February 2007. It has evolved over the last 10 years to meet the needs of our students. Approximately 50 alumni/industry partners/faculty staff help 300+ students develop their networking skills in a real-life setting. A pre-event is offered so alumni/industry partners/faculty and staff can network prior to the event. Relationships among all our core constituencies are strengthened through the pre-event and event. Many students create relationships with participants that lead to internships and full-time jobs.

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

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

HRSM Alumni Society Reconnects- Reconnect events are typically social/networking oriented. Sometimes they are with an audience of 40-50 and sometimes 4-5, depending on the area/region. All events include at least two eblasts for awareness as well as additional social media. Events for 2016-2017 include: Charlotte, Atlanta, Columbia, Nashville, Greenville and Charleston.

## External Engagement:

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

Conduct True Colors training for alumni running a private country club in Arkansas. The GM and Director of Member Relations are alumni and there were student interns working there as well. More student interns were hired after the training.

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

Social Media- We have an Official College of HRSM Alumni Network on LinkedIn with over 2000 members. We are growing our group organically, by requiring our students in the Marnie Pearce Professional Development class to join after creating their LinkedIn profile.

One-on-one meetings- Coordinate lunch/coffee with alumni/industry partners within and outside of the state for cultivation. This year, that included a meeting with the VP of Quality & Brand Consistency at IHG (because he is the cousin of a current graduate student) while on a trip to Atlanta to meet with alumni.

## Daily Engagement:

We engage daily through social media including LinkedIn, Facebook, and Instagram. The alumni director has over 3,000 LinkedIn connections and nearly 700 Facebook connections that are used to build relationships for our students, faculty, staff and development team. There is daily engagement on these platforms. Update alumni data in the millennium database so we can effectively communicate.

Other ways we engage with our audiences:

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

\*Participate in Hooding and Cording ceremony. Alumni director talks to student participants about importance of staying involved and giving back to the college and distributes gift prior to ceremony.

\*Deliver cookies to engaged alumni and industry partners during the holidays.

\*Attend/host lunches/dinners with alumni who visit as recruiters/class speakers.

\*HRSM hosted members of the Alumni Society Board, including prospective members, at a concert at the Colonial Life Arena.

\*Present True Colors to graduate-level SPTE leadership class.

\*Present LinkedIn seminar to HRSM student organization. Also, offer to help find speakers and provide refreshments at their meetings.

## **Development, Fundraising and Gifts**

*Substantial development initiatives and outcomes during AY2016-2017, including Fundraising and Gifts.*

During Academic Year 2016-2017, the College of HRSM significantly increased their annual giving fundraising efforts in order to put more alumni and prospects in the donor pipeline and commitment continuum. Our traditional annual giving has increased by over 15% from FY 2015-2016 to date. In addition, the HRSM Development Office was able to hire an Assistant Director of Development who came on board in August of 2016. He has made significant impact already to our giving by targeting new mailings to alumni as well as new avenues for solicitations. We have been able to raise over \$800,000 so far in FY 2016-2017 as a unit with open solicitation proposals on the table for significant major gifts. We hope to have reached our goal of \$2million raised for HRSM by July 1, 2017.

New fundraising priorities were established during Academic Year 2016-2017 with naming opportunities for the newly established Center for Corporate Engagement and a donor was targeted for this \$1million solicitation. We are also looking at funding naming opportunities for each department/school within the College as well as securing funds for the renovation of the Close-Hipp Building (to be HRSM's new home). We have a current open solicitation for \$500,000 to the Marriott Foundation to re-model the Close-Hipp Lobby after a Marriott Lobby and are working closely with the VP of Design & Project Management for Marriott as well as the University architects on the project.

Gifts-In-Kind of database software, a contract with Augusta National Golf Club for student staffing at the Master's Golf Tournament, as well as prestigious gifts of archive collections for the College Sport Research Institute are also new sources of revenue this academic year for HRSM. The archive collection project in particular will bring new funding opportunities and will be a new initiative that will span into the next few fiscal years.

Dean Oh and the Director of Development, Catherine Luthren continue to work on principal gift prospects in order to establish centers, named professorships, and the possibility of big building naming opportunities in order to benefit the entire College of HRSM. We are creating a proposal for a Minority Leadership Program and we have also established sponsorship opportunities for the HRSM 301 Professional Development Course. In addition, we are looking to secure funding for a culinary lab housed at McCutchen House as well as a renovation fund for the upkeep of the historic house.

We have had 219 donors to the College of HRSM so far in Academic Year 2016-2017 and we continued to cultivate these donors through college signature events, Gamecock sporting opportunities, and individual meetings. We are poised to finish the fiscal year strong.

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

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

# Community Engagement

---

## Description

*Community engagement and community based research, scholarship, outreach, service or volunteerism conducted during AY2016-2017, including activities at the local, state, regional national and international levels.*

The College of HRSM views community engagement as a critical component of its mission. Each faculty and staff member

understands that the foundation of our success is built upon the positive, proactive and reliable working relationship with the community and its stakeholders. Faculty members actively community leaders to speak in the HRSM classes. All faculty and staff members are encouraged to be professionally and civically active in our surrounding community.

## Community Perceptions

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

Each department within the College of HRSM is encouraged to identify and engage with appropriate and impactful community agencies. As such, each department and individual faculty and staff members report its engagement activities in its annual review. As a college, the HRSM communications team constantly searches, identifies and shares through various mediums, community engagement actives from students, faculty and staff. The College of HRSM is currently formulating an effective method for annual reporting and coordinating the findings from each of these components into a useful annual review system.

## Incentivizing Faculty Engagement

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

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

## Supplemental Info - Community Engagement

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

# Collaborations

---

## Internal Collaborations

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

## External Collaborations

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

## Other Collaborations

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

Charleston Area Convention & Visitors Bureau

The Columbia Metropolitan Convention Center

The Hilton Columbia Center

South Carolina State Museums

Sesquicentennial State Park

Columbia Philharmonic

Charleston Food and Wine Festival

Palmetto Center for Women

Regent's University (UK)

Association of Luxury Suite Directors

Families Helping Families

Books and a Blanket

Patriots Point Naval and Maritime Museum

Walt Disney World

University of Aruba

The United States Olympic Committee (USOC)

Cape Peninsula University of Technology, Capetown, South Africa

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

Clemson University Department of Parks, Recreation and Tourism Management

Clemson University's Social Media Listening Center

South East University, Nanjing, China

Beijing Studies International University, China

Beijing Sport University, Beijing, China

Fudan University, Shanghai, China

The Institute for Tourism Studies in Macao, SAR China

University of Havana

Universidad de Cienfuegos

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

Kadir Has University. Istanbul, Turkey.

Yonder Field, Bowman, SC

Universidad Autonoma de Madrid (Spain) with Dr. J.L. Paramio Salcines.

University of Kentucky's Fine Arts / Arts Management Program

University of Georgia's Terry College of Business / Music Business Program

South Carolina Arts Commission and SPTE Presents Making Money III

Ministry of Health, Welfare and Sport, Aruba

Xingbo Sports, China

The Hague University of Applied Sciences

Columbia Fireflies

World Anti-Doping Association with Adelphi University

President's Arts and Entrepreneurship Initiative

## **Supplemental Info - Collaborations**

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

# Campus Climate and Inclusion

---

## **Campus Climate & Inclusion**

*Activities unit conducted within AY2016-2017 that were designed to improve campus climate and inclusion.*

The College of HRSM prides itself on maintaining an open and inviting environment that encourages inclusion of individual from all walks of life. David Cárdenas has been instrumental in the development of USC Latino/a & Hispanic Faculty Caucus. Brian Mihalik has initiated a College level International Center for Event Research and Education (ICERE). Glenna Gillentine serves as the Faculty advisor for the nationally recognized USC chapter of the National Society of Minorities in Hospitality. MS. Gillentine also serves as the HRSM Team Leader for the American Heart Association's annual Heart Walk campaign. Two SPTE faculty members, Andy Gillentine and John Grady served on the Provost's Social Compact Committee, 1) Discrimination and Harassment subcommittee, and 2) the Alcohol and Drug Subcommittee. Additionally, the College of HRSM established an Associate Dean for Diversity and Inclusion to ensure that all college stakeholders were treated fairly and equally.

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

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

# Concluding Remarks

---

## Quantitative Outcomes

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

The college of HRSM continues to employ strategies aimed at reaching the Provost's desired Faculty to Student Ratio. While progress has been made, additional resources must be offered in order to successfully reach this goal. Research impact continues to rise across the college. Further refinement of the Academic Analytics data will further showcase HRSM success but until this refinement reaches an appropriate threshold, the indicators supplied will only be somewhat reliable and/or indicative of college success and contributions to university research goals.

## Cool Stuff

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

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

### HRTM

Simon Hudson: Taught on Semester at Sea's Spring 2016 Voyage, International Marketing and Emerging Markets

Scott Smith: Chaired a Senior Thesis: Boggs, C. (2016) Tale as Old as Time: Storytelling and the Art of Dark Ride Design.

Faculty advisor for Theme Park and Attractions Student Club. Faculty representative to the Young Hoteliers Summit in Lausanne Switzerland, March 12-16.

Sandy Strick: Hosted Master Sommeliers on campus for two day workshop (Feb24-25, 2017)

Brian Hay: Involved with editing the National Restaurant's Association new textbook- Jan 2016; South Carolina Food Presentation at Central Market - Austin Texas in May 2016; Judge for Prostart Culinary Competition in South Carolina, North Carolina and Nationals in Dallas Texas during 2016; Became President of the Midlands ACF chapter for a two year appointment

### SPTE

John Grady served as President of the Sport and Recreation Law Association

Tom Regan collaborated with Darlington Raceway which allowed students to work at the track in customer service and collect research data.

Khalid Ballouli wrote a Guest Editorial published in Sports Illustrated; also a guest on Les Norman's "Breakin' the Norm" syndicated radio show

Dr. Gillentine was a featured guest on ESPN Syndicated radio show "Out of Bounds."



## **Appendix 1. Academic Programs**

## **Appendix 2. Academic Initiatives**

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

**Office of Research  
Information Technology & Data  
Management**

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

**Fiscal Year 2016  
and prior**



# Faculty Information

---

## RESEARCH AND SCHOLARLY ACTIVITY

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

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

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

## Summary of Extramural Proposal Submissions by Source

### Appendix 1

PI Home Department	Amount First Year	Commercial	Federal	Local Govt.	Other	Private, Non-Profit	State
Hospitality, Retail & Sport Management - (Dean)	30,350					1	
Hotel, Restaurant & Tourism Management	186,134	2		1		2	1
Integrated Information Technology	69,869		1				
Retailing, Department of	11,151	2					
Sport & Entertainment Management	39,651				1		1
<b>Total Count</b>	<b>12</b>	<b>4</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>3</b>	<b>2</b>
<b>Total Amount FY2016 First Year</b>	<b>337,155</b>	<b>42,760</b>	<b>69,869</b>	<b>64,035</b>	<b>11,578</b>	<b>60,000</b>	<b>88,913</b>

## Extramural Funding by Source, Department, Faculty & Rank Appendix 2

PI Home Department	Department Total	PI Name	Primary Job/Rank	Tenure Status	Total Funding	Commercial	Federal	Other	Private, Non-Profit	State
Hospitality, Retail & Sport Management - (Dean)		Oh, Haemoun	PROFESSOR / DEAN	TENURED	25,350				25,350	
<b>Total Dean's Office</b>	<b>25,350</b>									
Hotel, Restaurant & Tourism Management		DiPietro, Robin	PROFESSOR	TENURED	180,856	10,000		170,856		
Hotel, Restaurant & Tourism Management		Harrill, Richard	RESEARCH PROFESSOR		20,000				20,000	
Hotel, Restaurant & Tourism Management		Hudson, Simon	PROFESSOR	TENURED	78,097	10,988	36,345			30,764
<b>Total HRTM</b>	<b>200,856</b>									
Retailing, Department of		Bickle, Marianne	PROFESSOR	TENURED	10,151	10,151				
Retailing, Department of		Brosdahl, Deborah	ASSOC. PROFESSOR	TENURED	2,000	2,000				
Retailing, Department of		Brosdahl, Deborah			1,000	1,000				
Retailing, Department of		Campbell, Jeffrey	ASST PROFESSOR	TENURE-TRACK	47,173		47,173			
<b>Total Retailing</b>	<b>60,324</b>									
Sport & Entertainment Management		Balouli, Khalid	ASST PROFESSOR	TENURE-TRACK	28,073					28,073
Sport & Entertainment Management		Koesters, Todd	ASST PROFESSOR	TENURE-TRACK	14,588	14,588				
<b>Total SPTE</b>	<b>42,661</b>									
<b>Total FY2016 Funding</b>					<b>407,288</b>	<b>48,727</b>	<b>83,518</b>	<b>170,856</b>	<b>45,350</b>	<b>58,837</b>

---

# Patents, Disclosures, and Licensing Agreements

## Fiscal Year 2014, 2015 and 2016

### Appendix 3

---

<b>FY2014- FY2016</b>				
<b>COLLEGE OF HOSPITALITY, RETAIL AND SPORT MANAGEMENT</b>				
	<b>Invention Disclosures</b>	<b>Provisional Patent Applications</b>	<b>Non-Provisional Patent Applications</b>	<b>Issued Patents</b>
<b>TOTALS:</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Department Breakdown</b>				
Hotel, Restaurant & Tourism Management	0	0	0	0
Interdisciplinary Studies	0	0	0	0
Retailing	0	0	0	0
Sport & Entertainment Management	0	0	0	0

**Note:** Nationalized-PCTs, divisionals, and continuations are not included in these numbers.

**Source:** Office of Economic Engagement



## **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**