



The College of HRSM has made substantial progress across multiple strategic initiatives during the 2024-25 academic year. In terms of strategic planning, the college successfully engaged Huron Consulting to develop a comprehensive new Strategic Plan, which will be branded HRSM RISE. The plan will focus on four priorities: Reach, Innovation, Support, and Experience and is scheduled for implementation from August 2025 through August 2030. This foundational work will better align the college's resources and initiatives with its core mission, vision, and values.

Enrollment metrics have reached historic levels, with undergraduate enrollment climbing to 2,780 students and graduate enrollment achieving 145 students in Fall 2024. These numbers represent significant progress toward our targets of 3,000 undergraduate and 300 graduate students. Global education initiatives have also expanded, with the awarding of 30 study abroad "program fee" scholarships and 5 semester abroad scholarships, complemented by the addition of several new global programs. These investments should result in significant progress toward reaching a goal of 300 HRSM students engaging in a global education or research experience annually.

The College has made significant strides in online and distance education infrastructure and programming. Most importantly, a new comprehensive Online and Distance Education Operating Plan was created and adopted. This operating plan outlines expectations for course quality, incentive structures for course enhancements, and new business models for fully online asynchronous and synchronous graduate master's degrees and certificates. The college also made strategic personnel investments, including an Instructional Designer, AV Producer, and two key leadership positions: Associate Dean of Graduate Education and Director of Graduate Marketing and Recruitment. A state-of-the-art recording studio was constructed, and new wraparound marketing and recruitment marketing campaigns were launched in late 2024 with a focus on graduate and online education offerings. A new CRM and common graduate application system is in development and scheduled to be operational by June 2025. These investments have facilitated the launch of HRSM's first fully asynchronous online graduate program, the Master's in Sport and Entertainment Management which will enroll its first cohort in August 2025.

Faculty development and support have been enhanced through the implementation of the Faculty Assignment Report workload and effort reporting system, which has been integrated into Annual Performance Reviews for all 2025 evaluations. The FAR is also being integrated into Tenure & Promotion processes in all units (Fall 2025 effective start dates). A new HRSM Merit Pay Plan has also been established to recognize and reward excellence in academic performance and scholarly achievements. This Merit Pay Plan is fully integrated into the FAR and APR and thus rewards productivity against faculty workload assignments from their supervisors and the office of the dean.

Innovation initiatives have progressed significantly with the hiring of a Faculty Director of AI Research and Education and the creation of a new Vice Dean position for Organizational Development and Innovation. Through this infrastructure, the College successfully executed three Innovation Study Tours, engaging approximately 75 students in experiential learning opportunities in New York City and Las Vegas. An AI Symposium was offered (virtually due to weather considerations) and is scheduled to be offered every fall and spring semester in the coming years to facilitate ongoing professional development for faculty and staff as it relates to AI adoption and integration in their research, teaching, and advising.

The college geographical footprint was also expanded through a partnership with the Moore School in Charlotte for the delivery of graduate courses in Sport and Entertainment Management. Additional micro and satellite campus opportunities for Retailing programs in New York City and Hospitality and Tourism Management initiatives in Charleston were also fully explored.

Research infrastructure development has been prioritized through the creation of a Research Excellence Working Group, tasked with proposing new policies, procedures, and incentives. Looking ahead to 2025, we have planned both a Faculty Peer Benchmarking Study and an HRSM Research Fellows Program to further strengthen HRSM’s research capabilities and most importantly, its research culture.

2024-25 Goals vs. Outcomes Summary:

Strategic Goals	Current Status
Strategic Planning	On track - Plan developed, implementation pending
Enrollment Targets	Progress - Record highs achieved; continuing growth expected
Online Education	Significant progress - Infrastructure and first program launched
Faculty Framework	Completed - New effort and merit systems implemented
Innovation Initiatives	Achieved - Leadership hired, programs launched
Geographic Expansion	In progress - One partnership established, others under exploration
Research Infrastructure	Developing - New programs and initiatives developed and others planned

The College will continue pursuing each of its goals and objectives through the launch the HRSM Rise Strategic Plan. Several initiatives will continue to be leveraged, and new initiatives and goals will be launched. The HRSM strategic plan focuses on four key initiatives: Reach, Innovation, Support, and Experience (RISE).

Reach focuses on expanding the college's educational footprint through geographic reach and increased accessibility. This includes developing more additional flexible degree offerings, expanding global learning opportunities, creating additional joint graduate programs, and expanding alumni engagement.

Innovation emphasizes transformative advancement in education and research through industry engagement and emerging technologies. Key elements include curriculum innovation, launching career accelerator programs, establishing a Retail Innovation and Discovery Laboratory, and creating cross-disciplinary research clusters in AI and sustainability.

Support concentrates on empowering student and faculty success through supportive environments. This involves enhancing student retention through proactive support, expanding scholarship opportunities, modernizing learning facilities, and growing research output through clear expectations and infrastructure investment.

Experience champions comprehensive student development through transformative opportunities and community building. Notable initiatives include launching professionalism center, expanding student mentorship programs, developing faculty mentoring systems, and creating dedicated undergraduate and master's student research programs.