

Executive Summary

Blueprint for Academic Excellence College of Hospitality, Retail, and Sport Management AY2022-2023

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
- Opened student experiential innovation lab (Apple) Gamecock iHub on Columbia campus
- Maintained elevated positions in international rankings for Hospitality, Retail, and Sport Management programs
- HRSM Research Visibility and Impact Index places Sport Management, Hospitality, and Tourism research among top 5 in United States
- Engaged in planning for 2 new experiential innovation labs: Beverage Lab, eSports Lab
- New advisory boards in Retailing and Hospitality are adding valuable industry perspectives
- Current hiring initiative will increase HRSM faculty by 25% in support of numerous academic initiatives

Dr. David Cardenas, Interim Dean
College of Hospitality, Retail & Sport Management

 **Hospitality, Retail and
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 - Monitor the fluid impact of COVID across both the HRSM educational enterprise and deliver 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	Completed successfully
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</p>

Goals - Looking Back

	<p>responses to the COVID pandemic, gather industry executives and facilitate productive conversations</p>
<p>Achievements</p>	<p>Maintained close contact with University departments contributing to the COVID guidance. Prepared the Close Hipp Building floors 1,6,7 8 for return of students in Fall 2021 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>
<p>Resources Utilized</p>	<p>UofSC department of facilities, DoIT, Provost's office, Study Abroad, Division of HR, State of SC, CDC, DHEC-SC</p>
<p>Goal Continuation</p>	<p>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.</p>
<p>Goal Upcoming Plans</p>	<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 - Looking Back

Resources Needed	
Goal Notes	

Goals - Real Time

Goals for the current Academic Year.

Goal 1 - Continually deliver exceptional academic programs, impactful research, and meaningful educational experiences.

Goal Statement	College of HRSM will continually deepen our delivery of exceptional academic programs, impactful research, and meaningful educational experiences.
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	
Status	Progressing as expected (multi-year goal)
Action Plan	<p>Faculty hires-we initiated 14 new faculty searches to help support this goal. Having a balanced Faculty to student ratio is important. Faculty Student ratio is still 1:37 which is one of highest on the campus.</p> <p>Research index- We are actively tracking the College of HRSM Research Visibility Project and comparing our data to peer institutions.</p> <p>Athletic certificate- The Department of Sport and Entertainment Management is engaged in the creation of a new Athletic certificate that will enable high school athletic directors to further their educational interests.</p> <p>Rock Hill Project: We are engaged in talks with sport industry executives about delivering an executive education program.</p>
Achievements	<p>Multiple faculty searches are ongoing at time of publication. Each action plan is progressing according to schedule. Results of 5 year HRSM Research Visibility Project yielded following conclusions:</p> <p>*Scholars in Hospitality are producing highly visible output ranking</p>

Goals - Real Time

	<p>in top 3 in Nation.</p> <p>*Scholars in Tourism are producing highly visible output ranking in top 3 in Nation.</p> <p>*Scholars in Sport and Entertainment Management are producing highly visible output ranking in top 4 in Nation.</p> <p>*Scholars in Department of Retailing are cumulatively growing their visibility profile year over year.</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	Closely monitor recommendations alongside environmental conditions and adjust accordingly.
Resources Needed	HRSM will need more faculty lines to support this mission as well as space to accommodate them. Key growth areas will be in Sport and Entertainment Management and Retailing. With new hires, specialized equipment and dedicated lab space will be required.
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 MOUs, dual degree, exchange programs, collaborate with partners to create attractive curricula, build student exchange programs, develop internal curricula in key areas
Achievements	We maintain active international relationships with partners in many countries. Focus destinations are: China, Peru, Colombia, Ecuador, Aruba, Chile, Italy, Qatar, Belize, Switzerland, and Iceland.
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	<p>*Launched first Winter session study abroad in Peru.</p> <p>*Helped develop the first pass through account which was geared towards first generation students and under-represented students to be able to study abroad.</p> <p>*We have expanded our partnership with USFQ in the Galapagos working with other interdisciplinary teaching and research across other academic units on UofSC campus.</p> <p>*We developed an opportunity for HRSM staff members to accompany a study abroad trip with faculty and students in order to acquire global experiences in support of the educational mission.</p>

Goals - Real Time

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 staff in the International Affairs Division are currently engaged in a variety of activities related to Study Abroad Advising which are outside their primary assignments. We would benefit from additional university resources.
Goal Notes	

Goals - Real Time

Goal 3 - Expand College of HRSM domestic engagement across the community, region, state, and nation.

Goal Statement	HRSM will continually explore new collaborative programs and courses for HRSM across the community, region, South Carolina, and nation.
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	The following activities are being planned currently: *School of HRTM will host the World Food Championships in Spring 2022.*HRSM will host the Southeast BBQ Championships in Spring/Summer 2022.*Domestic study / field trips are being planned to: Florida Disney World, Alaska, Darlington Raceway, Charlotte Coliseum, Charlotte FC Soccer Club, Augusta National Golf Club.
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.</p> <p>Destinations Together in Caribbean to provide post COVID education to key stakeholders.</p>
Resources Utilized	Most are internal to HRSM.
Goal Continuation	<p>*The School of HRTM is developing partnerships around the State in order to facilitate a smooth transition for students from Midlands Tech and Trident Tech.</p> <p>*The College of HRSM is actively working with military affairs personnel on campus to provide degree completion opportunities through our Bachelor of Arts in Interdisciplinary Studies program.</p>

Goals - Real Time

Goal Upcoming Plans	Florida Disney World, Alaska, Darlington Raceway, Charlotte Coliseum, Charlotte FC Soccer Club, Augusta National Golf Club.
Resources Needed	*A University system to track veteran and actively military student enrolled in both continuing education and degree completion programming on campus
Goal Notes	

Goals - Real Time

Goal 4 - Develop and strengthen industry partnerships which connect interns and future graduates to industry opportunities.

<p>Goal Statement</p>	<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>
<p>Linkage to University Goal</p>	<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.
<p>Alignment with Mission, Vision, and Values</p>	<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>
<p>Status</p>	<p>Extended to following Academic Year</p>
<p>Action Plan</p>	<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, developed executive industry leader speaking series.</p>
<p>Achievements</p>	<p>Despite the economic downturn, the Office of Corporate Engagement offered HRSM Expo three times during the year and had over 1,200 students participating.</p> <p>Over 150 industry employers attended the fall and spring Expo.</p>

Goals - Real Time

	<p>60 guest speakers from industry presented virtually in classes since May 2021.</p> <p>760 students completed an internship between Summer 2021 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 2021.</p>
Resources Utilized	Mostly internal to HRSM
Goal Continuation	Goals extended to new academic year.
Goal Upcoming Plans	We have dedicated time to evaluating current internship processes; advising internship directors and developing an internship agreement to secure additional corporate partnerships. The Office of Corporate Engagement has also collaborated with the Office of Student Services to lead a HRSM mentorship taskforce comprised of industry partners and faculty to develop a comprehensive college-wide mentoring program.
Resources Needed	We are excited about the potential of SteppingBlocks program through the office of career services.
Goal Notes	

Goals - Looking Ahead

Goals for the next Academic Year.

Goal 1 - Advance planning and support for 5 experiential innovation labs which enable impactful industry research, dynamic teaching, and engaged learning.

<p>Goal Statement</p>	<p>The College of HRSM is seeking to develop two new experiential innovation labs: *eSports lab *beverage lab.</p> <p>The College of HRSM is seeking to cultivate three existing experiential innovation labs: Gamecock iHub- a student and faculty run Apple store on UofSC campus Marriott Lab-a fully equipped demonstration lab in Close Hipp McCutchen House: a student and faculty run restaurant on the horseshoe</p>
<p>Linkage to University Goal</p>	<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.
<p>Alignment with Mission, Vision, and Values</p>	<p>*Students in the Department of Retailing are able to work in the Gamecock iHub to develop key industry skills, but also to implement cutting edge skills learned from the classroom. *Hotel, Restaurant and Tourism Management students are developing key skills in the Marriott Lab and McCutchen House. *Sport and Entertainment Management students will grow in their understanding of eSports, and faculty will use the working lab in their research.</p>
<p>Status</p>	<p>Newly Established Goal</p>
<p>Action Plan</p>	<p>The 2 new experiential innovation labs are in production now. Talks underway with prospective donors also.</p>
<p>Achievements</p>	
<p>Resources Utilized</p>	<p>Facilities planning and design University development/ HRSM Development</p>
<p>Goal Continuation</p>	

Goals - Looking Ahead

Goal Upcoming Plans	Each of the 5 experiential innovation labs has initiatives underway which will strengthen and enhance the lab, the student experience, the faculty engagement, and overall achievement of unit level outcomes.
Resources Needed	We currently need space for the planned and new experiential innovation labs.
Goal Notes	

Goals - Looking Ahead

Goal 2 - Explore cross disciplinary research collaborations in key areas.

Goal Statement	Explore cross collaborative research between HRSM and other UofSC 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. • Create new pathways to research excellence to become AAU eligible.
Alignment with Mission, Vision, and Values	We are seeking ways to infuse the hard sciences into the research interests of selected faculty.
Status	Newly Established Goal
Action Plan	<p>Explore the following:</p> <p>Neuroscience overlap with consumer psychology / buying trends / shopping behaviors / job search behaviors</p> <p>Chemistry-food science overlap with new beverage lab</p> <p>Computer science/ neuroscience/ psychology overlap with eSports</p> <p>Marine and Ocean Science overlap with Tourism and Sustainability</p> <p>Public Health/Medicine overlap with eSports, Tourism, Sport Fandom, Hospitality</p> <p>Public relations, communications overlap with sport management</p> <p>Educational Ed.D overlap with academic programs in College of HRSM</p>
Achievements	Discussions in process with acting UofSC VPR and Academic Deans on campus.
Resources Utilized	HRSM Dean will continue to facilitate discussions with the VP Research at UofSC, alongside other academic deans.
Goal Continuation	
Goal Upcoming Plans	
Resources Needed	This will require physical space for interdisciplinary research with other academic units.
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-latest rankings).

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

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 2021

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

Sport and Entertainment Management

No. 1 among 66 Sport Science schools and departments in the US, Shanghai Ranking's Global Ranking of Sport Science Schools and Departments, 2021.

No. 20 among 300 Sport Science schools and departments in the WORLD, Shanghai Ranking's Global Ranking of Sport Science Schools and Departments, 2021.

Master of Science in Sport and Entertainment Management ranked 20th post-graduate sport business program in the WORLD, SportBusiness (2021).

No. 1 in the world for Sport Science and Management, CEO World Magazine (2019).

Retailing

#3 Ranked program for Retailing and Retail Operations Bachelor's Degree (2022 Best Retailing and Retail Operations Bachelor's Degree Schools - College Factual)

#3 Ranked program by Universities.com for Best Retailing and Retail Operations colleges in the U.S. 2022

#2 Ranked program for Top Retail Management Schools and Colleges in the U.S. by Best Accredited Colleges.org <https://bestaccreditedcolleges.org/articles/top-retail-management-schools-and-colleges-in-the-us.html>

6 Ranked program for 2022 Best Colleges with Retail Management Degrees in America by Niche.com <https://www.niche.com/colleges/search/best-colleges-with-retail-management/>

#6 Best Retail Management Colleges & Universities in America by Prepler.com

Instructional Modalities

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

In June 2021, the Faculty Senate authorized the continuation of online delivery of the BAIS program for a term of one year, to be reviewed thereafter and finally approved by the Faculty Senate. In addition to proving itself as a leader in online course delivery, the College of HRSM was able to successfully return to face-to-face instruction near its pre-pandemic levels during the fall 2021 term. Faculty continue to innovate through course development and delivery, including the (re)establishment of seven international study abroad programs and three domestic study away experiences over the 2021-22 academic year.

Academic Programs

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.

In collaboration with the Darla Moore School of Business, a combined MBA/Sport Management Master's degree has been developed and approved for delivery in fall 2022.

Program Terminations

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

No Programs were terminated during this period.

Academic Initiatives

Experiential Learning For Undergraduates

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

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

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

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 2021
- 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.

*Veterans Support systems needed in order to enhance our ability to reach stated goals in this area.

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 2021	Fall 2020	Fall 2019
Tenure-track Faculty		38	38
Professor, with tenure		18	15
Associate Professor, with tenure		17	20
Assistant Professor		3	3
Librarian, with tenure		0	0
Research Faculty		2	1
Research Professor		1	1
Research Associate Professor		0	0
Research Assistant Professor		1	0
Clinical/instructional Faculty		19	18
Clinical Professor		0	0
Clinical Associate Professor		0	0
Clinical Assistant Professor		0	0
Instructor		18	17
Lecturer		1	1
Visiting		0	0
Adjunct Faculty		23	18

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 2021	Fall 2020	Fall 2019
Gender		63	61
Male		36	36
Female		27	25
Race/Ethnicity		63	61
American Indian/Alaska Native		0	0
Asian		10	10
Black or African American		2	2
Hispanic or Latino		2	2
Native Hawaiian or Other Pacific Islander		0	0
Nonresident Alien		2	1
Two or More Races		0	0
Unknown Race/Ethnicity		0	0
White		47	46

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

Faculty Population

Illustration 1. Faculty Diversity by Gender

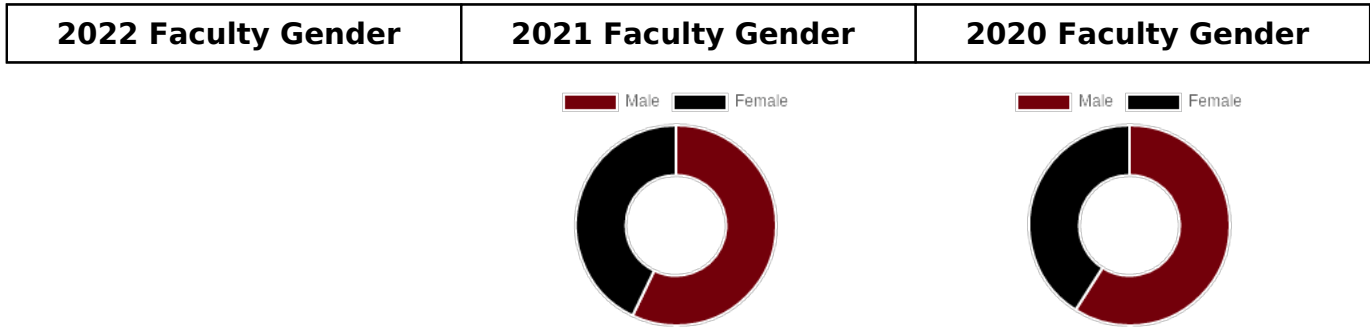
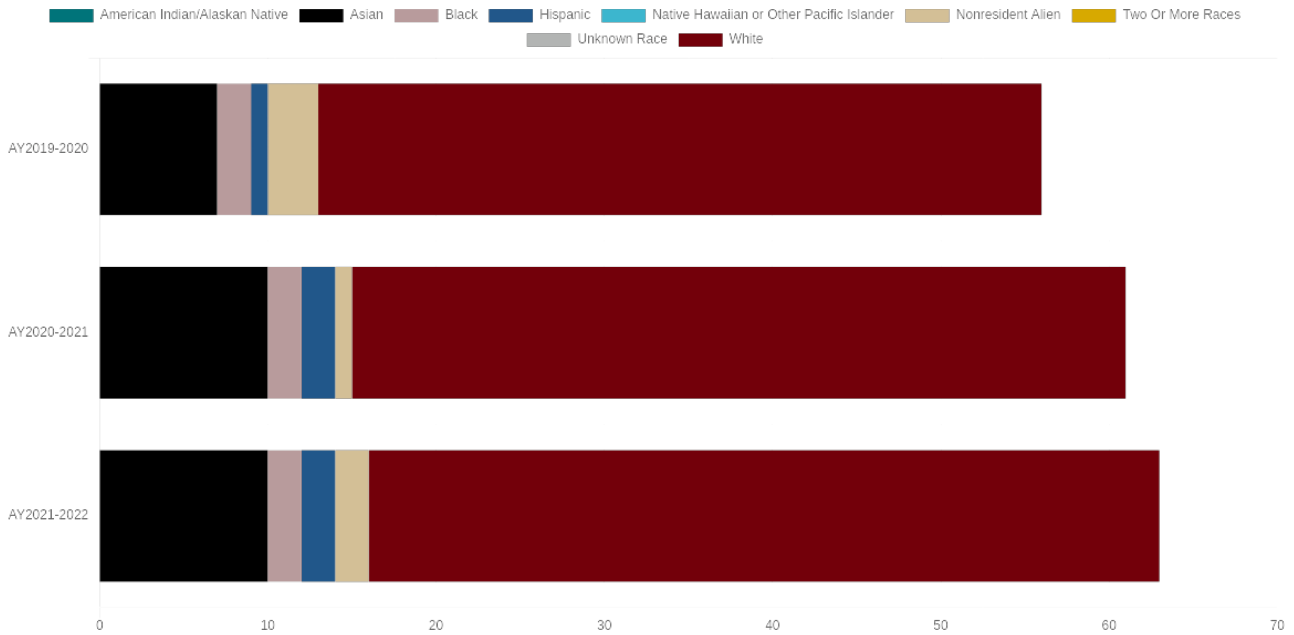


Illustration 2. Faculty Diversity by Race & Ethnicity



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 Impact 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 10 domestic institutional peers in research visibility.

Hospitality 3 out of 10 domestic institutional peers in research visibility.

Sport Management 4 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 1:37 according to the latest internal data; this appears to be the highest ratio on campus. The next closest academic units on UofSC Columbia campus have faculty student ratios at 31, 26, 21, then the others are below 20. At this time, the College of HRSM only has 3 Assistant Professors.

The College of HRSM experienced annual growth in attempted SCH at 9% and 10% before the pandemic. As seems to be a campus trend, our numbers over the last two cycles are relatively flat, which has given us a chance to recover some of the imbalances in the faculty student ratio. 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.

The College is actively recruiting for 14 new faculty positions, but more will be needed to reduce the ratio to normal levels on campus.

Table 4. Faculty-to-Student Ratio.

	Fall 2021	Fall 2020	Fall 2019
Analysis of Ratio		01:37.1	01:38.9

Student Recruiting and Retention

Student Recruitment

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

Student Recruitment Efforts: In 2021, the College of HRSM recruited/enrolled 869 new students to the UofSC Columbia campus. The size of the HRSM freshmen class in 2021 increased by 1.4% from 2020's enrollment. The total enrollment of HRSM decreased by 1.7% from fall 2020 to fall 2021. The total enrollment of HRSM increased by 6% from spring 2021 to spring 2022 with 2,727 students enrolled (record spring semester enrollment). Since 2016, the total spring semester enrollment of the College of HRSM has increased by 20.7%. 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 2021, the **HRSM Welcome Center** was fully open for in-person visits in accordance with the UofSC Visitor Center and campus-wide visit guidelines. HRSM provided live, virtual and in-person academic information sessions for more than **2,000+** prospective students and parents.

In accordance with Undergraduate Admissions, HRSM implements an annual engagement plan that includes daily yield activities with our incoming new student populations. In 2022, one additional full-time, professional staff position has been approved for the expansion of targeted HRSM recruitment goals and operations support of the new HRSM Welcome Center.

- Focused recruitment, outreach, and retention of underrepresented minority populations through HRSM Student Leadership Development, Ambassador Recruitment, and marketing and communications efforts. In 2021, HRSM saw an increased total undergraduate enrollment in URM students of **11.7%** (422 to 470 students enrolled). A two-year increase of **17.2%**.
- Since spring of 2020, HRSM has experienced a decrease in international student enrollment of -8.6%. As of Spring of 2022, international undergraduate student enrollment in HRSM is 224. In Spring of 2022, HRSM is still the largest undergraduate international student population among colleges on the UofSC Columbia campus with **154** undergraduate international students.
- In 2022, HRSM hosted 2,000+ prospective students, parents and family members connected with the new HRSM Welcome Center, Admitted Student Days, and daily information sessions.
- In 2021, **1,295** students enrolled/joined the College of HRSM.
- **426** current students were attracted to HRSM from other colleges at UofSC Columbia
- In Fall 2021, 2,037 prospective freshmen students applied to HRSM.
- In Fall 2021, HRSM achieved a Freshmen Admissions Yield rate of 41%
- In 2021, HRSM enrolled **439** Freshmen, **264** transfers, **95** graduate students and **71** readmits.
- HRSM Faculty are fully engaged and influential to all Undergraduate Recruitment efforts (Open Houses/Admitted Student Days, meeting/connecting with prospective students year-

Student Recruiting and Retention

round).

- Redesigned the HRSM Ambassador Program to the HRSM Leadership Program in 2021 with a goal of increasing participation from 60 to 70 with annual recruitment, training, and weekly deployment of HRSM Leaders interacting with stakeholders and representing the College.
- 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. Hosted entire Admissions regional recruitment staff for in-person training.
- 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 2021.
- 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 Leaders completed direct outreach and recruitment efforts through student driven calls, text messages and social media connections throughout 2021. Every admitted student was contacted directly by a current HRSM Student Leader.

Student Retention

Efforts at retaining current students in College/School programs.

AY2021-2022 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: 300-450
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. 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 training and certification program.
 1. HRSM advisors achieved at least Level 3 certification.
10. HRSM Office of Student Services Professional Development and Updates:
 1. Advising in an Upside Down Year – UofSC Advisors Educational Conference, February 12, 2021
 2. Trauma Informed Advising Parts I and II
 3. Department Meetings/Curriculum Updates: HRTM Foci Areas - January 22, 2021, HRTM/RETL/SPTE - Fall 2021
 4. HRSM Advising team members are actively seeking Advisor Certification and Promotion; thus, numerous professional development workshops have been attended and training and development is on-going.
11. Engagement and 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. Outreach for underrepresented students:
 1. One-on-One Sessions with Assistant Dean
 2. HRSM underREPRESENTED! - New Student Organization launched Fall 2021.
 3. Awarded grant from the Center for Integrative and Experiential Learning, Beyond the Classroom Program for Student Participation, May 7, 2021.
 1. Dean’s Trip to Charlotte: February 11-13, 2022
 2. 16 African American students participated in a weekend of professional development activities.
 3. 27 alum and industry professionals representing each HRSM discipline shared information on their jobs and how they built their careers.
 4. Progress Report Outreach for HRSM Affiliated Courses:
 1. Missing and Disengaged Students
 2. Poor Grades
 5. Transfer Student Initiative: two advising sessions are provided during admit term.
 6. Academic Probation Campaigns: At-Risk students are encouraged to schedule an appointment with assigned advisor during the first month of each term and prior to advisement.
12. AY 2021-2022 Newly Implemented Services and Initiatives:
 1. HRSM D/F/W Campaign: Advisees are encouraged to self-report grades of D, F and/or W as well as schedule an appointment with assigned advisor. An overview of academic success and progression strategies will be provided during coaching sessions – May 16-31, 2022.
 2. Efforts to improve advising consistency and rapport:
 1. HRSM/UAC Advisors will continue to provide appropriate and necessary academic support resources and intervention strategies for first and second year students.
 2. HRSM Major Advisors will continue to provide program-specific advising and specialized services for third and fourth year students.

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 2021	Fall 2020	Fall 2019
Undergraduate Enrollment			
Freshman	548	523	526
Sophomore	700	709	668
Junior	597	623	665
Senior	718	765	739
Dual/Non-Degree	0	0	1
Sub Total	2563	2620	2599
Graduate Enrollment			
Masters	104	95	87
Doctoral	32	29	28
Graduate Certificate	0	0	0
Sub Total	136	124	115
Professional Enrollment			
Medicine	0	0	0
Law	0	0	0
PharmD	0	0	0
Sub Total	0	0	0
Total Enrollment (All Levels)	2699	2744	2714

Student Enrollment & Outcomes

Illustration 3. Undergraduate Student Enrollment by Classification

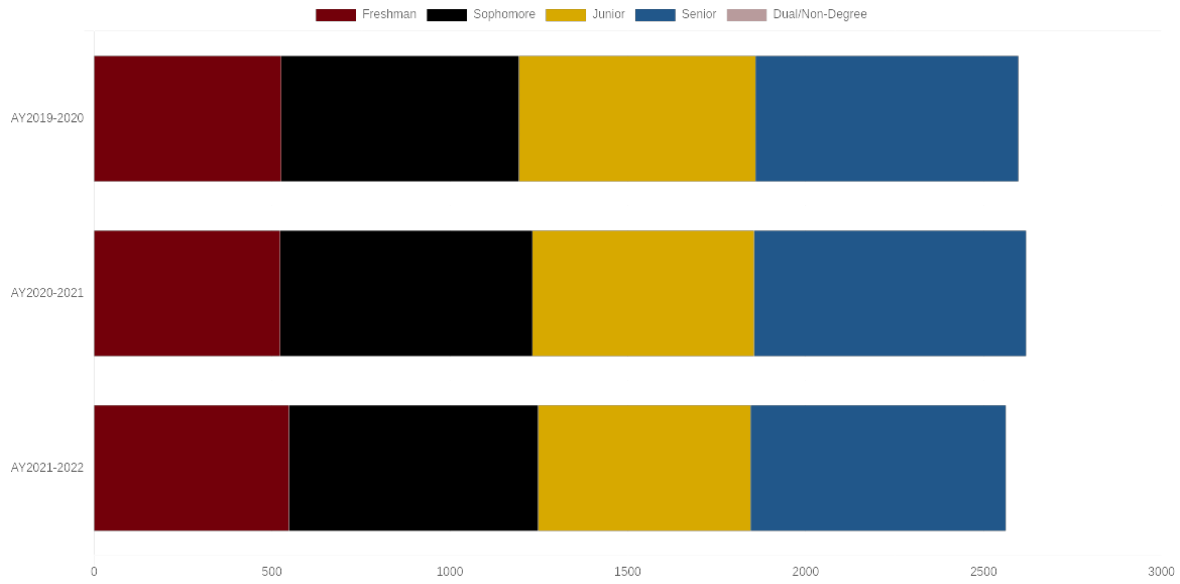
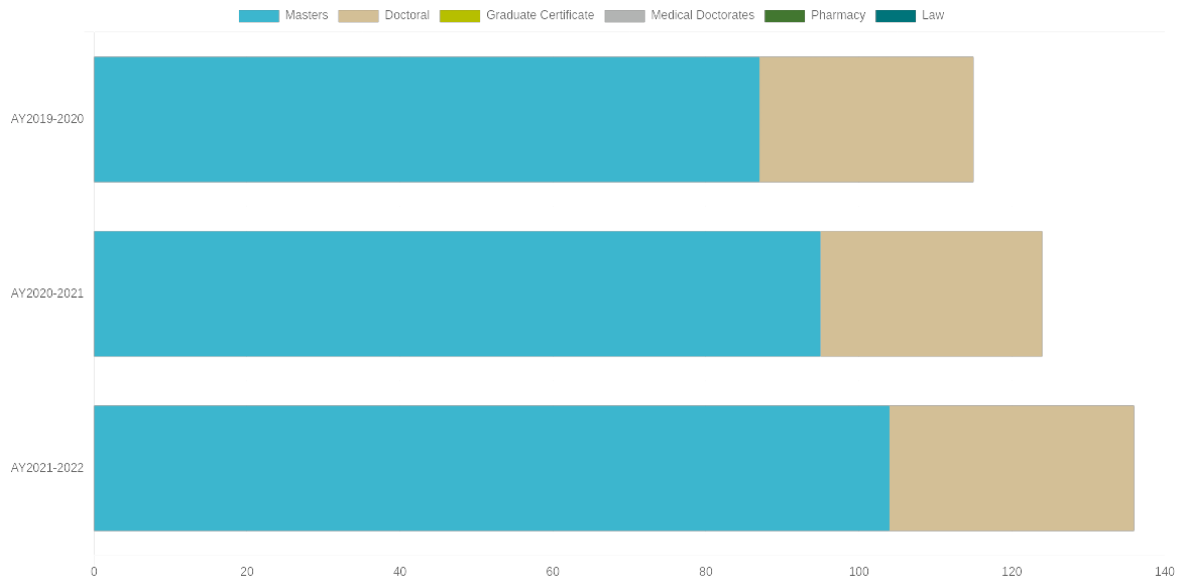
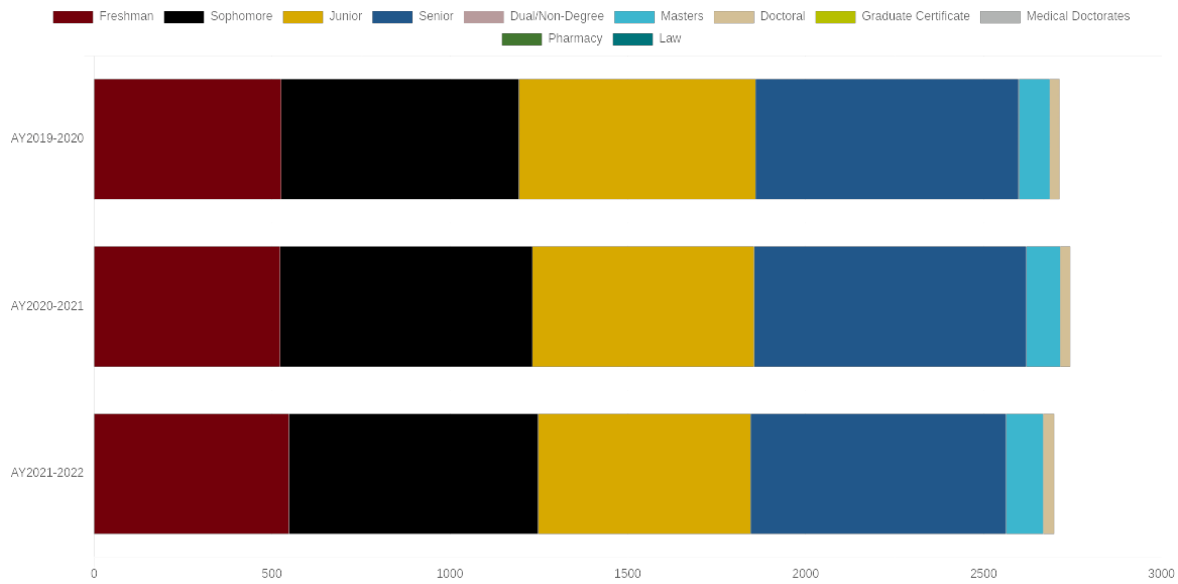


Illustration 4. Graduate/Professional Student Enrollment by Classification



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 2021	Fall 2020	Fall 2019
Undergraduate	2563	2621	2599
Full-Time	2423	2498	2493
Part-Time	140	123	106
Graduate/Professional	136	124	115
Full-Time	102	102	100
Part-Time	34	22	15
Total - All Levels	2699	2745	2714
Full-Time	2525	2600	2593
Part-Time	174	145	121

Student Enrollment & Outcomes

Student Diversity by Gender

Table 7. Student Enrollment by Gender.

	Fall 2021	Fall 2020	Fall 2019
Undergraduate	2563	2621	2599
Female	1090	1099	1102
Male	1473	1522	1497
Graduate/Professional	136	124	115
Female	73	64	58
Male	63	60	57

Illustration 6. Undergraduate Student Diversity by Gender

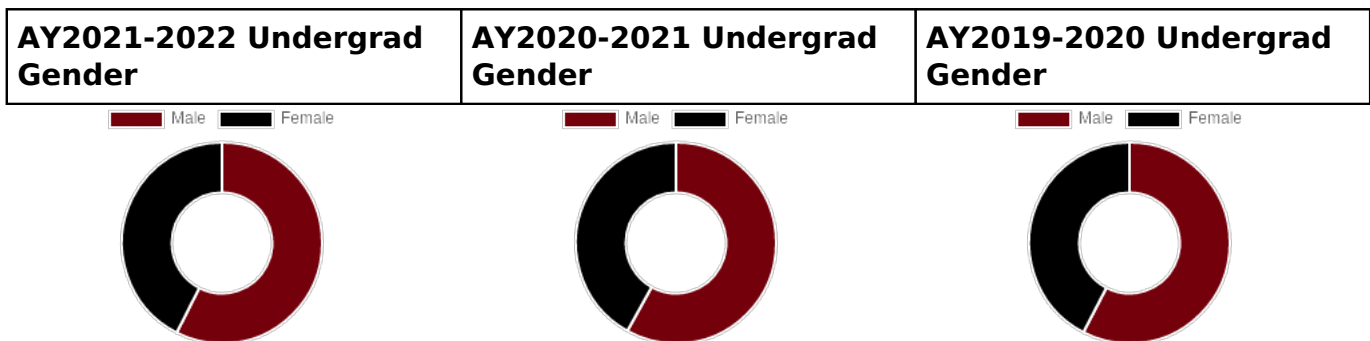
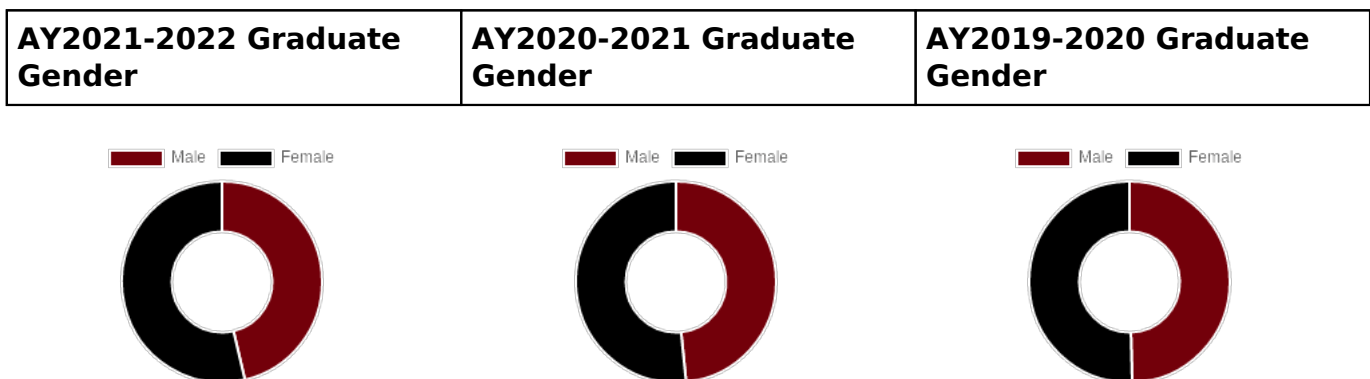


Illustration 7. Graduate/Professional Student Diversity by Gender



Student Enrollment & Outcomes

Student Diversity by Race/Ethnicity

Table 8. Student Enrollment by Race/Ethnicity

	Fall 2021	Fall 2020	Fall 2019
Undergraduate	2563	2621	2599
American Indian/Alaska Native	3	5	3
Asian	39	33	33
Black or African	207	188	189
Hispanic or Latino	116	108	102
Native Hawaiian or Other Pacific Islander	3	2	3
Nonresident Alien	147	165	195
Two or More Races	86	83	75
Unknown Race/Ethnicity	20	15	14
White	1942	2022	1985
Graduate/Professional	136	124	115
American Indian/Alaska Native	0	0	0
Asian	1	1	2
Black or African	8	4	6
Hispanic or Latino	2	0	2
Native Hawaiian or Other Pacific Islander	0	0	0
Nonresident Alien	67	71	40
Two or More Races	6	2	2
Unknown Race/Ethnicity	0	0	2
White	52	46	61

Student Enrollment & Outcomes

Illustration 8. Undergraduate Student Diversity by Race/Ethnicity

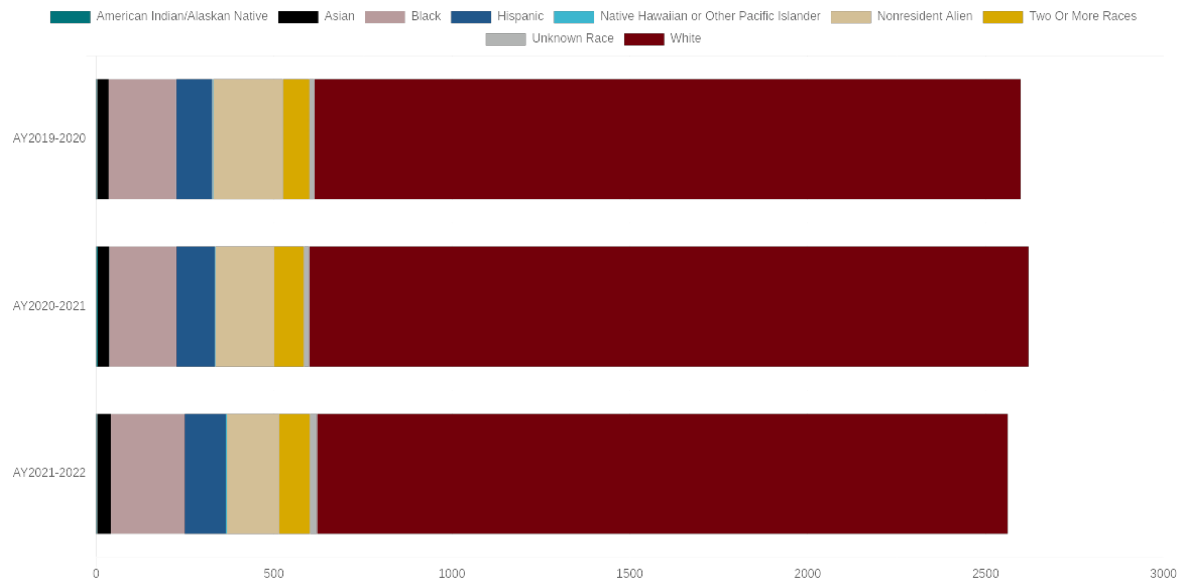
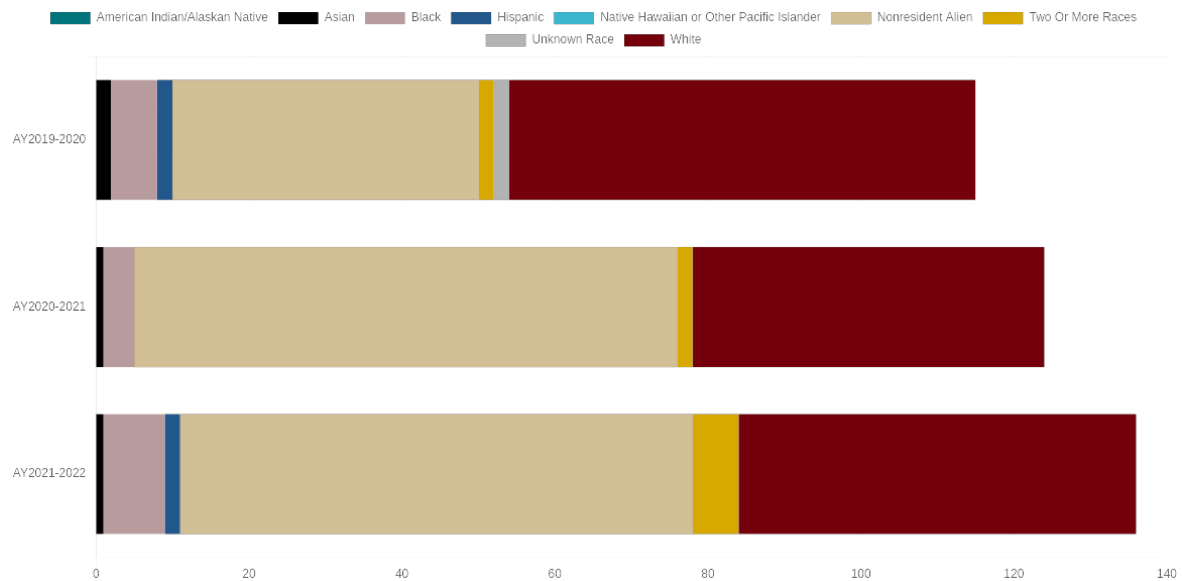


Illustration 9. Graduate/Professional Student Diversity by Race/Ethnicity



Student Enrollment & Outcomes

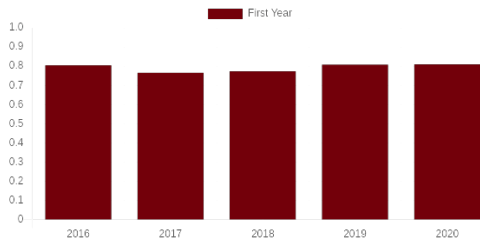
Undergraduate Retention

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

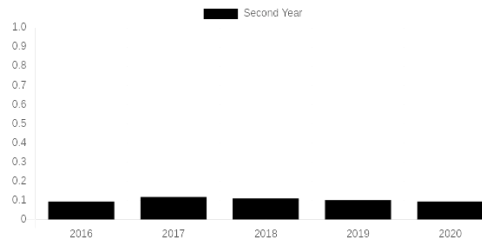
	First Year	Second Year
Fall 2021 Cohort	0%	N/A
Fall 2020 Cohort	81.01%	9.62%
Fall 2019 Cohort	80.9%	10.3%

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 2021	Fall 2020	Fall 2019
4-Year Same Cohort	48.5%	0%	55.56%
4-Year Diff Cohort	17.5%	0%	10.75%
4-Year Total Cohort	66%	0%	66.31%
5-Year Same Cohort	57.8%	0%	64.87%
5-Year Diff Cohort	19.8%	0%	13.62%
5-Year Total Cohort	77.6%	0%	78.49%
6-Year Same Cohort	59.3%	0%	65.95%

Student Enrollment & Outcomes

6-Year Diff Cohort	20.5%	0%	13.62%
6-Year Total Cohort	79.8%	0%	79.57%

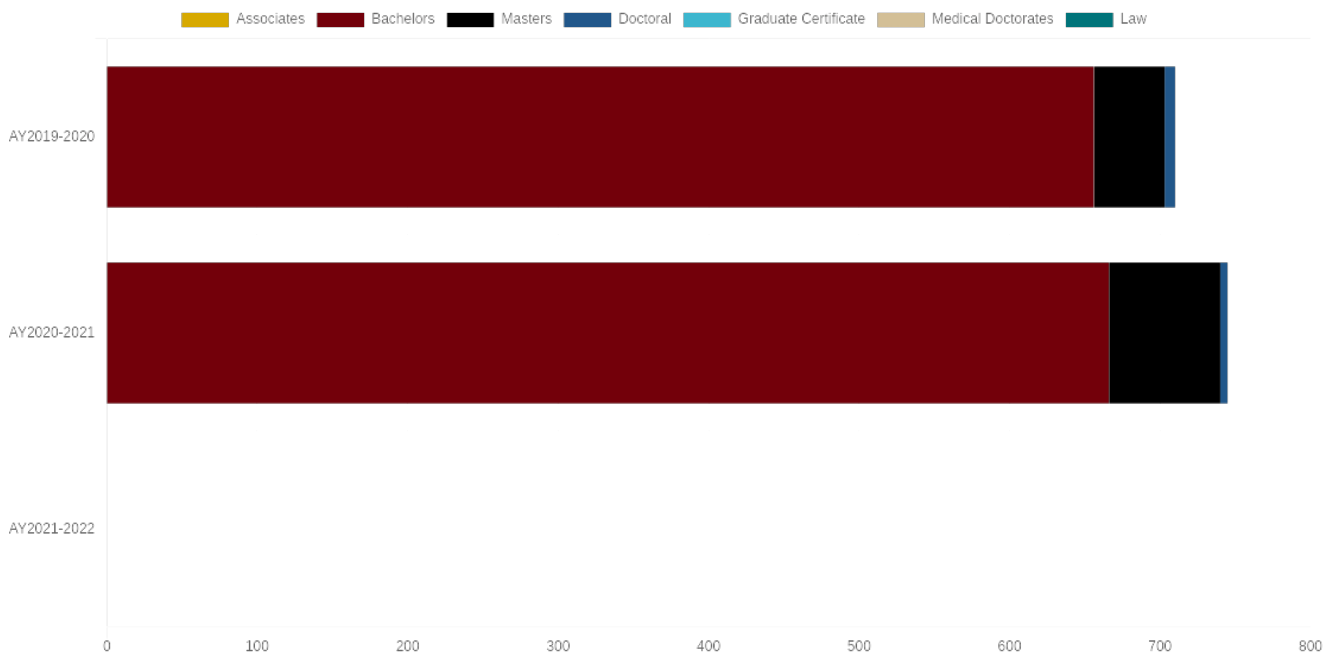
Student Enrollment & Outcomes

Degrees Awarded by Level

Table 11. Degrees Awarded by Level.

	Fall 2021	Fall 2020	Fall 2019
Associates Degree		0	0
Bachelors		666	656
Masters		74	47
Doctoral		5	7
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
Shapiro, Stephen	HRSM Research of the Year	College of HRSM
Pennington-Gray, Lori	Fellow, Academy of Leisure Sciences	Academy of Leisure Sciences

Faculty Service Awards Nominations

No Award Nominations have been entered for this section.

Faculty Awards Nominations

Teaching Award Nominations

Recipient(s)	Award	Organization
Jankovska, Daniela	HRSM Teacher of the Year	College of HRSM
Strick, Sandy	HRSM Teacher of the Year	College of HRSM
Dunn, Matt	HRSM Teacher of the Year	College of HRSM
Kubickova, Marketa	Mungo Teaching Award	University of South Carolina

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
Pennington-Gray, Lori	Fellow, Academy of Leisure Sciences	Academy of Leisure Sciences
Shapiro, Stephen	HRSM Researcher of the Year	College of HRSM
Shapiro, Stephen	Brian J and Linda L Mihalik Global Scholar	College of HRSM
Watanabe, Nick	Breakthrough Star Award	University of South Carolina

Faculty Awards Received

Service Awards

Recipient(s)	Award	Organization
Gustafson, Catherine	Distinguished Service Award	College of HRSM

Faculty Awards Received

Teaching Awards

Recipient(s)	Award	Organization
Mihalik, Brian	Garnet Apple	University of South Carolina
Kubickova, Marketa	Mungo Teaching Award	University of South Carolina
Jankovska, Daniela	HRSM Teacher of the Year	College of HRSM

Faculty Awards Received

Other Awards

Recipient(s)	Award	Organization
Ballouli, Khalid	President, Sport Marketing Association	Sport Marketing Association
DiPietro, Robin	2021 South Carolina Hospitality Educator of the Year award	South Carolina Restaurant and Lodging Association

Alumni Engagement & Fundraising

Alumni

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

ALUMNI Homecoming

*October 15-16, 2021, was the 43rd HRSM Homecoming. We had over 200 party attendees and brought in over \$24,000 from our event, sponsorships and auction. We awarded \$9000 in student scholarships in 2021. We also hosted a tailgate event before the game.

HRSM Alumni Society Fund

*Created and endowed by the Alumni Society Board, alumni and friends have contributed over \$194,000 since 2009.

*The fund has awarded more than \$48,000 in scholarships that have helped 42 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 115 alumni/industry partners/faculty/staff that help 800+ students develop their networking skills in a virtual setting.

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

*To date, over 8,000 HRSM students and over 1,300 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 and created HRSM ambassadors. Two scholarship recipients presented on their travel studies.

*To date, we have had 231 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 awards dinner. We honored our 2021 recipients as well as our 2020 recipients who were only honored virtually last year.

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. We added NYC and Greenville.

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 6,800 LinkedIn connections and over 1,000 Facebook connections that are used to communicate about the college, build relationships and support/engage alumni.

*Official College of HRSM Alumni Network on LinkedIn has 3600 members. We invite students

Alumni Engagement & Fundraising

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 450 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. In 2020-2021 we added new members from Texas, Virginia, Maryland and NYC.

Development, Fundraising and Gifts

Substantial development initiatives and outcomes, including Fundraising and Gifts.

To date during FY 2022, the College of HRSM has documented gifts totaling \$504,367 through March 4th, 2022. This is down compared to the \$1,059,341 through March 10th, 2021. This discrepancy can be attributed to a combination of staffing inconsistencies in development within the college and a delay in the closing of multiple major gifts to the college. Of our documented gifts this FY, \$272,690 comes from planned gifts, an area of significant increase when compared to the \$126,374 documented for all of FY 2021. Additionally, we have added endowed scholarship funds including the Paul B. Pittenger Endowed Scholarship Fund with a \$126,965.93 gift, the Donald H. Mill Endowed Scholarship with a \$27,300.63 gift, and the Korey Banks Family Endowed Scholarship with a \$26,330 gift. As we look to close the fiscal year, we aim to fund our Beverage Education Laboratory and currently have a proposal out with Republic National Distributing Company for \$500,000. In addition, we are looking to amend the gift agreement for The Nicole and David Tepper Scholarship to add an additional \$298,488 in funding. Should these gifts close in FY 2022, we will end the year ahead of our fundraising total for FY 2021 of \$1,123,689.

Supplemental Info - Alumni Engagement & Fundraising

Any additional information on Alumni Engagement & Fundraising appears as 'Appendix 1. Alumni Engagement & Fundraising' (bottom).

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.

Community Engagements and Community Based Activities The College of HRSM engaged the community through a multi-channel approach to marketing and outreach, including content marketing, social media, digital communications, events and public relations. Through these efforts the college recovered from the pandemic and maintained an engagement impact of about 205,251 people based on social media engagement, email interactions and clicks, and event attendance. The college grew its newsletter subscription from 1,110 to 1,348 active subscribers and saw a 8% increase in social media engagement. Despite the pandemic, the college successfully hosted a wide range of virtual events in the 2020/2021 school year, including:

1. Alumni Society Career Night (9/21/21 355 attendees)
2. Hospitality Forum: Championship Golf (4/20/21 207 attendees)
3. MIHTM Information Sessions (April 2021 20 attendees)
4. Dean's Exec. Lecture: Leadership and Resilience (3/29/21 500 attendees)
5. Hospitality Forum: Diversity (3/24/21 97 attendees)
6. Food and Beverage: Covid Response (10/7/20 95 attendees)
7. Lodging: Responding to Covid (10/16/20 77 attendees)
8. Events: Responding to Covid (11/10/20 85 attendees)
9. Virtual Hooding and Cording (11/20/20 100 attendees)
10. Virtual Dean's Lecture Series Leadership and Diversity (10/27/20 425 attendees)
11. Virtual Homecoming (10/12-16/20 ~300 attendees)
12. Virtual Experience Expo (Sept. 2020 ~600 attendees)

Community Perceptions

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

Community Perceptions Overall brand visibility INCREASED 77.1 percent in 2020/2021 in comparison to the 2019/2020 school year. The college earned 246 media placements with an estimated 706 million earned media impressions based on outlet circulation and web visitors. It also generated 76 feature stories reaching 38,662 people. More than 3 million people were reached across the College's social media channels. College visibility and perceptions were boosted significantly in the 2020/2021 school year by two major announcements:

Community Engagement

1. The launch of the Nicole and David Tepper Scholars Program in the Department of Sport and Entertainment Management
2. The launch of Gamecock iHub, the university's Apple Authorized Campus Store that is managed by HRSM's Department of Retailing.

The college also invested in advertising to support student recruitment and reached approximately 3.8 million people through billboard, print and digital ads.

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 2. 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

South Carolina Arts Commission and SPTE Presents Making Money II

Columbia Fireflies

Equity and Diversity Plan

Improve Under-Represented Minority (URM) Student Enrollment

1. HRSM representatives attended a URM recruitment event to promote the college to incoming students during Summer 2021.
2. The HRSM Communications and Marketing Department featured student diversity in all academic promotion materials, marketing efforts, college brochures, scholarship awards and social media posts.
3. The Assistant Dean of Diversity and Inclusion participated in a virtual session with HBCU Johnson C. Smith University in Charlotte, North Carolina to inform students on graduate degrees in HRSM.
4. The HRSM Interim Dean and Assistant Dean of Diversity and Inclusion met with faculty from Johnson C Smith to discuss graduate degrees in SPTE.
5. The HRSM Leadership team met with representatives of HBCU Vorhees College to build partnerships to develop 3+2 and 4+1 accelerated master's degree programs.
6. 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.

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 resources and funds to target diverse audiences to attract a diverse applicant pool.

*During fall 2021, the HRSM leadership conducted multiple strategic planning sessions to discuss strategies to hire diverse faculty.

*Job advertisements were written to ask candidates to provide a statement of diversity, equity and inclusion.

*HRSM Dean's office authorized advertising in multiple DEI outlets through the additional chronicle services

*Targeted emphasis: URM faculty in HRSM is disproportionately low, we are actively engaged in efforts to enhance, but may need additional support from University offices moving forward.

Enhance Outcomes For URM Undergraduate and Graduate/Professional Students

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 current leadership positions. UofSC and Pepper Sports have partnered to create Pepper Scholars. The selection of Pepper Scholars is based on academic merit and commitment to sport and entertainment management with an emphasis on supporting underrepresented student populations. Pepper Scholars receive \$10,000 per year toward their education, benefit from mentorship and participate in additional enrichment opportunities.

Improve Post-Graduate Outcomes For URM

Equity and Diversity Plan

Undergraduate and Graduate/Professional Students

UofSC and Monumental Sports & Entertainment have continued their partnership which created an internship program for female students majoring in sport and entertainment management. The partnership provides four paid internships per year to advance students' career experience and develop the industry's future leaders. HRSM's Assistant Dean of Diversity and Inclusion and Assistant Director of Development had preliminary discussions with HRSM alumni on sponsoring scholarships for underrepresented undergraduate and graduate students. HRSM's Dean, Assistant Dean of Diversity and Inclusion and Director of Corporate Engagement and UofSC Vice President of Diversity Equity and Inclusion had discussions with representatives of the Columbia Convention Center on a dedicated internship for a minority 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. The Assistant Dean for Diversity and Inclusion, Assistant Dean for Student Services and Director of Corporate Engagement brought 16 African American HRSM students to Charlotte for a weekend of professional development with HRSM alumni and industry professionals.
2. The Assistant Dean of Diversity and Inclusion and Assistant Dean of Student Services hosted a "Speak with The Dean's" session for underrepresented students. The session discussed ways to build the HRSM climate to be more inclusive and equitable for all students.
3. The Department of Sport & Entertainment Management began offering a new special topics course which was initially taught by an African American adjunct instructor. SPTE 490—Diversity in Sport class will continue to be offered and possibly be expanded as a college wide diversity course in the future.
4. The Department of Sport & Entertainment Management began offering a Women in Sport class taught by a female SPTE PhD student.
5. The HRSM Interim Dean, Assistant Dean for Diversity and Inclusion and Associate Dean of Faculty, Operations and International Affairs hosted a listening session for Asian faculty members to address personal safety concerns.

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

Equity and Diversity Plan

Black History Month.

Dashboard Metrics and Narrative

Metrics

Student Information Narrative

Attempted SCH is up 1% for the College of HRSM overall. The Department of Sport and Entertainment Management and the School of Hotel, Restaurant, and Tourism Management are both relatively flat over the last three years; part of this is attributable to the impact of COVID in society, and part to the lower representation of out of state students on campus over the last three years. The Department of Retailing is showing signs of growth at nearly 2%. Previous to the pandemic, the College of HRSM attempted SCH was up 10% year over year, and we anticipate a return to this "normal" trend soon.

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.
- Please note these are Contributions per student FTE and the costs include restricted and unrestricted funds.

Model Allocations (Per Student) Narrative

*The model allocation per student likely reflects as increasing due to the \$4.5M Legacy Model Adjustment.

*Please note these are Model Allocations per student FTE and the costs include restricted and unrestricted funds.

Faculty Information Narrative

The College of HRSM has the highest Student to Faculty ratio on the Columbia campus at 37:1. Over the years we have fluctuated between 43:1 and 35:1 so this is normal. We are currently hiring 14 new faculty and the hope is to bring this ratio in line with the campus averages. In addition, the Voluntary Separation Program was implemented as the College is over-weighted in senior faculty and would benefit from recruiting new assistant professors to balance. Currently 19% of the Tenured faculty in the College of HRSM are former administrators, which affects the organization in substantive ways.

Credit Hours Taught Narrative

HRSM by attempted credit hours is roughly the 4th largest college on the Columbia campus. Attempted credit hours has been relatively stable through COVID, up 1.2% over last year and .6% over the last 3 years. There is a need to hire additional faculty to balance the course load between faculty classifications.

College/School Financial Information Narrative

*Enrollment has been stable, but HRSM experienced a significant drop in our international students which impacts our tuition revenue.

*HRSM remains a revenue producer for the university thus, under the new budget model,

Dashboard Metrics and Narrative

HRSM provides a Legacy Model Adjustment of \$4.5M to offset losses within other units.

*Building renovations continue so as to better serve our students, faculty, staff and community.

Student Outcomes Narrative

*The college 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.

HERD Research Expenditures Narrative

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 rely on undergraduate admissions to admit quality students, whether resident or non-resident, so that we can continue to maintain our financial stability and offer premium programs.

*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.

*HRSM is top heavy so we are hiring additional tenure-track faculty to lower our 37:1 student-to-faculty ratio and increase research production.

Concluding Remarks

Quantitative Outcomes

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

The College of HRSM has weathered the challenges brought by the COVID pandemic and is well positioned to emerge with confidence in our pursuit of academic excellence.

Cool Stuff

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

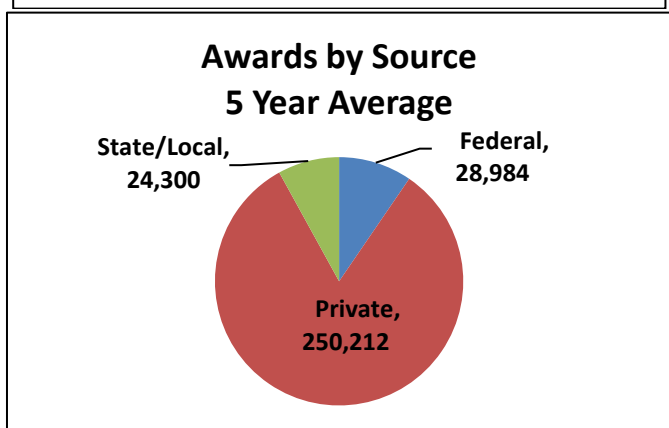
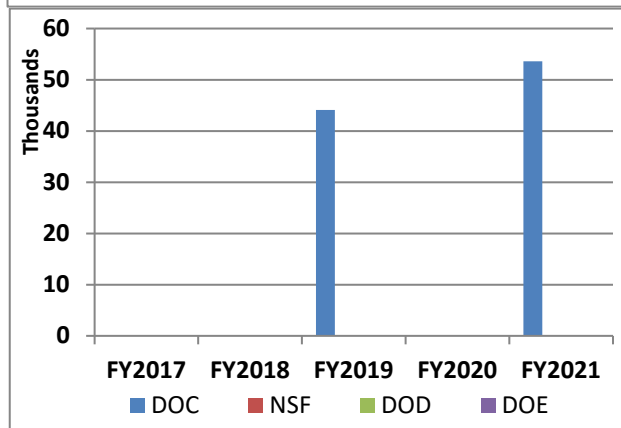
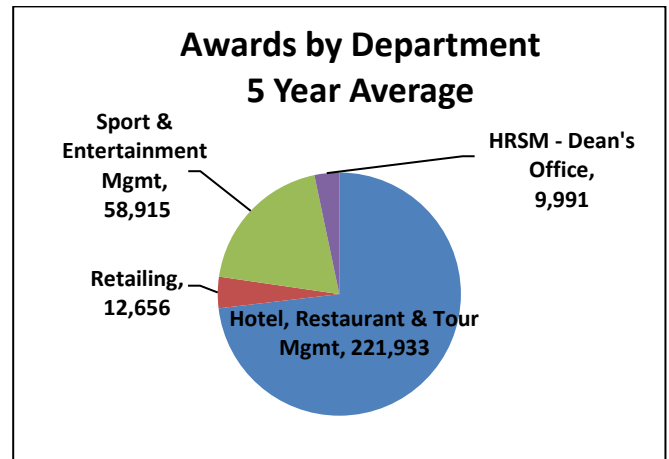
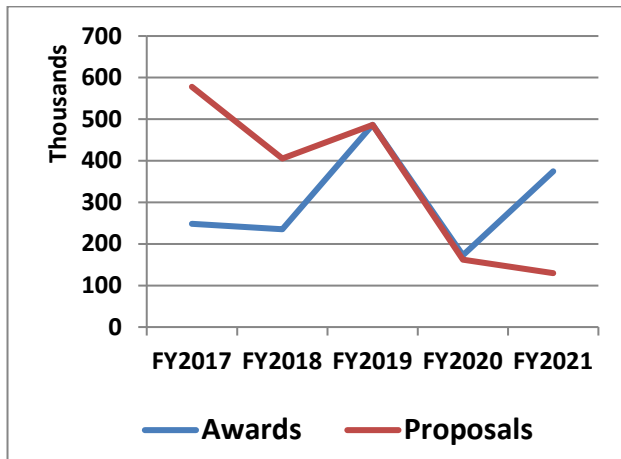
eSports Lab, new Beverage lab will be coming soon. Each will allow students and faculty to engage in study and research in meaningful ways.

Appendix A. Research & Scholarly Activity

Office of Research IT and Data Management Office

Hosp., Retail, & Sport Mgmt Summary of Awards

SAM ACTIVITY	FY2017	FY2018	FY2019	FY2020	FY2021	% Change Avg. (17-20) & 2021
Division Award Totals	248,354	235,426	486,588	172,666	374,442	31.0
Unit Totals						
Hotel, Restaurant & Tour Mgmt	200,854	195,856	317,655	170,856	224,442	1.4
Retailing	0	14,570	48,710	0	0	(100.0)
Sport & Entertainment Mgmt	47,500	25,000	70,266	1,810	150,000	315.0
HRSM – Dean's Office	0	0	49,957	0	0	(100.0)
Source						
Federal	0	0	91,332	0	53,586	134.7
Private	223,354	185,426	348,756	172,666	320,856	38.0
State/Local	25,000	50,000	46,500	0	0	(100.0)
Proposals						
Submissions	9	11	9	5	2	(76.5)
Dollars Requested	577,879	405,215	486,427	161,805	129,659	(68.2)



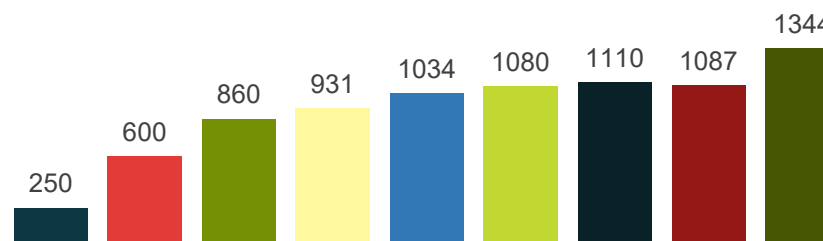
Appendix 1. Alumni Engagement & Fundraising

NEWSLETTER

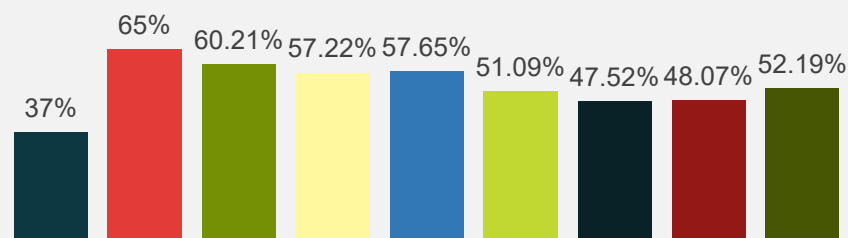
Annual Metrics

- 12 newsletters sent
- 15,483 deliveries (up 19%)
- 50.13% open rate (up from 48%)
- 32.82% click rate (down from 34%)
- Subscription growth 1,110
=1,348 21.4% (up from 7%)

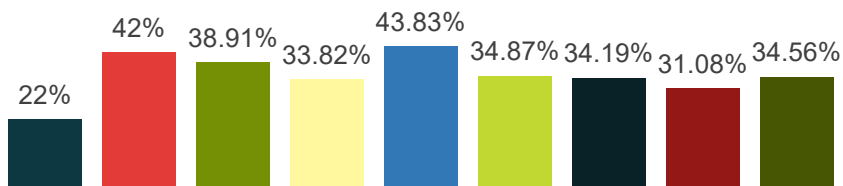
Newsletter Subscription Growth



Newsletter Open Rate



Newsletter Click Rate



Jan. - June '17
 July - Dec. '17
 Jan. - June '18

July - Dec. '18
 Jan. - June '19
 July-Dec. '19

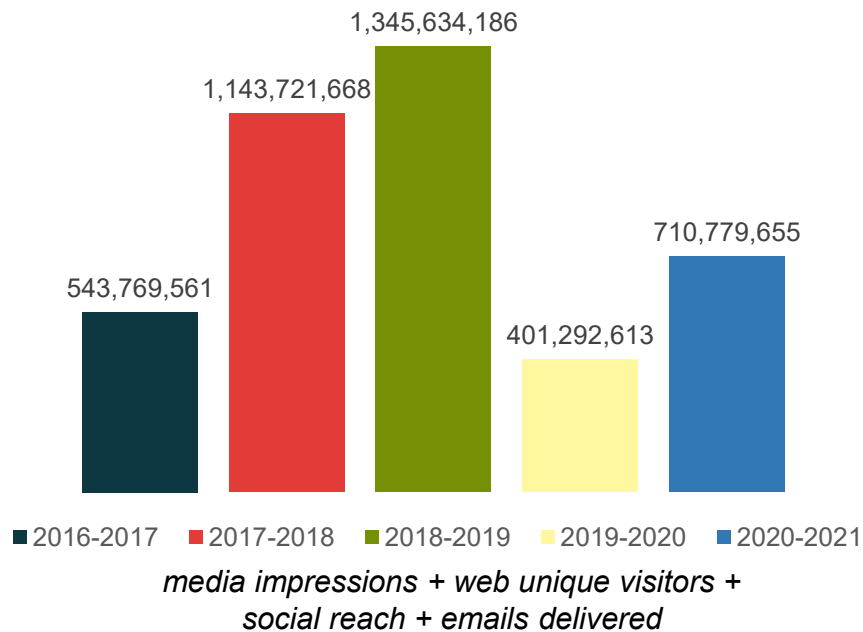
Jan.-June '20
 July-Dec. '20
 Jan.-June '21

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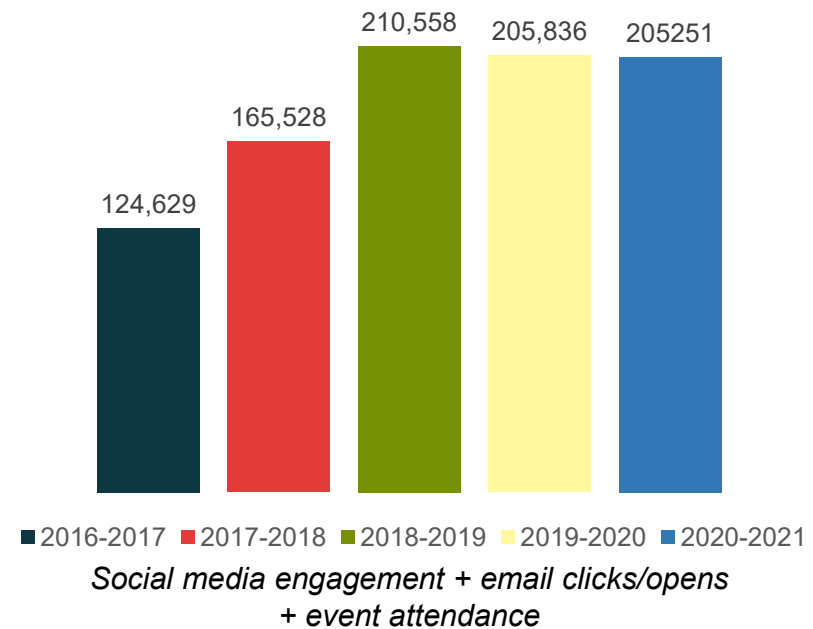
Appendix 2. Community Engagement

TOTAL BRAND REACH AND ENGAGEMENT

Total Estimated Reach



Total Estimated Engagement



HRSM Communications & Marketing
Annual Metrics Report 7/1/20 – 6/30/21



Appendix. Top Media Stories HRSM

TOP STORIES

Earned

- Tepper Scholarship announcement - 68 hits and 182 million impressions.
- Gamecock iHub initial announcement - 19 placements and 18 million impressions.
- Expert positioning also led the pack with faculty experts such as Tom Regan on economic impact of sport and COVID, Robin DiPietro on the pandemic and restaurants, Scott Smith on theme parks and covid, Rich Harrill and Drew Martin on tourism, John Grady on the Olympics.
- **Full media tracking grid available.**

Owned

- Covid-19 impact: tourism – 3,977
- Nicole and David Tepper Scholars – 2,239 views
- Covid-19 impact: Sports and Entertainment – 2,277 views
- No. 1 in Sport Science – 1,770 views
- Hospitality Student Gets Tip of a Lifetime – 1,584 views
- iHub – 1309 views
- Alumna Helps MLB Through Unprecedented Season – 1,113 views

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postandcourier.com



Appendix. Total Social Media Reach

SOCIAL MEDIA ANNUAL REACH

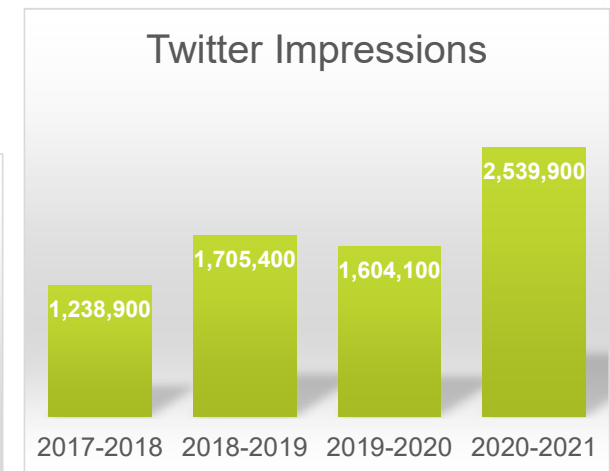
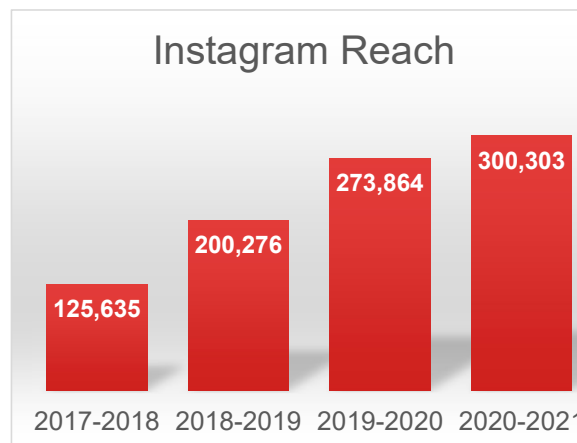
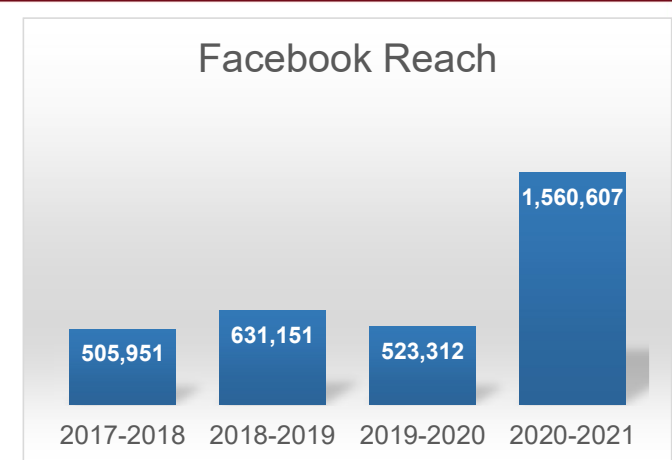
- Annual Facebook Reach: 303,651 organic
1.5 million including ads
- Annual Twitter Impressions: 2,539,900
- Annual Instagram Reach: 300,303

Total Organic Social Media Reach:

3,143,854

Up: 30.92%
from 2,401,276

*HRSM Communications & Marketing
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Uof SC Hospitality, Retail and Sport Management