

Executive Summary

Blueprint for Academic Excellence College of Hospitality, Retail, and Sport Management AY2020-2021

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
- Strong ties with international partners welcome many students to Columbia and provide valued revenue
- Enrollment growth across college shows the popularity of our majors
- Maintained elevated positions in international rankings for Hospitality and Sport Management programs
- Completed a comprehensive relocation to a new academic building

Haemoon Oh Dean
College of Hospitality, Retail & Sport Management



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Foundation for Academic Excellence

Mission Statement

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

Updated: 02/21/2019

Vision Statement

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

Updated: 02/19/2019

Values Statement

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

We:

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

Updated: 02/19/2019

Goals - Looking Back

Goals for the previous Academic Year.

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

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

Goals - Real Time

Goals for the current Academic Year.

Goal 1 - Complete comprehensive relocation to a new academic building across campus; ensure smooth transition and adjustment.

Goal Statement	The College completed a 100% move from the Carolina Coliseum to the newly renovated Close-Hipp building across campus. All faculty, staff, academic departments and units, and administration relocated at the end of 2019 year.
Linkage to University Goal	<ul style="list-style-type: none"> • Building Inclusive and Inspiring Communities • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Newly renovated space will allow for much more productivity in the HRSM mission. Faculty and staff now have new office furniture, new offices, new commons area furniture, and new meeting spaces. Student services (advising) enjoys a new space expertly designed to maximize quick and efficient service. New digital screens provide additional messaging capabilities. New Marriott lab on the first floor adds potential to reach new target markets.
Status	Progressing as expected (single year goal)
Action Plan	
Achievements	<p>All college personnel are getting settled in the new home.</p> <p>College invested in 12 newly updated classrooms, two new computer labs, with brand new equipment.</p> <p>College built a one touch teaching lab that will allow faculty to teach synchronous delivery</p> <p>College built an HRSM Welcome Center that will support an elevated recruiting experience.</p> <p>College built a dedicated student lounge area of clubs and other groups to work</p> <p>College built a new Marriott Culinary Lab in first floor</p>
Resources Utilized	
Goal Continuation	
Goal Upcoming Plans	
Resources Needed	
Goal Notes	

Goals - Real Time

Goal 2 - Expand international and national footprint

Goal Statement	We seek to expand our international and national reputation through branding, curriculum, partnerships, research and thought leadership.
Linkage to University Goal	<ul style="list-style-type: none"> • Educating the Thinkers and Leaders of Tomorrow • Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners • Spurring Knowledge and Creation • Building Inclusive and Inspiring Communities • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	Growing the brand equity of the College of HRSM in the international and national marketplace is an important part to both the mission of the College and the University.
Status	Progressing as expected (multi-year goal)
Action Plan	Continually explore future international partnerships; sign MOU, dual degree, exchange programs, collaborate with partners to create attractive curricula, build student exchange programs, develop internal curricula in key areas, intentionally pursue media strategies which highlight matters of significance, promote and feature faculty work that contributes to national stories of interest.
Achievements	<p>Developed the first university joint degree program with HBKU Institute in Qatar (Sport Management)</p> <p>Developed international internship opportunity for students with the Swiss Education Group and Cesar Ritz</p>
Resources Utilized	<p>Travel to conferences and meetings with international partner schools</p> <p>Implemented an internal study abroad planning grant to incentivize faculty for the development of study abroad courses</p>
Goal Continuation	
Goal Upcoming Plans	International internship plans
Resources Needed	
Goal Notes	

Goals - Real Time

Goal 3 - Explore new collaborative programs and courses to enhance reputation and revenue

Goal Statement	Explore new collaborative programs and courses for HRSM. College is working on an innovative partnership that would merge hospitality, technology and health care to create a new model for senior care to benefit the state of South Carolina and communities across the country. Working with physicians, independent living specialists and senior care innovators, the partnership is exploring potential for new curriculum and centers that could become the foundation for redefining senior citizens' quality of life.
Linkage to University Goal	<ul style="list-style-type: none"> • Educating the Thinkers and Leaders of Tomorrow • Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners • Spurring Knowledge and Creation • Building Inclusive and Inspiring Communities • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	In a collaborative environment that promotes seminal and applied research and service projects with peer institutions, global colleagues, and industry partners.
Status	Extended to following Academic Year
Action Plan	<p>*Continued our series of research brown bag lunches which provided faculty an opportunity to exchange ideas and collaborate.</p> <p>*Developed interdisciplinary courses at all levels and achieve resource efficiency.</p> <p>*Currently exploring ways to collaborate with Qatar for World Cup in 2022</p> <p>*Submitted NSF grant with college of engineering to investigate impacts of flooding an tourism in Charleston</p>
Achievements	Dean's office leadership hosted very successful faculty Brown Bag Research Talks throughout the academic year.
Resources Utilized	
Goal Continuation	Working with partners in China, the College of HRSM is developing a new conference which focuses on the shared space between two academic units (Hotel, Restaurant, Tourism Mgmt and Retailing).
Goal Upcoming Plans	In the process of developing an integrated event minor which incorporates curriculum from all three academic units in the college. Will be proposed later in the academic year.
Resources Needed	
Goal Notes	

Goals - Real Time

Goal 4 - Continually engage industry partners / connect students, faculty to meaningful and desirable opportunities

Goal Statement	<p>Given the national trend of adding value to university degree, we work hard to engage our industry partners and connect our students and faculty with meaningful and desirable opportunities. Our programmatic offerings through the academic year cross over the functions and roles of many, including the Office of Corporate Engagement, Internship Directors, Alumni Affairs, Student Recruitment, Associate Dean of Academic Programs, Marketing and Communications, and many faculty and staff who volunteer at numerous events held throughout the year.</p>
Linkage to University Goal	<ul style="list-style-type: none"> • Educating the Thinkers and Leaders of Tomorrow • Assembling a World-Class Faculty of Scholars, Teachers, and Practitioners • Spurring Knowledge and Creation • Building Inclusive and Inspiring Communities • Ensuring Institutional Strength, Longevity, and Excellence
Alignment with Mission, Vision, and Values	<p>Will prepare future leaders and scholars in its respective fields by providing exemplary integrative and experiential academic preparation for students in a collaborative environment that promotes seminal and applied research and service projects with peer institutions, global colleagues, and industry partners.</p>
Status	<p>Extended to following Academic Year</p>
Action Plan	<p>Continually develop a model for student and industry engagement; streamline efforts between the Office of Corporate Engagement and others on the issue; assess and develop enriched teaching strategies by incorporating corporate engagement efforts. Facilitated very successful HRSM experience expo; developed field trips for students to visit corporate offices of industry leaders and engage in meetings with industry professionals.</p> <p>Partnering with University advising to develop a joint professional development program to mentor students</p> <p>HRSM Edge program was developed to engage industry partners in student mentorship</p>
Achievements	<p>The Office of Corporate Engagement offered HRSM Expo two times during the year and had over 1,000 students participating.</p> <p>Over 70 employers attended the Expo.</p> <p>Over 200 guest speakers from industry visited campus to address students in classes.</p>

Goals - Real Time

	<p>1300 completed an on site internship last year.</p> <p>Department of Retailing students attended the Retail Federation's Big Show in New York with 20 retailing students and faculty. Currently 47% of HRSM students are active on the University's Handshake recruiting platform; which is the third highest college at the University.</p>
Resources Utilized	
Goal Continuation	
Goal Upcoming Plans	<p>We have dedicated time to evaluating current internship processes; advising internship directors and developing an internship agreement to secure additional corporate partnerships. The Office of Corporate Engagement has also collaborated with the Office of Student Services to lead a HRSM mentorship taskforce comprised of industry partners and faculty to develop a comprehensive college-wide mentoring program.</p>
Resources Needed	<p>New positions: HRSM event coordinator</p>
Goal Notes	

Goals - Looking Ahead

No goals have been entered for this section.

Academic Programs

Program Rankings

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

Hospitality, Restaurant and Tourism Management

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

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

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

No. 7 in the U.S. and No. 15 in the world in hospitality and tourism management, ShanghaiRanking's Global Rankings of Academic Subjects 2019

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

Sport and Entertainment Management

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

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

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

Undergraduate - No. 3 US/ No. 5 Global, B.S., SportsBusiness International, June 2015. (This was the only year they did UG rankings)

Graduate - No. 21 in the world and No. 15 in North America, SportsBusiness International, 2019.

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

Retailing

Learn.org and Study.com ranks USC as #2 of the top three retail management schools in the USA. FashionSchools ranks our Fashion Merchandising program #35 out of the Top 50 Fashion Merchandising School.

Instructional Modalities

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

The College of HRSM has worked tirelessly to incorporate instructional innovations into course and degree programs. This has included the development of not only cutting-edge courses and contents but also has modified existing courses into flipped, hybrid and distributed learning formats. Trend-setting coursework has been incorporated in RETL 115 Fashion History, HRTM 344, Personal Organization and Supervision, HRTM Hospitality and Tourism Marketing & SPTM 203 Introduction to Events and Venues, and the continued expansion of our highly successful study/travel courses which combines 8 weeks of classroom instruction with an on-site 7-10 day visitation to the location(s) studied.

Program Launches

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

Academic Programs

None

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.

Student Professional Development 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 2019
- 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.

Academic Initiatives

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.

The College of HRSM continues to ensure students can complete their Practicum experience (HRTM 290; RETL 295; SPT 295) at locations that offer affordable housing. The college of HRSM also works with private companies that offer affordable housing options to students completing their practicum and/or internship in other cities. As these learning experiences vary between paid and unpaid, the college of HRSM tries to ensure students can receive free or affordable housing while participating in their internship. Additionally, undergraduate students are encouraged apply for university, college and departmental scholarships. The majority of Master's students in all programs are provided with graduate assistantships (teaching and/or research). Graduate students completing a thesis receive additional funding to help offset required course work and/or expenses incurred with completion.

Reputation Enhancement

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

The College annually hosts conferences: (i.e. Sport, Entertainment, and Venues Tomorrow Conference and the College Sports Research Institute Annual Conference) and other professional events. These conferences attract industry leaders and academic leaders to campus where they network with our students and encounter our academic programs. These events also attract students from across the globe who encounter our academic offerings. The College and individual departments also support graduate student participation at annual professional conferences. These conferences attract academic and industry leaders to share in the dissemination of new innovative research and offers students an opportunity to network and communicate in ways they are not able to otherwise.

Faculty members continue to publish in leading journals, serve as journal reviewers and editors in addition to holding prominent positions in professional associations. These activities lend positive credibility to the College's external brand.

Challenges

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

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

Faculty Population

Faculty Employment by Track and Title

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

Table 1. Faculty Employment by Track and Title.

	Fall 2019	Fall 2018	Fall 2017
Tenure-track Faculty	35	38	39
Professor, with tenure	12	13	11
Associate Professor, with tenure	19	19	18
Assistant Professor	4	6	10
Librarian, with tenure	0	0	0
Research Faculty	2	1	1
Research Professor	2	1	1
Research Associate Professor	0	0	0
Research Assistant Professor	0	0	0
Clinical/instructional Faculty	13	17	14
Clinical Professor	0	0	0
Clinical Associate Professor	0	0	0
Clinical Assistant Professor	0	0	0
Instructor	12	14	12
Lecturer	1	3	2
Visiting	0	0	0
Adjunct Faculty	18	10	15

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 https://nces.ed.gov/ipeds/Section/collecting_re

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

	Fall 2019	Fall 2018	Fall 2017
Gender	56	60	57
Female	23	24	24
Male	33	36	33
Race/Ethnicity	56	60	57
American Indian/Alaska Native	0	0	0
Asian	7	8	9
Black or African American	2	1	2
Hispanic or Latino	1	1	1
Native Hawaiian or Other Pacific Islander	0	0	0
Nonresident Alien	3	3	2
Two or More Races	0	1	1
Unknown Race/Ethnicity	0	0	0
White	43	46	42

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

Faculty Population

Illustration 1. Faculty Diversity by Gender

2019 Faculty Gender

Male Female



2018 Faculty Gender

Male Female



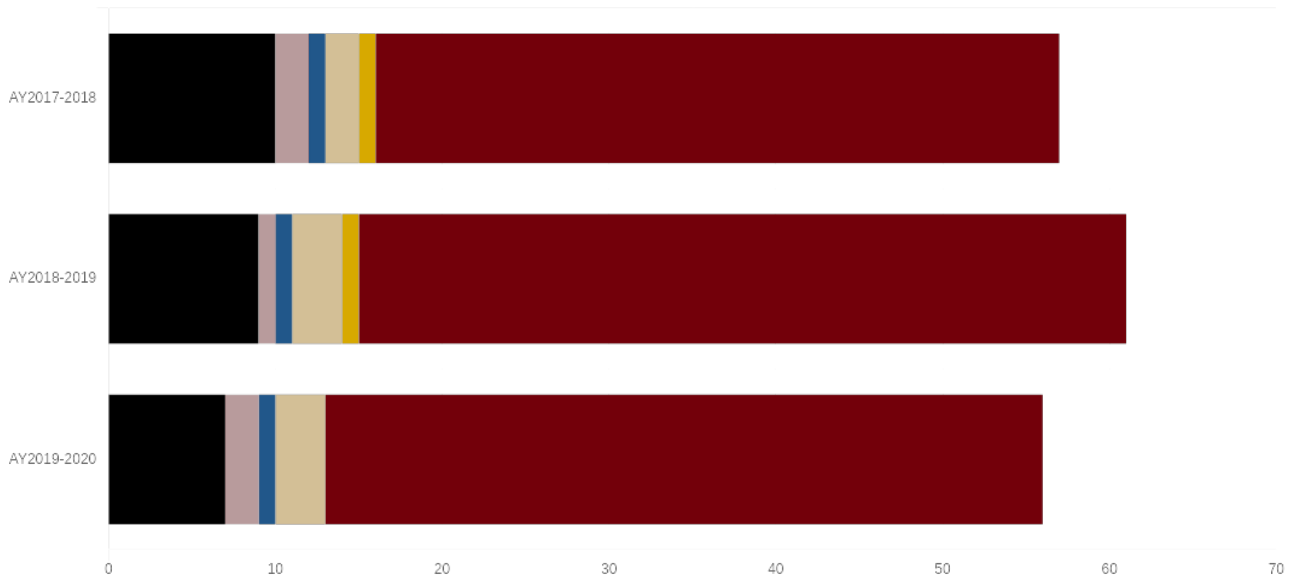
2017 Faculty Gender

Male Female



Illustration 2. Faculty Diversity by Race & Ethnicity

American Indian/Alaskan Native Asian Black Hispanic Native Hawaiian or Other Pacific Islander Nonresident Alien
Two Or More Races Unknown Race White



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.*

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

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

Faculty Development

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

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 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

*The College partnered with several international universities to create a new conference aimed at the intersection of Hospitality and Retail, and supported faculty travel to the events in Tianjin, China.

Faculty Information

Developing Programs to Stimulate Organizational Culture

*Four college sponsored research lunch talks were hosted by the Dean's office, and each was well attended. Faculty gathered around lunch offerings to discuss research ideas and build a cumulative appreciation for cross collaborative research.

*Seed Grant for Assistant and Associate Professors:

- 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

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

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:

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

Table 4. Faculty-to-Student Ratio.

	Fall 2019	Fall 2018	Fall 2017
Analysis of Ratio	01:42.5	01:38.6	1:33.9

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 1:42.5 according to the latest internal data. Faculty lines are needed in all academic units to bring down to the University average.

Student Recruiting and Retention

Student Recruitment

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

Student Recruitment Efforts In 2019, the College of HRSM recruited/enrolled 868 new students to UofSC. The size of the HRSM freshmen class increased by 21.5% from 2018 to 2019. Since 2015, the total enrollment of the College of HRSM has increased by 13.8%. 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 50 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 January of 2020, the new HRSM Welcome Center was opened on the 1st floor of the College of HRSM. In accordance with the UofSC Visitor Center, HRSM provides daily academic information sessions year-round to all visiting students and parents. In 2019-20, HRSM will host/pre-register approximately 2,000+ visitors. The college also hosts New Student Welcome events with HRSM faculty, students and staff each August with nearly 500 newly enrolled students participating.

In accordance with Undergraduate Admissions, HRSM implements an annual engagement plan that includes daily yield activities with our incoming new student populations. In 2020, 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 and outreach to underrepresented populations through HRSM Student Leadership Development, Ambassador Recruitment, and marketing and communications. In 2020, HRSM attained a 27% increase in the number of admitted freshmen applicants in this area.
- Since fall 2015, HRSM has rapidly increased international undergraduate student enrollment by 201% (235 in fall 2019). As of fall 2019, international undergraduate student enrollment in HRSM was 195, the second largest undergraduate international student population among colleges on the UofSC Columbia campus.
- In 2019, 2,386 prospective students, parents and family members connected with HRSM per the UofSC Visitor Center.
- In 2019, 2,144 prospective students applied to HRSM.
- In 2019, 1,141 students enrolled/joined the College of HRSM. 380 current students chose HRSM from other colleges at UofSC Columbia, while new freshmen and transfers enrolled at a 61% yield rate.
- HRSM Faculty are fully engaged and influential to all Undergraduate Recruitment efforts (Open Houses/Admitted Student Days, meeting/connecting with prospective students year-round).
- Increased size of the HRSM Ambassador Program from 50 to 60 in 2019-20. Annual Recruitment, Training and weekly deployment of HRSM Ambassadors interacting with stakeholders.
- Increased engagement with the Gamecock Gateway population has resulted in a 6% of our undergraduate student population.

Student Recruiting and Retention

- Hosts the Annual Guidance Counselor Fly-in for interactive session with HRSM faculty.
- Recruitment literature sent to all admitted new students (more than 1,000 per year).
- Customized electronic messaging outreach to all new HRSM student populations.
- Honors/Scholar recipients receive outreach from HRSM Faculty for high achieving population yield.
- Annually train new and returning local and regional admissions counselors on degree program offerings and academic experiences in HRSM.
- Daily, on demand support to all prospective students and parents seeking additional academic interest information from HRSM through face-to-face meetings, calls and email recruitment.
- HRSM has maintained current, printed recruitment materials in 2019-20.
- 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 Shorelight partners for additional International Recruitment efforts on campus and abroad.
- External state and national Undergraduate Recruitment outreach through DECA (National Conference exposure to 18,000 select high school students and their teachers/advisors).
- Hosts regular targeted high school groups for on campus visits.

Student Retention

Efforts at retaining current students in College/School programs.

AY2019-2020 Advising/Retention Initiatives:

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

One hundred percent of HRSM students assigned to staff advisors.

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

Student Recruiting and Retention

- appointment notes made available in Navigate.
- Success markers and risk scoring for early intervention monitored in Navigate.
- Referrals to campus resources – ongoing and noted in Navigate.
- Alerts - issued as necessary.
- HRSM advisors are required to complete a multi-level level training and certification program.
 - HRSM advisors achieved at least Level 2 certification.
- HRSM Office of Student Services Professional Development and Training:
 - Career Coach
 - Student Educational Planner (SEP)
 - OSS Chat With the Chair – Curriculum Overview:
 - Pathways to Profession partnership with Career Center
 - Tour of Bank of America Stadium, Charlotte, NC
 - University Advising Center – Advising Notes Guidelines
 - Navigate Utilization and Best Practices
 - Study Abroad Overview and Best Practices for Approval Processes
 - Study Abroad Italy (SAI) - overview of program
 - Internship Forum
 - Building Bridges: Mind the Gap – USC Advisors Educational Conference
- Retention Initiatives:
 - Advisors and HRSM staff instructed six HRSM UNIV 101 sections
 - HRSM instructors received at least one nomination for Outstanding Teaching Award.
 - Retailing and Sport and Entertainment Management First-Year Interest Groups – ongoing.
 - Initiatives for underrepresented students.
 - Meet and Mingle – Faculty, Industry Engagement
 - HRSM Mentor Match
 - Launched campaign for one on one check-ins as necessary.
- Recent and Planned Initiatives for AY2019-20:
 - HRSM Online Petition Request Form – Newly launched
 - Online Major Change Request Form – Newly launched
 - HRSM Edge: Faculty/Industry Mentorship program – Pilot Program
 - HRSM Career Champion training for faculty and staff - Scheduled
 - Study Abroad Field Study for underrepresented students
 - Changes to Advising Model and practices
 - Implement Lower/Upper Division Advisors:
 - HRSM/UAC Advisors caseloads will consist of both freshmen and sophomores.
 - Upper Division Advisors - Interdisciplinary caseloads (juniors and senior).
 - Addition of 1-2 Tier III Advisors – Funded through University Advising Center:
 - Coordinator of Faculty/Industry Mentorship Program and Lower Division Advisor (caseload up to 200 students).

Coordinator of Engagement and Lower Division Advisor (caseload up to 200 students).

Student Enrollment & Outcomes

The following data was provided by 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 2019	Fall 2018	Fall 2017
Undergraduate Enrollment			
Freshman	526	460	522
Sophomore	668	718	621
Junior	665	562	512
Senior	739	708	718
Sub Total	2599	2453	2373
Graduate Enrollment			
Masters	87	93	85
Doctoral	28	27	24
Graduate Certificate	0	0	0
Sub Total	115	120	109
Professional Enrollment			
Medicine	0	0	0
Law	0	0	0
PharmD	0	0	0
Sub Total	0	0	0
Total Enrollment (All Levels)	2714	2573	2482

Student Enrollment & Outcomes

Illustration 3. Undergraduate Student Enrollment by Classification

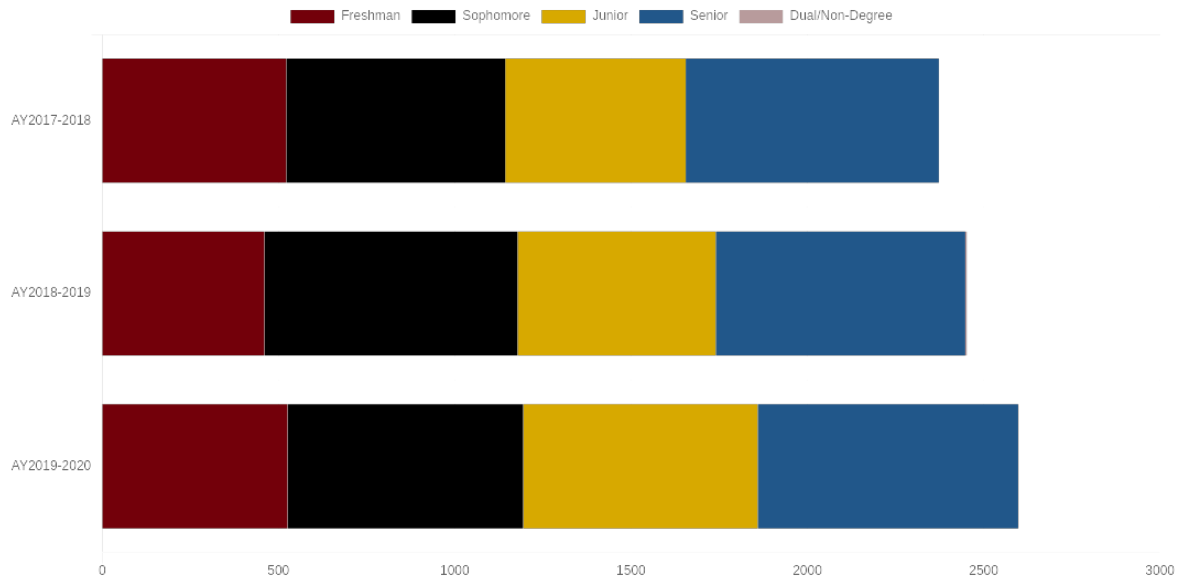
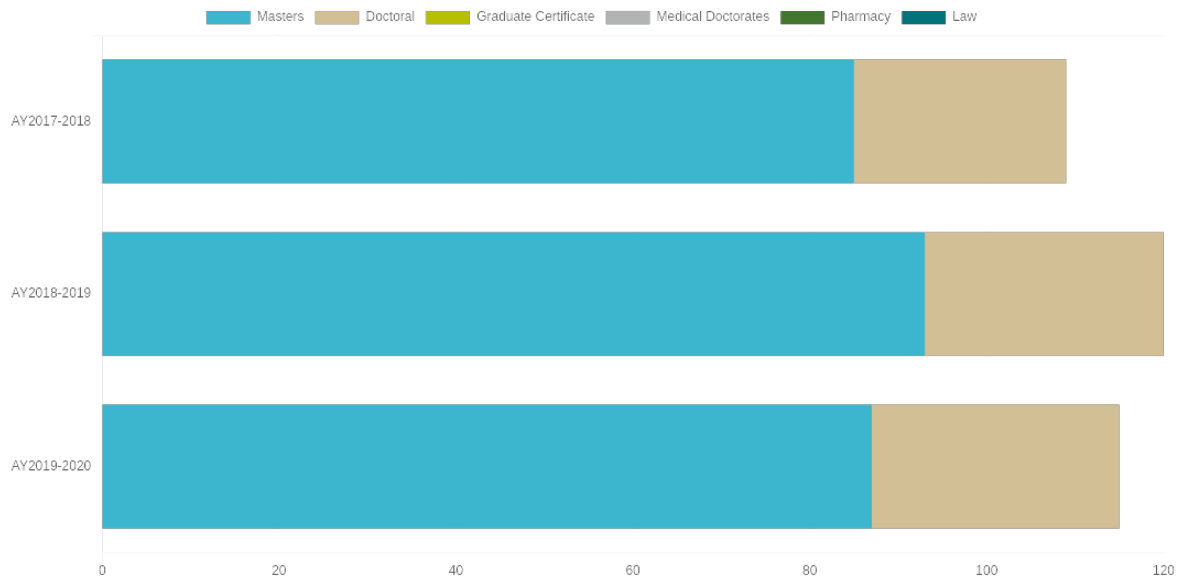
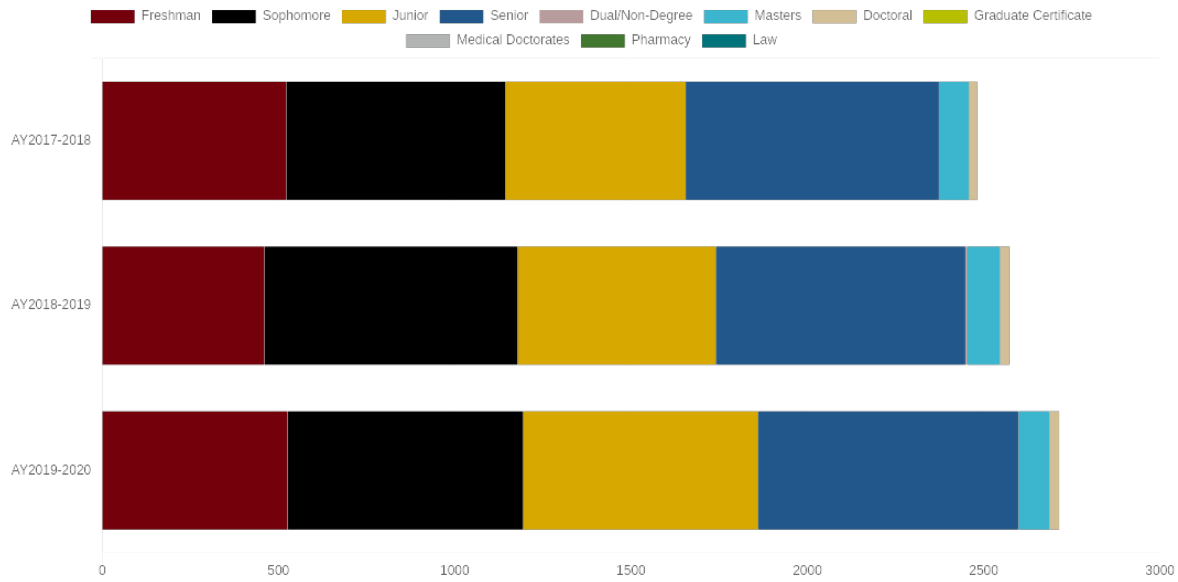


Illustration 4. Graduate/Professional Student Enrollment by Classification



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 2019	Fall 2018	Fall 2017
Undergraduate	2599	2453	2373
Full-Time	2493	2334	2253
Part-Time	106	119	120
Graduate/Professional	115	120	109
Full-Time	100	107	95
Part-Time	15	13	14
Total - All Levels	2714	2573	2482
Full-Time	2593	2441	2348
Part-Time	15	13	14

Student Enrollment & Outcomes

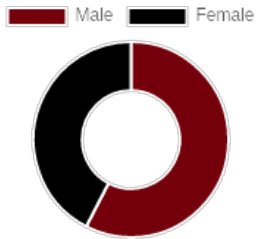
Student Diversity by Gender

Table 7. Student Enrollment by Gender.

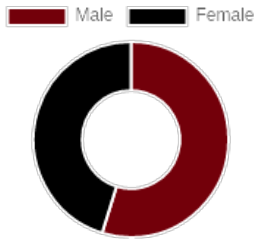
	Fall 2019	Fall 2018	Fall 2017
Undergraduate	2599	2453	2373
Female	1102	1109	1191
Male	1497	1344	1182
Graduate/Professional	115	120	109
Female	58	66	58
Male	57	54	51

Illustration 6. Undergraduate Student Diversity by Gender

2019 Undergrad Gender



2018 Undergrad Gender



2017 Undergrad Gender

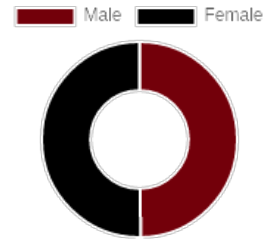
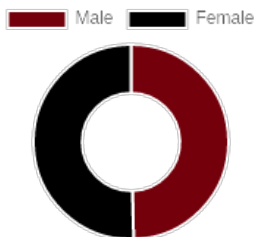
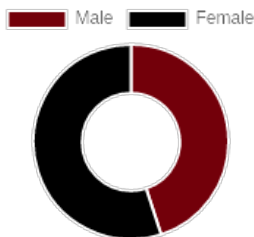


Illustration 7. Graduate/Professional Student Diversity by Gender

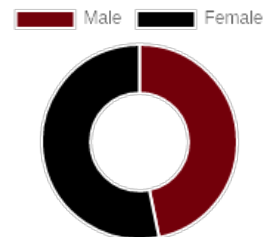
2019 Graduate Gender



2018 Graduate Gender



2017 Graduate Gender



Student Enrollment & Outcomes

Student Diversity by Race/Ethnicity

Table 8. Student Enrollment by Race/Ethnicity.

	Fall 2019	Fall 2018	Fall 2017
Undergraduate	2599	115	2453
American Indian/Alaska Native	3	1	1
Asian	33	39	32
Black or African	189	186	186
Hispanic or Latino	102	99	95
Native Hawaiian or Other Pacific Islander	3	3	2
Nonresident Alien	195	150	99
Two or More Races	75	76	70
Unknown Race/Ethnicity	14	16	20
White	1985	1883	1868
Graduate/Professional		120	109
American Indian/Alaska Native	0	0	0
Asian	2	1	3
Black or African	6	8	13
Hispanic or Latino	2	2	4
Native Hawaiian or Other Pacific Islander	0	0	0
Nonresident Alien	40	37	30
Two or More Races	2	4	2
Unknown Race/Ethnicity	2	2	1
White	61	66	56

Student Enrollment & Outcomes

Illustration 8. Undergraduate Student Diversity by Race/Ethnicity

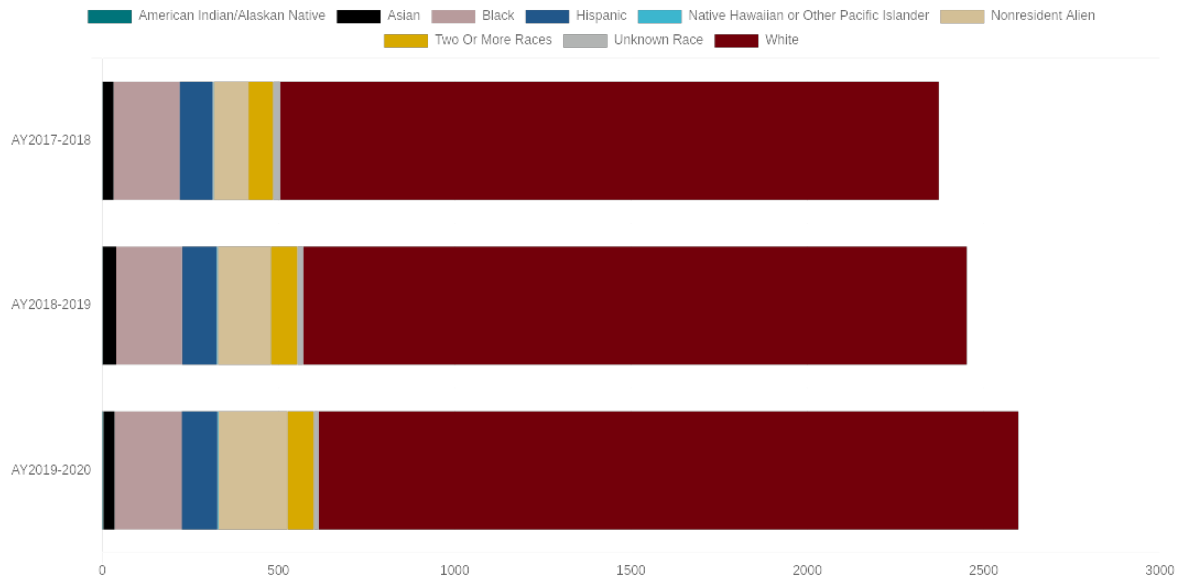
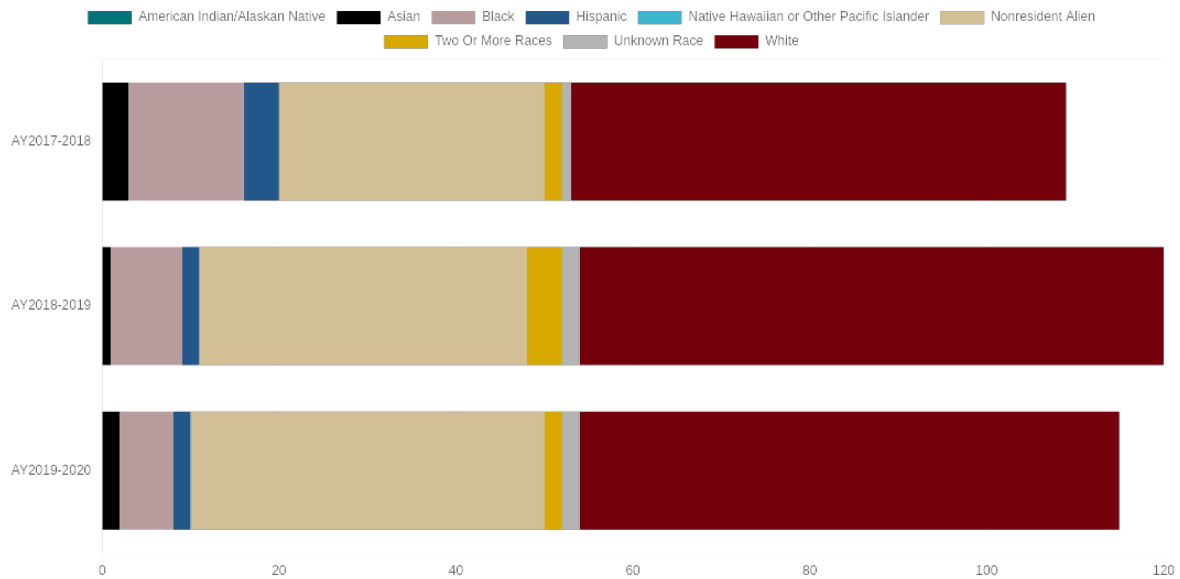


Illustration 9. Graduate/Professional Student Diversity by Race/Ethnicity



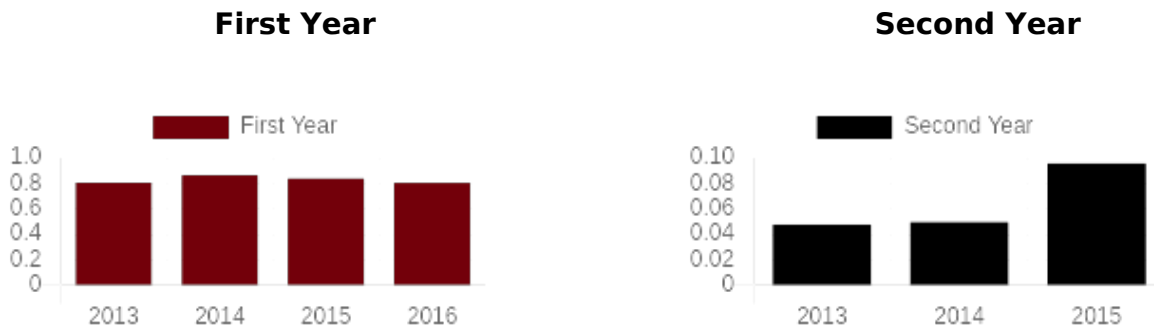
Student Enrollment & Outcomes

Undergraduate Retention

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

	First Year	Second Year
Fall 2017 Cohort	76.7%	12%
Fall 2016 Cohort	80.5%	9.6%
Fall 2015 Cohort	84.2%	5%
Fall 2015 Cohort	86.5%	4.8%

Illustration 10. Undergraduate Retention, First and 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 2011	Fall 2010	Fall 2009
4-Year Same	46.7%	43.7%	54%
4-Year Diff	12.4%	15%	9.8%
4-Year Total	12.4%	15%	9.8%
5-Year Same	53.8%	55.1%	63.3%
5-Year Diff	17.1%	20.9%	14%
5-Year Total	70.9%	76%	77.3%
6-Year Same	54.8%	55.9%	64.2%

Student Enrollment & Outcomes

6-Year Diff	18.6%	22.4%	14%
6-Year Total	73.4%	78.3%	78.2%

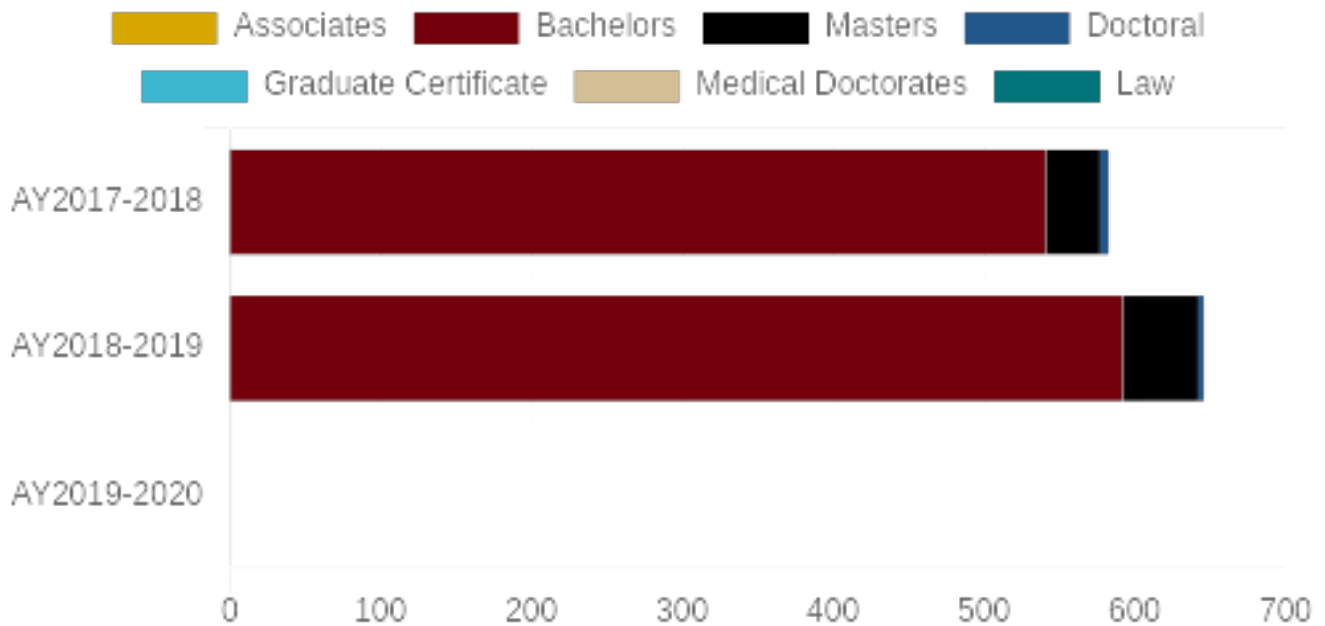
Student Enrollment & Outcomes

Degrees Awarded by Level

Table 11. Degrees Awarded by Level.

	AY2019-2020	AY2018-2019	AY2017-2018
Associates Degree		0	0
Bachelors		592	541
Masters		50	36
Doctoral		4	6
Medical		0	0
Law		0	0
Pharmacy Doctorate		0	0
Graduate Certificate		0	0

Illustration 11. Degrees Awarded by Level



Faculty Awards Nominations

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

Research Award Nominations

Recipient(s)	Award	Organization
Meng, Fang	Patricia G. Moody Researcher of the Year Award 2018	USC College of Hospitality, Retail and Sport Management
Kevin, So	Breakthrough Award for Leadership in Research	USC

Teaching Award Nominations

Recipient(s)	Award	Organization
Smith, Scott	Harry E. Varney Teacher of the Year	USC College of Hospitality, Retail and Sport Management
Edwards, Karen	Garnet Apple Award 2019	USC

Faculty Awards Received

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

Research Awards

Recipient(s)	Award	Organization
So, Kam Fung (Kevin)	Breakthrough Star	UofSC
Meng, Fang	Patricia G. Moody Research of the Year	College of HRSM
Southall, Richard	Brian J. and Linda L. Mihalik Global Scholar Award	College of HRSM

Faculty Awards Received

Service Awards

Recipient(s)	Award	Organization
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Faculty Awards Received

Teaching Awards

Recipient(s)	Award	Organization
Jeralds, Sporty	Harry E. and Carment S. Varney Distinguished Teacher of the Year	College of HRSM
Edwards, Karen	Garnet Apple Teaching Award	UofSC

Faculty Awards Received

Other Awards

Recipient(s)	Award	Organization
Richardson, Stephanie	HRSM Staff Member of the Year	College of HRSM

Alumni Engagement & Fundraising

Alumni

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

Homecoming*November 1, 2019, was the 41st HRSM homecoming party. We had 285 participants and 45 student volunteers. The homecoming party brought in \$19,000 this year and we awarded \$6000 in student scholarships.

HRSM Alumni Society Fund*Created and endowed by the Alumni Society Board, has contributed over \$100,000 since 2009.*Has awarded more than \$44,000 in scholarships that have helped 32 HRSM students enhance their educational experience through domestic/international travel and industry conference attendance.*Alumni Society sponsored two Welcome Back events (at the beginning of each semester) as well as an exam “study break” station.*Fund supports all scholarships and alumni operations including alumni reconnects and At the Table with HRSM events.

HRSM Alumni Society Career Night *Held once in the fall and twice in the spring, the events this year brought in 114 alumni/industry partners/faculty/ staff that help 900+ students develop their networking skills in a real-life setting. *A pre-event is offered for networking and building relationships. *To date, over 6,900 HRSM students and over 900 networkers have participated in this event.

Luncheon for HRSM alumni who work at UofSC *For the nearly 200+ HRSM alumni who work on campus, many of whom are in leadership roles, to engage this internal audience. *To date, we have had 177 participants including RETL alumna Mary Wagner, Assistant Vice President for Enrollment Management, who has attended every event.

HRSM Alumni Awards *Two distinguished alumni, a distinguished service and a friend of the college awards are given during this annual event. This year, we had a brunch on November 1, 2019 at McCutchen House. There were 30 total guests including family, friends, faculty and staff.*

HRSM Alumni Society Reconnects *Reconnect events are typically social/networking oriented. Audience size varies depending on the area/region. All events include at least two eblasts for awareness as well as additional social media. Events for 2019-2020 include Atlanta, Boston, Charleston, Columbia and Greenville.

At the Table with HRSM*We held an At the Table with HRSM on September 24, 2019 at the Country Club of Charleston.*The event is a brunch/lunch with the Dean in a destination where we have a high population of alumni and industry partners. *A few attendees included Duane Parrish, Director, SCPRT; Frank Antonelli, President, Empire Sports Management; Debbie Antonelli, TV Basketball Analyst, ESPN; Laurie Smith, Chief Operating Officer, Charleston CVB.

Social Media Official College of HRSM Alumni Network on LinkedIn with nearly 2800 members. We invite students in the HRSM 301 class to join after creating their LinkedIn profile. Daily Engagement We engage daily through social media including LinkedIn, Facebook, and Instagram. The alumni director has nearly 5,300 LinkedIn connections and over 1,000 Facebook connections that are used to communicate about the college and build relationships. Other ways we engage with our audiences*

Development, Fundraising and Gifts

Substantial development initiatives and outcomes, including Fundraising and Gifts.

Alumni Engagement & Fundraising

To date during Academic Year 2019-2020, the College of HRSM has had 545 unique donors. The number of donors increased from Academic Year 2018-2019 and we look forward to capturing additional first time donors during the third annual Give 4 Garnet campaign in April 2020. Documented gifts totaling \$851,625.00 through February 26, 2020 include a three year commitment from the College's partnership with a private golf club, a study abroad scholarship for students in the School of Hotel, Restaurant, and Tourism Management, an additional \$50,000.00 to support an existing endowed scholarship benefiting incoming SPTC freshman students and another large gift from the Statler Foundation to support renovations in the historic McCutchen House on campus. Faculty engaged in fundraising, helping to secure additional funding from The Prosper Foundation and from the Charlotte Hornets. We have increased our corporate partnership commitments to include two new corporate partners, one of which is a commitment at the Deans Level. We look forward to continued growth in this area as it is a priority for Development and the Office of Corporate Engagement in 2020.

Community Engagement

Community Engagements and Community - Based Activities

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

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

Community Perceptions

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

Overall brand visibility INCREASED by more than 100 percent.

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

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

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

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

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

Incentivizing Faculty Engagement

Community Engagement

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

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

Collaborations

Internal Collaborations

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

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

External Collaborations

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

The College of HRSM also encouraged and supported faculty in the advancement of external collaborations both across campus and beyond. The college of consistently offered financially support for faculty to pursue external collaborative projects as well as encouraging this growth through internal grants to support the development of international courses and study programs.

Other Collaborations

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

Charleston Area Convention & Visitors Bureau
The Columbia Metropolitan Convention Center
The Hilton Columbia Center
South Carolina State Museums
Charleston Food and Wine Festival
Walt Disney World
University of Aruba
The United States Olympic Committee (USOC)
Cape Peninsula University of Technology, Capetown, South Africa
South East University, Nanjing, China
Beijing Studies International University, China
Beijing Sport University, Beijing, China
Fudan University, Shanghai, China
The Institute for Tourism Studies in Macao, SAR China
University of Havana
Universidad de Cienfuegos
Center of Sport, Tourism and Leisure Studies, University of Brighton. Eastbourne, UK.

Collaborations

Yonder Field, Bowman, SC

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

University of Kentucky's Fine Arts / Arts Management Program

South Carolina Arts Commission and SPTE Presents Making Money III

Ministry of Health, Welfare and Sport, Aruba

Xingbo Sports, China

The Hague University of Applied Sciences

Columbia Fireflies

World Anti-Doping Association with Adelphi University

President's Arts and Entrepreneurship Initiative

Equity and Diversity Plan

Improve Under-Represented Minority (URM) Student Enrollment

*HRSM representatives attended two URM recruitment events to promote the college to incoming students during the Summer. Conversations with many interested prospects led to followup afterwards.

*Through a partnership with Keenan High School, 20 students were invited to experience our "career fair" where they met with industry recruiters from various companies and explored career paths suitable to HRSM majors. Following the tour a short program was given.

*Department of Retailing developed a specific student group at Keenan High School (Columbia) which trained students in building online stores for start up retail companies.

*Significant efforts were made to feature student diversity in all marketing efforts, including brochures, and social media posts

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

*Attracting and selecting URM faculty first begins with a pronounced effort to broadcast the available opportunities. The Dean's office allocated over \$10,000 in extra funds to target diverse audiences in an effort to attract a diverse applicant pool. There were three open faculty searches and each finalist pool was rich in diversity.

Enhance Outcomes For URM Undergraduate and Graduate/Professional Students

*Significant effort was made to broaden inclusivity in the Hospitality Honor Society; as a result, the URM representation at the induction ceremony was much improved.

*The Dean's office led a leadership workshop for undergraduate leaders across all disciplines; URM groups were specifically targeted to elevate the skills of those in current leadership positions

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

UofSC and Monumental Sports & Entertainment are proud to announce a new internship program for female students majoring in sport and entertainment management. The partnership will provide four paid internships per year to advance students' career experience and develop the industry's future leaders

Increase the engagement of students, faculty, staff,

Equity and Diversity Plan

administrators in Equity and Inclusion

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

*Roundtable discussion with Columbia Mayor Steve Benjamin. Event focused on mentoring URM students and occurred at McCutchen House

*Specific URM students were invited to a Lean In event where we discussed ways to make HRSM climate more inclusive and equitable for all students

Improve The Sense Of Inclusion Amongst All University Community Members

Associate Dean of Operations held over 35 meetings with college personnel to discuss ways to make the environment more inclusive, respectful, and consistent with the Carolina Creed.

Concluding Remarks

Quantitative Outcomes

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

Cool Stuff

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

Appendix 3. Research & Scholarly Activity

Office of Research IT and Data Management Office

Hosp., Retail, & Sport Mgmt Summary of Awards

SAM ACTIVITY	FY2015	FY2016	FY2017	FY2018	FY2019	% Change Avg. (15-18) & 2019
Division Award Totals	370,122	407,288	248,354	235,426	486,588	54.3
Unit Totals						
Hotel, Restaurant & Tour Mgmt	304,633	200,856	200,854	195,856	317,655	40.8
Retailing	2,000	60,324	0	14,570	48,710	153.4
Sport & Entertainment Mgmt	15,864	42,661	25,000	25,000	70,266	159.0
HRSM – Dean's Office	47,625	103,447	0	0	49,957	32.3
Source						
Federal	0	83,518	0	0	91,332	337.4
Private	298,422	264,933	223,354	185,426	348,756	43.5
State/Local	71,700	58,837	25,000	50,000	46,500	(9.5)
Proposals						
Submissions	18	12	9	11	9	(28.0)
Dollars Requested	767,700	337,155	577,879	405,215	486,427	(6.8)

